



LEGAL AID SERVICE PROVIDERS NETWORK - LASPNET

Five Year Strategic Plan

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ENHANCING ACCESS TO JUSTICE FOR THE POOR

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Chapter 1: A Summary Background

A recent mapping exercise indicated that Uganda lags far behind to comparator countries such as India and South Africa on the provision of legal aid. For instance, despite the Constitutional guarantee of equality before the law, in Article 21, Government is yet to develop and implement a legal aid policy. In South Africa, government makes available legal representation to indigent persons at State expense through the Legal Aid Board established under the Legal Aid Act. India created a National Legal Services Authority (NALSA) under the Legal Services Authorities Act to lay down policies and principles for making legal services available through schemes deemed to be most effective and economical. NALSA disburses funds and grants to State Legal Services Authorities and NGOs for implementing legal aid schemes and programmes.

Problem

The Mapping Report indicates that Government has not engaged fully in delivering legal aid. Its services so far stop at providing legal aid to persons charged with serious criminal offences, under Article 128. There is however a JLOS legal aid task force indicating future opportunities to be explored in the medium term. Government departments that have initiated related services such as the Police's Child and Family Protection Unit have demonstrated the demand for the service since such units are regularly overwhelmed by clients seeking a wide range of services associated with legal aid (Mapping Report, 2009). As is often the case when Government does not fully involve itself in a service, Civil Society comes in, first to articulate the existing problem, and second to sell it to government for an enabling law, third to get the government to provide resources. LASPNET as a group of organisations offering free legal aid services recognised the gap in "access to justice" in 2000. It formed itself into a loose network which has since been struggling to define what it is and to draw up a formal plan of action that gives it a sound basis for working with the government in the process of providing justice to vulnerable, indigent, and marginalised persons in Uganda.

Challenges

The effective provision of legal aid services has to come as a package

Legal aid targets a section of society that is bedevilled by a host of self reinforcing problems frequently associated with poverty. Quite often providers are surprised that legal services are just a tip of the iceberg and get demoralised when they discover that they may not be able to make a difference. Legal aid clients have been variously described as vulnerable, emotional, and unpredictable in their response to the service. Turnover among legal aid providers has been partially attributed to the nature of clients.

Recommendation: LASPNET will have to learn from other social interventions that have learned to package their core services with supporting services if the core objective is to be attained. Some member organisations have shown part of the way by expanding their menu to incorporate research and advocacy, alternative dispute resolution, legal counselling, legal advice, legal representation, strategic litigation, as well as rights awareness (Mapping Report, 2009).

LASPNET, through a concerted effort, should explore ways of working with Ministries, Departments and Agencies (MDAs) such as Ministry of Gender Labour, Culture and Community Development that can jointly help to address part of the poverty-related problems that prevent the populace from accessing justice even when it is offered free.

Institutional Development, Organisational and Individual Capacity Building

The Mapping Report (2009) and earlier reports emphasise the shortage of capacity at the individual, organisational (member), and institutional level. We address this pain tackling each sub pain individually starting with institutional, organisational, and individual sub pains in this order.

Capacity building at an institutional level refers to creating and implementing a coherent set of subsystems within which legal aid is provided. Subsystems include laws, policies, procedures, organisations, and the culture and values governing a particular service. The Mapping Report (2009) describes legal aid as an institution in several countries. For instance, in India the Legal Services Authorities Act institutionalises the legal aid scheme. The Act is implemented through an organisation referred to as National Legal Services Authority. In South Africa, legal aid is institutionalised by the Legal Aid Act operationalised and implemented by the Legal Aid Board. Interestingly the Legal Aid Board operates outside the Ministry of Justice!

Recommendation: LASPNET shall work closely with stakeholders, such as JLOS, who have power to influence policy in order to develop the institution of legal aid in Uganda. This will be a concrete step in providing legal aid with a niche from which LASPNET should be able to draw its own.

Capacity building relating to member organisations refers to developing and implementing capabilities each member organisation requires to deliver the services and to distinguish it from other service providers. The nature of legal aid services as emerging in Uganda indicates that member organisations need to equip themselves with capabilities to address a range of legal and non-legal problems surrounding the client.

The brief discussion on packaging legal aid shows that member organisations should have capabilities to at least appreciate national development plans that pave the way to address poverty and economic and social development problems.

It is not recommended that member organisations become a jack of all trade in terms of mandates, however LASPNET as a network should have the capacity to translate national development plans into legal aid issues and vice versa. Once translated and retranslated, development plans and legal aid issues can then be packaged as programmes and projects that member organisations can pursue by converting such programmes and projects into legal aid services. This will happen only when LASPNET recruits and retains capacity for the kind of double translation the strategic plan is recommending.

In addition, LASPNET should equip itself with capacity to translate national development objectives into legal aid programmes and projects to be operationalised and implemented by member organisations according to their various mandates.

There is also a need for LASPNET to build the capacity of its member organisations to acquire organisational capabilities to meet their mandates, visions, and missions. LASPNET will initially do this by soliciting funds for member development and using consultants to provide the relevant technical input such as designing strategic and business plans for member organisations.

Capacity building relating to human resources will involve the equipment of individuals with the technical (e.g. law) and non-technical competences (e.g. workload management) required to deliver legal aid services. It also refers to the numbers of service providers available equipped with the required competences. The major capacity building concern is that LASPNET must adequately prepare its members for more than technical competences in order to improve service delivery.

LASPNET also has to carry out a baseline profile of the current and future user of legal aid and develop a tailor made talent management programme. This may include working with education service providers to develop a curriculum for legal aid services. The curriculum may include research and advocacy, alternative dispute resolution, legal counselling, legal advice, legal representation, strategic litigation, as well as rights awareness. Other subjects may include community mobilisation, basic entrepreneurial training, and topics relating to the baseline profile of the legal aid user.

Establishment of a concrete niche and develop an operational structure

One of several consequences of lack of the institution of legal aid as discussed above is the lack of a concrete niche for LASPNET. This however, can be a question of what should come first, the Institution of Legal Aid or a strong focused LASPNET? At this material time the question may be simply academic since LASPNET activities are seen as important inputs into the establishment of the legal aid institution in Uganda. Consequently LASPNET must strengthen itself to play the role that history has thrown its way. This will require concrete steps to implement institutional development goals.

Recommendation: It is important to put in place operational governance and management structures (including, the board which may initially be composed of founder members for continuity of vision; a secretariat with a chief executive, programme officer, information /research officer, administration officer, and other supporting functions such as finance, and public relations.

The effectiveness of such structures will be strengthened by ensuring that regular board meetings are conducted and that the annual general meetings are always held. This has to be complemented with the establishment of a clear mechanism for change of the leadership at policy and governance level (i.e. board level).

LASPNET should establish ways of creating regional presence initially managed by focal persons to stimulate awareness and to increase opportunities for participation in the affairs of the member organisations across the country.

Generally, it is important to draw focus on advocacy and public relations for the legal aid cause in Uganda. This will require conducting research, documenting, and disseminating information on legal aid, its users, its supporters, and its sponsors. The Secretariat must actively participate in the JLOS activities and also develop a mechanism for referrals among member organisations.

Finance and sustainability

Funding is considered a big challenge for implementation of LASPNET activities. This particular report suggests that at the moment, it is best to consider shortage of finance as a consequence rather than a cause of legal aid challenges. This is so because there is on-going support from the Legal Aid Basket Fund and there is room to solicit assistance from other diverse sources. But more importantly because “good programmes” will always find interested donors, including government.

Recommendation: Financing and consequent sustainability of LASPNET will result from successful institutional building as described above. Therefore, this strategic plan is to lay the foundation for sound programme development in order to contribute to the cause for legal aid in Uganda. This is followed by the proposed strategic objectives and initiatives to operationalise the foundation. Lastly, the matrices provide indicative activities, outputs, progress indicators, and targeted outcomes.

Critical Success Factors

The strategic plan is designed to be implemented in a way that considers a good environment for institutional growth and takes into consideration the following typical factors:

Customer satisfaction

How contented are the legal aid clients with the services provided and how can this be measured?

Quality and capacity

How useful are the services provided and what supportive mechanisms will ensure implementation of required improvements?

Product or service development

What is necessary to increase impact of the existing and future initiatives?

Intellectual capital

Which best practices can be adopted to improve on the information and knowledge known about legal aid service provision?

Strategic relationships

Which new forms of engagement can improve sector wide collaboration with members, partners, and stakeholders?

Employee attraction and retention

How can qualified and experienced personnel be attracted to cherish legal aid work?

Sustainability

What elements are required in the existing legal and policy framework to guarantee the future of legal aid service provision?

Chapter 2: Strategic Foundation

Mandate

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

Vision

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

Mission

To strengthen the network through utilising the synergies of its membership

Customer value proposition

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

Core Values

- Transparency
- Accountability
- Integrity
- Cooperation
- Team work
- Quality

Organisational Structure

The LASPNET Secretariat is headed by a National Coordinator with the support of officers from the hosting organization. The Secretariat works closely with the Steering Committee in policy and institutional governance to facilitate management of programmes and operations of the Network.

The National Coordinator is an ex-officio member to the Steering Committee which is accountable to the General Assembly, made up of the different member organizations to the Network as illustrated in the figure below.

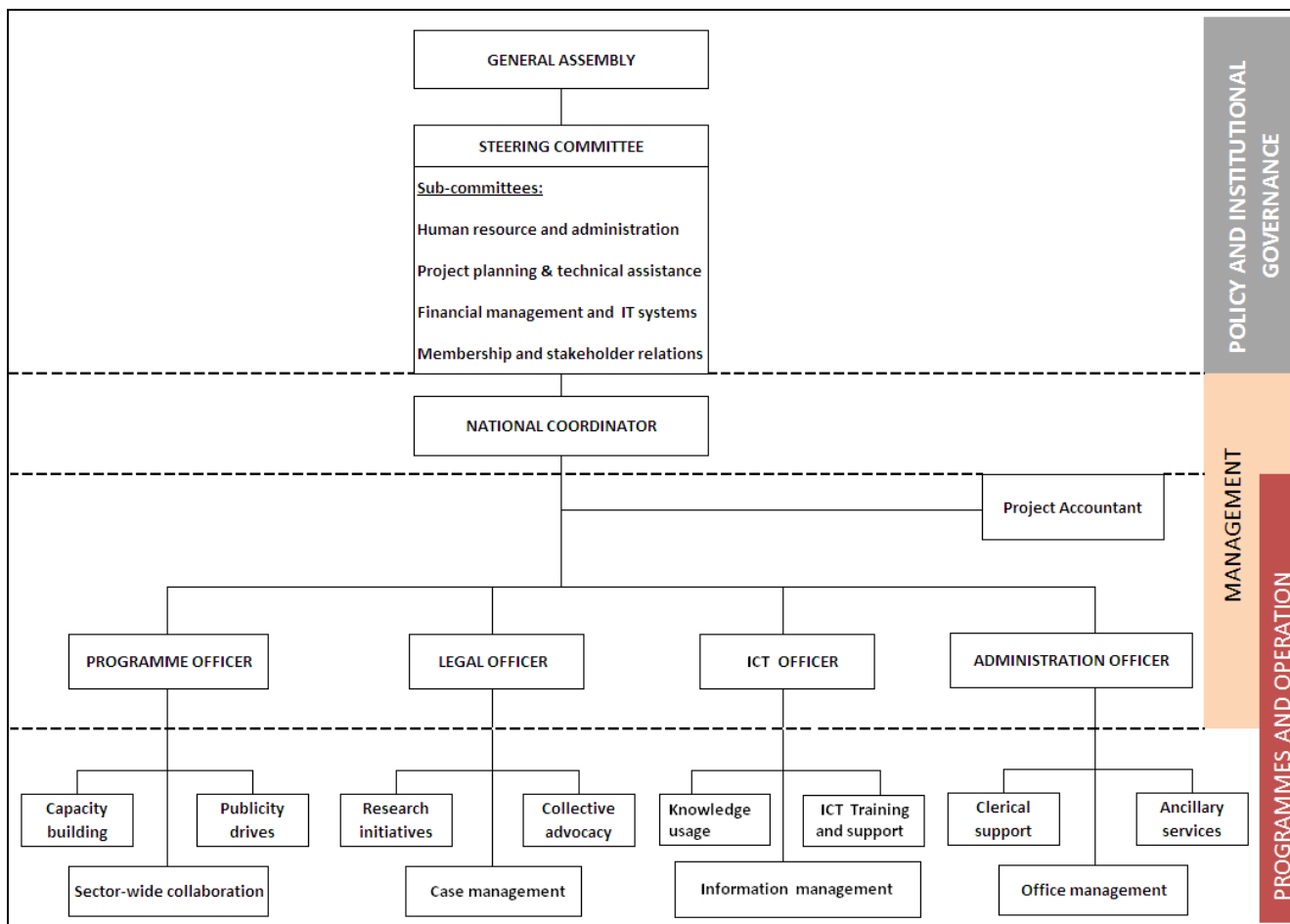


Figure 1: Organisation structure of LASPNET

The Steering Committee will have sub-committees as illustrated above and the Secretariat will recruit a Project Accountant, Programmes Officer, Legal Officer, Administration Officer, ICT Officer, and other support staff, as deemed appropriate, during the next five year period. The additional staff will be recruited and retained in consideration of the available funding to ensure sustainable institutional development and growth. A hosting arrangement is still a good strategic arrangement to foster this incremental growth while encouraging future self-dependency and autonomy.

