



LASPNET
LEGAL AID SERVICE PROVIDERS' NETWORK

LASPNET STRATEGIC PLAN JULY 2021 - JUNE 2025

A CENTRE OF LEGAL AID EXCELLENCE

OCTOBER 2021



IDEOLOGY

A Centre of Legal Aid Excellence

OUR IDENTITY



Our Vision

A free and just society.



Our Mission

To provide a platform for effective networking and collaboration to enhance legal aid service delivery and access to justice for the most vulnerable and marginalized people.



Our Goal

To improve networking, collaboration and coordination among legal aid service providers in Uganda.



Mandate

To strengthen coordination and networking of LASPs, harmonization and standardization of legal aid service provision by the different service providers, lobbying and advocacy to facilitate a favorable legal and policy environment.

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ACRONYMS

Throughout this Strategic Plan unless otherwise stated, the abbreviations in the first column have the meanings stated opposite them. These descriptions, however, serve to clarify the abbreviations used in this Strategic Plan and are not intended to be authoritative.

A2J	Access to Justice
BOD	Board of Directors
CEO	Chief Executive Officer
CSOs	Civil Society Organizations
DGF	Democratic Governance Facility
DOP	Director of Programmes
ECCMIS	Electronic Court Case Management Information System
ESR	Economic and Social Rights
EU	European Union
FGD	Focus Group Discussion
HR	Human Resource
HRO	Human Resource Officer
HURIFO	Human Rights Focus
IDLO	International Law Development Organization
ICNL	International Centre for Not-for-Profit Law
INGO	International Non-Governmental Organisation
IRC	International Rescue Committee
IT	Information Technology
JLOS	Justice Law and Order Sector
KIs	Key Informant Interviews
LASPNET	Legal Aid Service Providers Network
LASPs	Legal Aids Service Providers
LDC	Law Development Centre
MIA	Ministry of Internal Affairs
MoLG	Ministry of Local Government
MoJCA	Ministry of Justice and Constitutional Affairs
MGLSD	Ministry of Gender, Labor and Social Development

NGO	Non-Governmental Organization
NSA	Non-State Actors
PATs	Participatory Analytical Techniques
PEST	Political, Economic, Social and Technological
PCI	Promise Consult International
ODPP	Office of Director of Public Prosecution
SDG	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
SOP	Standard Operating Procedures
SWOT	Strength, Weakness, Opportunities and Threats
TOC	Theory of Change
TORs	Terms of Reference
UCBA	Uganda Court Bailiffs Association
UN	United Nations
UNDP	United Nation Development Programme
UNODC	United Nations Office on Drugs and Crime

FOREWORD



Since 2004, the Legal Aid Service Providers Network (LASPNET) has maintained focus on her mandate of providing strategic linkages and a collaborative platform for Legal Aid Service Providers (LASPs) in Uganda and a common front to relevantly interface with Justice Law & Order (JLOS) on Access to Justice and Rule of Law. The last five (5) years of expiring Strategic plan have guided LASPNET in its four thematic areas of Lobby and Advocacy, Research and Knowledge Management, Networking, Coordination and Partnerships and Institutional Development into a formidable network in promoting access to justice and rule of law.

In the last five (5) year Strategic plan (2015-2020), while there were interventions not achieved like enactment of Legal Aid Bill into law, the Network made considerable strides amidst COVID-19 pandemic and the hectic election period that saw eroding of the rule of law and increased human rights violations. These called for strengthening of the Rapid Response Mechanisms which responded to human rights violations and abuses. Lawyers Strategy and observance of the Ministry of Health Standard Operating Procedures (SOPs) like working from home at certain times.

This third Strategic framework represents a roadmap that LASPNET intends to follow over the next five years in the process of facilitating coordinated and equitable legal aid services. It is developed amidst challenging environment including shrinking civil society space with amendment of the NGOs Act that introduced an annual permit and fines for late and non-payment of returns. Other challenges include: political tension due to 2021 election results, increased corruption, delayed enactment of legal aid law, judiciary experiencing low manpower, vulnerable people especially those with disability not sufficiently taken care of in judicial system, long procedures for approval of legal aid clinics and coping with challenges of technological advancement, etc.

The Strategic plan, 2021-2025 is aligned to National Development Plan (2019/20–2023/24 and National Vision 2040. It is informed by the 1995 Constitution (as amended 2005), Uganda Human Rights Commission Act Cap 24, the Poor Persons Defense Act Cap 20, the Civil Procedure Act, Cap 71, the Children Act, 2016 (as amended), the Persons with Disabilities Act, 2006, the Refugee Act, 2006, the Criminal Procedure Code Act, and the Advocates Act and the Annual JLOS Report, 2019/20. Others are international treaties and convention that Uganda is signatory to including; the Universal Declaration of Human Rights (1948), the International Convention on Civil and political rights (ICCPR) (1966), International Convention on Economic, Social and Cultural Right (ICESCR), African Charter and East African Charter among others.

Finally, on behalf of the Board of Directors, we pledge to commit efforts to support and facilitate the realization of strategic objectives herein enshrined with the Programmes and interventions in a more effective and efficient manner to enhance legal aid service delivery, access to justice for the most vulnerable and marginalized people and rule of law as a single game plan in Uganda.

A handwritten signature in black ink, appearing to read 'Arthur Nsereko', written over a dotted line.

Mr. Arthur Nsereko,
Chairperson, Board of Directors

> Message from the Chief Executive Officer



LASPNET has over the last five-years been transformed as formidable and influential Network of Legal Aid Service Providers. The Network has built its capacity and competence in Networking, Coordination and Partnerships for promoting Lobbying and Advocacy, Research and Knowledge management in legal aid, access to justice and rule of law guided by the 2015-2020 Strategic plan.

The build up to the development of the new Strategic plan (2021-2025) has been a time of reflection on future of LASPNET for the next five (5) years. I would therefore like to note that the development of the Five-Year Strategic Framework was participatory, extensively consultative and inclusive of the Board of Directors, LASPNET members; both LASPs, Honorary, Management, staff, Development Partners, Strategic Partners, Media and beneficiaries of LASPNET among other stakeholders.

On behalf of LASPNET Management, I extend deep appreciation to all our stakeholders for their inputs and financial support. Special gratitude goes to the Democratic Governance Facility (DGF) that funded the review of the previous Strategic plan, 2015-2020 and development of the successor Strategic plan, 2021-2025. My appreciation goes to LASPNET members, Development and Strategic partners especially the Justice, Law and Order Sector (JLOS), Secretariat team as well as Promise Consult International towards this noble process in facilitating the development of this Strategic Framework.

As a Network we are challenged to continue building capacity of our members and strategic partners to effectively resource mobilize and fundraise. This cannot be possible without a clear and defined strategic direction. The Strategic plan (2021-2025) therefore, reflects the current resource needs for legal aid whilst aspiring for a Free and Just society through provision of a platform for effective networking and collaboration. We are cognizant that the implementation of this strategic plan is to operate under Covid-19 pandemic environment and subsequent recovery period from its impact.

On behalf of LASPNET Management and staff, I present to you a comprehensive Strategic plan, 2021-2025 that will guide the programming and strategic direction of the Network. I therefore invite our internal and external stakeholders to regularly use the Strategic Framework to guide our work ethos and partnerships 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 development phase of this Strategic plan.

Together we will all continue to strive for a free and justice society in the next five years of this Strategic plan.

A handwritten signature in blue ink, appearing to read 'Sylvia Namubiru Mukasa', written over a dotted line.

Dr. Sylvia Namubiru Mukasa,
Chief Executive Officer

> EXECUTIVE SUMMARY

LASPNET's programming is anchored on a five-year Strategic plan with the previous one coming to an end in December 2020. LASPNET desired 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 and access to justice in Uganda and internationally. The just ended Strategic plan, August 2015 – December 2020 was reviewed and several recommendations informed the strategic thinking of realigning LASPNET's focus to the Fourth JLOS Strategic Investment Plan, 2017-2020, members' expectations and the needs of the target beneficiaries of legal aid and access to justice.

The external evaluation findings agreed with the internal assessment report for Strategic plan, 2015-2020, LASPNET consolidated itself as a "Centre for Legal Aid Excellence". There was increase in the access to state funded legal aid services from 26% in 2016 to 39% in 2018/19 (JLOS Annual Performance Report, 2018/19) through its activities of advocacy and engagement. LASPNET membership grew from 47 members in 2015 to 54 members by 2020. LASPs received capacity building and some logistical support under enrolled projects of the Secretariat. Thirteen (13) researches on human rights and access to justice were generated to increase evidence-based advocacy. Out of these, policy briefs, manuals and press statements were also developed, increasing the awareness of access to justice and rule of law to the public. However, evidence accumulated over time notwithstanding, it seemed only the secretariat was using the researches more comfortably.

LASPNET had a strong board and management in place. According to the annual score card results applied on the board, the performance averaged at 58% during the period running from 2017-2019. The Management was however, rated high. LASPNET widened her resource envelope: from operating with one donor in 2015 to Eleven donors by 2020 with actual mobilized funds raised to UGX.9,843,471,170= by the end of December 2020, surpassing the planned target of UGX. 7 billion in 2015.

The Strategic plan 2021-2025 is guided by the International, Regional and National legal and policy framework. These include International Declarations, Treaties and Conventions to which Uganda is signatory; the Universal Declaration of Human Rights (1948), the International Convention on Civil and political rights (ICCPR) (1966), International Convention on Economic, Social and Cultural Right (ICESCR) and United Nation Children Rights Convention (UNCRC). Nationally the laws governing access to and the provision of legal aid, access to justice, human rights and rule of law in Uganda include the Constitution of the Republic of Uganda, 1995, the Poor Persons Defense Act Cap 20, the Civil Procedure Act, Cap 71, the Children Act 2016, the Persons with Disabilities Act, 2006, the Refugee Act, 2006, the Criminal Procedure Code Act Cap, 116 and the Advocates Act, Cap 267 among others.

This Strategic plan maintains the previous LASPNET's vision of "A Free and Just society" for its still relevant. The mission was modified to incorporate the element of 'Advocacy' due to LASPNET strength in the thematic area. Hence, the mission is stated as; "To Provide Effective Advocacy, Networking and Collaboration for sustainable Legal aid services and Access to Justice for the most vulnerable and

marginalized people”, The motto has remained as per the previous Strategic plan and is focused on LASPNET’s niche of being a model “Centre of Legal Aid Excellence in Uganda”. The Core values adopted are; Team Work, Integrity, Inclusiveness, Transparency and Accountability, Creativity and Innovativeness and Excellence. The implementation of Programmes will be guided by principles of Human Rights Based Approach, Evidence Based Programming, Access to Legal Aid and Justice, Networking and Collaboration, Human Resource Development, Technology and innovations, Professionalism and Discipline and diligence.

The designing and implementation of next strategic cycle has been and will be impacted on by the shrinking civic space and to a large extent the Covid 19 virus, which has become both an epidemic and pandemic. Therefore, LASPNET will continuously design and implement strategies to operate in current context of Covid 19 pandemic and the subsequent recovery period will definitely impact the next strategy. These will require more innovative ways and use of IT to accelerate delivery of legal aid and access to justice services.

LASPNET thematic areas: are Lobbying and Advocacy; Networking, Collaboration and Partnership; Research and Knowledge Management; and Institutional Strengthening and Development of Secretariat and LASPs.

This strategic plan focusses on promoting the mandate of the network through concerted effort of LASPs and JLOS partners to advocate for enactment and/or review of pro-poor laws and restrictive to CSOs operating space as well as innovations. These may include; the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019 and amendment of Poor Persons Defense Act Cap. 20; *Human Rights Enforcement Act, 2019*; *Data Protection and Privacy Act*; *Public Order Management (POMA), 2013* and *Computer Misuse Act, and NGO Act, 2016* among others. The Network will endeavor to integrate innovation and scaling up research, increased utilization of research findings coupled with copyright enforcement, the evidence-based programing. Also strengthen and implement effective platform for networking, coordination and partnership for building relationships and commitment of legal aid and access to justice partners. Lastly continue to strengthen both LASPNET Secretariat and LASPs organizational systems for sustainability in order to increase the effectiveness and efficiency of delivering services of legal aid, access to justice, human rights protection and rule of law.

The coverage focus for next five years is to have members in all the 145 districts in Uganda with 4 decentralized Regional Offices. The direct beneficiaries are the network members. The key stakeholders of specific focus are both public and private sector actors including JLOS partners, parliamentarians, media, local governments and legal aid services providers, regional networks and indigents. The implementation and monitoring and evaluation frameworks are designed based on the above four thematic areas. Diversification and sustainability of LASPNET Secretariat and LASPs remain key pillars. LASPNET’s Strategic plan is built on a sound financial base with development partners. The financial projections for implementing this Strategic plan of UGX 45,026,458,000= (Forty-Five Billion Twenty Six Million Four Hundred Fifty Eight Thousand Shillings Only) will be mobilised from both external and internal resources.

1.1 Background to LASPNET

The Legal Aid Service Providers Network (LASPNET) is a national member based Non-Governmental organization that was established in 2004 to provide strategic linkages and a collaborative platform for 54 Legal Aid Service Providers (LASPs) spread across 80 districts in Uganda to maintain a common front to relevantly interface with Justice Law & Order (JLOS) on access to Justice and Rule of Law. The Network's mandate focuses on key critical aspects of Research and Knowledge Management; Networking, Collaboration and Partnership; Lobby and Advocacy and Institutional Development.

Since its establishment, LASPNET's programming has been guided and informed by 5-year cycle Strategic Plans with the most recent Strategic Plan (2015 - 2020) coming to an end in 2020. Based on this background, there was need to clearly articulate the Network's strategic direction and resource requirement for next five years (2021-2025). Also, the Network is challenged to build capacity for the LASPs to effectively carry out resource mobilization and fundraise and this cannot be possible without a clear and defined strategic direction. The Strategic plan for FY 2021-2025 therefore, reflects the current resource needs for legal aid whilst aspiring for a Free and Just society through provision of a platform for effective networking and collaboration to enhance legal aid service delivery, access to justice for the most vulnerable and marginalized people and rule of law as a single game plan.

The Strategic Plan 2021 – 2025, presented here, builds on the achievements and lessons learnt from the previous strategic plan 2015 – 2020. Among the key challenges are;

- The need to diversify resource mobilization.
- The need to continue operating amidst continuously shrinking civic space amidst deteriorating rule of law and increased human rights violation in the country.
- Delayed enactment of the Legal Aid law and passing of the complimentary policy since 2011 due to lack of political good will.

The LASPNET Programme framework mainly focuses on improving the service delivery quality, capacities, and standards of LASPs in Uganda; strengthening advocacy on pertinent issues as well as sustaining institutional linkages with state actors to effectively complement government's efforts in enhancing access to justice, protection of human rights and rule of law for the poor, marginalized, and vulnerable persons.

Institutionally, LASPNET has grown since 2015 from supporting 40 to 54 registered member LASPs to provide legal aid services in Uganda. These apply to various models of legal aid service provision including Legal Aid Clinics, Mobile Legal Aid Clinics, Legal Aid Outreaches, Pro Bono Schemes, and Community Based Empowerment Outreaches among others in over 80 different districts in Uganda.

We have seen increase of Development partners from one (1) in 2015 to eleven (11) by the

end of 2020. LASPNET's Strategic plan is built on a sound financial base with development partners that include; Democratic Governance Facility (DGF), United Nations Development Program (UNDP), OXFAM - Voice, Action Aid International Uganda, International Center for not-for-Profit Law (ICNL), Catholic Organization for Relief and Development Aid (CORDAID), International Development Law Organization (IDLO) and United States Embassy, European Union; Freedom House, Australian Development Agency (ADA) which is pending signing of partnership agreement.

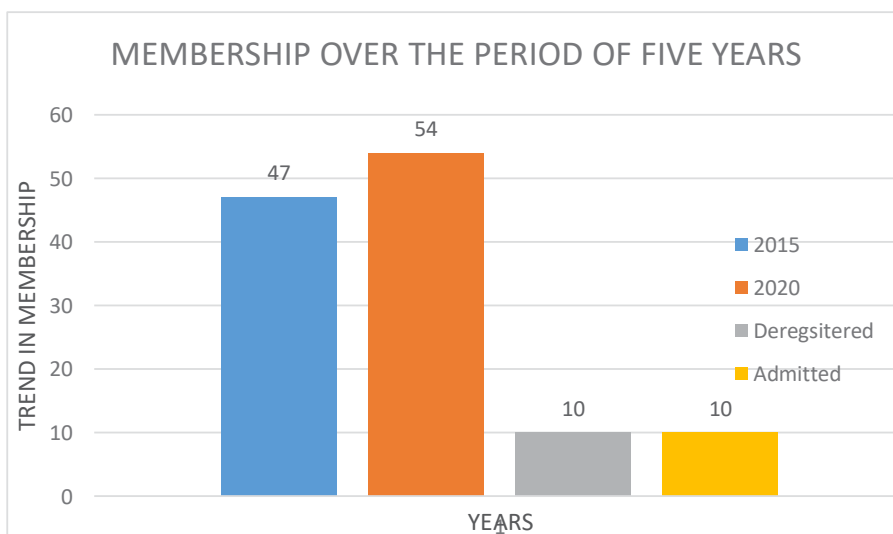
1.2 Justification and purpose

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 and access to justice in Uganda, Regional and International level. The just ended strategic plan, August 2015 – December 2020 was reviewed and several recommendations therein were leveraged to inform strategic thinking of realigning LASPNET's focus to the Fourth JLOS Strategic Investment Plan, 2017-2020, members' expectations and the needs of the target beneficiaries of legal aid and access to justice.

1.3 Milestones and Lessons Learnt from Strategy Plan of 2015-2020

The external evaluation findings agreed with the internal assessment report that during the last strategic planning period 2015-2020, LASPNET consolidated itself as a "Centre for Legal Aid Excellence". At the sector wide level, LASPNET efforts contributed to the increase in the access to state funded legal aid services from 26% in 2016 to 39% in 2018/19 (JLOS Annual Performance Report 2018/19) through its advocacy and engagement. To a great extent, LASPNET strengthened advocacy for supportive enactment and implementation of legal and policy frameworks process, although there is more to be done.