Financial Management

Currently, LASPNET receives over 95% of its funding from the Legal Aid Basket Fund composed of the Danish International Development Agency (DANIDA), the Swedish International Development Cooperation Agency (SIDA), the Irish Aid, the Austrian Development Agency (ADA), and the Royal Netherlands Embassy (RDE). The rest is collected from membership and subscription fees.

LASPNET has to develop a rigorous approach to its fundraising given the contextual challenges faced in coordinating civil society organisations in Uganda that provide legal aid services. There is no legal aid policy in place and the institutional framework for service provision is not elaborate to support or strengthen the available programmes across the country. These legal aid programmes mainly rely on support from development partners and neither have the means to develop their financial independence nor the capacity to ensure financial sustainability.

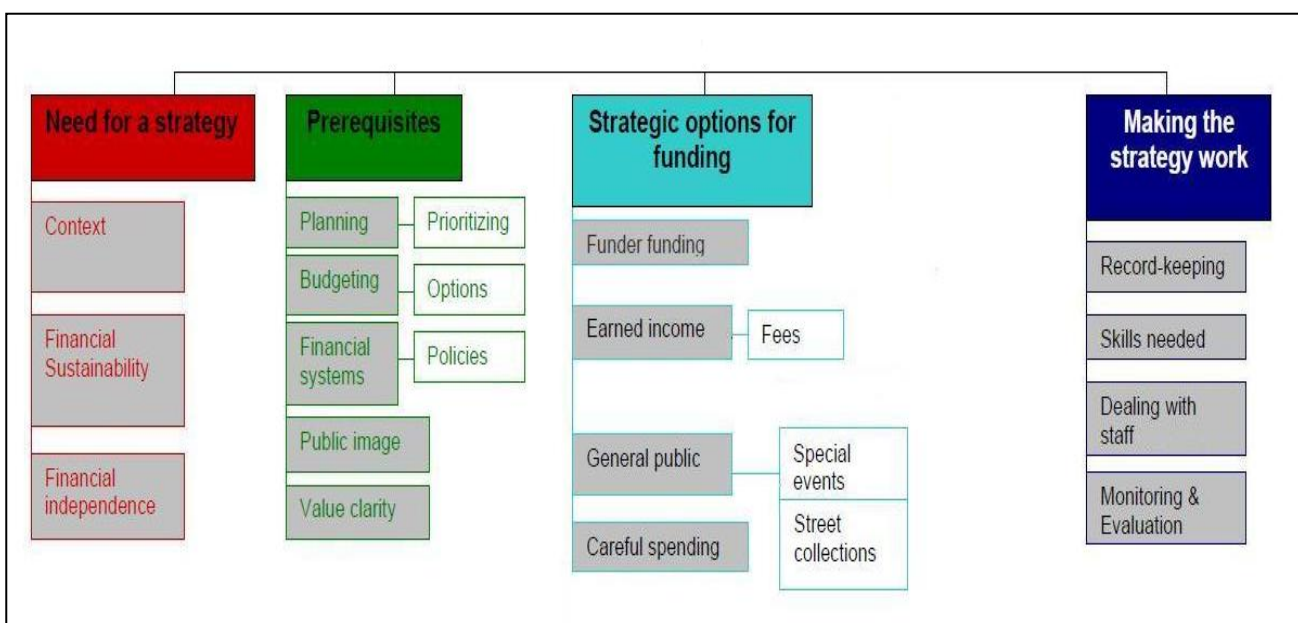


Figure 2: Financial management stratagem for LASPNET

In response to the existing contextual and financial challenges, LASPNET will ensure proper financial resource planning through identification of programme implementation priorities that suit available funding options and likewise deploy the above financial stratagem to harmonise this process.

Further focus will be put on improving public image about the ongoing initiatives and clarifying the importance or value for these proposed initiatives in strengthening legal aid service provision.

The expectation is to diversify funding by encouraging membership contributions, soliciting for any support from the public and various partners, yet ensuring careful spending. This strategy will work effectively once complemented with appropriate book-keeping practices, strong financial expertise, good monitoring and evaluation, as well as providing proper guidelines to staff.

Focal Project Areas

Capacity building and institutional development: This is planned to be a continuing process in which all stakeholders participate in creation of an enabling environment with appropriate policy and legal frameworks, human resources development and strengthening of managerial systems. LASPNET will develop such initiatives as those that improve governance, leadership, mission and strategy, administration (including human resources, financial management, and legal matters), programme development and implementation, fundraising and income generation, diversity, partnerships and collaboration, monitoring and evaluation, advocacy and policy change, marketing, positioning, strategic planning, as well as various skills in personal and professional development.

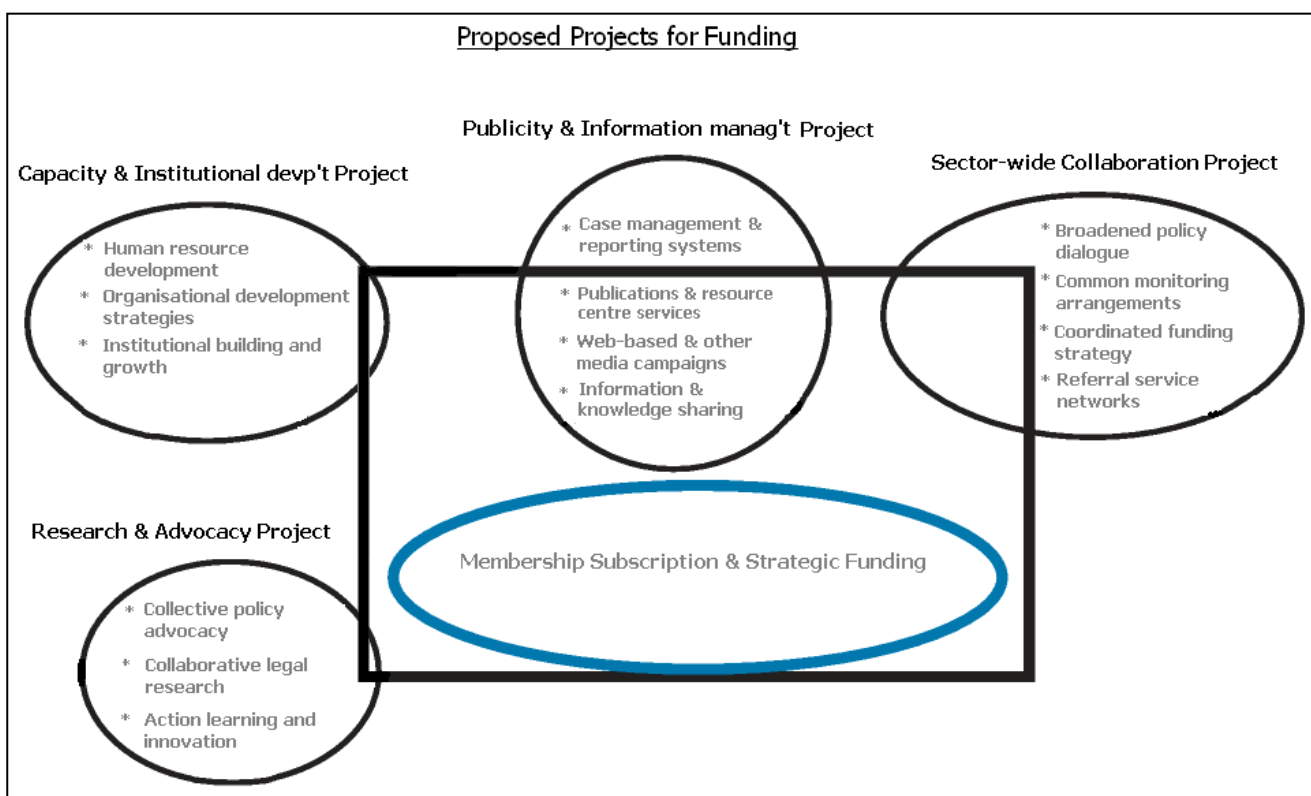


Figure 3: Proposed focal project areas

Research and advocacy: This will be carried out as a search for knowledge through a systematic investigation, with an open mind, to establish relevant novel facts and thereby support viewpoints that influence policy, regulations, and standards-setting. LASPNET will encourage collaborative legal research among its members for heightening awareness of pertinent issues before key decision-makers. This will be strengthened by collective interventions in advocating for responsible policies and practices which improve access to justice for the poor. The research findings will also facilitate an action learning process for enabling a deeper understanding of the issues involved, a reflective reassessment of the identified problems, and an exploration of the ways forward.

Publicity and information management: Publicity will be achieved through online and traditional media such as news coverage, feature articles, talk show interviews, and blog postings. However, some form of public relations will also be initiated to protect and strengthen the credibility of the Network. LASPNET will employ a number of ways to enhance its image, develop goodwill and influence attitudes. This will be done in several ways that include special events, newsletters, annual reports and news releases. On the other hand, publicity will be complemented with the ability to capture, manage, preserve, store and deliver the right information to the right people at the right time. It will involve the organisation of and control over the structure, processing and delivery of information. LASPNET will ensure proper application of policies, processes, technologies and best practices through an elaborate process of information management as shown below.

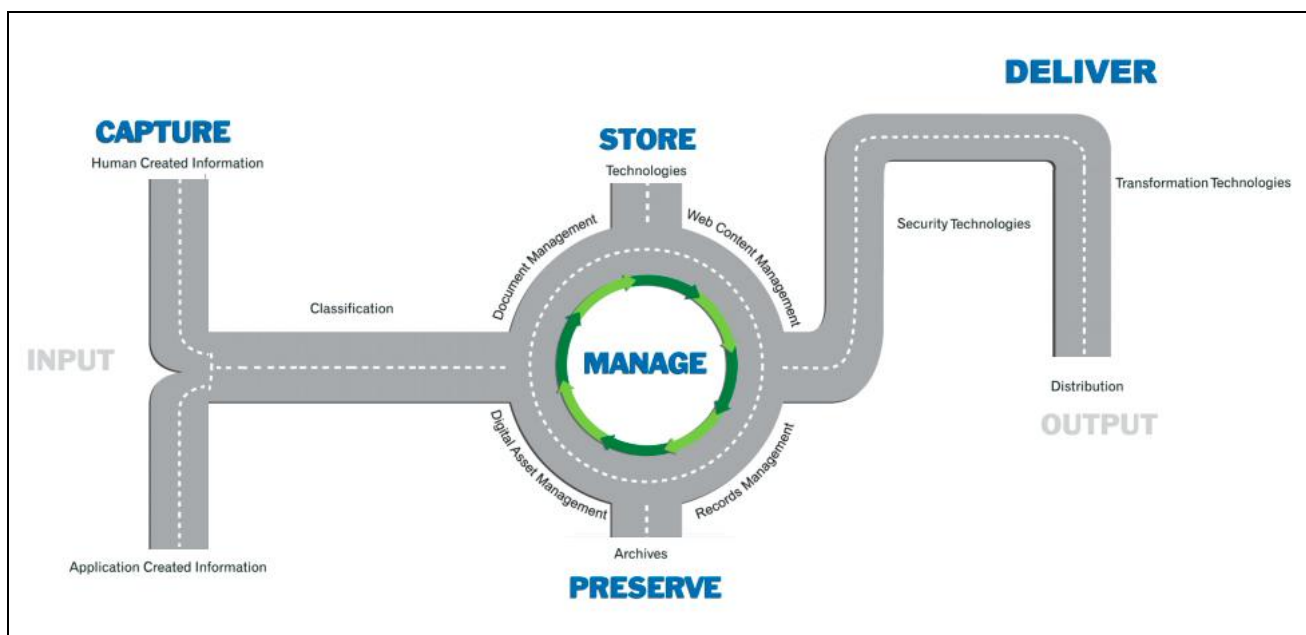


Figure 4: Information management process

Sector-wide collaboration and dialogue: This will be promoted to enable participation of legal aid service providers in the existing cross-institutional development and sector-wide initiatives so as to encourage consistency and generate efficiencies. This is intended to enable information sharing on internal policies and guidelines among the sector players as well as increase mutual cooperation and ensure effective communication. In this way, the large institutions and smaller institutions can work together to develop collaborative platforms that reduce costs, create efficiencies, increase discoverability, and share expertise. LASPNET will therefore develop a record of documents, case studies, and statistics (whether internally, cross institutionally or sector-wide) which demonstrate the benefits of such open access. The Secretariat will coordinate the membership to include measures of impact, as well as shared reuse of and access to information in their key performance indicators. It will ensure that value is measured beyond client turnover to incorporate various outcomes of open access as a desirable requirement in strengthening legal aid service provision.