LASPNET grew during the strategy period from 47 members in 2015 to 54 by 2020. While 10 members were deregistered and 10 admitted



The members deregistered was on basis that they had been inaccessible for long periods, closed operations and or lacked physical address. The capacity building approach was multifaceted with skilling done through trainings and mentorship. Some LASPs also received logistical support under enrolled projects of the Secretariat such as Legal Rapid Response, Execution of Courts Orders, Corruption Monitoring and some researches were they supported as Consultants. LASPNET carried out annual peer learning visits, coupled with the CEOs forum providing a continuous avenue for mentorship.

Twenty-Five (25) researches on human rights and access to justice were generated by LASPNET to increase evidence for advocacy as well as manuals for standardization of legal aid service provision by the different service providers. The detailed researches and manuals are summarized in the table 1 below:

Table 1: Summary of Research Studies conducted, Reports and Manuals Developed

	Title of Researches, Reports and Manuals	Year of Publication
1	Poverty, Vulnerability and Marginalization in the Context of Access to Justice;	2016
2	Cost Benefit Analysis of the Legal Aid Policy;	2016
3	State of Access to Justice Report	2017
4	Status Report on Implementation of the Recommendations of the Access to Justice Trends Analysis	2018
5	Socio-economic drivers of corruption on the JLOS sector	2017
6	Assessment Report on Implementation of the JLOS Anti-Corruption Strategy	2019
7	Impact Assessment Report of the LASPNET Corruption Monitoring Project	2020
8	Report on Corporate Accountability; Documentation of Good Practices of Child Friendly Justice	2015
9	FGGII Report on Corporate Accountability	2018
11	Formation, Registration and Compliance: For Civil Society in Uganda	2018
12	Mapping and Needs Assessment of NGOs on their Compliance with the Non-Government Organization Legal Framework 2018	2018
13	Situational Analysis research on Compulsory Land Acquisition under OXFAM	2019
14	UNDP Research on Rule of Law, A2J and Security Needs of Refugees and Host Communities	2019
15	Access to Justice Needs for Youth in Uganda: Vulnerability, Poverty and Corruption Hindrances	2019
16	Sustainable Development Goal (SDG) 16 Action Research	2020
17	Child Friendly Legal Aid Manual	2016

18	Monitoring and Evaluation Training of Trainers Manual	2017
19	Community Based Paralegal Training of Trainers Manual	2018
20	Tool kit and posters on broad themes on Access to Justice	2018
21	Whistleblowers Manual	2018
22	Paralegal Handbook	2019
23	The Legal Aid Practitioners Manual	2020
24	Pocket Handbook on Freedom of Expression and Access to Information	2020
25	Formation, Registration and Compliance: For Civil Society in Uganda	2018

Furthermore, policy briefs, manuals and press statements were also developed, increasing the awareness of access to justice and rule of law to the public. At the Secretariat level, the execution of court orders project was informed by the access to justice reports and through the cluster review meetings. The cost effective report is partly informed the legal aid policy and the call center designed to reduce the cost of accessing legal justice, the land cluster research was a direct input to my land, my rights project and the legal open days. The presence of a plethora of evidence accumulated over time notwithstanding, it seemed only the secretariat was using the researches more comfortably. The M&E function in the network could have generally been stronger, this could partly be related to the M&EO role being filled towards the end of the strategy period. A digitalized system such as the was not effectively utilized throughout the network, although the assessment team confirms that this was not for the lack of effort on LASPNET's side- especially in working with up country LASPs and less the central region ones. It remains an area in need of further analysis.

LASPNET had a strong board and management in place. Three (3) boards oversaw the implementation of the Strategic plan given the 2-year tenure system. According to the annual score card results applied the board, the performance was an average of 58% from 2017-2019. The management was specifically rated highly. Many HR and performance management initiatives were undertaken during the period under review such as job evaluations, performance management systems, staff skill building training opportunities, and retreats for not only performance evaluation and planning but also provided a platform for relaxation and bonding between Management and staff; adaptation of the practice of social hour which entails activities such as sports, music and storytelling from the Organizational Behavioral Intervention as part of organizational culture, among others.

LASPNET widened her funding from one donor in 2015 to Eleven donors by 2020. These included: DGF, US-Embassy, UNDP, ICNL, CORDAID, ACTION AID, OXFAM, IDLO, EU, ADC and Freedom House. LASPNET had planned for 7bn shillings to implement the strategic plan but actually mobilized Ushs.9, 843,471,170= by the end of December 2020.

Milestones in areas of: Institutional Strengthening, capacity building, Advocacy, Networking and Partnerships that has been a key driver of interventions in the strategy period.

Table 2: Milestones of the Strategic Plan, 2015-2020

	Programme Area	Milestones
i.	Lobby and Advocacy	<ul style="list-style-type: none"> • Contributed to the increase in the access to state funded legal aid services from 39% in 2018 to 46% in 2019/20; • 21 lobby meetings with high level stakeholders; the Speaker of the Parliament of Uganda, Cabinet ministers, parliamentary committees, interest groups, among other stakeholders; • Advocacy campaigns included the ‘Break the silence on corruption’, petitioning the Constitutional Court over LC I & 2 elections and the Covid-19 related multimedia advocacy; • Contributed to enactment of Administration of Justice Act, amendment of the Children’s Act (2016), the Succession Act and NSSF Amendment Bill (2019), as well the passing of Marriage and Divorce Bill; • 10 direct policy change advocacy initiatives; • Over 900 people supported through 5 open legal aid days throughout the country; • 412 human rights defenders and rights activists supported through rapid response; • 1,680 cases handled through innovative social media platforms (toll-free call center, the situation room and the interactive web page); • 28 newspaper articles, 54 radio talk shows, 29 TV shows showcased the work of LASPNET, among others.
ii.	Networking, Coordination and Partnerships of LASPs	<ul style="list-style-type: none"> • Multifaceted with skilling and reskilling done through peer learning support, trainings, mentorship and logistical support; • Five regional legal aid open days were conducted with support from National Social Security Fund (NSSF) and DGF; • Two legal aid outreaches were held in West Nile with support from UNDP. Over 900 people (men and women) served through these outreaches; • 70 cases were received and out of these 25 cases had been executed with the help of the court bailiffs and 45 still ongoing; • Partnerships with Lwengo, Kayuga and Omoro Districts, the Uganda Local Government’s Association (ULGA) and the JLOS Secretariat. Scaled up the Lento cost effective sustainable legal aid service delivery model to Omoro and Kayuga districts; • Directly supported 412 (75 female) human rights defenders and/or activists through the rapid response project;

		<ul style="list-style-type: none"> • Mobilized a 77-member strong volunteer force composed of 23 monitors under the Corruption Monitoring Project, 42 advocates and paralegals under Rapid Response, 12 bailiffs under the Execution of Court Orders Project; • The Rapid Response (RR) team supported 412 (75 female) human rights defenders and rights activists; • Support to 136 poor and/or vulnerable persons to get bond and or have their cases on electoral related matters dismissed; • 28 articles were published by various media houses on the work of LASPNET and access to justice, 54 radio talk shows, 50 jingles, 29 TV shows, 26 press conferences and/or opinion articles; • Signed an MOU in March 2019 to join the East African Legal Aid Network; • Joined the East and Horn of Africa paralegal network, among others.
iii.	Research and knowledge management	<ul style="list-style-type: none"> • 25 knowledge products including nine researches on human rights and access to justice were generated from which policy briefs, manuals and press statements were developed and disseminated. • M&E products such as review reports; annual reports were produced, among others.
iv.	Institutional Strengthening	<p>Membership increased from 47 in 2015 to 54 in 2020, 24 trainings conducted on; Trail Advocacy, Mediation training for Training of Trainers; Monitoring and Evaluation, Regional-based youth dialogues and trainings on corruption; Disability rights, and child justice, ICT training; Media Trainings; Lobby and Advocacy; governance, resource mobilization and accountability; Plea bargaining; security among other training opportunities; Supported 13 members (who were incapacitated) with servers and computers; Over 300% increase in funding from Ugo 1.2bn in 2015 to Ugo 5bn in 2020;</p> <p>LASPNET increased funding support from one donor to eight donors; Over 10 times increase in followership on Twitter; 10 trainings were attended by staff and these included among others annual staff retreats, and orientation trainings; Developed a comprehensive ICT and communications policy. Beneficiary to the Uganda Child Rights NGO Network (UCRNN) Award 2015. The 2016 JLOS Partnership & Collaboration award; The Recognition award by Muslim Center for Justice and Law Service; and The Recognition Awards by the Uganda Christian Lawyers Fraternity (UCLF).</p>

1.4 Methodology

This Strategic Plan was developed through a participatory process involving the Board members and associated committees, management and staff, LASPs/Members, JLOS Secretariat, Development agencies, strategic partner organizations, media, and East African Countries' Networks, among others. These enlisted their views on the strategic directions that LASPNET should pursue. The process was facilitated by Promise Consult International (PCI). It commenced with desk review of review reports, international and national legal and policy instruments, annual reports, LASPNET's institutional policies and guidelines provided information to assess the situational analysis and trends in legal aid and access to justice.

Table 3: Stakeholders Engaged during Strategic Plan Development

No	Name of Organization	Number
i.	Development Partners	5
ii.	LASPs	32
iii.	JLOS	5
iv.	Board Members	8
v.	Uganda Court Bailiffs Association (UCBA)	5
vi.	Strategic Partners	10
vii.	Secretariat Staff	15
viii.	Media	3
ix.	Rapid Response Lawyers	9
x.	Corruption Monitors	2

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).

2.1 The Concept of Legal Aid

Legal aid refers to “legal advice, assistance and/or representation at little or no cost to the person designated as entitled to it,” and encompasses services provided by lawyers and paralegals in criminal as well as in civil and administrative matters to individuals who are poor, marginalized, or otherwise in need of special legal protection, to enable them to exercise their rights¹. This includes the provision of legal advice, representation in courts or proceedings under other State tribunals, assistance in drafting of documents and pleadings, mediation, assistance in navigating the rules and procedures of State administrative agencies, along with a range of other services. The concept of “legal aid” is inseparable from its function as a vital means of access to justice.

2.1.1 The relationship between Access to Justice and Legal Aid

Access to justice is the “the ability of people to seek and obtain a remedy through formal or informal institutions of justice, and in conformity with human rights standards,” and it is also seen as fundamental to the protection of human rights. Legal Aid makes a critical connection between populations and their justice systems. In addition to providing guidance on how to navigate the often difficult-to-understand justice system. Therefore, Legal Aid plays a crucial role in enabling people to navigate the justice system, to make informed decisions, as well as to obtain justice remedies. Legal aid is key in ensuring access to justice, a core principle of development and rule of law as recognized by the UN Principles and Guidelines as “an essential element of a fair, humane, and efficient criminal justice system² .”

2.1.2 The Concept of Rule of Law

The rule of law is a principle of Good governance which all persons, institutions and entities, public and private including the state itself, are accountable to laws that are publically promulgated, equally enforced and independently adjudicated, consistent with international human rights norms and standard³.

2.2 Contextual Analysis of Legal Aid, Access to Justice and Rule of Law in Uganda

The JLOS partners both public and private have over the last ten years contributed to increase in access to legal aid, justice and observance of human rights and the rule of law in Uganda. Despite the successes recorded by the JLOS and Partners there still remains a challenges especially for the rural and vulnerable populations that among others include:

¹ United Nations Office on Drugs and Crime (UNODC), (2016), Global Study on Legal Aid Global Report, Vienna Austria, page 8

² Ibid art, page 9

³ 2.1.1 The relationship between Access to Justice and Legal Aid

2.2.1 Limited access to legal aid makes justice inaccessible

According to JLOS Annual Report, 2019/20, the sector increased magisterial areas accessing state funded legal services through the Justice Centre Uganda (JCU) project, LDC LAC and the Uganda Law Society (ULS) Legal Aid Project (LAP) supported by the Gout and JLOS development partners from 39% to 46%. However, this was still below the national target of 48.7% and therefore more effort is needed. Currently state provided legal aid is only guaranteed for criminal matters thus civil cases not catered for. While Justice Centres which offer legal aid including for civil matters are few and far apart operating at only regional levels near to High Court circuits and a few magisterial areas designated. Further inaccessibility to justice shows that only 18.2% of the people in rural areas have access to a Magistrates Court within a distance of less than 5km meaning majority citizens have to travel long distances to get to the courts⁴. Meanwhile non-state actors that offer legal aid, to supplement government efforts, are not everywhere, particularly in rural and hard to reach communities and even where they exist, they focus more on civil and political violations.

2.2.2 Lack of a comprehensive legal aid law and policy framework

The framers of legal aid bill envisioned a law that will be comprehensive with an independent legal aid body to ensure free representation for persons without means to go a long way in ensuring the enforceability of access to justice for both criminal and civil cases. However, to date Uganda is yet to approve the National Legal Aid Policy and pass the Legal Aid Bill (2020). To push this Bill, LASPNET has relied on the support of various partners who include DGF; UNDP; GNPf and some of the member LASPs that form the National Technical Working Committee. Currently, the National Legal Aid Bill is under gazette in Parliament. It will require undertaking several engagements with the new MPs of the 11th Parliament to have it brought on the floor for re-tableting. If enacted the National Legal Aid Bill (2020) will move along way with enhancing access to justice for the poor and vulnerable.

2.2.3 Limited judicial institutions providing for persons with disabilities

Most courts of law premises are not physically accessible to some litigants, such as persons with the disabilities. This inaccessibility is heightened for persons with other forms of disabilities, for example persons with hearing disabilities lack sign language interpreters. None of the rules of Courts of law and Quasi-Judicial bodies currently in force expressly provide for reasonable or procedural accommodations to ensure equal and effective access to justice of persons with disabilities.

2.2.4 Persistent inadequate financial and human resource allocations

The JLOS institutions have perpetually experience inadequate allocation funding and staffing that affects their effective delivery of justice services. According to the Report of the Auditor General to Parliament for the financial year ended 30-June-2018, the Judiciary had a budget shortfall of UGX. 375.9 Billion, the

⁴ Annual JLOS Report 2019/2020

Directorate of Public Prosecutions, a budget shortfall of UGX. 1,302,834,578 (OAG, 2019)⁵. While police and prisons had a short fall of Ushs.90 billion and Ushs.8.82 billion respectively⁶.

As of 2018, Uganda had a big deficit of Judicial Officers; Magistrates were 450 out of the 536 magisterial offices leaving a gap of 86 judicial officers and also only 40 % of the magisterial areas had vehicles to visit locus⁷. In addition, one High Court judge served a circuit, save for the High Court circuit of Maraca, Ninja and Mable that had two judges each (a Senior Resident and another Resident Judge). Further still the Auditor General also reported a 59% staffing shortage of the ODPP⁸. It was worse with only 28% of positions filled at the Uganda Human Rights Commission⁹. These can be attributed to the low case clearance rate by the Judiciary with only 8% case disposal rate compared to previous financial years when performance stood at 25% in 2015/2016 and 11% in 2016/2017 respectively¹⁰. Therefore, with enactment of the Administration of Justice Act (2020), it is hoped more funding will be allocated, the judiciary's independence will be strengthened and staffing and welfare of the judicial officers improved to reduce the case backlog.

2.2.5 Failure in accessing justice for ESRs

The Economic and Social Rights are key to human survival. The recent Initiative for Social Economic and Rights (ISER's), 2019 Progress Report findings indicates that when poor or vulnerable persons cannot access justice systems, they are sometimes forced to take justice into their own hands through illegal or violent means, or to accept unjust settlements¹¹. Additionally, significant impediments exist hindering access to justice for ESR violations, especially for vulnerable and marginalized groups like children, women, Persons with disabilities, the poor and those living in rural or hard to reach areas. Similarly, the JLOS 4th Strategic Plan, (2017-2020) ranked land disputes as highest countrywide and as a key concern especially for youth, poor and marginalised persons. These disputes cause more family disputes like murder, assault and impact on their livelihoods¹².

2.2.6 Denial of due judicial process

It's a common saying that "justice delayed is justice denied". Although Article 28 (3) (a) of the national constitution provides for the presumption of innocence before proven by competent court, in practice there many cases where accused are prosecuted, arrested and detained without proper procedure including being denied access to their families and lawyers. It's worse for politically related cases where disappearance of innocent persons is common in Uganda. Similarly, still Article 23 (4) (b) requires suspects to be charged within 48 hours of arrest but suspects are held frequently longer. These and many others require concerted effort to bring back sanity to the judicial process enforcement and rule of law.

⁵ Ibid art

⁶ Ibid art

⁷ Annual JLOS Report, 2018

⁸ Ibid art

⁹ Annual JLOS Report, 2018

¹⁰ Initiative for Social Economic and Rights (ISER's), (2019), Meaningful Access to Justice for Economic and Social Rights, Uganda Progress Report

¹¹ Ibid art

¹² LASPNET, (2018), Access to Justice Needs for Youth in Uganda,

2.2.7 Slow Digitization of JLOS Service Management Systems

In the recent past, JLOS institutions experienced poor record keeping and retrieval resulting in delay to access justice, loss of files and breeding opportunistic corruption¹³. Therefore, the Sector embarked on installation of electronic document management systems to facilitate migration from analogue to digital services through an innovative Automated System Information Management. JLOS institutions have been supported to set up E-Service platform. Uganda Police to scale up its Crime records management system, Uganda Law Reform Commission (ULRC) to develop an electronic data management system and development of the Human Resource Management Information System (HRMIS). While the Judiciary has developed the Electronic Court Case Management Information System (ECCMIS) to provide a robust solution for automation of Court processes including e-filing and e-payment of Court fees and fines. This will support internal communications and CCAS (Court Case Administration System) with ultimate aim of reducing case backlog and corruption in the judiciary. Despite the progress of digitalization, it largely remains centralized and impeded by the limited ICT infrastructure.

2.2.8 Deteriorating State of Rule of Law in Uganda

Recent trend of amendments to the national Constitution to remove entrenched provisions for political purposes including lifting of Presidential term and age limits raises serious concerns. These and many other factors have led to Uganda being ranked the lowest in the East African region in terms of not adhering to justice and rule of law and at 117 globally out of 128 countries¹⁴. This is drop in the observance of justice and rule of law by two positions from the previous ranking that rated Uganda at 104th out of 113 countries globally, and Freedom House (2018) gives Uganda a 4 out of 16 for rule of law. While the Constitution calls for judicial independence and a clear separation of powers between the executive, legislature, and judiciary, the president and military are frequently accused of undermining the judiciary and rule of law (Bertelsmann Sifting, 2018) and deterioration on human rights protection¹⁵.

2.2.9 Increased Corruption among JLOS Actors

Both national and international surveys cited JLOS institutions as the most corrupt, for example the 2019 barometer survey ranked Police as most corrupt at 70% and that 78% of citizens consider government for not doing enough to fight corruption. Another study by LASPNET revealed that corruption in the JLOS is mainly induced by among others poor remuneration and lack of social protection mechanisms among Judicial Officers, State Attorneys and Police Officers among others¹⁶. Therefore, the automation of the justice services aims at reducing personal contact limiting opportunities to bribery and extortion. However, this has not taken root in all JLOS institutions and decentralised country wide. LASPNET needs to engage more with anti-corruption agencies and beyond including inter-agency forum under directorate of ethics and integrity of office of the President.

¹³ Annual JLOS Report, 2019/20

¹⁴ The World Justice Project Rule of Law Index 2020

¹⁵ The LASPNET Status Report on Implementation Recommendation of the Access to Justice Trend Analysis, 2017

¹⁶ LASPNET, (2020), The Assessment Report of LASPNET Corruption Monitoring Project, 2016-19

2.2.10 Youth as a Vulnerable Population

The young people aged below 30 years in Uganda make up 77% of the population which could be an advantage due to their being in productive stage of life ¹⁷. However, this has its challenges including most of them are unemployed thus unable to access social and public goods and services. The recent study findings show that youth justice needs rotate around crime, land disputes, family matters and labour disputes ¹⁸. Yet majority of youth in conflict with law are victims of crime, facing or pursuing civil claims have limited access to legal services. The youth don't have resources and unable to comprehend the legal procedures involved in the justice system thus rendering them vulnerable.

2.2.11 Role of the Media

The media is a key enabler in the promotion of access to justice, human rights and rule of law. It has hence facilitated advocacy on key issues affecting the citizens including vulnerable people. It has also been leveraged by LASPNET to call upon the public to exert pressure on their MPs in demanding for the enactment of the National Legal Aid Bill 2020. That notwithstanding, media freedoms in Uganda continue to sharply dwindle. For instance, from 2002 to 2020, Uganda has fallen from rank 52 to 125 out of 180 countries in the World Press Freedom Index (Reporters Without Borders 2020) ¹⁹. Violations of media freedom are especially severe during elections, social unrest, or when journalists are exposing corruption or other governmental wrongdoings (HRNJ-Uganda 2019b) ²⁰.

2.2.12 Restrictive CSOs operating legal environment

Civil society space in Uganda is rapidly shrinking with the Ugandan government taking several measures towards controlling the operational space especially of organizations working on issues of human rights, anti-corruption, electoral democracy, and social justice and accountability. The NGO Act (2016) as Amended contains restrictive measures in that grants the state inspection powers, which establishes that an inspector may, after giving notice of at least three days, inspect the premises and “request for any information” from the organisation which “appears [to be] necessary for purposes of giving effect” to the Act (section 41 of the Act) has seen several CSOs offices closed and staff arrested. Other restrictions include; punitive measures as in section 40, provides more severe penalties for up to three years of imprisonment for operating without registration or permit.

2.2.13 Impact of COVID-19 on Legal Aid and Access to Justice

This Strategic plan is being designed and will come into force amidst COVID-19 pandemic that has affected not only the legal aid and access to justice actors but the entire facets of the life in Uganda and entire world. Ugandan citizens who needed access to justice in the recent past from both formal and informal systems have had their justice needs unmet because of a myriad of factors. Currently, access to

¹⁷ LASPNET, (2018), Access to Justice Needs for Youth in Uganda, Vulnerability, Poverty and Corruption hindrances

¹⁸ Ibid art

¹⁹ Reporters Without Borders. 2020. “2020 World Press Freedom Index.” <https://rsf.org/en/ranking>.

²⁰ HRNJ-Uganda. 2019b. “Press Freedom Index Report 2018: Impunity—A Cry for Media Freedom.”

justice has been greatly hampered by the pandemic with lockdowns, restricting court hearings, ultimately meaning that all pending matters before the courts had to be adjourned indefinitely until the lockdown is lifted and courts are allowed to resume normal operations. The only option was very urgent matters that would require parties to first obtain a certificate of urgency. It's imperative that under the prevailing circumstances, Government should fully re-operationalize the Local Council Courts ²¹. Therefore, more resources are needed for investment in technology to deliver urgent legal aid and justice services to cope with such emergencies should it continue and/or reoccur.

2.3 Actors involved in legal aid, access to justice, human rights and rule of law

The Justice Law and Order Sector (JLOS) employs a sector wide approach that brings together 18 institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights. Through a sector wide approach, the sector brings together state and non-state actors who play complementary roles in planning, budgeting, programme implementation, monitoring and evaluation.

The state institutions are responsible for administering justice, maintaining law and order and promoting the observance of human rights include: Ministry of Justice and Constitutional Affairs (MOJICA); Judiciary (Courts of Judicature); Ministry of Internal Affairs (MIA); Directorate of Citizenship and Immigration Control(DCIC); Office of the Director of Public Prosecutions (DPP); Uganda Police Force (UPF); Uganda Prison Service (UPS); Judicial Service Commission (JSC); Law Development Centre (LDC); Ministry of Gender, Labour and Social Development (MGLSD) - Gender, Justice for Children, Labour and Probation Functions; Ministry of Local Government (MoLG)-Local Council Courts; Tax Appeals Tribunal (TAT); Uganda Human Rights Commission (UHRC); Uganda Law Reform Commission (ULRC); Uganda Law Society (ULS); Centre for Arbitration and Dispute Resolution (CADER); Uganda Registration Services Bureau (URSB); and National Identification and Registration Authority (NIRA). The non-state actors including; Development Partners, academia, CSOs, media and private sector groups complement Government in the delivery of justice, law and order and advocacy for adherence to human rights protection.

2.4 Analysis of Legal and Policy Supportive Framework

2.4.1 International Legal and Policy Framework on Legal Aid, Access to Justice and Rule of Law

Uganda is party to most of the International Declarations, Treaties and Conventions including the Universal Declaration of Human Rights(UDHR (1948), Hein after);The International Convention on Civil and Political Rights (ICCPR(1966), hereinafter); The International Convention on Economic, Social and Cultural Right (ICESCR, hereinafter). Article 14 (1) of ICCPR guarantees equal rights for all before all courts and or tribunals whatsoever named, while emphasizing every person's right to a fair and speedy hearing. Article 14 (3) guarantees free legal representation for all persons who cannot afford legal services and or those charged on serious crimes.

²¹ Timothy Lumunye, (2020), COVID-19 and the Administration of Justice in Uganda

At the international level, the importance of legal aid and access to justice has been recognized by the member States of the United Nations, who adopted the United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems (UN Principles and Guidelines) in 2012. The UN Principles and Guidelines are the first international set of standards on legal aid in criminal cases, which provide guidance to countries on the fundamental principles for establishing criminal legal aid systems. Moreover, in the 2012 Declaration of the high-level meeting of the General Assembly on the rule of law at the national and international levels, the General Assembly emphasized the importance of safeguarding states that “the right of equal access to justice for all, including members of vulnerable groups, and the importance of awareness-raising concerning legal rights” and committed to “take all necessary steps to provide fair, transparent, effective, non-discriminatory and accountable services that promote access to justice for all, including legal aid.” Uganda being a member of UN has obligation to observe international instruments.

In addition, the Commission on Crime Prevention and Criminal Justice (CCPCJ), hereinafter, which serves as the UN system’s lead policy making body in the area of criminal justice, adopted resolution 25/2 on 27 May 2016. The resolution encourages Member States to adopt or strengthen domestic measures to ensure effective provision of legal aid and requests UNODC to work closely with other UN agencies to continue to develop and disseminate relevant tools and to provide advisory services and technical assistance to Member States in the area of legal aid, including promoting greater cooperation between legal aid providers through specialized networks.

Relatedly the Sustainable Development Goal 16, and in particular targets 16.3 and 16.6, seek to measure the extent to which the rule of law and equal access to justice for all are promoted, and the extent to which non-discriminatory laws and policies are enforced. It focuses on access to legal aid services and contributes directly to the achievement of the targets by providing a means for people who are not able to afford legal services to access legal advice and representation, whether to secure inheritance and property rights for women, to protect housing rights for people who live in the lower margins of poverty, to access legal defense for criminal matters, or to enable vulnerable groups, including children, persons with disabilities and others, to access qualified and effective legal aid services to protect their rights in legal matters. Uganda is obligated to fast track the implementation of SDGs annually.

2.4.2 Continental Context

At the continental level, the African Commission on Human and People’s Rights affirmed the right to legal aid in a number of instruments. These include the African Charter on Human and Peoples’ Right (ACHPR) and the Dakar Declaration that recognizes the need for legal assistance in actualizing Article 7 and Article 26 on the right to a fair trial which includes to those who cannot otherwise afford them. Article 7 (I) of the African Charter guarantees the right to a fair trial in almost similar terms with the Charter to protect every person’s right to defence counsel. Still at the region level Article 8 of the protocol to the African Charter on Human and Peoples Rights of women in Africa protects the right of women to access judicial and legal services including legal aid. Finally, the Lilongwe Declaration enjoins African states to recognize and support the right to legal aid in their Criminal Justice System. The instruments provide for

one of the most Comprehensive guidelines on legal aid services provision in Africa to which Uganda is obligated to implement.

2.4.3 National Legal and Policy Framework

Nationally the laws governing access to and the provision of legal aid in Uganda include; The Constitution of the Republic of Uganda, 1995 (as amended), The Poor Persons Defense Act, Cap. 20, The Civil Procedure Act, Cap. 71, The Children Act, Cap. 59 (as amended), The Persons with Disabilities Act, 2006, The Refugees Act, 2006, The Criminal Procedure Code Act, Cap.116, The Advocates Act, Cap. 267, the Trial on Indictment Act, Cap.23, The Law Development Centre Act, Cap. 132, The Magistrates Courts Act, Cap.16, etc. Highlights of specific laws and policies that will guide the implementation of this strategic plan are as follows;

2.4.3.1 The Constitution of the Republic of Uganda, 1995 (as amended)

The national constitution being supreme law alludes guarantee to access to justice under the National Objectives and directive principles of state policy, IV (iv) mandates the state to act to establish and nurture institutions and procedures for resolution of conflicts fairly and peacefully, but it hasn't acted on this. Under Object V, fundamental and other human rights are guaranteed by the state and institutions so established. However, these institutions are underfunded and/or not facilitated to operate effectively as expected of them. Furthermore, under Objects VI and VII that enjoin the state to protect gender balance and aged among marginalized groups for fair representation has not been respected by not even having the law or policy in place but also institutions.

Chapter four provides for human rights and fundamental freedoms that must be enjoyed by every person by the virtue of being human. These are inalienable, indivisible and independent rights and applicable to every person regardless of any kind of distinction say age, color, tribe, race etc. Similarly, Article 21 of the Constitution 1995 guarantees equality before the law to all citizens. However, most Ugandans find it extremely hard to realize this right either due to their vulnerability or inaccessibility of justice services resulting from high levels of poverty, ignorance and illiteracy in addition; there is still a high level of urban bias in the geographical distribution of most essential services including legal aid.

In cognizance of the above constraints, the Ugandan Constitution under Article 28 (e) imposes an obligation on the state to provide legal aid to all people charged with serious criminal offences and cannot afford an advocate. The same Article 28 protects the right to a fair hearing which includes among others the presumption of innocence until proven guilty or pleads so, the right to adequate timely hearing among others. However, these rights can only be effectively realized where there is full and all inclusive legal representation yet the Constitution only guarantees free legal representation where the maximum penalty is death.

The Ugandan Constitution makes provision for yet another indirect avenue for legal aid in terms of public interest litigation. Article 50 (2) of the Constitution bestows on any person including any organization the right to bring an action against the violation of any person's or group's rights. In effect the provision has

vacated the rules of locus stand over the years. This provision has been relied on by various individuals and organizations to challenge human rights violations against citizens, who would not otherwise afford the cost of Legal Services and such actions may therefore be said to constitute legal aid but of a strategic nature whose intended results are meant to benefit a larger group of persons.

2.4.3.2 The Advocates Act, Cap 267 as Amended by Act No. 27 of 2002

The Advocates Act, Section 3 (e) provides that the Law Council shall exercise general supervision and control over the provision of legal aid services and advice to indigent persons. Further, Section 15A of the Amendment of the same Act provides that (i) every advocate shall provide services when required by the law council or pay a fee prescribed by the Law Council in lieu of such services. (ii) That where any advocate does not comply with subsection (i) the Law Council shall refuse to issue or renew a practicing certificate to that advocate under sub section (ii) of this Act. While these provisions enhance and entrench legal aid in the country, they fall short of establishing a right to legal aid parse other than creating mandatory obligations on lawyers to offer free annual representation to persons who would otherwise not be able to afford legal fees. It is better put in place a consistent and sustainable frame work for the availability of legal aid services.

2.4.3.3 The Advocates (Legal Aid to indigent persons) Regulations Sal No. 12 of 2007

These provisions are made pursuant to Section 77 (1) of the Advocates Act and Regulation 3 (1) that stipulate that the regulations shall guide in providing legal aid to indigent persons in Uganda. The Regulations established general rules that govern the provision of Legal Aid Services these includes rules on the registration of legal Aid Service providers, eligibility for Legal Aid as well as client care and quality Standards among others. Though the regulations established general rules that govern the provision of legal Aid services say eligibility, client care, equality standards, in practice there are many hindrances to meet the set goal for example rampant corruption, over dependent on Donor funding, therefore falling short of satisfactory standards when expectations are hardly achieved.

2.4.3.4 The Poor Persons Defense Act Cap. 20

The Poor Persons Defense Act, Section 2 thereof provides that where it appears for any reason that it is desirable, and or, in the interest of justice, that a prisoner should have legal aid in the preparation and conduct of his or her defense, and at the trial and that the means of the prisoner are insufficient to enable him or her to obtain such aid. This is an act to make provision for the defense of poor persons committed for trial before High Court. In practice it is contrary to the above provision in that unjustified arrest is rampant with no notification to the family of the accused, many prisoners are imprisoned with no proper procedure and this usually happens when the rich bribe the police, prison warders, judicial officers thus the need to review of this Act.

2.4.3.5 The Law Development Centre Act Cap. 132

The Act, S.3 (1) provides that the Law Development Centre (LDC hereinafter) shall have the function of

assisting in the provision of legal aid and advice to indigent litigants and persons in accordance with any law for the time being in force. Though it has contributed much in helping the vulnerable and indigent through legal aid service provision, it has failed to meet its objective because poor people who live in far rural places cannot access their justice services. This is particularly due to the fact that LDC is situated in Kampala with no branches in deep rural places and yet not well facilitated to reach the deserved cases upcountry.

2.4.3.6 The Advocates (Student Practice) Regulations, Sal 70 of 2007

These regulations are made pursuant to section 11 (6) of the Advocates Act which provided for the right to practice by LDC students. Regulation 7 is to the effect that no payment of any kind shall be given to a student for his or her service under these regulations can be deemed as legal and pro bono services, though under supervision by an advocate. This regulation was intended to ensure that students benefit from professional exposure and training in order to cater for the needs of the poor.

2.4.3.7 The Advocates (pro-bono services to indigent persons) regulations SI no. 39 of 2009

These regulations are made pursuant to Section 1 SA and 77 (l) (a) of the Advocates Act as stipulated in regulation 3. These rules make the provision of pro-bono services to an indigent person every year mandatory by every advocate. Advocates are required to offer 4 clinical hours of pro-bono services to an indigent every year. According to regulation 3 (2) and (3) the pro bono services to be offered include, giving legal advice, providing representation to indigent persons, involvement in giving free community legal education, involvement in giving free legal advice, representation to a charitable organization, etc.

The same regulation under regulation 41, as alternative for every two professional services hours, for an advocate to pay the equivalent of one currency point to the law council in lieu of the provision of the service equivalent to a ten (10) currency points where one is equal to twenty thousand shillings. Not every lawyer will be in position to provide pro-bono services and as such the provision of opting out is high with such payments option available. Thus, more lawyers will opt out than volunteering for pro bono services leaving very few committed volunteers, which makes the regulation ineffective to meet its purpose.

2.4.3.8 The Trial on Indictment Act, Cap. 23

This Act provides for a person accused of an offence before the High Court to be defended by an advocate, at his or her own expenses. However, because the majority of the cases registered at the High Court are of capital nature, and attract life imprisonment or death penalty the practice is that all accused persons appearing in the High Court must be defended by an advocate either of their choice or at their own expense or by one assigned to them by the state at the expense of the state. While it plays a great role in the provision of legal aid services to indigent and vulnerable people, the system does not work as expected for indigents often receive inadequate and inferior legal services from lawyers who lack commitment to their cases due to nominal and irregular fees remittances, thus a need to review the Act to include civil cases.

2.4.3.9 The Civil Procedures Rules S.71-71

Under Order XXXIII Pauper suits are allowed in civil matters but subject to a procedure to determine how poor an applicant is. This is not only elaborate and calls for legal advice before taking it up but also embarrassingly tedious. It must be noted that this is not only an old but also English law that needs to be reformed to suit African and Ugandan standards of high levels of legal ignorance. Accordingly, there is need for law to allow charitable organisations to sensitise the masses on how to go about these legal processes.

2.4.3.10 The Magistrate's Court Act Cap 16 (MCA, hereinafter)

Under sections 158 of the MCA, Rights of an accused person must be protected and defended by an advocate, among which is speedy and fair trial that entails legal representation and advice. Further under section 226 an accused person has a right to elect between representing themselves and an advocate. Advocates under the law and practice are supposed to be paid for their labour unless and until otherwise waived like under pro-bono and clinical legal hours for purposes of license renewal.