Chapter 3: Strategic Objectives

Strategic Objective 1: Policy advocacy and strategic engagement

To develop and promote a policy environment that is conducive to legal aid

Initiatives

- 1.1. Lobby and advocate for a National Legal aid Policy
- 1.2. Create awareness of existing legal aid service programmes
- 1.3. Promote activities that will ensure efficient coordination between legal aid service providers
- 1.4. Lobby government and communities to integrate and mainstream legal aid services in the existing programs

Strategic Objective 2: Human and institutional capacity development

To build and strengthen the network for effective service delivery

Initiatives

- 2.1. Strengthen the existing capacity building initiatives and professional capacities of members
- 2.2. Identify the capacity building gaps to be addressed in legal aid service provision
- 2.3. Fully engage all stakeholders in legal aid service provision
- 2.4. Convene regular meetings for LASPNET members
- 2.5. Create linkages with the policy makers and management of the justice delivery institutions

Strategic Objective 3: Creativity and innovation management

To establish and implement management structures to operationalise LASPNET programmes

Initiatives

- 3.1. Establish a mechanism for attracting and retaining qualified dedicated staff
- 3.2. Develop a performance based human resource manual for LASPNET
- 3.3. Establish a mechanism for regulating and guiding members
- 3.4. Generate ideas to build innovative programmes

Strategic Objective 4: Resource mobilisation and deployment

To establish and maintain reliable sources of funding for the Network

Initiatives

- 4.1. Diversify LASPNET's sources of funding to strengthen its secretariat and activities
- 4.2. Mobilise resources for improvement of legal aid service provision
- 4.3. Support the members to adequately provide services to the indigent persons
- 4.4. Ensure accountability and transparency in order to promote sustainability

Strategic Objective 5: Knowledge and information management

To develop and promote an information and knowledge management system

Initiatives

- 5.1. Build a robust mechanism for effective creation and capture of knowledge content
- 5.2. Develop structures that enhance access to the knowledge and information repositories
- 5.3. Position knowledge to influence relations, systems, policies, processes, and services
- 5.4. Support learning to guide future actions and improve the existing intellectual property
- 5.5. Measure, assess, and document the impact of ongoing knowledge management efforts

Chapter 4: Strategic Approach

LASPNET is generally committed towards an action-learning approach to its work. It recognises that both the internal and external environment contribute to its impact. In this way the Network will continuously reflect on past actions to understand their positive or negative impact, thereby being able to plan effectively and efficiently for a better future. A monitoring and evaluation mechanism will be used regularly to achieve these expectations in a way that is relevant to programme implementation as illustrated in the figure below.

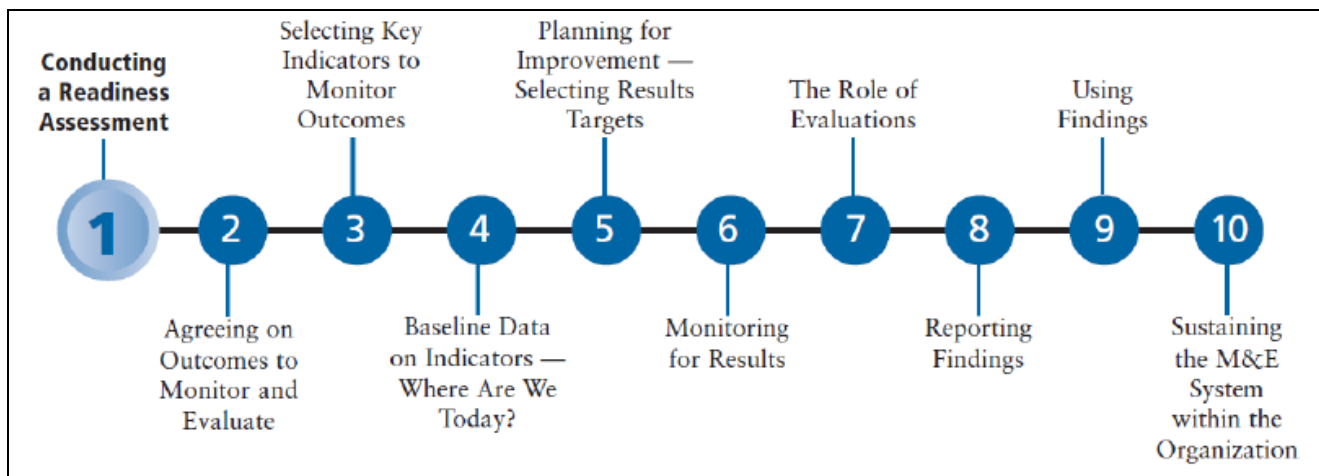


Figure 4: A monitoring and evaluation model for LASPNET

Our Approach to Monitoring

Monitoring provides an ongoing assessment of performance and the environment of the Network enabling the Secretariat to carry out any changes relevant to implementation. This process will be an ongoing internal activity which is essential to nurture good management practices.

The monitoring process for LASPNET has five major steps that ask questions like:

- How are the resources being used?
- What progress is being made?
- Do the target groups use the achieved results?
- Are there any important changes in the Network's context?

Developing a framework for monitoring

The LASPNET Secretariat has to conduct a readiness assessment for enabling the Network to embrace a monitoring framework and thereafter determine how to agree on the proposed outcomes and indicators among the membership. The monitoring plan will be based on the Logical Framework Analysis that includes baseline information, the targeted and actual data, means of verification, frequency of data collection, as well as responsibilities and time frames.

Gathering information

Subsequent and continuous measurements from the baseline will provide important directional or trend data, and help in determining whether progress is on track to achieve the desired outcomes over time.

The data will be collected using numerous methods including:

- Surveys;
- Interviews;
- Focus group discussions;
- Statistics and reports from Legal Aid Providers;
- Narrative and financial reports the Secretariat;
- Baseline surveys;
- Geographical mapping;
- Community needs analysis;
- Court records; and
- Case reports.

Analysis of the information

Implementation monitoring will track the means and strategies (that is, the inputs, activities, and outputs found in work plans) used to achieve a given outcome. This will be based on comparison of achieved results and proposed targets.

The information will be analysed in order to:

- Establish if there are any significant changes;
- Identify the reasons for the changes; and
- Draw out recommendations.

Acting on the analysis

The intent of this analysis will be to incorporate lessons learned into the decision-making process for improvement in results and also lead to enhanced accountability.

Reporting and using the findings

The monitoring and evaluation reports will be disseminated to appropriate audiences informing them about the findings and conclusions resulting from collection, analysis, and interpretation of evaluation information. Our monitoring will ensure that we are delivering the results on time and within the expected cost. Action learning will be integrated into the overall programming cycle of LASPNET through an effective feedback system such that the monitoring and evaluation mechanism is an institutionalised form of learning and knowledge. Attention will be given to client demands, provider incentives, clarity of roles and responsibilities, trustworthiness and quality of information, marketing and distribution, as well as the capacity of providers to ensure relevance and credibility.

Our Approach to Evaluation

Evaluation is a periodic assessment of the relevance and performance of the Secretariat and member organisations. It provides feedback to the Network on what it can do differently to accomplish its five strategic objectives. It can also be used to assess the Network's impact.

LASPNET will use evaluations to address such questions as:

- Is the Network likely to achieve its strategic objectives with its existing approach?
- Has the Network made a lasting improvement in the issues it was trying to address?

LASPNET will carry out specific types of evaluations to address the various evaluation questions that are relevant at different points in the Network's project cycles. These types include:

- Ex-Ante: An assessment of the project plan and approach, before it starts, to assess whether or not it has a good potential of achieving its objectives;
- Mid-term: A review, carried out midway through the life of the project to determine if the project is likely to be successful and to assess whether or not any changes in approach should be made to ensure success;
- Terminal: An evaluation at the close of the project or project cycle to determine if it has accomplished its objectives; and
- Impact: An assessment of whether or not any benefits resulting from the project have led to a sustained improvement in the issues it was addressing.

The Network will itself, through its Secretariat, be responsible for Formative Evaluations, i.e., an evaluation that is ongoing or continuous, and which provides feedback to inform ongoing changes and improvements in services or products.

Our Approach to Implementation

An action plan has been developed in order to make this strategy a reality. Please refer to Chapter 6 for the monitoring and action framework.

Our Approach to Resource Mobilisation

LASPNET's approach to resource mobilisation is to balance fundraising and financial management with strategic aspirations of the Network in ways that yield impact and support sustainable growth.

Our strategy will take into account our learning through previous experiences including the need to:

- Become a more preferred and functional Network;
- Focus on long-term sustainability of the Network;
- Deliberate on developing comprehensive programmes;
- Match resource mobilisation with the overall strategic plan;
- Diversify funding sources; and
- Ensure that LASPNET establishes an endowment fund.

LASPNET will also target the following funds-giving opportunities:

- Annual Giving Campaigns

This will be a yearly effort to raise renewable funds from individuals and groups, for unrestricted and restricted purposes using a variety of solicitation methodologies and techniques. The Secretariat will annually develop a plan to organise such events for fundraising.

- Capital Fundraising Initiatives

This will be an intensively organised fundraising effort to secure charitable contributions for specific capital needs or projects, executed within a specific time period. This will provide funds for projects such as purchase of property, construction of new facilities, or any required renovations. These initiatives will also add to the endowment fund and can be significantly augmented by corporate matching gift programmes.

- Planned Giving Programmes

This will involve programmes of planning, negotiating for, and integrating several specific gift types that can be given as cash, equity, or property. This may include outright gifts that use appreciated assets as a substitute for cash or gifts that return income or other financial benefits to the donor in return for the contribution.

Our institutional strategy looks at ways of getting grants from funding agencies, such as development agencies, foundations, trusts and other institutions, whose main function is to give grants.

Our strategy will include:

- Ways to improve our chances of getting support from major funders;
- Managing our funder relationships much more effectively;
- Prioritising our time and energy, so that we are spending enough on resource mobilisation;
- Describing the Network more effectively to funders;
- Managing our fundraising approaches to a range of funders; and
- Producing project proposals that follow a logical structure.

In public fundraising, our strategy will include:

- Identifying potential sources of support;
- Raising money and support locally;
- Communicating effectively with our supporters;
- Earning and saving money;
- Organising fundraising events;
- Getting support from the private sector;
- Getting support in kind;
- Generating self-generated income;
- Producing promotional materials; and
- Managing relationships with donors.

Chapter 5: Logical Framework

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Vision: An effective and professional legal aid system that is accountable, sustainable and accessible.</p>	<ul style="list-style-type: none"> • Indigent and vulnerable persons have equitable access to the available justice delivery mechanisms • Access to judicial and pre-judicial institutions and to alternative dispute resolution mechanisms • Access to fair trial processes and timely and just settlement of disputes • Effective implementation or enforcement of the decisions rendered • Reduced reports on the professional misconduct of Legal Aid Service Providers • Policy and legal framework to sustain legal aid service provision • Human rights standards protected and accountable work practices promoted 	<ul style="list-style-type: none"> • National baseline surveys by the academia, professional bodies, and LASPNET • Justice, Law, and Order Sector review reports • Reports of the Office of the Ombudsman • Reports from the Uganda Human Rights Commission • Reports of national and international human rights monitoring organizations • Additional independent monitoring and evaluation reports and surveys 	<ul style="list-style-type: none"> • The Legal Aid Service Providers continue to support strategic networking and coordination • The Justice, Law, and Order Sector institutions are committed to enhancing access to justice • The Development Partners are committed to improving the legal aid scheme • The Government is willing to embrace legal aid agenda

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Mission: To strengthen the network through utilising the synergies of its membership.</p>	<ul style="list-style-type: none"> • 90% enrolment of existing legal aid service providers including paralegal initiatives • Increase in number of services provided by members as follows: <ul style="list-style-type: none"> - Rights awareness: 30% - Legal advice: 30% - Legal counselling: 30% - Legal education: 30% - ADR/Mediation: 40% - Self-representation: 35% - Drafting written submissions: 40% - Legal representation in court: 25% - Public interest litigation: 100% • 50% increase in members that engage in collective advocacy and collaborative research • At least 75% increase in use of an integrated case management and client referral system by members • At least 50% increase in exchange of information among members 	<ul style="list-style-type: none"> • National baseline and geographical mapping surveys • Monitoring and evaluation reports by the Secretariat • Reports and statistics from the member organisations • Donors, corporate reports • Court records 	<ul style="list-style-type: none"> • Development Partners are willing to engage in legal aid • The Justice, Law, and Order Sector institutions continue to recognise the role of LASPNET • Indigent and vulnerable persons identify with the legal aid programmes to effectively access justice • The Legal Aid Service Providers appreciate the need to network and strengthen one another in service provision

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Strategic Objective 1: <u>Policy advocacy and strategic engagement</u> To develop and promote a policy environment that is conducive to legal aid</p>	<ul style="list-style-type: none"> • Involvement of all key actors and stakeholders in discussions while developing the legal aid policy • An independent national body is established by the policy as a semi-autonomous mechanism of the State responsible for coordinating legal aid service provision • The legal aid policy elaborates financial mechanisms for legal aid provision to state and non-state legal aid service providers • Existing frameworks of legal aid service provision are integrated into the legal aid policy • The legal aid policy gives proper guidelines and procedures • LASPNET develops internal policies to improve on strategic collaboration with state actors and among the member organisations 	<ul style="list-style-type: none"> • Minutes of meetings • Draft legal aid policy documents • Media reports • Public hearings • Government strategic plans and budgets • LASPNET quarterly reports • Baseline surveys • Mapping surveys • LASPNET policy documents 	<ul style="list-style-type: none"> • Government is keen to roll out the provision of a national and statutory legal aid system • Government sees the value in integrating current legal aid providers into a national framework • The consultant who will develop the legal aid policy has the expertise to carry out the assignment • The legal aid policy is developed through a very participatory process • LASPNET has the capacity to improve on its policy milieu

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 1.1. Lobby and advocate for a national legal aid policy</p> <p>Activities:</p> <p>1.1.1 Carry out baseline survey to inform the policy.</p> <p>1.1.2 Lobby for funding to facilitate a policy advocacy strategy.</p> <p>1.1.3 Identify and communicate the policy expectations of legal aid service providers.</p> <p>1.1.4 Advocate for mechanisms that will fast track legal aid policy formulation</p> <p>1.1.5 Ensure the government’s involvement in and commitment to the policy formulation process.</p> <p>1.1.6 Critique the draft legal aid policy to make recommendations.</p> <p>1.1.7 Lobby for policy adoption and resource allocation.</p> <p>1.1.8 Form a committee to address the above mentioned policy formulation issues.</p>	<ul style="list-style-type: none"> • Advocacy strategy for a national legal aid policy developed • LASPNET communiqué on legal aid policy expectations of members • Funds solicited to lobby for an advocacy strategy • Legal aid services provided by the non-state actors are streamlined in the national policy framework • Government involved in formulating the national Legal Aid Policy and framework. • Establishment of the process and structural models that will enhance access to justice for the indigent, vulnerable and marginalised persons like children, women, the disabled, elderly, those living with HIV/AIDS, etc. 	<ul style="list-style-type: none"> • LASPNET’s communiqué on its members’ expectations in the legal aid policy and framework • Advocacy strategy document for a national legal aid policy • Minutes of the meetings held by the committee elected among the LASPNET members to coordinate activities of lobbying and advocating for a national legal aid policy • Minutes of the meetings held by the national taskforce of JLOS to coordinate activities of formulating the legal aid policy 	<ul style="list-style-type: none"> • The Justice, Law, and Order Sector has funding to hire a consultant • The formulation of the national legal aid policy involves a participatory process • The consultants hired to develop the national legal aid policy collaborate with the stakeholders including civil society players • The advocacy strategy is geared toward enabling collaboration and dialogue

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 1.2. Create awareness of existing legal aid service programmes</p> <p>Activities:</p> <p>1.2.1 Share information through web-based and electronic media.</p> <p>1.2.2 Diversify the formats of information materials, such as print and digital records.</p> <p>1.2.3 Carry out mapping every about two years and periodic baseline surveys to bridge gaps.</p> <p>1.2.4 Conduct pre and post assessments to identify key issues while making regular publication of research findings.</p> <p>1.2.6 Promote the idea of networking among LASPs to the Development Partners.</p> <p>1.2.7 Improve the membership database and advise communities on the available services.</p> <p>1.2.8 Convene meetings with stakeholders to discuss emerging issues about the legal aid agenda.</p>	<ul style="list-style-type: none"> • Various formats of resource materials available and shared. • Mapping carried out every about two years. • Various IEC materials developed e.g. newsletters and brochures. • Research work collaboratively done and regularly published. • Member database developed showing services and addresses. • Communities advised on the available legal aid services. • Pre and post assessments carried out to identify key issues to be addressed • Meetings convened with the stakeholders. 	<ul style="list-style-type: none"> • Mapping reports and research on legal aid awareness • Reports on the Stakeholders’ meetings held • LASPNET membership database • IEC materials • Communication to the JLOS Development Partners Group and other donors 	<ul style="list-style-type: none"> • The awareness campaign creates desired outcomes for increased impact • Rigorous fundraising is done to facilitate the campaigns for creating awareness about existing legal aid services • Member organisations are jointly involved by the Secretariat in campaigns for creating awareness about existing legal aid services across the country

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 1.3. Promote activities that will ensure efficient coordination between legal aid service providers.</p> <p>Activities: 1.3.1 Identify and develop effective coordination structures between the LASPNET Secretariat and the member organisations 1.3.2 Agree on and implement a strategy to improve on members’ participation and involvement in collaborative activities 1.3.3 Carryout a survey on the expectations of members, their obligations, benefits, programme focus, rights and privileges 1.3.4 Conduct regular annual general meetings and steering committee meetings to track progress of the Network as well as determine efficient and practical approaches to offer coordinated initiatives of legal aid service provision.</p>	<ul style="list-style-type: none"> • Cross cutting issues affecting member organisations identified and publicised • Strategies for addressing the cross cutting issues implemented • A monitoring and evaluation framework implemented • A periodic results matrix filled and shared among all members as well as the JLOS Secretariat. • A membership charter in place and value adding opportunities ensured to promote compliance. • Regular AGMs and quarterly steering committee meetings held 	<ul style="list-style-type: none"> • Collaboration agreements • Membership charter • Minutes of the AGMs, and steering committee meetings • Peer review reports on M&E results • Results matrices of the member activities • Annual subscription payments by the member organisations 	<ul style="list-style-type: none"> • LASPNET member organisations appreciate the need for efficient coordination amongst each other and actively participate in the ongoing collaborative initiatives • The national legal aid policy and framework strengthens LASPNET as a functional coordination structure for LASPs

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 1.4. Lobby government and communities to integrate and mainstream legal aid services in the existing programmes</p> <p>Activities: 1.4.1 Develop lobbying capacity of members to promote legal aid users as a salient vulnerable group 1.4.2 Conduct systematic research among legal aid users and assess the policy environment 1.4.3 Based on research results and monitoring initiatives produce position papers, concept notes, briefing notes, etc. 1.4.4 Hold meetings, round tables, seminars, and conferences to engage ministries, parliament, donors, communities, and any other relevant bodies at national, regional, and international levels about mainstreaming legal aid in existing government programmes</p>	<ul style="list-style-type: none"> • Legal aid users promoted as a salient vulnerable group akin to children and other powerless groups • Legal aid users categorised in already existing vulnerable groups such as children, juvenile offenders, women, elderly citizens, etc, • Categories of legal aid users channelled through and mainstreamed in existing government policy, ministries, departments and agencies • Categories of legal aid users channelled through UN agencies • Categories of legal aid users channelled through international and local NGOs • Legal aid packaged as a right 	<ul style="list-style-type: none"> • Position papers • Concept notes • Briefing notes • Round tables • Seminars • Conferences 	<ul style="list-style-type: none"> • Government becomes increasingly interested in the legal aid agenda • The communities are continually empowered to demand for legal aid services in the existing government programmes • The legal aid service providers engage in collaborative research and jointly lobby with various stakeholders to promote legal aid users as a salient vulnerable group

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<p>Strategic Objective 2: <u>Human & institutional capacity development</u> To build and strengthen the network for effective service delivery</p>	<ul style="list-style-type: none"> • An enabling organisational environment with appropriate internal policies and a well-built legal framework • A member-based institution with coordinating structures to build and strengthen collaborative options of legal aid service delivery • Improved capacity to deliver effective legal aid services resulting in better visibility for the member organisations and the Secretariat • Commitment to and ownership of the Network’s vision, mission, and objectives by the members • Increased level of satisfaction by beneficiaries with the legal aid services provided • Good managerial systems and practices to ensure effective service delivery. 	<ul style="list-style-type: none"> • Activity reports • Financial statements • Statistical records from member organisations • Beneficiaries satisfaction survey • Policy papers and legislation • Monitoring and evaluation reports • Baseline surveys • User perceptions surveys 	<ul style="list-style-type: none"> • Good governance and leadership • Effective human resource management and development • Successful institutional development strategies • Efficient communication and visibility • Adequate mobilisation of resources

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 2.1. Strengthen the existing capacity building initiative and professional capacities of members</p> <p>Activities: 2.1.1 Identify existing capacity building initiatives among legal aid service providers 2.1.2 Harmonise the member initiatives with innovative training organised by the Secretariat 2.1.3 Assess outcomes of human capacity building and growth 2.1.4 Determine the capacity of member organisations to ably establish structures, systems, practices, and guidelines for staff support in provision of services 2.1.5 Ensure observance of requisite legal and professional certification or registration 2.1.6 Develop a quality assessment mechanism to consolidate the activities above</p>	<ul style="list-style-type: none"> • Level of ethical standards and legal requirements observed to ensure professionalism among service providers • Extent of effectiveness in the management and development of human resource capacities for quality legal aid service provision • Relevance of training initiatives in line with the wider Justice, Law, and Order Sector strategic plan • Efficiency in the usage of financial and other related resources to realise planned impact • Scope of inter organisational linkages among legal aid service providers to share capacities • Range of available tools and techniques to improve capacity 	<ul style="list-style-type: none"> • Self assessment results of member organisations • Peer review findings among the member organisations • Capacity building workshops held among legal aid service providers • Certificates awarded to individuals and organisations 	<ul style="list-style-type: none"> • Members will be motivated by outcomes of the capacity building initiatives • The quality assessment mechanism will provide a means to determine the existing quality standards and appraise capacity gaps

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 2.2. I identify the capacity building gaps to be addressed in legal aid service provision</p> <p>Activities: 2.2.1 Determine the gaps that require capacity building 2.2.2 Conduct a causal analysis of the existing capacity gaps 2.2.3 Define the roles of the key duty bearers and how they will address the capacity gaps 2.2.4 Identify the duty bearers and assess their authority to perform the required roles 2.2.5 Define outputs or required change in addressing the capacity gaps identified 2.2.6 Define the outcomes or expected change(s) in legal aid service provision after addressing the capacity gaps 2.2.7 Provide essential resources to perform the required capacity building roles</p>	<ul style="list-style-type: none"> • Definition of the key outputs and outcomes in addressing capacity building gaps • Acquisition of essential resources to perform the required capacity building roles • Identification of duty bearers with the authority to perform the required roles • Determination of the existing capacity gaps in addressing legal needs of indigent, vulnerable and marginalised persons like children, women, the disabled, elderly, those living with HIV/AIDS, etc. 	<ul style="list-style-type: none"> • Capacity building reports • LASPNET progress reports • Project proposals 	<ul style="list-style-type: none"> • The quality assessment mechanism will provide a means to appraise the existing capacity gaps in legal aid service provision • The causal analysis of the existing gaps will inform strategies for building capacities

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<p>Initiative 2.3. Fully engage all stakeholders in legal aid service provision</p> <p>Activities: 2.3.1 Identify all stakeholders to understand their interests in partnering with the Network 2.3.2 Prioritise the stakeholders in relation to the level of common interest with the Network 2.3.3 Map the profile of each key stakeholder 2.3.4 Develop an engagement strategy to optimise support and receptiveness of stakeholders 2.3.5 Monitor changes in perception and expectations among stakeholders over time 2.3.6 Update and review the stakeholder community at appropriate change points 2.3.7 Develop repeatable and integrated stakeholder relations across all programmes</p>	<ul style="list-style-type: none"> • The Stakeholder Matrix which includes information about each stakeholder, e.g., organisational role, communication mode , interests in partnering, support to the Network, relationship to the other stakeholders, and any other pertinent information • A communication map of who owns the primary responsibility for communication and relationship management of the individual stakeholders • Bilateral engagement for a continuous and iterative process of building participatory relationships with key stakeholders in the establishment of programme priorities and focus • Positive changes in reputation among the key stakeholders 	<ul style="list-style-type: none"> • A stakeholder matrix • A communication map for the key stakeholders • Stakeholder briefings and reports • Stakeholder engagement plan on bilateral relations with LASPNET • National stakeholders forum 	<ul style="list-style-type: none"> • Stakeholders include key decision makers, process owners, major development partners, functional users of legal aid, and all interested parties who might impact the project outcomes • Stakeholders satisfied with the programme priorities and focus of LASPNET