3.1 Strengths; Weaknesses; Opportunities and Threats (SWOT) Analysis

The SWOT analysis for LASPNET revealed the following outcome.

Table 4: LASPNET Strengths; Weaknesses; Opportunities and Threats (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> a. Brand of LASPNET attracting more members and donors, it's a household name; b. Diverse membership with different mandates, experiences, competencies, and professionals in human rights and access to justice; c. Committed Board of Directors and Committees; d. Constitution and Articles of Association to guide actions and affirm as legal entity; e. Effective Networking and partnership including joint resource mobilization; f. Good will from JLOS sector, community, and Development partners; g. Good stewardship of the network (secretariat and board); h. Established resourceful website; (www.laspnet.org), with basic information and an e-library; i. Sound financial management that it can be entrusted with resources to produce desired results; j. National presence that can further legally aid advocacy of issues; k. Non-confrontational approach in articulating issues; l. Regionally and nationally recognized as think-tank on legal aid and access to Justice; m. Collective advocacy agenda; n. Good relationships and collaboration with many other network organizations and with academic and research institutions and individuals; o. Existence of organizational policies and plans (e.g. Finance, Accounting and Procedures Manual, Communication policy, ICT Policy, Research and Publication policy, Gender Policy, Volunteer, Governance manual, Non-discrimination, Human Resource Manual, Procurement Plan). p. Compliance to the National regulatory framework with support of the in-house lawyers (Chapter Four Uganda). 	<ul style="list-style-type: none"> a. Lack of creativity to locally mobilize resources by the LASPs; b. LASPs are slow to adapt to ICT innovation despite presence of the system, social web, call center, situation room and mobile toll free line etc.; c. Lack of Staff Retention plan; d. Absence of a Sustainability plan; e. Member organizations lacking social work skills, yet legal aid services are predominantly dealing with socio-legal issues; f. Limited follow up by LASPs in matters handled especially during open days; g. Regional country based platforms not sustained and consequently no connection to grassroots;

Opportunities	Threats
<ul style="list-style-type: none"> a. Gained the trust of development partners who are willing to fund LASPNET to advance the legal aid and access to justice agenda; b. Creating of movements/allies; mentorship of new social justice advocates; c. Getting sub grants because it has the capacity. d. Legal aid and access to justice are critical for Human Rights and rule of law; e. Joint resource mobilisation and fundraising; f. Legal aid issue is a vibrant and very big issue at different levels especially when attached to human rights protection; g. Legal aid law once enacted and implemented will provide limitless opportunities to intervene; h. More members on Board; i. Networking with partners (both public and private) joining to provide legal aid services; j. New doors opening at regional level e.g., East and Horn of Africa Legal Aid; Eastern Horn Paralegal Network; k. New elected politicians as allies and ambassadors; l. Support from donors to support networks and consortiums; m. Public Private Partnerships with Local Governments and Private sector; funding of human rights and legal aid vulnerability; n. Profitable sector; legal aid and A2J is a long term endeavor; o. ICT, digitalization and automation of the court process; p. Use of volunteers and interns; q. New angles of working with partners like the media. 	<ul style="list-style-type: none"> a. Perceived competition of resources and platform between the secretariat and members; b. Dwindling funding (Donor pulling out); c. Continued absence of Legal Aid Law and Policy; d. Shrinking space for donors and civil society's activities; e. Increasing threats to Human rights donors; f. Political instability, insecurity of individuals and collectiveness; g. Limited funding base; h. Financial sustainability issues of LASPs and Network; i. Inability to access information despite the presence of the Access to Information Act 2007; j. Changing crime trends including cross border crimes; terrorism and cyber-crime; k. Enactment of unfavorable legislations that curtail operation of CSOs like the revision of the NGO Act (Amended) (2016) and money laundering Act; l. Emergence of global pandemics like Covid-19 and Ebola outbreaks hinder Programme implementation; m. Cultural dynamic affects implementation and programming; n. The Public Organization Management Act hinders freedom of speech and assembly; o. Government's unwillingness to establish a state funded legal aid scheme; p. Increasing Sexual and Gender Based Violence; q. Increasing corruption among the JLOS actors especially judiciary and police; r. Government Unwillingness to fund the state funded scheme and structures on legal aid.

3.2 External Environmental Analysis

In the unpredictable environment in which LASPNET operates; it is puzzling to predict the future. This external environmental analysis assesses the conditions and changes expected to prevail in the operating environment and for which LASPNET has no control. The PEST analytical criterion provides for identification of key “trends; drivers; and forces” in the external environment that are likely to have an impact on the work of LASPNET during 2021-2025 Strategic Plan implementing period. The analysis is organized under four categories: Political; Economic; Social; Technological, Environmental and Legal.

Table 5: Analysis of LASPNET Political; Economic; Socio-Demographic and Technological Environmental and Legal (PESTEL)

Political	Economic
<ul style="list-style-type: none"> a. Secure environment for business and environment guaranteed under the Constitution of Uganda and the Investment Code 1991. b. General adherence to rule of law will support the effective implementation of this strategic plan; c. NDP III is underpinned by a commitment to macroeconomic stability; and a growth strategy led by public and private investment is underpinned by a commitment to macroeconomic stability; and a growth strategy led by public and private investment. d. Bills that are reintroduced and passed by government to undermine civic space including NGO Act and access to information discourages donors that promote human rights like UCC Act; e. Key freedoms such freedom of assembly, of expression and association will be hampered if NGO Amendment bill is enforced; f. Rigorous legal regime on key areas of engagement such as Terrorism and Money laundering can be used to suppress opposition; g. ADR Programmes, juvenile justice initiatives, including diversion and innovations such as plea bargaining and small claims; General Elections of 2021 has created a politically charged country with criminalization of political activism and human rights work. 	<ul style="list-style-type: none"> a. Inflation with high cost of living, affecting cost of A2J ; b. Fiscal policy issues e.g., budget allocation and National priorities causing delays to enact the legal aid bill c. Lack of employment opportunities due to slow economic growth leading to brain drain; d. Global financial crisis which may affect the level of economic growth in donor countries thus reducing investment in JLOS; e. Corruption and fraud in public and private offices. This has led to the withdrawal of some Donors funding, which has constrained CSOs more; f. 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 flow of oil revenue to the economy, however, if well managed can boost the economy and reduce on the inequality; g. Increasing youth unemployment perpetuating urban-rural migration and dissatisfaction resulting in rising crime rates in urban areas; h. Low Budget allocation to JLOS.

Socio-Demographic	Technological
<ul style="list-style-type: none"> a. Increasing population growth of young people and demand and access for social justice; b. Increasing inequality; c. Impact of Viral scourge including COVID-19 19; Ebola; HIV and AIDS affecting dispensing of legal aid and A2J. d. Justice and legal aid services, the ratio is low; few people are accessing legal aid services. e. JLOS is functionally present in 82% of districts; f. Cultural dynamics affects implementation and programming; g. JLOS is functionally present in 82% of districts but lawyers, courts and other judicial systems are largely urban. 	<ul style="list-style-type: none"> a. High speed internet connectivity mobile telecommunication to facilitate legal aid research and delivery; b. Increased access to services being provided by LASPNET at a lower cost of operation; c. Increased cost of procurements of ICT equipment requiring frequent upgrade; d. Increasing trends in cyber-crime; e. Increase in number of media outlets both print and electronic allow advocacy; f. Low level of skills and knowledge; this affects dispensing of legal aid and networking; g. Technological awareness affect use, accessibility and affordability.
Environmental	Legal
<ul style="list-style-type: none"> a. Increased population exerts pressures on land utilization and increases the land conflicts; b. Decreasing vegetation cover resulting in Global warming and climate change due to deforestation, agriculture and industrialization; c. Increased pollution of environment due to oil exploration in the Albertan region. 	<ul style="list-style-type: none"> a. National Constitution 1995 as amended guarantees provision of legal aid, provision of access to justice and fundamental human rights and freedoms; b. The Public Order Management Act, 2014 – continue to limit social liberties such as freedom of assembly and freedom of speech; c. Receptive refuge policy in Uganda is likely to increase the influx of refugees from South Sudan, DR Congo, and Somalia this will put a burden on the justice system.

3.3 Key Strategy Drivers Statements

The key drivers of this strategic plan are premised on the JLOS fourth Sector Development Plan (2017/2018 to 2020/2021), NDP111 (2020/21-2024/25), Uganda's Vision 2040 and the Sustainable Development Goals (SDG) 16:

- a) **Delayed enactment of the legal aid law and draft policy to guide management of legal aid by both the public and non-state actors.** There is need for more effort in skilling advocacy and lobbying competencies of LASPs to constructively engage both the executive and legislature for Legal aid setting agenda. There is also need for widening and deepening legal aid and access to justice services. The Annual JLOS Report, 2019/20 proposes that "It might be worthwhile considering an amendment to existing laws on legal aid such as the Poor Persons Defense Act Chapter 20 as opposed to overhaul given the current delays" as alternative to enacting legal aid law.
- b) **Addressing the wider civil and criminal justice challenges.** Increasing cases of rights abuses against the vulnerable populations due to land grabbing, Misrule of law and market-based justice, land pressure, growing oil and gas sector, liberalized economy, electoral violence, corruption, children abuse and neglect, property grabbing, domestic and gender inequality. Poverty, ignorance of the law, negative attitudes and cultural beliefs exuberate the situation. This is despite the inequality, high poverty levels and low rate of professional lawyers against increasing population.
- c) **Limited coordination and networking among State Actors, LASPs, academia, media, and other Human Rights Defenders** generally to improve standards, access, and share and implement best practices in legal aid service provision and justice. Currently, the Network boasts of 54 LASPs and 9 Individual members. Unfortunately, few LASPs are not closely knot country-wide, commitment to pay annual subscriptions and active participations are rather daunting.
- d) **Restriction of funding by both public and development partners.** The government has not taken its responsibility of representing its citizens against criminal cases and yet the development partners only funds civil cases. Development partners' funding doesn't take care of all costs i.e., transport of witnesses and complainants often outlive the given project span. Donor interest is in service provision and less in coordination and networking entities. Lack of resource mobilization strategy leaves LASPNET secretariat and the membership vulnerable and amenable to collapse.
- e) **Complexities of the Justice System.** While the legal system can be a powerful tool to remedying wrongs, it is also extremely complex and difficult to navigate without the help of a trained lawyer and/or advocate. For those who choose to represent themselves, court costs and filing fees can be a barrier to obtaining justice. It can also be difficult to find information on simple procedural issues, like when and where to file a lawsuit and what rights you have in court. Without equal access to the justice system, many poor Ugandans struggle with legal problems that negatively affect their livelihood, their children, and families. Our justice system is only as strong as the weakest person it protects. Ensuring that poor people have equal access to the legal system is important not only for protecting their quality of life; it's also essential for maintaining the quality of justice available to everyone in our society.

3.4 Stakeholder Analysis

This section lists the key stakeholders of LASPNET; and their expectations which have to be addressed through the Advocacy and Communication Strategy. This analysis forms the cornerstone of developing the strategic objectives with a view to improving stakeholder management and satisfaction. LASPNET will monitor progress on satisfying stakeholder needs within the next five years. The major stakeholders identified include: LASPNET Board, Members, and staff; Various JLOS, Development partners; Strategic Partners; Local Governments; Universities and some private sector actors; all who will contribute to the performance of the LASPNET.

The detailed analysis of the expectations of both the stakeholders and LASPNET is contained in Annex 4.

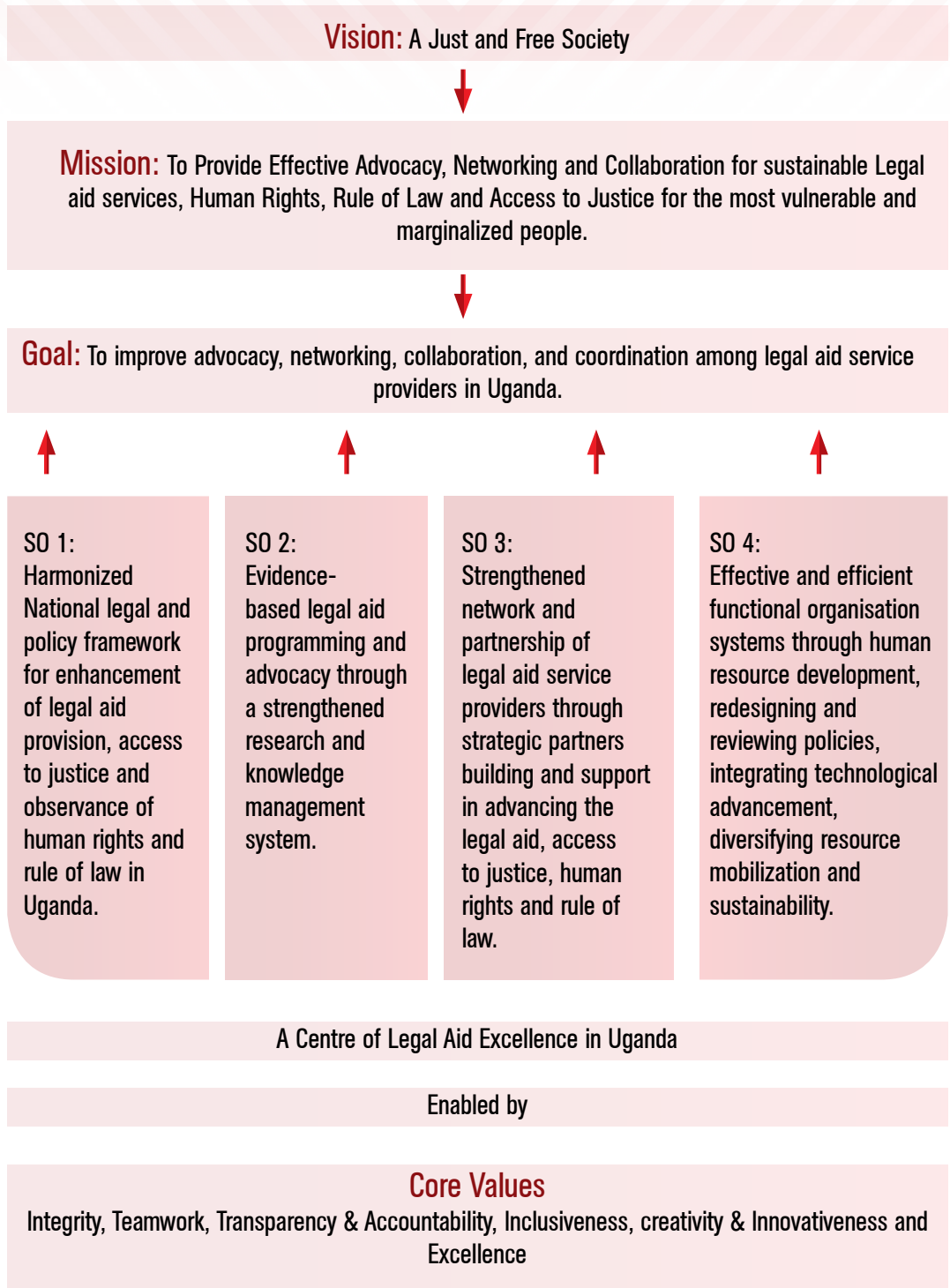
3.5 Theory of Change for Consolidation of Legal Aid and Access to Justice Services

The Theory of Change (TOC) is focused on achieving a harmonized legal framework, effective platform for networking, coordination and partnership, evidence based programming and strengthened institutional development. These outcomes will be realized through concerted advocacy effort of public and private stakeholders, action and impact research, technological use, and human resource development enhanced.

The strategic plan 2021-2025 is premised on the four theories of change as follows;

- i. Through concerted effort of LASPs and JLOS partners, reengagement of parliament realize enactment of pro-poor laws such as the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019 and amendment of Poor Persons Defense Act Cap. 20; Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016 for compressive, effective and conducive environment that results in increased access to justice, human rights protection and observing of rule of law.
- ii. Innovation and scaling up research, increased utilization of findings coupled with copyright enforcement, the evidence based programing will impact on delivery of legal aid services and access to justice, human rights protection and rule of law.
- iii. A strengthened and effective platform for networking, coordination and partnership is catalysts for building up relationships and commitment of legal aid and access to justice partners for delivery of quality services.
- iv. Strengthening of LASPNET and LASPs organizational systems for sustainability will increase the effectiveness and efficiency of delivering services of legal aid, access to justice, human rights protection and rule of law.

3.6 LASPNET 2021-2025 Strategic Plan at a Glance



Introduction

LASPNET's strategic identity defines the boundaries within which this strategic plan will be implemented. It further showcases the organization's value proposition in tandem with its new outlook elaborated by a vision statement, a mission statement enabled by a set of values that will be the basis for shaping the organizational culture. The four strategic identity elements communicate the rebranded LASPNET capable of sustaining its excellence in Legal Aid, Access to Justice, Human Rights and Rule of Law in Uganda and the region.

4.1 LASPNET Vision

LASPNET maintains the previous vision statement of "A Free and Just Society" for next five years as it was agreed through a consultative process that found it still relevant.

4.2 LASPNET Mission

The Mission of LASPNET is "To Provide Effective Advocacy, Networking and Collaboration for sustainable Legal aid services, Human Rights, Rule of Law and Access to Justice for the most vulnerable and marginalized people.

4.3 LASPNET Goal

To improve advocacy, networking, collaboration, and coordination among legal aid service providers in Uganda.

4.4 LASPNET Mandate

To provide strategic linkages and a collaborative platform for legal aid service providers (LASPs) in Uganda and maintain a common front to relevantly interface with Justice Law & Order (JLOS) on access to Justice and Rule of Law.

4.5 LASPNET Motto

LASPNET strives to become "A Center of Legal Aid Excellence in Uganda". The motto is coined around its systems of beliefs, concepts and principles that determine how LASPNET mission or a purpose is to be achieved.

4.6 Core Values

These values shall be lived by both the LASPs and staff of LASPNET; and will form the guiding behaviour and shall preserve the LASPNET organizational culture. These are the characteristics LASPNET believes are important in how they do their work.