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 2.4. Convene regular meetings for LASPNET members</p> <p>Activities: 2.4.1 Hold LASPNET Steering Committee meetings every quarter 2.4.2 Hold sub-committee meetings of the LASPNET steering committee whenever assigned a contributory role 2.4.3 Hold working group meetings to elicit the capacity of the member organisations in contributing ideas to the ongoing programmes of the Network 2.4.4 Hold a general assembly of the member organisations once every period of one year 2.4.5 Hold a general assembly of the member organisations when required by certain extra-ordinary circumstances 2.4.5 Hold Secretariat staff meetings on membership affairs</p>	<ul style="list-style-type: none"> • An arrangement to involve sub-committees in policy support to the LASPNET Secretariat • The use of working groups to enable the member organisations contribute to the planning and decision making process in key networking activities of LASPNET • The level of effectiveness in the structures for communicating deliberations and suggestions arising from meetings held at the different levels within LASPNET 	<ul style="list-style-type: none"> • Terms of reference for LASPNET Steering Committee • Minutes of the meetings held 	<ul style="list-style-type: none"> • Availability of funds to hold the meetings • Participation of the member organisation in the different meetings

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 2.5. Create linkages to engage with the various justice delivery schemes and institutions</p> <p>Activities: 2.5.1 Identify key justice delivery schemes and institutions running programmes that enhance access to justice for the vulnerable 2.5.2 Develop communication mechanisms to relate with key persons in the identified justice delivery schemes and institutions 2.5.3 Improve on collaboration and cooperation to sustain the established linkages by sharing knowledge and experiences 2.5.4 Create dialogue on the ways in which to improve existing instruments and processes of justice delivery 2.5.5 Document and share the benefits of such inter linkages for improved action learning</p>	<ul style="list-style-type: none"> • Degree of achievement in identifying key justice delivery schemes and institutions • Level of engagement to sustain linkages with key justice delivery schemes and institutions • Extent of dialogue to influence existing instruments and processes of justice delivery 	<ul style="list-style-type: none"> • Documentation on existing inter linkages with: <ul style="list-style-type: none"> The Justice, Law, and Order Sector The Uganda Law Society The Justice centres pilot project The Academia and researchers The Coalitions on access to justice The Paralegal Advisory Services, and similar programmes The traditional dispute resolution mechanisms The Media activists The initiatives for improving access to justice across Africa and at the international level 	<ul style="list-style-type: none"> • The communication mechanisms to relate with key persons in identified justice delivery schemes and institutions are effective • The collaboration and cooperation with identified justice delivery schemes and institutions continually sustains the established linkages

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Strategic Objective 3: <u>Creativity and innovation management</u> To establish and implement management structures to operationalise LASPNET programmes</p>	<ul style="list-style-type: none"> • The creation of structures that support personnel to stimulate their minds in providing the required proficiencies • The degree of freedom granted by organisational procedures and processes to minimise hassle in creative thinking • The establishment of working groups to take on ideas from the different member organisations • The issuance of rewards and recognition so as to encourage or acknowledge creativity and innovation • The design and implementation of management structures which are based on a business model. • The level of using creativity and innovation to operationalise LASPNET programmes. 	<ul style="list-style-type: none"> • Programme design innovations in project proposals • Service delivery innovations in progress reports • Organisational (procedural or process) innovations in policy documents • Activity reports on ancillary innovations in work relationships with new partners outside previously existing areas as well as close cooperation and collaboration in strategic alliances. 	<ul style="list-style-type: none"> • Innovation and creativity are encouraged and recognised for the Secretariat staff as well as rewarded among active member organisations. • Management allows the staff to spend time on independent thinking for creative endeavours and innovation. • Programmes are regularly revisited as part of performance reviews. • Open innovation is the stated policy of the Network.

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 3.1. Establish a mechanism for attracting and retaining qualified dedicated staff</p> <p>Activities:</p> <p>3.1.1 Develop a well-structured management system to guide on power and authority</p> <p>3.1.2 Recruit staff through a clearly established procedure of determining one’s aptitude and commitment</p> <p>3.1.3 Ensure issuance of formal contracts detailing the terms and responsibilities of the staff</p> <p>3.1.4 Conduct regular appraisals of staff performance to determine achievements and expectations of the employed staff</p> <p>3.1.5 Regularly benchmark the existing salary scale with major comparable indices</p> <p>3.1.6 Develop a coherent plan for providing other support to staff in execution of their official duties</p>	<ul style="list-style-type: none"> • Reduction in employee turnover and its associated costs, such as hiring and training expenses or damaged morale among the remaining workforce • Frequency of consulting the employees in planning for their career support and development • Percentage of key performance targets met by the employees • Level of willingness and/or interest by the workforce to improve various skills needed to perform work roles better • Number of recognition events or awards for employees every period of one year • Level of morale or attitude as depicted in attendance for work 	<ul style="list-style-type: none"> • A well-benchmarked salary scale for the Secretariat staff • A management structure to guide on the levels of power and lines of authority in the organisation • Staff contracts detailing the terms and responsibilities for every position of employment • Reports on regular appraisals of staff performance 	<ul style="list-style-type: none"> • Every employee is motivated by something in his or her life • Motivating employees about work combines fulfilling the employee's needs or expectations with the workplace factors that may enable motivation or destroy it completely • Employee retention is an on-going effort involving the upgrade of employee's knowledge, skills, and abilities to improve levels of performance as well as become attached to the organisational foci.

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<p>Initiative 3.2. Develop performance based human resource manual for LASPNET</p> <p>Activities: 3.2.1 Include a section in the HR manual on the management of employee performance 3.2.2 Define the appropriate standards and key objectives of employee performance 3.2.3 Illustrate a mechanism for conducting appraisals to assess performance of employees 3.2.4 Specify a workable system to evaluate performance results from the employee appraisals 3.2.5 Indicate the need for rewarding employees on reaching the performance targets 3.2.6 Clarify ways of identifying performance gaps in order to inform strategies for improving employee performance in future</p>	<ul style="list-style-type: none"> • Performance standards and targets incorporated in the manual • Guidelines incorporated in the manual for competence based employee recruitment and selection • Key principles of compensation management and employee development included in the manual 	<ul style="list-style-type: none"> • The human resource manual with provisions on management of employee performance • The human resource manual has guidelines on effective development and recognition of employees • The human resource manual gives an elaborate process of employee selection and recruitment. 	<ul style="list-style-type: none"> • Performance-based management of human resources ensures that employees consistently meet their targets in an effective and efficient manner • Proper management of employee performance facilitates the delivery of strategic results and operational goals without frustrating the potential for further achievement

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 3.3. Establish a mechanism for regulating and guiding members</p> <p>Activities: 3.3.1 Develop an internal self-regulatory mechanism for the Secretariat as well as the member organisations to augment the guiding principles established by the relevant regulatory authorities 3.3.2 Establish a procedure for regularly reviewing and updating of the self-regulatory code to ensure that it keeps abreast of any developments impacting on the provision of legal aid services 3.3.3 Carry out programme monitoring to periodically assess trends and provide feedback in ways that improve compliance 3.3.4 Ensure that the involved processes and procedures are transparent, understandable and easily accessible</p>	<ul style="list-style-type: none"> • Number of provisions in the LASPNET Constitution that have been reviewed to conform to various regulatory requirements • LASPNET Secretariat is mandated by General Assembly to monitor member activities • The LASPNET code of conduct is reviewed outlining responsibilities of or proper practices of the members to the Network • The membership charter is developed and adopted with provisions that define obligations of the Secretariat and members • A quality assessment mechanism is implemented to provide analysis and inform a feedback process to improve compliance levels 	<ul style="list-style-type: none"> • Report on the General Assembly • Amendments to the LASPNET constitutional • A self-regulatory code in support of relevant regulatory standards and principles of legal aid service provision • Reports from a peer review mechanism 	<ul style="list-style-type: none"> • The self-regulatory code is to be applied in support of the existing regulatory mechanisms for improved oversight and monitoring • The involved processes and procedures will ensure achievement of outcomes that encourage compliance to the established guiding principles

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 3.4. Generate ideas to build innovative programmes</p> <p>Activities: 3.4.1 Identify the challenges of value creation that may proliferate diverse problems in implementing planned and ongoing programmes 3.4.2 Develop a collaborative system of idea generation among members and various stakeholders while encouraging ingenuity 3.4.3 Combine and evaluate ideas with an evaluation matrix in which promising ideas are compared to overall strategic objectives 3.4.4 Develop the selected ideas so as to test their functionality in the programme environment 3.4.5 Incorporate final ideas into implementation that generates value for the organisation 3.4.6 Create an organisation culture that supports continuous learning and innovation</p>	<ul style="list-style-type: none"> • New product ideas that have been developed into prototypes. • Process efficiency ideas have been modelled. • Marketing ideas have been evaluated in client and stakeholder satisfaction surveys, and so on. • Practical ideas on the means for addressing legal needs of indigent, vulnerable and marginalised persons like children, women, the disabled, elderly, those living with HIV/AIDS, etc. 	<ul style="list-style-type: none"> • Client and stakeholder satisfaction surveys • Programme reports 	<ul style="list-style-type: none"> • There is no criticism, censorship or destruction of ideas in the process of generating ideas • Innovation is a scalable, repeatable and effective process that can be aligned with strategy, focused to creative thinking regarding the current needs • Innovation is combines multiple ideas so as to develop comprehensive solutions to all kinds of identified problems

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Strategic Objective 4: <u>Resource mobilisation and deployment</u> To establish and maintain reliable sources of funding for the Network</p>	<ul style="list-style-type: none"> • Improved financial transparency as viewed by members and the development partners in regard to accrued revenues and expenditure incurred. • Enhanced means and processes of prospecting for diverse resources needed to facilitate the planned initiatives of LASPNET. • More pooled and un-earmarked support that expands the funding base of the Secretariat to enable shared programme interventions with member organisations. • Increased contributions from the member organisations in support of resource mobilisation. • Improved structures for the supervision of resource usage and proper reporting of the resulting levels of impact. 	<ul style="list-style-type: none"> • Partnership agreements with the Development partners • Financial reports on the various programmes implemented • Funds accountability statements and audit reports 	<ul style="list-style-type: none"> • Success in raising funds from diverse sources including from the private sector. • Timely and predictable funding for core activities is available to effectively plan LASPNET’s work; • Increase in the broadly earmarked funding for LASPNET by the State and various funding agencies. • Resource deployment involves analytical methods for classification of resources, association of activities with resources, relation of activities with beneficiaries, as well as identifying improvements incrementally made

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 4.1. Diversify LASPNET’s sources of funding to strengthen its secretariat and activities</p> <p>Activities: 4.1.1 Develop a fundraising strategy aligned to each of LASPNET’s key project areas 4.1.2 Establish the relevant activities to be implemented under each key project area 4.1.3 Conduct funds-giving programmes to complement the mainstream sources of funding 4.1.5 Follow-up outstanding fees for membership and annual subscription 4.1.6 Submit project proposals to various funding agencies for possible support 4.1.7 Create a database of all successful development partnerships and identify likely funding opportunities</p>	<ul style="list-style-type: none"> • Number of alternative sources of funding identified and integrated into the fundraising strategy • Number of project proposals submitted to funding agencies • Percentage of payments made by member organisations compared to the overall obligations that fall due in every period of one year • Relevance of the key project areas to LASPNET’s strategic objectives in order to elicit the required financial support 	<ul style="list-style-type: none"> • Project proposals that have been submitted to funding agencies • Payment receipts for membership fee and annual subscription • Partnership agreements with the Development partners 	<ul style="list-style-type: none"> • The fundraising strategy solicits diverse sources of funding for each key project areas in ways that strengthen the Secretariat and its activities • There is persistence in the submission of good project proposals to diverse funding agencies

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 4.2. Mobilise resources for improvement of legal aid service provision</p> <p>Activities: 4.2.1 Establish and maintain close working relationships with stakeholders, promote LASPNET policies, and its comparative advantages 4.2.2 Assess the programme interests and priorities of key development partners and other relevant agencies to strengthen the approach adopted towards resource mobilisation 4.2.3 Identify eligible activities for support that can yield results so as to ensure improvement of legal aid service provision 4.2.4 Mobilise resources from appropriate sources to best leverage the available capacities</p>	<ul style="list-style-type: none"> • Effective leadership by the Steering Committee members and the LASPNET Secretariat staff to promote comparative advantages of the organisation in strategies for improvement of legal aid service provision • Financial systems that safeguard the resources raised, including adequate controls that guarantee good management and build trust • Ability to attract, create, and sustain new resources, especially focused on the improvement of legal aid service provision among the indigent, vulnerable and marginalised persons like children, women, the disabled, elderly, those living with HIV/AIDS, etc. 	<ul style="list-style-type: none"> • Financial management systems • Funding proposals • Funds-giving events 	<ul style="list-style-type: none"> • Resource mobilisation leads to creative efforts in using own local abilities to complement available resources in improvement of programmes for legal aid service provision • Appropriate sources of funding largely increase independence and enable flexibility to implement existing programmes • Close working relations with the key stakeholders are built to foster solid reputation while creating strong credibility and positive image in the Network

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 4.3. Periodically develop programme proposals that strengthen the members to adequately provide services to the indigent persons</p> <p>Activities: 4.3.1 Develop project funding proposals to offer support and guidance to members in ensuring reliable financial management and effective administration of programmes that strengthen coordinated provision of legal aid services 4.3.2 Outline critical business process improvements identified while implementing collaborative programmes and play a pivotal role to strengthen institutional development strategies 4.3.3 Encourage the members to contribute practical ideas that enable indigent persons to access adequate services</p>	<ul style="list-style-type: none"> • Number of successful integrated initiatives involving members to cater for the legal needs of specific indigent persons or groups • Level of improvement in the ability of members to adequately provide services to the indigents through integrated initiatives 	<ul style="list-style-type: none"> • Legal aid open weeks • Joint public defence initiatives for categorised scenarios • Collective advocacy and public interest interventions • Integrated case management and coordinated client referrals 	<ul style="list-style-type: none"> • The use of coordinated and integrated approaches to legal aid service delivery greatly reinforces existing capacities for adequate provision of services to the indigent persons

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 4.4. Ensure accountability and transparency in order to promote sustainability of the Network</p> <p>Activities: 4.4.1 Inform the government, development partners, and the public about operations, activities as well as existing sources of funding for the Network 4.4.2 Generate various practical resources, research tools, and case studies on the principles of transparency and accountability to support action learning and knowledge sharing among the members to the Network 4.4.3 Encourage a culture of accountability and transparency to promote efficient systems for good governance and integrity across the Network 4.4.4 Develop a financial manual that provides accounting policies and procedures to ensure transparency</p>	<ul style="list-style-type: none"> • Regularity of reporting to the membership and accounting to the people being affected by the operations of the Network • Level of response to beneficiary needs and involvement of members as well as key stakeholders in the decision-making and planning processes • Delivery of programmes in line with the goals and mission of the Network for effective management of human, financial, and other needed resources 	<ul style="list-style-type: none"> • Transparency models in the financial policy manual • Periodic funds accountability reports • Project progress reports • Audit reports 	<ul style="list-style-type: none"> • Accountability of the Network involves being transparent about what it is doing, what it is planning to do and also how it is performing in relation to the goals it has set itself. • LASPNET has operational integrity and structures of communication strike the right balance between visibility and transparency in order to promote a credible and sustainable Network

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<p>Strategic Objective 5: <u>Knowledge and information management</u> To develop and promote an information and knowledge management system</p>	<ul style="list-style-type: none"> • The quality and quantity of data content or information resources that are captured by the existing knowledge base • The extent to which information management processes and user-defined inputs change the outputs of the knowledge base • The effectiveness of techniques used in preserving and storing the captured information resources as well as representing the acquired knowledge capital • The level of information sharing and transfer mechanisms that allow for a continuing process of creating knowledge as well as providing information updates. • The results achieved from various interventions of information delivery and consequent adoption of learned knowledge 	<ul style="list-style-type: none"> • Knowledge repositories like client databases • Good practice guidebooks and directories • Web-based resources and library services • Catalogue of skills and work related experiences among the membership 	<ul style="list-style-type: none"> • Ongoing knowledge and information management comprises a range of strategies and practices used in an organisation to identify, create, represent, distribute, and enable adoption of insights and experiences. • Insights and experiences shared within LASPNET comprise knowledge, either embodied in the individuals or embedded in organisational processes and/or practice.

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 5.1. Build a robust mechanism for effective creation and capture of knowledge content</p> <p>Activities:</p> <p>5.1.1 Establish new knowledge from the personal experiences of member organisations and key stakeholders</p> <p>5.1.2 Capture the knowledge contributions from shared and sustained historical relationships with other relevant entities</p> <p>5.1.3 Encourage continued feedback to exploit the already developed knowledge</p> <p>5.1.4 Create linkages for an enabling feed-forward process to promote the learning of new knowledge</p> <p>5.1.5 Develop a repository to suit various media formats of the already available knowledge content</p>	<ul style="list-style-type: none"> • Level of socialisation whereby experiences are shared allowing the creation of new knowledge such as shared mental models and technical skills including practice, imitation, and observation. • Degree of externalisation to translate the tacit knowledge into explicit information in form of concepts, metaphors, analogies, hypothesis, or models. • Extent of combination in systemising concepts into a system where individuals exchange and combine knowledge through various media, such as documents, conferences, and dialogue. • Scale of internalisation of new external knowledge as a way of consolidating and embedding the shared beliefs, attitudes, and key value systems. 	<ul style="list-style-type: none"> • Web-based resources and library services • Knowledge artifacts and repositories • Record of improved knowledge access and sharing • Existing relations for cooperation communication, and coordination to enhance the knowledge environment • Data aggregation based on age, gender, case type, and status. 	<ul style="list-style-type: none"> • Knowledge creation and flows develop and improve organisational learning mechanisms; facilitating innovation strategies and processes; as well as enhancing knowledge through regular dialogues and consultations. • Tacit knowledge is first converted into words, models, or numbers that can be understood by the target audience before it is communicated.

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 5.2. Develop structures that enhance access to existing knowledge and information repositories</p> <p>Activities: 5.2.1 Make a content-based filter to recommend items similar to those given users have liked to access in the past 5.2.2 Make a collaborative filter to identify users whose tastes are similar to those of other users and recommend items they liked 5.2.3 Classify the content in catalogues, bibliographies, and indexes to documents, including electronic data 5.2.4 Promote standardisation and uniform application of the classification and indexing tools by those generating or utilising the available records 5.2.5 Integrate access to the various records in libraries and information services of all types</p>	<ul style="list-style-type: none"> • The capacity of developing better enabling tools and technologies for knowledge management • The level of improvement in real-time access to data, information, and knowledge • The effectiveness in delivery of the right information to the right persons at the right time • The efficacy of creating knowledge communities and networks using electronic tools to increase the available content • The extent to which an improved knowledge management culture and infrastructure evolve • The definition of resources in terms of purpose, audience, content, context, policies, operations, and access method 	<ul style="list-style-type: none"> • Policies on information access, • User practices and decisions, • Communication strategy 	<ul style="list-style-type: none"> • Access to the various records in libraries, web resources, and information services of all types is integrated through a user friendly system

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 5.3. Position knowledge to influence relations, systems, policies, processes, and services</p> <p>Activities: 5.3.1 Refine the available data or information to be more easily shared, found, and utilised 5.3.2 Provide computer-based tools to manage the available resource materials 5.3.3 Devise ways to effectively distribute available knowledge content using innovative tools for enhanced dissemination 5.3.4 Develop work processes that remodel structures, policies, systems, and interfaces to help knowledge reuse 5.3.4 Merge the techniques in which projects are implemented with tools that capture required data and information for better knowledge management</p>	<ul style="list-style-type: none"> • Making tacit knowledge explicit to one another synchronously through ways such as imitation (mentoring, apprenticeship), identification (familiarity), as well as learning by doing (experience) • Making tacit knowledge explicit to one another asynchronously in ways that capture it explicitly (e.g., books, programmes, or procedures) and sharing the emerging explicit knowledge through discussions or other related communication avenues • Ability to access that knowledge across project areas and among the various work scenarios to improve services for indigent, vulnerable and marginalised persons like children, women, the disabled, elderly, those living with HIV/AIDS, etc. 	<ul style="list-style-type: none"> • Policies on the dissemination of data and/or information • Procedures for publication and easy distribution • Computer-based and other tools for knowledge and information management • Media avenues such as website, publications, resource centre, and electronically transmitted content. 	<ul style="list-style-type: none"> • Enhanced knowledge culture and infrastructure enables improvement of participation, motivation, recognition, and rewards that easily promote idea generation and enable knowledge sharing as a practice. • Development of useful knowledge management practices entails enabling tools and technologies to support performance

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 5.4. Support learning to guide future actions and improve the existing intellectual property</p> <p>Activities: 5.4.1 Identify current, real and urgent challenges for individuals, programmes or organisations resulting from knowledge and information gaps 5.4.2 Establish group sets to jointly understand the nature of challenges faced and determine the extent of likely damage if not effectively addressed 5.4.3 Provide opportunities for the established group sets to contemplate their actions and experiences so as to identify the most likely solutions 5.4.4 Promote repeated actions to appreciate and implement the anticipated solutions in ways that generate learning and increase intellectual assets</p>	<ul style="list-style-type: none"> • Level of developing and improving participatory organisational learning mechanisms; • Frequency of opportunities for facilitating and enhancing dialogues and conversations that create new knowledge • Level of commitment among the participants in group sets to openly share actions and experiences • Extent of discussion and agreement on the ground rules • The confidentiality of anything said and granting of equal uninterrupted opportunity given to each person during the presentation or dialogue. 	<ul style="list-style-type: none"> • Group sets made up of a valuable human capital base through the working group arrangement • Progress reports indicating the contribution of action learning to the effective delivery of outcomes-based services 	<ul style="list-style-type: none"> • Action learning allows participants to study their actions and experiences in order to understand how to improve performance. • Action Learning becomes a key framework to facilitate problem solving and learning in groups, using real work-place problems as issues for the person who ‘owns’ the problem to present to a small group or set. • The group sets regularly meet in order to create learning communities and ensure a level of continuity, at least every two months.

Level of intervention	Indicators of success	Means of verification	List of assumptions
<p>Initiative 5.5 Measure, assess, and document the impact of ongoing knowledge management efforts</p> <p>Activities: 5.5.1 Track the knowledge-enhancing activities that have been effectively conducted 5.5.2 Determine the level of knowledge capital created from the previous activities 5.5.3 Estimate the resulting and observable transfer of knowledge into continued practice 5.5.4 Analyse the impact of knowledge management efforts on the working environment in ways that improve performance 5.5.5 Document the impact of ongoing knowledge management efforts to continually inform the future strategies 5.5.6 Share the experiences and lessons learned with members and stakeholders</p>	<ul style="list-style-type: none"> • The number of efforts to enhance knowledge • The number of publications or blog posts • The new or different relationships and connections facilitated, • The level of inspiration, access to information and new ideas or insights gained. • The frequency of changes observed in the way people, teams or organisations act and function 	<ul style="list-style-type: none"> • Online forum and postings, • Reports of the satisfaction surveys, 	<ul style="list-style-type: none"> • Knowledge assessment improves understanding of the scope of a successful knowledge initiative • The assessment process appraises the capacity and quality of knowledge management activities that are taking place • The assessment process establishes opportunities to exploit organisational knowledge and have a clearer indication of areas needing management attention

Chapter 6: Monitoring and Action Plan

Strategic Objective 1: To develop and promote a policy environment that is conducive to legal aid

Proposed initiatives	Major inputs	Planned outputs	Deadline	Progress indicators	Impact/outcome	Responsible actors
1.1. Lobby and advocate for a National Legal aid Policy	<ul style="list-style-type: none"> Information/data Human resources at the Secretariat Financial resources 	<ul style="list-style-type: none"> Advocacy strategy Documentation of the policy research findings LASPNET communiqué 	Jun 2012	<ul style="list-style-type: none"> Communiqué to the National legal Aid Policy Task force Advocacy strategy developed 	A well-designed national policy and suitable framework for legal aid service provision	National Coordinator LASPNET Chairperson Member Organisations Strategic Partners
1.2. Create awareness about existing legal aid service programmes	<ul style="list-style-type: none"> Financial resources Member support 	<ul style="list-style-type: none"> Elaborate programme goals and foci A social mobilisation strategy for improved information flow 	Jun 2015	<ul style="list-style-type: none"> LASPNET visibility increased before the key stakeholders, e.g., clients, donors, NGOs, and Academia. 	Existing legal aid services known and demanded for by targeted users	National Coordinator LASPNET Chairperson Member Organisations
1.3. Promote activities that will ensure efficient coordination between legal aid service providers.	<ul style="list-style-type: none"> Human resources at the Secretariat Financial resources 	<ul style="list-style-type: none"> A well-developed membership charter Annual general assemblies Steering committee meetings An integrated results matrix 	Jun 2015	<ul style="list-style-type: none"> Membership charter is developed and adopted Shared strategy on implementation of collaborative activities 	Increase in quality and coverage of legal aid services nationwide	National Coordinator LASPNET Chairperson Member Organisations
1.4. Lobby government and communities to integrate and mainstream legal aid services in the existing programmes	<ul style="list-style-type: none"> Member support Technical support from JLOS Strategic Partners' support Financial resources 	<ul style="list-style-type: none"> Conferences Position papers Concept notes Briefing notes Round tables Statements 	Jun 2015	<ul style="list-style-type: none"> Integration of existing mechanisms of legal aid service provision in the national legal aid policy and framework 	Increased support from government to enable indigent, and vulnerable persons access to justice	National Coordinator LASPNET Chairperson Member Organisations JLOS Secretariat JLOS Partners