Teamwork

- Employee will maintain open communication and maximum cooperation internally and externally. Staff shall strive to:
- Value the contribution of others.
- Have clear communication.
- Maintain openness and accessibility to stakeholders.
- Have active participation.

Integrity

- Employee will conduct themselves with honesty and high moral standards.
- Create no room for doubts.
- Display unquestionable adherence to high moral principles.
- Have sound moral character.

Transparency & Accountability

- Employees will be accountable to key stakeholders of LASPNET adhere to highest ethical standards in performing their duties.
- We take responsibility for our actions that drive performance.

Inclusiveness

- We shall always uphold class, race and gender inclusiveness of all populations including refugees, PWDs, and minorities.
- We place a particular focus on reflecting the need of the disadvantaged, low-income communities most impacted by our work.

Creativity & Innovativeness

- We encourage, explore and reward innovativeness that enhances service delivery.
- Employees shall not shy away from constant self & system improvement through experiments.

Excellence

- Employees shall display the quality of being outstanding.
- Aim to perform to the highest standard possible.
- Take their work seriously.
- Apply themselves fully and give it their all.

4.7 Guiding Principles

This Strategic plan will embrace the following guiding principles:

- a. Utilize Human Rights Based Approach throughout LASPNET's programming and interventions;
- b. Evidence based planning and advocacy using research findings, best practices and models.
- c. Non-Discrimination to promote inclusiveness whereby all people are treated equally regardless of their sex, age, disability, vulnerability, sexual orientation, race, ethnicity and nationality;
- d. Promote access to legal aid and justice through JLOS services of the most vulnerable people and communities;
- e. Networking and collaboration as the backbone of advocacy and service provision
- f. Corporate good governance; including the need for sound; consistent and credible board performance;
- g. Mainstream Human resource development: The plan recognizes that sustained growth can only take place when there is a strong board and well trained and motivated workforce;
- h. Integrate technology and innovation: The Plan present strategies for initiating innovation and technological advancement for boosting legal aid service delivery and A2J;
- i. Practice Professionalism: We shall adhere to serve our clients with utmost proficiency and Ethics and/or the relevant professional codes of conduct;
- j. Discipline and Diligence: We shall behave in a manner as to conform to the rules and regulations in the Service; we shall be hard-working and careful in carrying out our official duties.

5.1 Key Target groups of stakeholders

The key stakeholders of specific focus in the next five years (2021-2025);

- a. The primary beneficiaries are LASPs/members, the indigents and vulnerable/marginalised populations that include women, youth, children, Internally Displaced Persons and Refugees, as well as vulnerable at risk populations whose human rights are violated, minorities, people with disabilities among others.
- b. The key secondary stakeholders are both general public and private sector actors including; JLOS Institutions, Policy makers such as MPs, media, Strategic partners including Justice Centres, Academic institutions especially those teaching law; Local Government such as ULGA; CSOs and private lawyers/advocates; International partners across regions as well as anti-corruption institutions and agencies.

5.2 Geographical focus

LASPNET in the next five years will promote a National wide coverage from 80 districts to 136 districts with establishment of four (4) regional coordinating centres. The main emphasis is to increase and/or expand coverage of legal aid, access to justice and rule of law to the rural areas and most vulnerable/marginalised population in Uganda. In addition, LASPNET will continue focusing on expanding its network with, East African Network for Legal aid East and Horn Paralegals Networks, Continental and International Fora that promote access to justice and rule of law.

5.3 Overall Strategy Goal

The overall goal for next five years of LASPNET is to consolidate advocacy, networking, collaboration, coordination and institutional strengthening among legal aid service providers and JLOS in Uganda:

5.4 Strategic Objectives

The strategic objectives are realigned with the overall goal of LASPNET to consolidate advocacy, networking, collaboration, and coordination among legal aid service providers in Uganda.

The strategic objectives stated in from of outcomes will guide LASPNET for next five years are:

- i. Harmonized National legal and policy framework for enhancement of legal aid provision, access to justice and observance of human rights and rule of law in Uganda.
- ii. Evidence-based legal aid programming and advocacy through a strengthened research and knowledge system.

- iii. Strengthened network and partnership of legal aid service providers through strategic partners building and support in advancing the legal aid, access to justice, human rights and rule of law.
- iv. Effective and efficient functional organisation systems through human resource development, redesigning and reviewing policies, integrating technological advancement, diversifying resource mobilization and sustainability.

5.5 Outcome statements

- i. Comprehensive National harmonized legal aid law and policy framework in place
- ii. LASPNET Secretariat and LASPs implementation of legal aid and access to justice interventions based on evidence from justice research studies and knowledge management.
- iii. An effective platform for networking and coordination of LASPs practicing professional standards, collective voice and advancing the legal aid and access to justice.
- iv. Institutional development of LASPNET Secretariat and members strengthened through effective and efficient functional organizational systems for sustainability.

5.6 Strategic Pillars

Pillar 1: Lobbying and Advocacy

Pillar 2: Networking, Coordination and Partnership

Pillar 3: Research and Knowledge Management

Pillar 4: Institutional Strengthening and Development of LASPNET

5.7 Priority Programmes under the Pillars

5.7.1 Lobby and Advocacy

Interventions to strengthen Lobby & Advocacy interventions for the Secretariat

- i. Review the advocacy strategy and re-engage policy makers to fast track the enactment of pro-poor laws such as the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019.
- ii. Advocate for review of repugnant policies, laws and regulations which include among others The Poor Persons Defence Act Cap. 20; Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016.
- iii. Support tracking and contribute to implementation of laws intended to promote human rights i.e. the Prevention and Prohibition of Torture Act, 2012.
- iv. Continue coordination and strengthening projects aimed at promoting human rights and access to justice including the Call centre; Execution of Court orders; Corruption Monitoring; Rapid Response among others.
- v. Develop policy briefs, opinion articles, position papers and releases statements intended to respond to the prevailing access to Justice, legal aid, human rights and Rule of law status.

Interventions to strengthen Lobby & Advocacy interventions for the LASPs/Members

- vi. Continuous dissemination of relevant information on issues on Access to Justice; Rule of Law and Human Rights through social and mainstream media; dialogues; legal aid open days and outreaches.
- vii. Strengthening community justice initiatives and reforms including among others land rights awareness, legal aid for refugees, environmental justice and rolling out among others the paralegal manual and interventions with local governments.
- viii. Facilitate and support the LASPNET working groups and clusters to respond to rule of law and access to Justice issues in relation to thematic areas.

5.7.2 Research and Knowledge Management

Interventions to strengthen the Research & Knowledge Management function by the Secretariat

- i. Operationalization of the Secretariat Research and knowledge management unit through capacity building of staff, Membership and identifying externals to undertake independent research projects as well as groom internal resources.
- ii. Continue undertaking periodic researches on topical issues such as legal aid, access to justice and rule of law to development of position papers; articles and policy briefs.
- iii. Continue to Research and develop appropriate user Manual and protocols for LASPs
- iv. Manage data and information in the area of legal aid; access to justice and rule of law through developing feedback trackers and further disseminate it to the relevant stakeholders such as JLOS, Media and others.
- v. Undertake deliberate dissemination strategies and tracking use of LASPNET researches including identifying issues for Membership implementation within their mission and goals.
- vi. Promote knowledge and copyright enforcement for the work of the Network.
- vii. Create awareness on patent and copyright laws among researchers, innovators and artists among others.

Interventions to strengthen Research & Knowledge Management by the Members

- i. Continue engaging members in development of LASPNET Researches and protocols.
- ii. Strengthen capacity of members to develop evidence based researches

5.7.3 Networking, Coordination, and Partnership

a) Coordination and Partnership of LASPs and other stakeholders

Interventions to strengthen Coordination of members by the Secretariat

- i. Continue maintaining and strengthening existing partnerships in addition to identification of new like-minded partners.
- ii. Sharing information and knowledge with members and stakeholders on best practices, models, and innovations in legal aid learning platforms.
- iii. Continue promote online and physical communication among the members through platforms such as the CEO's meeting; Regional engagement meetings; Annual General Meetings among others.

b) **Networking & Partnerships of LASPs and other stakeholders**

Interventions to strengthen Networking and partnership building by the Secretariat

- i. Continue acting as effective catalysts for building partnerships and commitment among the public, private, and civil society stakeholders to increase the coverage and reach of legal aid service delivery.
- ii. Hold periodic round tables with strategic partners and development partners to scan the operating environment and identified areas that deserve funding.

Interventions to strengthen Networking and Partnership of the LASPs/Members

- iii. Participate in Networking and partnership activities at District, regional and national levels either representing and or organised by the Secretariat such as legal aid outreaches, partnership conferences, among others.
- iv. Continue to coordinate the clusters and working group meetings

5.7.4 Institutional Strengthening and Development of LASPNET Secretariat and Members

Interventions to strengthen Capacity of the Secretariat

- i. Establish and implement a sub grant mechanism to support the members/LASPs
- ii. Purchase land and or construct own LASPNET House /office space
- iii. Mobilise resources human and financial to set up regional offices using a scale up process
- iv. Strengthen capacity of LASPs on different thematic areas as needs arises through annual assessments and trainings among others.
- v. Continue strengthening the governance structure of the organization through conducting the Annual General Meetings, Quarterly board and Committee meetings as well as cluster meetings.
- vi. Strengthen the ICT Unit by transforming it from a unit into the department.
- vii. Continue undertaking the development and dissemination of National Legal Aid Quality Standards for service providers.
- viii. Strengthen the IIMS & MEL to suit membership needs.
- ix. Review and develop institutional policies such as comprehensive Risk Management plan, Sustainability plan putting into account the institutional; programmes and financial sustainability, among others.
- x. Continue strengthening the Human Resources Unit through development of a staff performance, motivation and Retention Plan among others.
- xi. Continue with fundraising and bringing on board institutional support development partners including private foundations and anonymous donors.

Interventions to strengthen capacity of LASPs/Members

- i. Build capacity of member organisation to strengthen their governance structures and resource mobilisation
- ii. Continue to convene membership platforms such as CEO forums, clusters , working groups and learning platforms for their effective response and improvements in service delivery
- iii. Identify and utilise of sub grants to deliver quality legal services at local and community level
- iv. Use the IIMS for Data collection and entry into the IIMS for National analysis, reporting and dissemination.
- v. Continuous participation in capacity building training and related interventions

5.8 Resource Mobilisation Strategies

Implementation of this Strategic plan will require UGX. 45,026,458,000/=. LASPNET shall continue to mobilise financial, human and material resources from different sources both internal and external in order to finance this strategic plan. The network remains open to local, national, international and internally generated resources for purpose of financing this plan. Therefore, the network will develop a medium term robust comprehensive resource mobilisation and marketing strategy and plan to guide in implementation and monitoring.

5.8.1. Internal Resource Mobilisation

The internal sources shall be from research, membership fees, donations from members as well as well-wishers. LASPNET shall plan for targeted fundraising through cause effort events like Charity Walks, dinners and approaching cooperate companies to support specific efforts through corporate social responsibility, engage in developing an endowment fund that can tap into fixed deposits and treasury bills trading.

Internally, prudent management of existing resources and partnerships should lead to high retention of existing donors and lobby for others thus continued credibility to attract more funding for existing and expansion programmes/projects.

5.8.2. National and International Resource Mobilisation

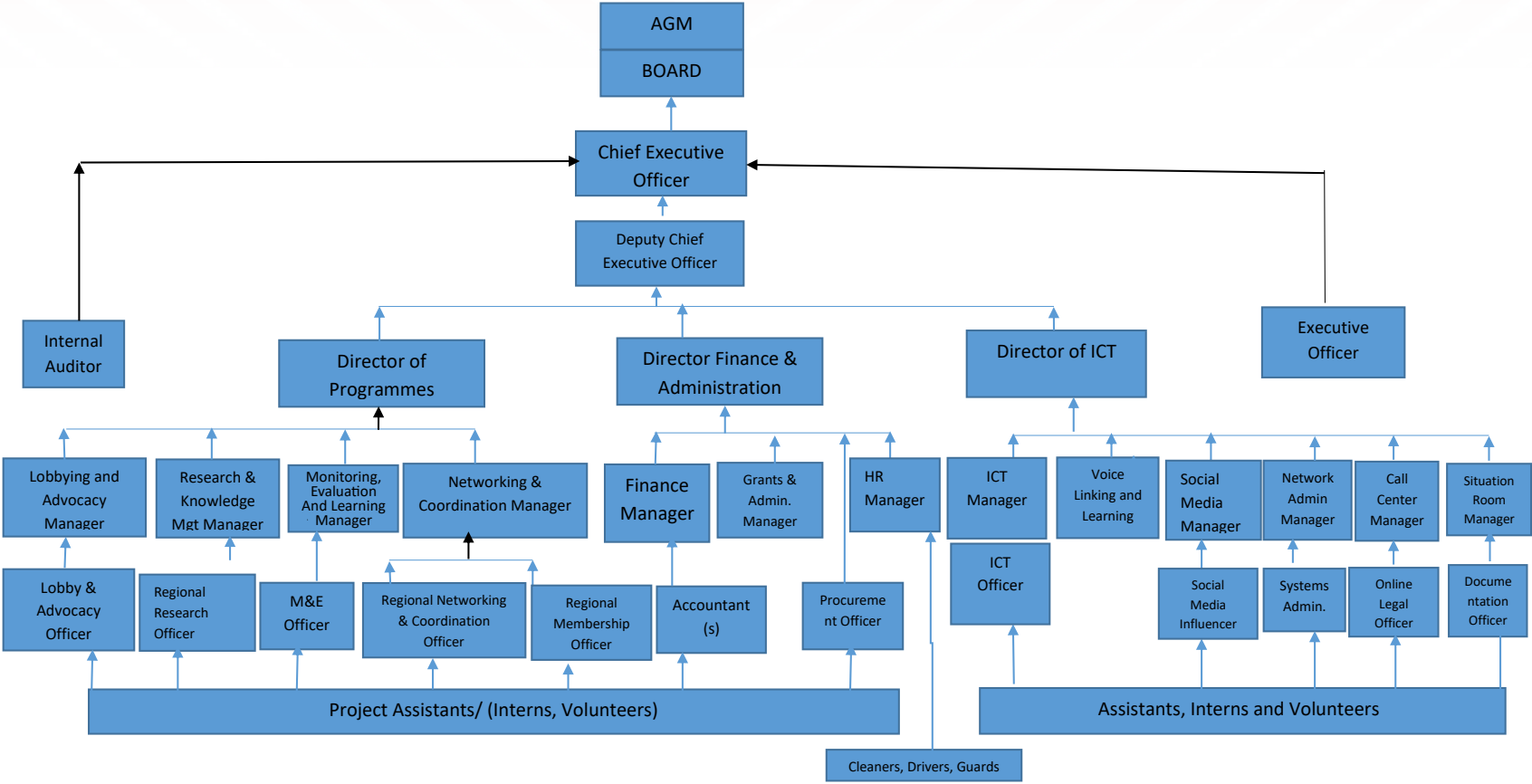
LASPNET will endeavour to respond to all relevant Requests for Applications (RFAs) in line with the vision and mission of the Network by different donor agencies that will support the achievements of this strategic plan. Relatedly organise and annual hold donor conference for existing and prospective development partners to provide accountability and interest new one to work with them.

5.9 REVISED LASPNET ORGANOGRAM

This organogram has been revised from the one of the previous Strategic plan based on several factors and considerations as follows;

- i. LASPNET is a growing organisation in number of staff, funding, geographical coverage, programming and networking therefore requires a scaled up structure to match the demand of stakeholders.
- ii. It must be noted that several staffing positions have since been created during the last Strategic plan, 2015 – 2020 like the Human Resource Officer, Executive Assistant, Training and Membership Officer, Call Centre Coordinator, Situation Room Coordinator and social media Coordinator, Documentation Specialist, Online Legal Advisors, Social Media Influencers among others.
- iii. An organogram of this nature provides career growth of staff from entry to exit to create rewards for performance and motivation for long service among other factors.
- iv. The ICT and HR units have been scaled up into an independent department to provide LASPNET with needed support in application of appropriate technology in legal aid, access to justice and rule of law and human resource management to enhance the staff potential to its fullness through using best practices.
- v. Recognises that top management should be within manageable operational costs thus maintains two Directorates and widens the middle level positions (Managers, Officers and Accountants) to improve the programming and support functions
- vi. The Organisation has planned to introduce regional offices to decentralise the secretariat and increase its functionality and effectiveness in serving the members as well coverage throughout the country. Setting up of regional offices will follow a scale up process starting with 1 office per year and increase to 4 offices.