Strategic Objective 2: To build and strengthen the network for effective service delivery

Proposed initiatives	Major inputs	Planned outputs	Deadline	Progress indicators	Impact/outcome	Responsible actors
2.1. Strengthen the existing capacity building initiatives & professional capacities of members	<ul style="list-style-type: none"> Human resources at the Secretariat Financial resources 	<ul style="list-style-type: none"> Capacity building workshops Institution and human capacity assessments Documentation of the improved capacities 	Jun 2014	<ul style="list-style-type: none"> Implementation of programmes to strengthen the capacity of legal aid service providers 	Competent and dedicated legal aid service providers with the capacity to productively perform their work	National Coordinator LASPNET Chairperson Funding Agencies
2.2. Identify the capacity building gaps to be addressed in legal aid service provision	<ul style="list-style-type: none"> Financial resources Member support Human resources at the Secretariat 	<ul style="list-style-type: none"> Causal analysis of existing capacity gaps Definition of capacity building priorities Well-thought capacity building strategy 	Jun 2015	<ul style="list-style-type: none"> Prioritising the major capacity building gaps and determination of the most effective ways to address them 	Informed approach to addressing the capacity building gaps in legal aid service provision	National Coordinator LASPNET Chairperson Funding Agencies
2.3. Fully engage all stakeholders in legal aid service provision	<ul style="list-style-type: none"> Human resources at the Secretariat Member support 	<ul style="list-style-type: none"> A comprehensive stakeholder matrix A communication map for key stakeholders Stakeholders visits, briefings, and reports 	Jun 2015	<ul style="list-style-type: none"> Stakeholder matrix is already developed and a communication map guides all engagement plans in place 	Effective structures to sustain strong partnership and coordination with key stakeholders	National Coordinator Strategic Partners
2.4. Convene regular meetings for LASPNET members	<ul style="list-style-type: none"> Human resources at the Secretariat Member support 	<ul style="list-style-type: none"> Shared decisions on LASPNET activities Policy guidance about planned interventions 	Jun 2015	<ul style="list-style-type: none"> Members' ownership of, participation in, and contribution to policies as well as programmes 	A Network that has participatory and equitable decision making models	National Coordinator LASPNET Chairperson Member Organisations
2.5. Create linkages to engage with the various justice delivery schemes and institutions	<ul style="list-style-type: none"> Human resources at the Secretariat Technical support from JLOS Member support 	<ul style="list-style-type: none"> Evidence-based and integrated programming Building on lessons learned and collectively recognised practices 	Ongoing	<ul style="list-style-type: none"> Set up several working relations with the state and non-state justice delivery institutions 	Holistic and multi-sectoral responses to key concerns in justice delivery	National Coordinator LASPNET Chairperson Member Organisations JLOS Secretariat JLOS Partners

Strategic Objective 3: To establish and implement management structures to operationalise LASPNET programmes

Proposed initiatives	Major inputs	Planned outputs	Deadline	Progress indicators	Impact/outcome	Responsible actors
3.1. Establish a mechanism for attracting and retaining qualified, dedicated staff	<ul style="list-style-type: none"> Member support 	<ul style="list-style-type: none"> Staff contracts and salary scale Performance review and rewards Well-elaborated job descriptions 	Ongoing	<ul style="list-style-type: none"> Establishment of reasonable employment practices Staff participation in work plan development 	An enabling work environment that supports the staff to execute and appreciate their job requirements	National Coordinator LASPNET Chairperson Funding Agencies
3.2. Develop a performance based human resource manual for LASPNET	<ul style="list-style-type: none"> Human resources at the Secretariat Member support Financial resources 	<ul style="list-style-type: none"> Establishment of key legal requirements and obligations Guidance on effective staff development Management of staff performance 	Jun 2011	<ul style="list-style-type: none"> LASPNET visibility increased before the key stakeholders, e.g., clients, donors, NGOs, and Academia. 	Staff performance is strengthened by existing policies on human resource management	National Coordinator LASPNET Chairperson
3.3. Establish a mechanism for regulating and guiding members	<ul style="list-style-type: none"> Human resources at the Secretariat Member support Financial resources 	<ul style="list-style-type: none"> Membership charter and code of conduct Self assessment and peer review Amendment of the LASPNET constitution T.O.Rs for the Steering Committee 	Ongoing	<ul style="list-style-type: none"> Membership charter is ready and approved Steering Committee members initiate policy support and members are involved in working group meetings 	Existence of well-defined structures to standardise the operations and strategic direction of the Network	National Coordinator LASPNET Chairperson Member Organisations
3.4. Generate ideas to build innovative programmes	<ul style="list-style-type: none"> Member support External technical assistance Consultancy and skills training 	<ul style="list-style-type: none"> Capacity building and development Collective research and advocacy Publicity & managing of information Collaborative linkages 	Ongoing	<ul style="list-style-type: none"> The budgetary plans include fund allocated for innovative activities Funding proposals are made to sustain the generated programmes 	Better coordinated and more relevant programmes that enhance access to justice for all	National Coordinator Member Organisations Strategic Partners

Strategic Objective 4: To establish and maintain diverse sources of funding for the Network

Proposed initiatives	Major inputs	Planned outputs	Deadline	Progress indicators	Impact/outcome	Responsible actors
4.1. Diversify LASPNET's sources of funding to strengthen its secretariat and activities	<ul style="list-style-type: none"> Human resources at the Secretariat Member support 	<ul style="list-style-type: none"> Periodic funds-giving initiatives Subscription fee from LASPNET membership Agreements for donor partnership 	Ongoing	<ul style="list-style-type: none"> Subsequent increases in annual budgets Increasing availability of funds to cover annual budget proposals 	An adequately funded Secretariat to effectively carry out the objectives and activities of the Network	National Coordinator LASPNET Chairperson Funding Agencies
4.2. Mobilise resources for improvement of legal aid service provision	<ul style="list-style-type: none"> Human resources at the Secretariat Member support 	<ul style="list-style-type: none"> Resource mobilisation strategy List of funding sources for various programmes Guidelines for funding proposals to different support agencies 	Ongoing	<ul style="list-style-type: none"> LASPNET visibility increased before the key stakeholders, e.g., clients, donors, NGOs, and Academia. 	Existing legal aid services known and demanded for by targeted users	National Coordinator LASPNET Chairperson Member Organisations
4.3. Periodically develop programme proposals that strengthen the members to adequately provide services to the indigent persons	<ul style="list-style-type: none"> Human resources at the Secretariat Member support Consultancy and skills training 	<ul style="list-style-type: none"> Coordinated provision of legal aid services for cost effectiveness Strengthened strategy for institutional growth Improved access to affordable services by the indigent persons 	Dec 2012	<ul style="list-style-type: none"> Membership charter is developed and adopted Shared mechanism for quality assessment 	Improved human capacity, technical and strategic engagement for affordable, quality, and accessible legal aid services	National Coordinator LASPNET Chairperson Member Organisations JLOS Secretariat
4.4. Ensure accountability and transparency in order to promote sustainability	<ul style="list-style-type: none"> Member support Financial resources External technical assistance 	<ul style="list-style-type: none"> Financial policy for the Network Public approval of the Network's operations Involvement of key stakeholders in the planning processes 	Mar 2012	<ul style="list-style-type: none"> Participation of the members in LASPNET's programmes and policy decisions Sharing information on LASPNET's work 	A sustained model and practices for good governance in policy, strategy, management and programmes	National Coordinator LASPNET Chairperson Member Organisations Strategic Partners

Strategic Objective 5: To develop and promote an information and knowledge management system

Proposed initiatives	Major inputs	Planned outputs	Deadline	Progress indicators	Impact/outcome	Responsible actors
5.1. Build a robust mechanism for effective creation and capture of knowledge content	<ul style="list-style-type: none"> Human resources at the Secretariat Financial resources External technical assistance 	<ul style="list-style-type: none"> Knowledge repository for storing content Data, information, and other relevant content 	Jan 2013	<ul style="list-style-type: none"> Capture and storage of existing or acquired knowledge content 	A state-of-the-art data repository for capturing diverse formats of content	National Coordinator LASPNET Chairperson
5.2. Develop structures that enhance access to existing knowledge and information repositories	<ul style="list-style-type: none"> Human resources at the Secretariat Technical support Information/data 	<ul style="list-style-type: none"> Information and communication strategy 	Mar 2012	<ul style="list-style-type: none"> Improvement in the contact management system Technological and procedural modification 	A well-established and more user-friendly system for utilisation of the stored content	National Coordinator LASPNET Chairperson
5.3. Position knowledge to influence relations, systems, policies, processes, and services	<ul style="list-style-type: none"> Human resources at the Secretariat Member support Financial resources 	<ul style="list-style-type: none"> Web and computer-based applications Audiovisual media content for publishing Library and resource centre facilities 	Mar 2013	<ul style="list-style-type: none"> Improved frequency of presence in media More proactive and prompt sharing of news, decisions, or events 	A strong culture of open access in the usage of shared knowledge across the Network	National Coordinator LASPNET Chairperson
5.4. Support learning to guide future actions and improve the existing intellectual property	<ul style="list-style-type: none"> Human resources at the Secretariat Consultancy and skills training Financial resources 	<ul style="list-style-type: none"> Skills mentoring in managing information and knowledge content for action learning 	Jan 2014	<ul style="list-style-type: none"> Assessing challenges and opportunities Proposal of actions to improve on the learning 	A valuable human capital base for the effective delivery of outcomes-based services	National Coordinator LASPNET Chairperson Member Organisations
5.5. Measure, assess, and document the impact of ongoing knowledge management efforts	<ul style="list-style-type: none"> Member support External technical assistance Financial resources 	<ul style="list-style-type: none"> Satisfaction surveys Media monitoring Website reports Needs assessments 	Ongoing	<ul style="list-style-type: none"> Frequent follow-up of the website traffic data Monitoring the public image and expectations 	A mechanism of identifying critical issues in response to the purpose of knowledge usage	National Coordinator LASPNET Chairperson Strategic Partners

Chapter 7: Budget and Financial Plan

Project cost items		Jul10 – Jun11	Jul11 – Jun12	Jul12 – Jun13	Jul13 – Jun14	Jul14 – Jun15
Running costs	Core Activities: <i>To meet core personnel costs and key overheads of the LASPNET Secretariat</i>	170,000,000.00	210,000,000.00	250,000,000.00	290,000,000.00	350,000,000.00
Strategic Objective 1: Develop and promote a policy environment that is conducive to legal aid	Initiative 1.1: <i>Lobby and advocate for a National Legal Aid Policy</i>	-	35,000,000.00	-	-	-
	Initiative 1.2: <i>Create awareness of activities provided by Legal Aid Service Providers</i>	-	10,000,000.00	15,000,000.00	20,000,000.00	25,000,000.00
	Initiative 1.3: <i>Promote activities that will ensure efficient coordination between Legal Aid Service Providers</i>	20,000,000.00	40,000,000.00	50,000,000.00	60,000,000.00	50,000,000.00
	Initiative 1.4: <i>Lobby government and communities to integrate and mainstream legal aid services in existing programmes</i>	-	12,000,000.00	24,000,000.00	30,000,000.00	36,000,000.00
Sub-total		20,000,000.00	97,000,000.00	89,000,000.00	110,000,000.00	111,000,000.00

Project cost items		Jul10 – Jun11	Jul11 – Jun12	Jul12 – Jun13	Jul13 – Jun14	Jul14 – Jun15
Strategic Objective 2: To build and strengthen the network for effective service delivery Initiatives	Initiative 2.1: <i>Strengthen the existing capacity building initiatives and professional capacities of Legal Aid Service Providers</i>	-	25,000,000.00	-	30,000,000.00	-
	Initiative 2.2: <i>Identify the capacity building gaps to be addressed in legal aid service provision</i>	2,500,000.00	3,000,000.00	3,000,000.00	5,000,000.00	5,000,000.00
	Initiative 2.3: <i>Fully engage all stakeholders in legal aid service provision</i>	2,000,000.00	25,000,000.00	5,000,000.00	5,000,000.00	35,000,000.00
	Initiative 2.4: <i>Convene regular meetings for LASPNET members</i>	35,000,000.00	40,000,000.00	45,000,000.00	50,000,000.00	50,000,000.00
	Initiative 2.5: <i>Create linkages to engage with the various justice delivery schemes and institutions</i>	-	-	-	-	-
Sub-total		39,500,000.00	93,000,000.00	53,000,000.00	90,000,000.00	90,000,000.00