LASPNET ORGANOGRAM



CHAPTER SIX: STRATEGIC IMPLEMENTATION

6.1 Implementation framework

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
Thematic Programme Area (TPA) 1: Lobby and Advocacy									
Strategic Objective 1: Harmonized National legal and policy framework for enhancement of legal aid provision, access to justice and observance of human rights and rule of law in Uganda.									
Interventions for implementation by the Secretariat									
i	Review the advocacy strategy and re-engage policy makers to fast track the enactment of critical pro-poor laws such as the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019 among others.	Revised Advocacy strategy for reintroducing the pro-poor laws such as the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019 etc.	1	1	1	1	1	Pro-poor laws such as the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019 enacted into laws etc.	718,332
ii	Advocate for review of critical access to justice, human rights and rule of law restrictive policies and laws which include; The Poor Persons Defence Act Cap. 20; Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016 among others.	Archaic policies and laws such as The Poor Persons Defense Act Cap. 20; Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016 amended etc.	1	1	1	1	1	The Poor Persons Defense Act Cap. 20; Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016 etc.	464,153
iii	Support tracking and contribute to implementation of laws intended to promote human rights i.e., the Prevention and Prohibition of Torture Act, 2012.	Human rights laws i.e. the Prevention and Prohibition of Torture Act, 2012 implementation tracked	1	1	1	1	1	The Prevention and Prohibition of Torture Act, 2012	303,910

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
iv	Continue coordination and strengthening projects aimed at promoting human rights and access to justice including the Call centre; Execution of Court orders; Corruption Monitoring; Rapid Response among others.	Projects promoting human rights and access to justice coordinated and strengthened	560	560	500	500	500	2,620 poor persons accessioning human rights protection and justice	820,556
v.	Develop policy briefs, opinion articles, position papers and release statements intended to respond to the prevailing access to justice, legal aid, human rights and Rule of Law status.	Number of policy briefs and other related documents developed and disseminated						Policy Briefs, Opinion articles, position papers and release statements.	
Interventions for implementation by the LASPs/Members									
vi	Continuous dissemination of relevant information on issues on Access to Justice; Rule of Law and Human Rights through social and mainstream media; dialogues; legal aid open days and outreaches.	Proportion of citizens with knowledge on access to Justice; Rule of Law and Human Rights	5000	5000	5000	5000	5000	25,000 citizens reached with information on access to Justice; Rule of Law and Human Rights	707,281
vii	Strengthening community justice initiatives and reforms including land rights awareness, legal aid for refugees, environmental justice and rolling out para legal manual and interventions local governments.	Increase in community justice initiatives and reforms strengthened	5	5	5	5	5	5 community justice initiatives and reforms	732,146
viii	Facilitate and support the LASPNET working groups and clusters to respond to Rule of Law and access to justice in relation to thematic areas.	Functional clusters responding to rule of law and access to justice relations.	2	2	2	2	2	10 Cluster meetings.	
Thematic Programme Area (TPA) 2: Research and Knowledge Management									
Strategic Objective 2: Evidence-based legal aid programming and advocacy through a strengthened research and knowledge system.									
Interventions for implementation by Secretariat									
i	Operationalization of the research and knowledge management unit through capacity building of Secretariat staff, Membership and relying on externals to undertake independent research projects.	Increased in research studies conducted on legal aid, access to justice and rule of law	5	5	5	5	5	25 research studies conducted on legal aid, access to justice and rule of law	621,634

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
ii	Continue undertaking periodic research on topical issues such as legal aid, access to justice and rule of law to development of position papers; articles and policy briefs.	Increased topical researches on legal aid, access to justice and rule of law and those related to addressing human rights violations	2	2	2	2	2	10 topical researches on legal aid, access to justice, rule of law and human rights violation	639,868
iii	Continue to Research and Develop appropriate user manual and protocols for LASPs.	Increased use of research protocols as reference documents	1	1	1	1	1	5 research manuals and protocols developed.	600,000
iv	Manage data and information in the area of legal aid; access to justice and rule of law and further disseminate it to the relevant stakeholders such as JLOS, Media and others.	Research findings on access to justice, rule of law and human rights violation analyzed and disseminated	1	1	1	1	1	5 research studies on access to justice, rule of law and human rights	636,553
V	Undertake deliberate dissemination strategies and tracking use of LASPNET research including identifying issues for Membership implementation within their mission and goals.	Increased use of research findings on access to justice, rule of law and human rights	2	2	2	2	2	10 researches findings on access to justice, rule of law and human rights violation	527,698
Vi	Promote knowledge and copyright enforcement for the network.	Increased knowledge on patent and copyright laws among researchers, innovators and artists	20	20	20	20	20	100 researchers, innovators and artists	657,550
Vii.	Create awareness on patent and copyright laws among researchers, innovators and artists among others	Research and knowledge management unit operationalized	25	25	25	50	50	175 Secretariat staff, Members and relying on externals	393,425
Interventions to Strengthen Research and Knowledge Management by the members									
i.	Continue engaging members in development of LASPNET Researches and Protocols.	Members engaged in LASPNET researches.						Researches conducted with member LASPs.	700,000

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
	Interventions for Implementation by LASPs/Members								
iii	Participation in coordination and partnership meetings at district, regional and national levels either representing and/or organised by the Secretariat	Increased members participation in coordination and network fora	8	8	8	8	8	40 Fora	66,308
iv.	Continue to coordinate the cluster and working group meetings	Coordinated cluster meetings	2	2	2	2	2	Cluster meetings	100,000
	Thematic Programme Area (TPA) 4: Institutional Strengthening and Development of LASPNET Secretariat and Members								
	Strategic Objective 4: Effective and efficient functional organization systems through human resource development, redesigning and reviewing policies, integrating technological advancement, diversifying resource mobilization and sustainability.								
	Interventions for implementation by Secretariat								
i.	Establish and implement a sub-grant mechanism to support the members/LASPs.	Number of LASPs financially supported	0	5	5	5	5	20 LASPs	659,375
ii	Purchase land or construct own office space	Own Secretariat office premises	1000	X	X	X	X	Secretariat office block	100,000
iii.	Mobilise resources human and financial to set up regional offices using a scale up process	Resources mobilized (Human and financial)	100	100	100	100	100	Mobilized resources	500,000
iv.	Strengthen capacity of LASPs on different thematic areas as need arises through annual assessments and trainings among others.	Increased LASPs with competences on different aspects as needs arises.	20	20	20	20	20	100 LASPs staff trained on different aspects as needs arises.	773,589
v	Continue strengthening the governance structure of the organisation through conducting the annual general meetings, quarterly board and committee meetings as well as clusters	Strengthened governance structure.	1000	100 0	100 0	100 0	100 0	Governance structure	40,000

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
ii.	Strengthen capacity of members to develop evidence-based researches	Members whose capacity has been developed.	54	54	54	54	54	Capacity building of member LASPs.	700,000
Thematic Programme Area (TPA) 3: Networking, Coordination and Partnerships									
Strategic Objective 3: Strengthened network and partnership of legal aid service providers through capacity building and support in advancing the legal aid, access to justice and rule of law.									
Coordination and Partnership of LASPs and other stakeholders									
Intervention to strengthen coordination of members by Secretariat									
i.	Continue maintaining and strengthening existing partnerships in addition to identification of new like-minded partners.	Increased strengthening existing in partnerships	4	4	4	4	4	20 meetings of existing partnerships	356,403
ii	Sharing information and knowledge with members and stakeholders on best practices, models and innovations in legal aid learning platforms.	Awareness created through information and knowledge sharing	1000	1000	1000	1000	1000	1000 information and knowledge sharing annually	500,000
iii.	Continue promote online and physical communication among the members through platforms such as the CEOs meeting, regional engagement meetings, annual general meetings among others.	Platforms created where members have been engaged.	5	5	5	5	5	Continuous information sharing to member LASPs.	20,000
Networking of LASPs and other stakeholders									
Interventions for implementation by Secretariat									
i	Continue acting as effective catalysts for building up relationships and commitment among the public, private, and civil society stakeholders to increase the coverage and reach of legal aid service delivery.	Increased building of relationships and commitment among the public, private, and civil society stakeholders	4	4	4	4	4	20 networking relationships and commitment among the public, private, and civil society stakeholders	154,718
ii.	Hold periodic round table meetings with strategic partners and development partners to scan the operating environment and identify areas that deserve funding.	Actions generated from the round table meetings with development and strategic partners.	8	8	8	8	8	Action points generated from the round table meetings.	200,000

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
	Interventions for Implementation by LASPs/Members								
iii	Participation in coordination and partnership meetings at district, regional and national levels either representing and/or organised by the Secretariat	Increased members participation in coordination and network fora	8	8	8	8	8	40 Fora	66,308
iv.	Continue to coordinate the cluster and working group meetings	Coordinated cluster meetings	2	2	2	2	2	Cluster meetings	100,000
	Thematic Programme Area (TPA) 4: Institutional Strengthening and Development of LASPNET Secretariat and Members								
	Strategic Objective 4: Effective and efficient functional organization systems through human resource development, redesigning and reviewing policies, integrating technological advancement, diversifying resource mobilization and sustainability.								
	Interventions for implementation by Secretariat								
i.	Establish and implement a sub-grant mechanism to support the members/LASPs.	Number of LASPs financially supported	0	5	5	5	5	20 LASPs	659,375
ii	Purchase land or construct own office space	Own Secretariat office premises	1000	X	X	X	X	Secretariat office block	100,000
iii.	Mobilise resources human and financial to set up regional offices using a scale up process	Resources mobilized (Human and financial)	100	100	100	100	100	Mobilized resources	500,000
iv.	Strengthen capacity of LASPs on different thematic areas as need arises through annual assessments and trainings among others.	Increased LASPs with competences on different aspects as needs arises.	20	20	20	20	20	100 LASPs staff trained on different aspects as needs arises.	773,589
v	Continue strengthening the governance structure of the organisation through conducting the annual general meetings, quarterly board and committee meetings as well as clusters	Strengthened governance structure.	1000	1000	1000	1000	1000	Governance structure	40,000

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
vi	Strengthen the ICT Unit by transforming it from a unit into a department	ICT Unit by transformed into the department.	X	240	240	240	240	ICT Department	960,000
Vii	Continue undertaking the development and dissemination of National Legal Aid Quality Standards for service providers.	Increased number of LASPs utilizing National Legal Aid Quality Standards for service providers	5	5	5	5	5	25 LASPs utilizing National Legal Aid Quality Standards for service providers	116,039
Viii	Strengthen the IIMS and MEL to suit membership needs.	Monthly and quarterly IIMS and MEL reports produced and shared	4	4	4	4	4	20 quarterly IIMS and MEL reports	99,461
IX	Review and develop institutional policies such as comprehensive risk management plan, sustainability plan putting into account the institutional programmes and financial sustainability among others	Sustainability plan involving institutional; Programmes and financial sustainability implemented	1	1	1	1	1	5 sustainability	743,198
X	Continue strengthening the Human Resources Unit through development of a staff performance, motivation retention strategy among others.	Staff retention strategy implemented	X	X	X	X	X	Staff motivation and retention strategy	69,070
XI	Continue on the fundraising and bringing on board institutional support development partners including private foundations and anonymous donors	Facilitated meetings for the board and development partners	X	X	X	X	X	Successful organized meetings	200,000
iii	Continue creating learning platforms for LASPs.	Number of learning platforms for LASPs	2	2	2	2	2	10 learning platforms for LASPs	204,786
Interventions for direct implementation by LASPs/Members									
i.	Build capacity of member organisations to strengthen their governance structures and resource mobilisation.	Number of LASPs whose capacity has been built	20	20	20	20	20	20 legal aid service providers	248,000

	Programmes/Interventions	Outcomes Indicators	Time frame					Targets	Costs (UGX) '000
			FY 1	FY 2	FY 3	FY 4	FY 5		
ii.	Continue to convene membership platforms such as CEO forums, clusters, working groups and learning platforms for effective service delivery	Number of platforms convened	5	5	5	5	5	Membership platforms	100,000
ii	Identify and Utilise of sub-grants to deliver quality legal aid services at local and community level.	Number of grants disbursed to LASPs/Members	5	8	10	12	15	50 Sub-grants	13,814,078
ii	Use the IIMS for data collection and entry into the IIMS for national analysis, reporting and dissemination.	Number of Legal Aid Service providers	20	30	40	50	60	60 legal aid service providers	248,653
v.	Continuous participation in capacity building training and related interventions	Number of training held	10	10	10	10	10	Capacity building trainings	96,000

7.1 Monitoring and Evaluation

7.1.1 Monitoring Strategy

The M&E Framework is hinged on the four thematic areas of Lobby and Advocacy, Network and Coordination, Research and Knowledge Management and Institutional Development which are interlinked. LASPNET implements a Results based monitoring provides routine tracking and reporting of key information and tracks indicators that measure progress at each level of Theory of Change. The indicators used in the results framework also establish common quality standards for all aspects of Interventions establishing benchmarks for quality department plans, effective Joint Sector Reviews (JSRs), and national data and learning assessment systems. Further, the MEL will develop and implement Standard Operating Procedures (SOPs) to guide in ensuring data quality and assurance management for all thematic areas. Baselines will be inbuilt and conducted at commencement of every project/ Programme for facilitating the assessment of outcomes and impact.

LASPNET is to establish a stronger framework for grant monitoring, allowing greater oversight of the activities supported through the sub grants mechanism. The grant monitoring strategy will provide the foundation for tracking our investments and value for money within them.

The Integrated Information Management System (IIMS) is to be reviewed and realigned with this strategic logical framework. All new Programmes and projects will be designed and aligned with the MELP Framework.

7.1.2 Evaluation Strategy

Mid-term and end evaluations are planned for this Strategic plan. Evaluation is to build on findings from the results framework and grant monitoring mechanism. It will be used to provide objective findings and recommendations about sub-grants and support to members; it will probe the strengths and weaknesses of its operations and provide detailed information about the effectiveness of its thematic and programmatic activities. A summative evaluation at the end of the Strategic plan period will further probe the extent to which different outputs monitored along the Theory of Change lead to proposed outcomes and results, answering questions about “why” LASPNET has or has not successfully contributed to the development results outlined in this Strategic plan.

7.1.3 Dissemination and Learning

Dissemination and learning will be through publication, communication and dissemination of strategies so that all results reporting and evaluations are shared widely, both across the partnership an

7.2 Logical Framework

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
Vision: A free and just society	Proportion of population accessing justice	Annual JLOS Reports	JLOS will keep access to justice as a key priority strategy
Mission: To Provide Effective Advocacy, Networking and Collaboration for sustainable Legal aid services and Access to Justice for the most vulnerable and marginalized people.	Percentage of population accessing legal aid and justice services	Annual JLOS Reports	Both JLOS and other stakeholders will keep legal aid on top of their mandate
Strategic Goal: To consolidate advocacy, networking, collaboration, and coordination among legal aid service providers and JLOS in Uganda:	Proportion of Legal Aid Service Providers involved in advocacy, networking, collaboration, and coordination nationally	Annual JLOS Reports Annual LASPNET Reports	LASPs and partners continue to consolidate partnership for improved access to justice
Strategic Objectives			
SO 1: Harmonized National legal and policy framework for enhancement of legal aid provision, access to justice and observance of human rights and rule of law in Uganda.	A comprehensive National harmonized legal aid law and policy framework in place	Parliament Hazard	JLOS and Parliament reconsider legal aid as part of the development agenda in Uganda
SO 2: Evidence-based legal aid programming and advocacy through a strengthened research and knowledge system.	Number of legal aid and access to justice programmes that are evidence based	LASPNET Annual reports	Development partners continue to value evidence based as key to programming
SO 3: Strengthened network and partnership of legal aid service providers through capacity building and support in advancing the legal aid, access to justice and rule of law	An effective platform for networking and coordination of LASPs practicing professional standards, collective voice & advancing the legal aid & access to justice.	LASPNET Annual reports	Stakeholder's plan and participate in networking and coordination fora
SO 4: Effective and efficient functional organisation systems through human resource development, redesigning and reviewing policies, integrating technological advancement, diversifying resource mobilisation and sustainability.	An effective and efficient functional organizational system for sustainability of LASPNET Secretariat and members	LASPNET Annual reports	LASPNET governance and management are committed to facilitate its growth to next level
Interventions			
Thematic Programme Area (TPA) 1: Lobby and Advocacy			
Strategic Objective 1: Harmonized National legal and policy framework for enhancement of legal aid provision, access to justice and observance of human rights and rule of law in Uganda.			

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks	
Interventions for implementation by the Secretariat;				
i	Review the advocacy strategy & re-engage policy makers to fast track the enactment of critical pro-poor laws i.e the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019 among others.	Number of advocacy strategies	LASPNET annual reports	Utilize lessons learnt to strategize advocacy efforts
ii	Advocate for review of critical access to justice, human rights and rule of law restrictive policies and laws which include; The Poor Persons Defence Act Cap. 20; Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016 among others.	Number of meetings held for reintroduction of legal aid bill and/or for amendment of the Poor Peoples Defense Act Cap 20, Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016 etc.	Parliamentary Hazard Gazette laws	Previous alliances in Parliament and Ministry of Justice and Constitutional Affairs are willing to recommit their efforts.
iii	Support tracking and contribute to implementation of laws intended to promote human rights i.e., the Prevention and Prohibition of Torture Act, 2012.	Number of Security for Human Rights Defenders	Parliamentary Hazard Gazette laws	Parliament priorities the Security for Human Rights Defenders
iv	Continue coordination and strengthening projects aimed at promoting human rights and access to justice including the Call centre; Execution of Court orders; Corruption Monitoring; Rapid Response among others.	Number of poor persons accessing justice and human rights protection	Parliamentary Hazard Gazette laws	JLOS stakeholders prioritizes the law infringing on human rights and rule of law
v	Develop policy briefs, opinion articles, position papers and release statements intended to respond to the prevailing access to justice, legal aid, human rights and rule of law students.	Number of policy briefs, opinion articles, position papers and release statements intended to respond to the prevailing access to justice	LASPNET Annual reports	Utilize lessons learnt to strategize advocacy efforts
Interventions to strengthen lobby and advocacy interventions for implementation by the LASPs / Members.				
vi	Continuous Dissemination of relevant information on issues on Access to Justice; Rule of Law and Human Rights through social and mainstream media; dialogues; legal aid open days and outreaches.	Number of citizens knowledgeable on Access to Justice; Rule of Law and Human Rights through social and mainstream media; dialogues; legal aid open days and outreaches.	Parliamentary Hazard Gazette laws	JLOS stakeholders prioritizes the law infringing on human rights and rule of law
vii	Strengthening community justice initiatives and reforms including land rights awareness, legal aid for refugees, environmental justice and rolling out para legal manual and interventions local governments.	Percentage of Increase in community justice initiatives and reforms strengthened	Activity reports	Utilize lessons learnt to strategize advocacy efforts
viii	Facilitate and support the LASPNET working groups and clusters to	Number of cluster working groups facilitated to	Activity reports	Utilize lessons learnt to strategize