Project cost items		Jul10 – Jun11	Jul11 – Jun12	Jul12 – Jun13	Jul13 – Jun14	Jul14 – Jun15
Strategic Objective 3: To establish and implement management structures to operationalize LASPNET programmes	Initiative 3.1: Establish a mechanism for attracting and retaining qualified, dedicated staff	-	-	-	-	-
	Initiative 3.2: Develop a performance based human resource manual for LASPNET	25,000,000.00	-	-	-	-
	Initiative 3.3: Establish a mechanism for regulating and guiding members	-	10,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00
	Initiative 3.4: Generate ideas to build innovative programmes	-	-	-	-	-
Sub-total		25,000,000.00	10,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00

Project cost items		Jul10 – Jun11	Jul11 – Jun12	Jul12 – Jun13	Jul13 – Jun14	Jul14 – Jun15
Strategic Objective 4: To establish and maintain reliable sources of funding for the Network	Initiative 4.1: Diversify LASPNET’s sources of funding to strengthen its secretariat and activities	-	-	-	-	-
	Initiative 4.2: Mobilize resources for improvement of legal aid service provision	-	-	-	-	-
	Initiative 4.3: Periodically develop programme proposals that strengthen members to adequately provide services to indigent persons	-	-	-	-	-
	Initiative 4.4: Ensure accountability and transparency in order to promote sustainability	25,000,000.00	-	-	-	-
	Sub-total	25,000,000.00	-	-	-	-

Project cost items		Jul10 – Jun11	Jul11 – Jun12	Jul12 – Jun13	Jul13 – Jun14	Jul14 – Jun15
Strategic Objective 5: Develop and promote an information and knowledge management system	Initiative 5.1: <i>Build a robust mechanism for effective creation and capture of knowledge content</i>	-	10,000,000.00	5,000,000.00	5,000,000.00	10,000,000.00
	Initiative 5.2: <i>Develop structures that enhance access to existing knowledge and information repositories</i>	-	-	-	-	-
	Initiative 5.3: <i>Position knowledge to influence relations, systems, policies, processes, and services</i>	1,000,000.00	5,000,000.00	8,000,000.00	8,000,000.00	10,000,000.00
	Initiative 5.4: <i>Support learning to guide future actions and improve the existing intellectual property</i>	-	15,000,000.00	-	20,000,000.00	-
	Initiative 5.5: <i>Measure, assess, and document the impact of ongoing knowledge management efforts</i>	4,000,000.00	8,000,000.00	10,000,000.00	10,000,000.00	15,000,000.00
Sub-total	5,000,000.00	38,000,000.00	23,000,000.00	43,000,000.00	35,000,000.00	

Summary of Project cost items	Jul10 – Jun11	Jul11 – Jun12	Jul12 – Jun13	Jul13 – Jun14	Jul14 – Jun15
Running costs	170,000,000.00	210,000,000.00	250,000,000.00	290,000,000.00	350,000,000.00
Strategic objective 1	20,000,000.00	97,000,000.00	89,000,000.00	110,000,000.00	111,000,000.00
Strategic objective 2	39,500,000.00	93,000,000.00	53,000,000.00	90,000,000.00	90,000,000.00
Strategic objective 3	25,000,000.00	10,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00
Strategic objective 4	25,000,000.00	-	-	-	-
Strategic objective 5	5,000,000.00	38,000,000.00	23,000,000.00	43,000,000.00	35,000,000.00
Total budget in Uganda Shillings (UGX)	284,500,000.00	448,000,000.00	420,000,000.00	538,000,000.00	591,000,000.00
Equivalent in US Dollars (at UGX 2500/USD)	113,800.00	179,200.00	168,000.00	215,200.00	236,400.00

Chapter 8: Summary and Conclusions

LASPNET has set out a results-oriented strategy and framework to effectively address challenges of coordinating legal aid service provision in Uganda among civil society organisations. It provides such an overarching structure for the combined work of member organisations in order to effectively bring focus and value into the existing or planned interventions that steer necessary sector-wide involvement towards system level objectives and outcomes.

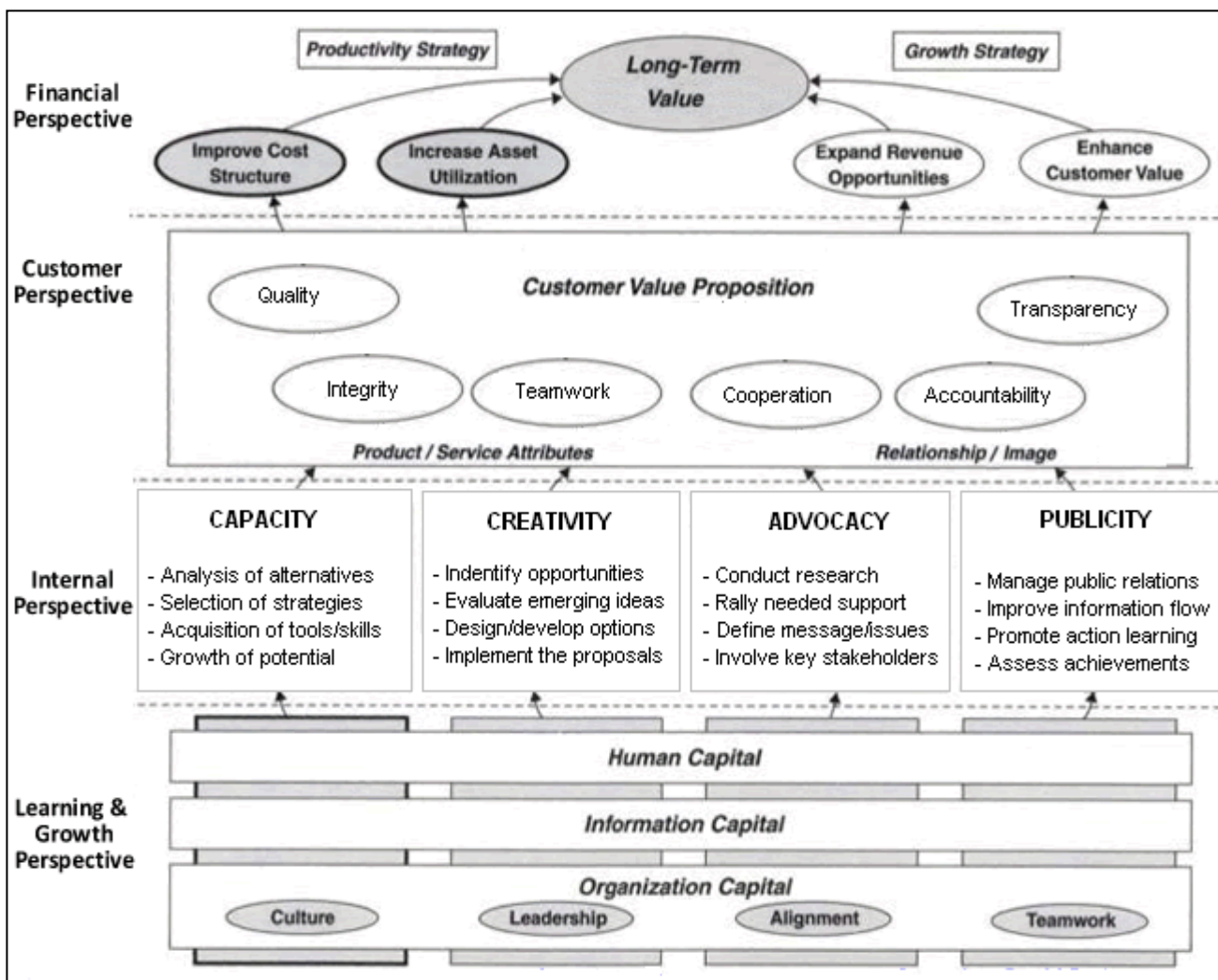


Figure 5: LASPNET Strategy Map 2010 – 2015

The strategic results framework is a core component of LASPNET’s strategic, management and accountability structures. It is the basis for the programme’s performance measurement system, which enables it to translate its mandate and strategy into tangible outcomes. The strategy map helps in demonstrating LASPNET’s approach to the achievement of its goals and objectives.

The Strategic Plan (2010 - 2015) frames LASPNET's vision, mission, customer value proposition, and strategic direction on the basis of 5 strategic objectives as well as 22 aligned initiatives. Its aim is to engage and support the member organisations in collaboration with key stakeholders to address the access to justice challenges in Uganda through legal aid service provision.

Each strategic objective focuses on LASPNET's work as follows:

- Strategic Objective 1: Policy advocacy and strategic engagement
- Strategic Objective 2: Human and institutional capacity development
- Strategic Objective 3: Creativity and innovation management
- Strategic Objective 4: Resource mobilisation and deployment
- Strategic Objective 5: Knowledge and information management

The member organisations to the Network will be involved in current and future strategic interventions for enhancing access to justice across the country. The key strategic results have been aligned to the proposed focal project areas which include:

- Collaborative research and collective advocacy,
- Capacity building and institutional development,
- Publicity and information management, as well as
- Creativity in sector wide collaboration and dialogue.

All the activities proposed under different initiatives are designed to give consideration to the ongoing developments in the legal aid sector by continually identifying the emerging issues the basis of which to establish the best tools for LASPNET to address them. As a result, the Secretariat can develop a concise action plan for engaging members, partners, and other stakeholders.

The strategic results framework enables the Secretariat to track outcomes and outputs at the project level, which can then be aggregated to show achievements at the organisational level. In this way, it provides the basis for accountability of actual performance against the progress targets laid out in the Action Plan. It links the strategic objectives with outcomes and outputs so as to facilitate project-level results measurement, and guide impact evaluation. Several progress indicators have been developed in accordance with the different project-specific objectives and perspectives. These indicators will be used to measure achievement of results at the project, organisational, and sector-wide level.

Such a framework provides strategic direction, ensuring that the work of the Secretariat and programmes implemented by member organisations converge on the shared objectives of the Justice, Law, and Order Sector producing measurable results that enable planned objectives to be met. This will draw upon core competencies across the membership and on a broad range of partnerships, not only in legal aid service provision, but also in other supportive services along the impact pathway, to ensure that progress leads to successful achievement of results.

Logical Framework Approach Terminology

Goal/Impact refers to the sectoral or national objectives which the activity is designed to contribute to, e.g. accessible services, improved rights awareness, and reduced crime. The goal helps set the macro-level context within which the activity fits, and describes the long-term impact that the activity is expected to contribute towards, but not necessarily achievable by itself.

Purpose/Outcome refers to what the activity itself is expected to achieve in terms of sustainable development results, if the relevant assumptions of the activity design are correct. It is the positive developmental change which the activity would produce if it were completely successful (and the assumptions were fully accurate).

Component Objectives/Intermediate results are the logical link between the outputs of a component and the overall purpose/outcome. Since the strategy is relatively extensive and has numerous components (output/work programme areas) each component has been given an objective statement.

Outputs refer to the tangible products (goods and services) produced by undertaking a series of tasks as part of the planned work of the activity. Examples might include: information communication systems, skills training sessions, children or women assisted, buildings or other infrastructure built, policy guidelines produced, and staff effectively trained. The delivery of outputs is largely under the control of activity management.

Work programme/initiatives refer to the specific tasks to be undertaken as part of the planned delivery of the activity to achieve the required outputs. Examples for a new community water supply might include: establishing water users committee and maintenance procedures, site preparation, collection of local materials, tank construction and pipe laying, digging soak pits, and commissioning.

Inputs refer to the resources required to undertake the work program and produce the outputs, e.g. as personnel, equipment, and materials.

Assumptions refer to statements made about conditions which could affect the progress or success of the activity, but over which activity managers may have no direct control, e.g. attitudinal changes, political support, enforcement of supportive legislation, and approval of funding proposals. An assumption is a positive statement of a condition that must be met in order for objectives to be achieved. A risk is a negative statement of what might prevent objectives being achieved.

Indicators are measure of progress or lack of progress used to assess movement towards meeting the stated objectives and they provide, where possible, a clearly defined unit of measurement as well as a target detailing the quantity, quality and timing of expected results.

Means of verification specify the expected source of the information we need to collect. We need to consider how the information will be collected (method), the person who will be responsible, and the frequency with which the information should be provided.