Narrative Summary		Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
	respond to rule of law and access to justice issues in relation to thematic areas.	respond to rule of law.		advocacy efforts
Thematic Programme Area (TPA) 2: Research and Knowledge Management				
Strategic Objective 2: Evidence-based legal aid programming and advocacy through a strengthened research and knowledge system.				
Interventions for implementation by Secretariat				
i	Operationalization of the research and knowledge management unit through capacity building of Secretariat staff, Membership and relying on externals to undertake independent research projects.	Number of Secretariat staff, Membership and relying on externals with capacity building of	Quarterly progress report Annual Performance reports	Development partners continue to support and facilitate research on justice, human rights and rule of law
ii	Continue undertaking periodic research on topical issues such as legal aid, access to justice and rule of law to development of position papers; articles and policy briefs.	Number of periodic researches on topical issues such as legal aid, access to justice and rule of law	Quarterly progress report Annual Performance reports	Development partners continue to support and facilitate research on justice, human rights and rule of law
iii	Continue to research and develop appropriate user manual and protocols for LASPs	Number of research manuals and protocols developed	Approved manuals and protocols	Development partners continue to support and facilitate research on justice, human rights and rule of law
iv	Manage data and information in the area of legal aid; access to justice and rule of law and further disseminate it to the relevant stakeholders such as JLOS, Media and others.	Number of research studies analyzed and disseminated	Quarterly progress report Annual Performance reports	Maintain high standard of data analysis using latest technologies
v	Undertake deliberate dissemination strategies and tracking use of LASPNET research including identifying issues for Membership implementation within their mission and goals.	Number of researches disseminated and use of LASPNET researches tracked	Quarterly progress report Annual Performance reports	Utilization of different reliable available fora for sharing research findings
vi	Promote knowledge and copyright enforcement for the network.	Number of researchers, innovators and artists among others knowledgeable on patent and copyright laws	Quarterly progress report Annual Performance reports	Uganda Registration Service Bureau (URSB) support enforcement and legal support to researchers, innovators and artists
vii	Create awareness on patent and copyright laws among researchers, innovators and artists among others	Number of awareness campaigns held	Quarterly progress report Annual Performance reports	Development partners continue to support and facilitate research on justice, human rights and rule of law

Narrative Summary		Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
Intervention to strengthen research and knowledge management by the members				
Viii	Continue engaging members in development of LASPNET researches and protocols	Number of members engaged in the development of the researches and protocols.	Annual reports	Availability of funds
ix	Strengthen capacity of members to develop evidence-based researches	Number of members supported	Membership reports	Availability of funds
Thematic Programme Area (TPA) 3: Networking, Coordination and Partnerships				
Strategic Objective 3: Strengthened network and partnership of legal aid service providers through capacity building and support in advancing the legal aid, access to justice and rule of law.				
Coordination and Partnership of LASPs and other stakeholders				
Intervention for implementation by Secretariat				
i	Continue maintaining and strengthening existing partnerships in addition to identification of new like-minded partners.	Number of existing in partnerships strengthened	Quarterly progress reports Annual performance reports	Stakeholders are developing legal models and innovations that LASPNET can adopt
ii	Sharing information and knowledge with members and stakeholders on best practices, models, and innovations in legal aid learning platforms.	Number of members and stakeholders on best practices, models, and innovations with knowledge in legal aid learning platforms.	Quarterly progress reports Annual performance reports	Adequate resources and plans to facilitate increased regional meetings of members
iii	Continue promotion of online and physical communication among the members through platforms such as the CEO's meeting; Regional engagement meetings; Annual General Meetings among others.	Number of members receiving communication through platforms such as the CEO's meeting; Regional engagement meetings; Annual General Meetings	Quarterly progress reports Annual performance reports	Both public and private stakeholders are willing to build new relationship amidst limited resources
iv	Hold periodic round table meetings with strategic partners and development partners to scan the operating environment and identify areas that deserve funding.	Number of meetings held with strategic partners and development partners on the operating environment.	Quarterly progress reports Annual performance reports	Both public and private stakeholders are willing to build new relationship amidst limited resources
Networking of LASPs and other stakeholders				
Interventions for implementation by Secretariat				
i	Continue acting as effective catalysts for building up relationships and commitment among the public, private, and civil society stakeholders to increase the coverage and reach of legal	Continue acting as effective catalysts for building up relationships and commitment among the public, private, and civil society stakeholders to increase	Quarterly progress reports Annual performance reports	Action research will provide applicable solutions to indigents and vulnerable population needs and

Narrative Summary		Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
	aid service delivery.	the coverage and reach of legal aid service delivery.		problems
ii.	Participate in networking and partnership activities at district, regional and national levels either representing and or organised by the secretariat such as legal aid outreaches, partnerships conferences among others	Number of networking and partnership activities engaged.	Quarterly progress reports Annual performance reports	Availability of funds.
ii	Continue coordinating legal aid outreaches and implementation of legal aid innovations at the grass root level.	Continue coordinating legal aid outreaches and implementation of legal aid innovations at the grass root level.	Quarterly progress reports Annual performance reports	LASPNET will have high and fast adoption of technological advancement to access
Thematic Programme Area (TPA) 4: Institutional Strengthening and Development for LASPNET Secretariat and LASPs				
Strategic Objective 4: Effective and efficient functional organization systems through human resource development, redesigning and reviewing policies, integrating technological advancement, diversifying resource mobilization and sustainability.				
Interventions for implementation by Secretariat				
i.	Establish and implement a sub grant mechanism to support the members/LASPs.	Established subgrant mechanism with member LASPs	Quarterly progress reports Annual performance reports	LASPs will apply skills for from capacity building to increase resources and services
ii.	Purchase land and or construct own LASPNET House / Office space.	Permanent LASPNET home	Annual Reports	Acquired land and well-developed house.
iii.	Mobilise resources human and financial to set up regional offices using a scale up process.	Established LASPNET regional offices	Annual reports	Availability of funds
iv	Continue strengthening the governance structure of the organisation through conducting the annual general meetings, quarterly board and committee meetings as well as cluster meetings.	Strengthened governance structure	Annual reports	Availability of funds
vii	Strengthen the ICT and M&E Units by transforming it into the department.	ICT and M&E Units by transformed into the department.	Quarterly progress reports Annual performance reports	Tools are available to all LASPs and utilization tracked monthly
Viii	Continue undertaking the development and dissemination of the	Dissemination strategy for the national legal aid	Quarterly progress reports	Availability of funds

Narrative Summary		Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
	national legal aid quality standards for service providers	quality standards	Annual performance reports	
Vi	Strengthen the IIMS and MEL to suit membership needs.	Number of monthly and quarterly IIMS and MEL reports produced and shared	Quarterly progress reports Annual performance and MEL reports	Continuous updating of IIMS is crucial for effective MEL function
Vii	Review and develop institutional policies such as comprehensive risk management plan sustainability plan putting into account the institutional programmes and financial sustainability among others.	Developed and established institutional policies.	Quarterly progress reports Annual performance reports	Availability of funds.
Viii	Continue strengthening the Human Resources Unit through development of a staff retention strategy among others.	Percentage staff retention annually	Quarterly progress reports Annual performance reports	Human Resource development developed and updated annually
Viii	Continue with the fundraising and bringing on board institutional support development partners including private foundations and anonymous donors.	Number of donors on board supporting in institutional development.	Grant agreements	Availability of funds
Ix	Build capacity of member LASPs to strengthen their governance and resource mobilisation	Strengthen capacity building of LASPs on different aspects as needs arises.	Quarterly progress reports Annual performance reports	LASPs will apply skills for from capacity building to increase resources and services
x	Continue to convene membership platforms such as CEO forums, clusters, working groups and learning platforms for effective service delivery.	Number of learning platforms for LASPs	Annual reports	Availability of funds
Xi	identify and utilise subgrants to deliver quality services at local and community level.	Number of sub-grants disbursed to LASPs/Members	Quarterly and annual sub grant reports	Donors will trust and commit funds under basket mechanism
Xii	Use the IIMS for data collection and entry into the IIMS for national analysis, reporting and dissemination.	Number of beneficiaries tracked through IIMS	Quarterly progress reports Annual performance reports	Legal aid service providers will appreciate and report through IIMS

ANNEXES

Annex 1: Costed Strategic plan, 2021-2025

#	Programmes/Interventions	Budget (UGX), '000					Total Costs ('000)
		FY 1	FY 2	FY 3	FY 4	FY 5	
PROGRAM AREA: LOBBY AND ADVOCACY							
SO 1: 1. Harmonized National legal and policy framework for enhancement of legal aid provision, access to justice and observance of rule of law in Uganda.							
Interventions for implementation by the Secretariat;							
i	Review the advocacy strategy and re-engage policy makers to fast track the enactment of pro-poor laws such as the National Legal Aid Bill, 2020; Human Rights Defenders Bill, 2019; Sexual Offences Bill, 2019.	130,000	136,500	143,325	150,491	158,016	718,332
ii	Advocate for review of access to justice, human rights and rule of law restrictive policies and laws which include among others; The Poor Persons Defence Act Cap. 20; Human Rights Enforcement Act, 2019; Data Protection and Privacy Act; Public Order Management (POMA), 2013 and Computer Misuse Act, and NGO Act, 2016.	84,000	88,200	92,610	97,241	102,103	464,153
iii	Support tracking and contribute to implementation of laws intended to promote human rights i.e., the Prevention and Prohibition of Torture Act, 2012.	55,000	57,750	60,638	63,669	66,853	303,910
iv	Continue coordination and strengthening projects aimed at promoting human rights and access to justice including the Call centre; Execution of Court orders; Corruption Monitoring; Rapid Response among others.	148,500	155,925	163,721	171,907	180,503	820,556
iv.	Develop policy briefs, opinion article, position papers and release statements intended to respond the prevailing access to justice, legal aid, human rights and rule of law status	55,000	57,750	60,638	63,669	66,853	303,910
Interventions for implementation by the LASPs/Members							
v	Continuous dissemination of relevant information on issues on Access to Justice; Rule of Law and Human Rights through social and mainstream media; dialogues; legal aid open days and outreaches.	128,000	134,400	141,120	148,176	155,585	707,281
vi	Strengthening community justice initiatives and reforms including land rights awareness, legal aid for refugees, environmental justice and rolling out para legal manual and interventions local governments.	132,500	139,125	146,081	153,385	161,055	732,146
vii	Facilitate and support the LASPNET working groups and clusters to respond to rule of law and access to justice issues in relation to thematic areas.	55,000	57,750	60,638	63,669	66,853	303,910

#	Programmes/Interventions	Budget (UGX), '000					Total Costs ('000)
		FY 1	FY 2	FY 3	FY 4	FY 5	
	Sub Totals	788,000	827,000	868,771	912,207	957,821	4,354,198
PROGRAM AREA 2: RESEARCH AND KNOWLEDGE MANAGEMENT							
SO 2: Evidence-based legal aid programming and advocacy through a strengthened research and knowledge system.							
Interventions for implementation by Secretariat							
i	Operationalization of the research and knowledge management unit through capacity building of Secretariat staff, Membership and relying on externals to undertake independent research projects.	112,500	118,125	124,031	130,233	136,744	621,634
ii	Continue undertaking periodic research on topical issues such as legal aid, access to justice and rule of law to development of position papers; articles and policy briefs.	115,800	121,590	127,670	134,053	140,756	639,868
iii	Manage data and information in the area of legal aid; access to justice and rule of law and further disseminate it to the relevant stakeholders such as JLQS, Media and others.	115,200	120,960	127,008	133,358	140,026	636,553
iv	Undertake deliberate dissemination strategies and tracking use of LASPNET research including identifying issues for Membership implementation within their mission and goals.	95,500	100,275	105,289	110,553	116,081	527,698
v	Promote knowledge and copyright enforcement of the network.	119,000	124,950	131,198	137,757	144,645	657,550
vi	Create awareness on patent and copyright laws among researchers, innovators and artists among others.	71,200	74,760	78,498	82,423	86,544	393,425
	Sub totals	629,200	660,660	693,694	728,377	764,796	3,476,728
PROGRAM AREA 3: NETWORKING, PARTNERSHIP AND COORDINATION							
SO.3: Strengthened network and partnership of legal aid service providers through capacity building and support in advancing the legal aid, access to justice and rule of law.							
Coordination and Partnership of LASPs and other stakeholders							
Intervention for implementation by Secretariat							
i	Continue maintaining and strengthening existing partnerships in addition to identification of new like-minded partners.	64,500	67,725	71,111	74,667	78,400	356,403
	Sharing information and knowledge with members and stakeholders on best practices, models, and innovations in legal aid learning platforms.	45,000	47,250	49,613	52,093	54,698	248,653
iii	Continue promotion of online and physical communication among the members through platforms such as the CEO's meeting; Regional engagement meetings; Annual General Meetings among others.	53,800	56,490	59,315	62,280	65,394	297,279

#	Programmes/Interventions	Budget (UGX), '000					Total Costs ('000)
		FY 1	FY 2	FY 3	FY 4	FY 5	
	Hold periodic round table meetings with strategic partners and development partners to scan the operating environment and identify areas that deserve funding	88,500	92,925	97,571	102,450	107,572	489,018
	Continue acting as effective catalysts for building up relationships and commitment among the public, private, and civil society stakeholders to increase the coverage and reach of legal aid service delivery.	28,000	29,400	30,870	32,414	34,034	154,718
	Continue coordinating legal aid outreaches and implementation of legal aid innovations at the grass root level.	12,000	12,600	13,230	13,892	14,586	66,308
	Sub totals	291,800	306,390	321,710	337,796	354,684	1,612,379
PROGRAM AREA 4: Institutional Strengthening and Development of LASPNET and Members							
SO 4: Effective and efficient functional organisation systems through human resource development, redesigning and reviewing policies, integrating technological advancement, diversifying resource mobilisation and sustainability							
Interventions for implementation by Secretariat							
i	Establish and implement a sub grant mechanism to support the members/LASPs.	140,000	147,000	154,350	162,068	170,171	773,588
ii	Purchase land and or construct own LASPNET House / Office space.	21,000	22,050	23,153	24,310	25,526	116,038
iii	Mobilise resources human and financial to set up regional offices using a scale up process.	44,300	46,515	8,841	51,283	53,847	244,785
iv	Continue strengthening the governance structure of the organisation through conducting the annual general meetings, quarterly board and committee meetings as well as cluster meetings.	18,000	18,900	19,845	20,837	21,879	99,461
v	Strengthen the ICT and M&E Units by transforming it into the department.	134,500	141,225	148,286	155,701	163,486	743,197
vi	Continue undertaking the development and dissemination of the national legal aid quality standards for service providers	12,500	13,125	13,781	14,470	15,194	69,070
vii	Strengthen the IIMS and MEL to suit membership needs.	47,000	49,350	51,818	54,408	57,129	259,705
viii	Review and develop institutional policies such as comprehensive risk management plan	50,000	75,000	112,500	168,750	253,125	659,375




















#	Programmes/Interventions	Budget (UGX), '000					Total Costs ('000)
		FY 1	FY 2	FY 3	FY 4	FY 5	
	sustainability plan putting into account the institutional programmes and financial sustainability among others.						
ix	Continue strengthening the Human Resources Unit through development of a staff retention strategy among others.	250,000	262,500	275,625	289,406	303,877	1,381,408
x	Continue with the fundraising and bringing on board institutional support development partners including private foundations and anonymous donors.	60,000	63,000	66,150	69,458	72,930	331,538
xi	Build capacity of member LASPs to strengthen their governance and resource mobilisation	1000	1000	1000	1000	1000	400,000
xii	Continue to convene membership platforms such as CEO forums, clusters, working groups and learning platforms for effective service delivery.	2,500,	2,625	2,756,250	2,894,063	3,038,766	13,814,078
xiii	identify and utilise subgrants to deliver quality services at local and community level.	45,000	47,250	49,613	52,093	54,698	248,653
xiv	Use the IIMS for data collection and entry into the IIMS for national analysis, reporting and dissemination.	60,000	63,000	66,150	69,458	72,930	331,538
	Sub total	883,300	952,540	3,747,362	4,027,305	4,304,558	19,472,434
	Personnel Costs						
	Salaries	1,838,707	1,930,642	2,027,174	2,128,533	2,234,960	10,160,017
	NSSF (15%)	275,806	289,596	304,076	319,280	335,244	1,524,003
	Medical allowance for National Staff	35,000	36,750	38,588	40,517	42,543	193,397
	Gratuity	43,000	45,150	47,408	49,778	52,267	237,602
	Sub-Total Personnel Costs	2,192,513	2,302,138	2,417,246	2,538,108	2,665,014	12,115,019
	Other direct and indirect costs						
	Board & Committee meetings	20,000	21,000	22,050	23,153	24,310	110,513
	Institutional Audits	31,500	33,075	34,729	36,465	38,288	174,057
	Rent	10,400	10,920	11,466	12,039	12,641	57,467
	Utilities - electricity and water	2,800	2,940	3,087	3,241	3,403	15,472

#	Programmes/Interventions	Budget (UGX), '000					Total Costs ('000)
		FY 1	FY 2	FY 3	FY 4	FY 5	
	Fuel for motor vehicles - Administration travels and generator	5,700	5,985	6,284	6,598	6,928	31,496
	Motor vehicles & Bikes running costs (General service, repairs and tyres)	19,000	19,950	20,948	21,995	23,095	104,987
	Procurement of ICT Equipment, Computers and Furniture	371,071	389,625	409,106	429,561	451,039	2,050,402
	Travel - foreign trips	12,600	13,230	13,892	14,586	15,315	69,623
	Per diem for staff on upcountry duties	15,000	15,750	16,538	17,364	18,233	82,884
	Consultancies	20,000	21,000	22,050	23,153	24,310	110,513
	Bank charges	6,000	6,300	6,615	6,946	7,293	33,154
	Communication (Telephone, Internet & Website subscription)	8,000	8,400	8,820	9,261	9,724	44,205
	Insurance - Motor vehicles, office equipment	58,000	60,900	63,945	67,142	70,499	320,487
	Office cleaning, repairs and maintenance	3,500	3,675	3,859	4,052	4,254	19,340
	Office meals and refreshments	12,500	13,125	13,781	14,470	15,194	69,070
	General Office Supplies, Stationery and printing	17,500	18,375	19,294	20,258	21,271	96,699
	Maintain up to date on-line communication & develop IEC materials for LASPNET	19,700	20,685	21,719	22,805	23,945	108,855
	Institutional Branding	30,050	31,553	33,130	34,787	36,526	166,045
	Recruitment & Develop Staff retention strategy	5,000	5,250	5,513	5,788	6,078	27,628
	Undertake Monitoring end of Project Evaluations	23,000	24,150	25,358	26,625	27,957	127,090
	Security Maintenance for the secretariat	31,800	33,390	35,060	36,812	38,653	175,715
	Sub-Total Direct and indirect costs	723,121	759,277	797,241	837,103	878,958	3,995,700
	GRAND TOTAL	7,836,934	8,251,280	8,657,597	9,183,099	9,718,193	73,647,103
	SUMMARY FINANCIAL COST PROJECTION						
	COMPONENT	FY 1	FY 2	FY 3	FY 4	FY 5	TOTAL
	Lobby and Advocacy	788,000	827,400	868,771	912,207	957,821	4,354,198
	Research and Knowledge Management	629,200	660,660	693,694	728,377	764,796	3,476,727
	Networking, Partnership and Coordination	291,800	306,390	321,710	337,795	354,685	1,612,379
	Institutional Strengthening	883,300	952,540	3,747,362	4,027,305	4,304,558	19,472,434
	Personnel Costs	2,192,513	2,302,138	2,417,246	2,538,108	2,665,014	12,115,019

#	Programmes/Interventions	Budget (UGX), '000					Total Costs ('000)
		FY 1	FY 2	FY 3	FY 4	FY 5	
	Operational costs	723,121	759,277	797,241	837,103	878,958	3,995,700
	GRAND TOTAL	5,507,934	5,808,405	8,846,024	9,380,896	9,925,831	45,026,458

Annex 2: Stakeholders Analysis






	Stakeholder	Roles and Responsibilities	Stakeholder Needs	LASPNET Expectations	Power	Influence
1.	Annual General Assembly	Highest governing organ of the organization	<ul style="list-style-type: none"> ✚ Resolve governance and administrative standoffs. ✚ Execution of LASPNET mandate. ✚ Strong network 	<ul style="list-style-type: none"> ✚ Promote growth of LASPNET through AGM resolutions and adoption of key actions. 	High	Medium
2.	LASPNET Board of Directors	<ul style="list-style-type: none"> ✚ Policy guidance and strategic direction ✚ Review institutional and senior management performance. ✚ Resource mobilization ✚ Brand Ambassadors 	<ul style="list-style-type: none"> ✚ Provide strategic direction, linkage, and exchange with contemporaries 	<ul style="list-style-type: none"> ✚ Outstanding guidance, Institutional sustainability and consistency to LASPNET mandates. 	High	High
3.	LASPNET Members	<ul style="list-style-type: none"> ✚ Actively participate in all Network activities ✚ Pay annual subscriptions 	<ul style="list-style-type: none"> ✚ Joint planning and advocacy agenda ✚ Financial suitability ✚ Research Information 	<ul style="list-style-type: none"> ✚ Actively engage in clusters and committees ✚ Activity reports from LASPs 	High	High
4.	LASPNET Management & Staff	<ul style="list-style-type: none"> ✚ Aggressively mobilize resources. ✚ Implementation of LASPNET strategic direction. ✚ LASPNET Value implementers. ✚ Originators of innovative Programmes and projects. 	<ul style="list-style-type: none"> ✚ Drivers of core values and quality Standards ✚ Integrated approach to post-conflict development initiatives & rights-based advocacy 	<ul style="list-style-type: none"> ✚ Ensure all Strategic objectives are fully implemented. ✚ Provision of quality, timely and efficient services. ✚ Synergies and harmony. 	High	Medium
5.	Government of Uganda <ul style="list-style-type: none"> ✚ MoJCA ✚ JLQS Secretariat ✚ Higher Local Governments ✚ Lower Local Governments ✚ Administrative Units ✚ The Police ✚ The Army 	<ul style="list-style-type: none"> ✚ Collective responsibilities in national development through regional, district and local applications. ✚ Management and regulations of local ordinances and decrees 	<ul style="list-style-type: none"> ✚ National Laws, policies, regulations, principles and Programmes of legal aid and A2J. ✚ Specialist role in execution of special mandate strengthens the other roles and responsibilities ✚ Development of local structures 	<ul style="list-style-type: none"> ✚ Relevance and implementation of government Programmes, ✚ Cooperation from some state actors, ✚ Synergies, capacity development, benchmarking, ✚ Synergy and feedback on quality, targeting for efficient service delivery, ✚ Quality and compliance, ✚ Sector Regulations standards Rights and Conflict transformation management, ✚ Partnership & enhancement of networks 	High	High






	Stakeholder	Roles and Responsibilities	Stakeholder Needs	LASPNET Expectations	Power	Influence
				to support conflict transformation and rights of especially marginalized people.		
6.	Parliament <ul style="list-style-type: none">  Legal Committee  Parliamentary Select Committees  UWOPA  NRM Caucus  Office of the Speaker 	<ul style="list-style-type: none">  Provision of legal framework  Constitutional mandate to pass laws against all Human rights abuses and violations.  Hold the Executive accountable. 	<ul style="list-style-type: none">  Advisory services and statutory requirements.  Watchdog on matters of legislative watchdog on conflicts, rights, and management. 	<ul style="list-style-type: none">  Championing the cause of enacting laws that ensure the efficient and effective delivery of literature and information as well as practical administration of programmes relating to conflicts, rights and GBV,  Legislate for equitable growth and ensure social justice. 	Medium	High
7.	The Judiciary	To adjudicate over both civil and criminal disputes, interpret the Constitution and the Laws of Uganda and promote or encourage the promotion of human rights, social justice, and morality. Ref. Ch. 8 of 1995 constitution.	Exercising Judicial powers in matters relating to conflict management and those of the associated rights-based advocacy management	<ul style="list-style-type: none">  Justice must be done to all irrespective of their social or economic status,  Justice must not be delayed,  Adequate compensation must be awarded to victims of wrongs,  Reconciliation between parties should be promoted; and,  Substantive justice must be administered without undue regard to technicalities. 	Medium	Medium
8.	Directorate of Public Prosecution (DPP)	Constitutional mandate for handling redress	Exercising Constitutional powers in matters relating to conflict management & those of the associated rights-based advocacy management.	<ul style="list-style-type: none">  Substantive justice must be administered consistent with the law. 	Medium	Medium
9.	Inspector General of Government (IGG)	Constitutional Mandate for handling abuse of rights (office and resources)	Exercising Constitutional powers in matters relating to office of the Ombudsman in relation to rights violations and abuses linked public office and resources	<ul style="list-style-type: none">  Adjudication and interpretation of violations relating to conflict leaning towards GBV and rights-based activities consistent with the law. 	Medium	Medium

	Stakeholder	Roles and Responsibilities	Stakeholder Needs	LASPNET Expectations	Power	Influence
10.	East African Community: East African Community Court.	Championing the regional strategy for East African countries	Pursuing the harmonization of laws and regulations on trans-boundary natural resources	<ul style="list-style-type: none"> ✚ Accelerating ratifications of protocols on harmonized trans boundary resources, ✚ Regional laws and programmes to enhance equitable growth. 	Low	Low
11.	Cultural Leaders	Traditional mandates in accordance with the Traditional Leaders Act and Uganda Constitution	Traditional Justice System	<ul style="list-style-type: none"> ✚ Adherence to natural justice principles, ✚ Amend their by-laws to be consistent with national laws, ✚ Key stakeholders in LASPNET work in rights and conflicts. 	Low	Low
12.	Development Partners	<ul style="list-style-type: none"> ✚ Advocacy, resource mobilization, service delivery, information, and skills exchange ✚ Development assistance interventions within national and inter government priorities. ✚ Best practices ✚ Benchmarking ✚ Contribution to the quality and standards of sensitization and management of conflicts and rights-based issues 	<ul style="list-style-type: none"> ✚ Local presence, ease of entry, cost advantage ✚ Finances, advocacy, lobbying, international awareness creation. ✚ Foundations of research traditions and practices 	<ul style="list-style-type: none"> ✚ Implementation of global agenda, technical support capacity development, and funding, ✚ Contribution to the improvement through body of knowledge, policy reforms, and best practices considering the changing trends of conflict and rights, ✚ Joint implementation of programmes, sign posting of desired partners to program deficient locations. 	Low	High
Strategic Partners						
13.	Justice Centers Uganda	<ul style="list-style-type: none"> ✚ Strengthen efforts of attainment of social justice for the marginalized citizens of Uganda through legal aid 	<ul style="list-style-type: none"> ✚ Collaboration and Improved Legal aid service delivery 	<ul style="list-style-type: none"> ✚ Continuous joint advocacy for the NLAB and other pro- poor policies 	Low	Low
14.	ULGA	<ul style="list-style-type: none"> ✚ Private Public Partnership on sustainable legal aid 	<ul style="list-style-type: none"> ✚ Collaboration and Improved Legal aid service delivery in LG & LLG 	<ul style="list-style-type: none"> ✚ Highlighting legal said and A2J issues. ✚ Accommodation of LASPs in respective districts 	Low	Low
15.	Uganda Court Bailiff's Association	<ul style="list-style-type: none"> ✚ Ensure prompt execution of court orders 	<ul style="list-style-type: none"> ✚ Prompt facilitation ✚ Information about execution of cases 	<ul style="list-style-type: none"> ✚ Timely recovery of remedies 	Medium	Medium

	Stakeholder	Roles and Responsibilities	Stakeholder Needs	LASPNET Expectations	Power	Influence
16.	NSSF	<ul style="list-style-type: none"> Private Public Partnership on sustainable legal aid 	<ul style="list-style-type: none"> Transparency and accountability Clear scheduling and timetabling 	<ul style="list-style-type: none"> Finance legal aid open days Engage in CSR in area of legal aid and A2J. Finance ICT innovation 	Low	Low
17.	Banks	<ul style="list-style-type: none"> Establishing partnerships to providing banking services and other sustainable ventures in provision of legal aid 	<ul style="list-style-type: none"> Banking, investment 	<ul style="list-style-type: none"> Joint collaboration in provision of legal aid 	High	Low
18.	Consultants	<ul style="list-style-type: none"> Provision of consultancy services 	<ul style="list-style-type: none"> Resources 	<ul style="list-style-type: none"> quality consultancy services 	Low	Low
19.	Media Houses Print & Electronic	HR awareness and dissemination of HR programmes	Wide coverage and public communication network on the network activities.	<ul style="list-style-type: none"> Positive media coverage, Media Publicity, Brand communication, Social media use to reach wider society. 	Medium	Medium
20.	The Private Sector	Resource Mobilization, provision of inputs, and technical skills	Entrepreneurship, Investment facilities, finance, employment, accommodation facilities.	<ul style="list-style-type: none"> Joint investments and infrastructure development, Resources, current technologies, awareness, capacity building. Consultancy services, Business Investment Plan and strategy. 	Low	Low
21.	Wider Community Local Communities	Collaboration in application of programs, exchange visits to learn and improve strategy	<ul style="list-style-type: none"> Local culture, Indigenous knowledge, Strategies and innovation. 	<ul style="list-style-type: none"> Community support, harmony, and management of conflicts; promotion of rights especially SGBV. 	Low	Medium

Annex 3: Members of the Board of Directors, 2020/2021

Sn	Names and Passport Photo	Position
1.	<p>Mr. Arthur Nserek</p> 	<p>Chairperson Board of Directors & Head of Network of Public Interest Lawyers</p>
2.	<p>Ms. Sheila Muwanga Nabachwa</p> 	<p>Vice Chairperson Board of Directors & Deputy Executive Director, Foundation for Human Rights Initiative</p>
3.	<p>Ms. Elizabeth Kemigisha</p> 	<p>Board General Secretary & Programme Manager, Access to Justice FIDA- U</p>
4.	<p>Ms. Grace Nakulira</p> 	<p>Board Treasurer & Finance Manager, Refugee Law Project</p>
5.	<p>Mr. Vincent Mutonerwa</p> 	<p>Board Member on Merit & Advocate</p>

6.	<p>Ms. Annet Kharuri Gyabi</p> 	<p>Board Representative Eastern Region & Legal Officer, Muslim Centre for Justice and Law</p>
7.	<p>Ms. Flavia Zalwango</p> 	<p>Board Representative Central Region & Programme Director, Human Rights Awareness and Promotion Forum</p>
8.	<p>Ms. Bridget Nasasira</p> 	<p>Board Representative Western Region & Assistant Legal Officer, Legal Aid Project of Uganda Law Society</p>
9.	<p>Mr. Ojok Tony Obonyo</p> 	<p>Board Representative Northern Region & Legal Officer, African Centre for Treatment & Rehabilitation of Torture Victims</p>
10	<p>Dr. Sylvia Namubiru Mukasa</p> 	<p>Ex-Official/ Chief Executive Officer, LASPNET</p>

Annex 4: Analysis of Funding Legal Aid Environment

There are numerous developments and grant-making partners in Uganda and around the world, many of whom offer recurring grant opportunities in human rights, access to justice, rule of law and legal empowerment fields. This is not a comprehensive list whatsoever, but a start to some of the different development and LASPNET encourages additions or suggestions on an on-going basis.

#	Name of Development Partner	Areas of Funding Interest
1	Democratic Governance Facility (DGF)	The premier development partner to LASPNET has been at forefront of supporting many interventions that focus on increased access to justice by the vulnerable populations including Institutional Development, Call Centre and Legal Aid open days among others.
2	Open Society Foundations (Rolling through the year for East Africa)	Through a combination of grant making, advocacy and convening power, OSIEA support and amplify the voices of pro-democracy organizations and individuals and to strengthen their capacity to hold their governments accountable. This includes to defend and support rights activists and pro-democracy advocates. Funding area are; Democratic governance and rule of law, Economic governance, Health and rights and Equality and non-discrimination.
3	Global Fund for Human Rights, Netherlands	Grants are intended for activities relating to the following themes: freedom of expression; internet freedom; freedom of religion and belief; human rights defenders; equal rights for LGBTI persons; promotion of the international legal order / the fight against impunity.
4	International Development Law Organization (IDLO)	Exclusively devoted to promoting the rule of law and sustainable development. Effective interventions to enhance the reach, quality, and sustainability of access to justice in Uganda.
5	OXFAM	Focus on divergent and inclusion of marginalized to get access to justice through legal aid. These include women at risk, youth, disabled, ethnic minorities, albinos, aged, LGBTs etc.
6	United Nations Development Programme	Interventions addressing harmful Practices, Violence Against Women and Girls and Sexual Reproductive Health Rights In Uganda.
7	International Centre for Not For Profit Law (ICNL)	Protecting freedom of expression and access to information in Uganda
8	Corporate Social Responsibility Partners; i.e National Social Security Fund (NSSF) and Buganda Land Board (BLB)	Support to facilitate access to legal aid and justice through legal aid Open Day
9	Catholic Organisation for relief and Development Aid (CORDAID)	Researches i.e in mental health and psychosocial support services to Sexual Gender Based Violence (SGBV)

Annex 5: List of Development Partners as of the year 2021

Sn	Development partner	Logo
1.	Democratic Governance Facility (DGF)	
2.	European Union (EU)	
3.	United Nations Development Programme (UNDP)	
4.	International Development Law Organisation (IDLO)	
5.	OXFAM-Voice	
6.	International Centre Not for Profit Law (ICNL)	
7.	Cordaid	
8.	Freedom House	
9.	East West Management Institute (EWMI)	
10.	GIZ	

Annex 6: Current list of LASPNET Membership 2021

1.	Abantu for Development – (AFOD)
2.	Action Against Violence – (AAV)
3.	African Centre for Treatment And Rehabilitation of Torture Victims – (ACTV)
4.	Africa Foundation for Community Development - (AFCOD)
5.	Action for Poverty Reduction and Livestock Modernization in Karamoja (ARELIMOK)
6.	Association of Human Rights Organizations – (AHURIO)
7.	Avocats Sans Frontiers – (ASF)
8.	Center for Legal Aid – (CLA)
9.	Center for Public Interest Law – (CEPIL)
10.	Community Justice and Anti-Corruption Forum – (CJAF)
11.	Community Legal Action and Integrated Development – (COLAID)
12.	Child Rights Empowerment And Development Organization –(CEDO)
13.	Civic Response on Environment & Development - (CRED)
14.	Centre for Reparation and Rehabilitation - (CRR)
15.	Facilitation for Peace and Development – (FAPAD)
16.	Foundation for Human Rights Initiative – (FHRI)
17.	Human Rights Awareness and Promotion Forum – (HRAPF)
18.	Human Rights Focus- (HURIFO)
19.	Human Rights Center Uganda - (HRCU)
20.	Inter Religious Council of Uganda – (IRCU)
21.	Islamic Women Initiative for Justice, Law and Peace- (IWILAP)
22.	Justice Defenders (JD)
23.	Justice and Rights Associates – (JURIA)
24.	Kamuli Community Based Paralegals Association – (KCOBPA)
25.	Land and Equity Movement in Uganda – (LEMU)
26.	Legal Hub Uganda (LHU)
27.	Legal Action for Persons with Disabilities – (LAPD)
28.	Legal Aid Clinic of the Law Development Center – (LAC/LDC)
29.	Legal Aid Project of the Uganda Law Society – (LAP/ULS)
30.	Law and Advocacy for Women in Uganda (LAWU)
31.	Micro Justice Uganda –(MJU)
32.	MIFUMI

33.	Muslim Center for Justice and Law -(MCJL)
34.	National Union Of Disabled Persons Of Uganda (NUDIPU)
35.	New Plan Group
36.	Platform for Labour Action - (PLA)
37.	Public Defender Association of Uganda - (PDAU)
38.	Public Interest Law Clinic - (PILAC)
39.	Refugee Law Project - (RLP)
40.	RETRAK- Hope for Justice
41.	Street Law
42.	Soroti Development Association and NGO's Network - (SODANN)
43.	Uganda Association of Women Lawyers- (FIDA)
44.	Uganda Christian Lawyers Fraternity - (UCLF)
45.	Uganda Land Alliance - (ULA)
46.	Uganda Muslim Supreme Council - (UMSC)
47.	Uganda Network On Law, Ethics And HIV/AIDS- (UGANET)
48.	Uganda Public Rescue Foundation - (UPRF)
49.	Uganda Youth Development Link- (UYDEL)
50.	War Child Canada- (WCC)
51.	Women With a Mission (WWM)
52.	World Voices Uganda- (WVU)
53.	Youth Legal Relief- (YLR)

Contact Us:

Legal Aid Service Providers Network

Plot 10, Block 75, Balintuma Road, Mengo

P.O. Box 8488, Kampala

Tel: +256(0)393513733, **Toll Free Line:** 0800100155

Email: secretariat@laspnet.org



www.laspnet.org



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@LaspnetUganda