



MALAWI LEGAL AID BUREAU

Quality legal aid services to the nation

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2024 - 2029 STRATEGIC PLAN





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Second Strategic Plan (2024 - 2029)

Produced with support from
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Foreword and Acknowledgements

In March 2015, the Malawi Legal Aid Bureau (LAB) was born consequent to the enactment of the Legal Aid Act of 2011. LAB replaced the Legal Aid Department which was under the Ministry of Justice and Constitutional Affairs. One of the key features of this development was the independence that the law granted LAB. Since its birth, LAB, just like any new-born baby, started with crawling, standing on its feet, walking, and eventually running. In the marathon that LAB has run so far since 2015, it has grown from only 3 offices across Malawi in Blantyre, Lilongwe and Mzuzu, to 22 offices across Malawi. It has also grown from only 31 officers across Malawi as of 2015, to 221 officers across Malawi. Inevitably, this has brought justice closer to the people who need it most. It has also enhanced LAB's capacity to offer quality legal aid to the indigent and other vulnerable persons, such as women, children, persons with disabilities, and the elderly.

However, the story is not and has not been all rosy. Huge gaps still exist in the provision of legal aid in Malawi. Insufficiency of human and financial resources and some legal fetters in the provision of legal aid services are few of the many challenges that overwhelm LAB's in-tray daily. Today, after running considerable miles, LAB has reached a cross-road where it has stopped and asked itself a key question: "Which direction should LAB take in a bid to make further strides in the provision of legal aid in Malawi?"

This is where this second Strategic Plan comes in. While LAB's first Strategic Plan for the period 2017-2021 facilitated the setting up and operationalisation of LAB, this second Strategic Plan focuses on enhancing LAB's efficiency and capacity to offer quality legal aid services, as well as improving clients' experience and satisfaction, while simultaneously sustaining and consolidating LAB's gains thus far. It details LAB's plans – goals, objectives, action plan, strategies and timelines, amongst others – for the next 5 years. This Strategic Plan is a testament that LAB has refused to be content with its current milestones, just as it has refused to be hopeless about its current challenges.

This Strategic Plan is a product of financial support from the United Nations Development Program (UNDP), dedicated consultants, and intense and immense consultations with both LAB officers and various key partners and stakeholders who selflessly applied their minds to ensure that LAB has a well-cooked road map and a clear destination for the next 5 years. While some partners, stakeholders, and LAB officers are mentioned herein or appear in Annex III and Appendix I hereof, others are not. Nevertheless, LAB expresses its utmost gratitude to all. Beyond expressing gratitude through words, LAB will simultaneously demonstrate its gratitude through actions by endeavouring to faithfully implement this Strategic Plan.

Chimwemwe Chithope-Mwale

ACTING DIRECTOR – MALAWI LEGAL AID BUREAU

Executive Summary

1. Introduction: This is the Second Five-year Strategic Plan to be produced by the Malawi Legal Aid Bureau (**the LAB**), the First having covered the years 2017 to 2021.

2. Establishment and Mandate: The LAB was established under Section 3 of the Legal Aid Act, 2011 (**LAA**) to address severe challenges in the provision of legal aid services by the Government. The LAB has the primary statutory mandate to provide legal aid services to indigent and vulnerable people in need of legal services. It has been given wide powers under Section 5 of the LAA to do all such things as it considers necessary or desirable, together with stakeholders from the Democratic Governance Sector and benefactors of the LAB, to secure the provision of legal aid to the population in Malawi. The LAB plays a crucial role in ensuring equal justice under the law and its primary focus is on vulnerable groups, including women, children, the elderly, and the sick. In executing its mandate, the LAB handles civil and criminal cases; it offers general legal advice and assistance in various legal matters; and it offers legal education to the general public on various legal issues and legal procedures.

3. Findings and Recommendations of the First Strategic Plan: The LAB's First Strategic Plan emphasised the fact that, in order to be effective, the LAB must be guided in its operations by the functions and duties specified under Section 4 of the LAA. That Plan identified Six Key Result Areas (**KRAs**) for the LAB, namely: (i) Improved access to legal aid services; (ii) Improved quality to services for the beneficiaries of the legal aid system; (iii) Improved timeliness and accountability in the provision of legal aid services; (iv) Improved efficiency and effectiveness of the legal aid system; (v) Improved stakeholder coordination and collaboration; and (vi) Improved performance monitoring and evaluation fully integrated into decision-making.

4. Purpose of the Second Strategic Plan: This Second Strategic Plan, following an assessment of the past and present position of the LAB, defines the vision of the LAB over the next 5-years (2024 to 2029), identifies its organisational goals and objectives, and maps out how those goals will be achieved. The Second Strategic Plan also aligns the LAB's operations with the Malawi 2063 Vision generally and in particular the Malawi 2063 First 10 Year Implementation Plan. The planning process was, as was the case for the First Strategic Plan, participatory and consultative in nature. Selected staff at all levels of the LAB, stakeholders from the Democratic Governance Sector and benefactors of the LAB contributed their views on the strategic position of the LAB: What it is doing; how it is doing it; and what the LAB's should look like in the future.

5. Vision of the LAB: In 2017 during the development of the First Strategic Plan the LAB adopted a Vision, Mission and Core Values. These remain the same as those adopted then and are relevant and applicable for this Second Strategic Plan period.

6. Growth of the LAB: Since its establishment 9 years ago, the LAB has been growing in size and has expanded its operations through partnerships with a number of professional, government and non-governmental organisations. The LAB now has 4 regional offices and 18 district legal aid offices.

7. Needs Assessment: A situational analysis of the LAB was carried out using the PESTEL and SWOT analysis methods to determine the LAB's present strategic position. The PESTEL method provided an analysis that allowed the LAB to identify external factors (political, economic, social, technological, environmental and legal) that may have an influence on its performance, and to assess their impact on the LAB's operations and performance. The SWOT analysis method considered the internal factors affecting the LAB - its strengths and weaknesses - and the external factors affecting the LAB, such as those that provide opportunities for, or pose threats to, the LAB. The strategic planning process also involved an analysis of the role of the external and internal stakeholders of the LAB. The analysis identified appropriate relationship management measures that will assist with achieving success during the LAB's operations.

8. Goals and Objectives: The planning process for the Second Strategic Plan resulted in the following five Goals and Objectives:

- Goal 1: Improve the LAB's capacity to assist an increased number of clients
Objectives supporting this goal are: (1.1) Secure the right of paralegals to appear in court or other tribunals. (1.2) Train less experienced legal aid lawyers and legal assistants to render more effective legal aid services. (1.3) Train staff in all service areas of the scope of functions e.g., public legal education. (1.4) Address the issues, such as lack of promotion opportunities, leading to high turnover of support staff. (1.5) Provide an infrastructure, technology and work environment that supports productivity.
- Goal 2: Improve the LAB's client experience and satisfaction
Objectives supporting this goal are: (2.1) Educate the public about the functions of the LAB; (2.2) Establish a client expectations management system so that the LAB clients know the processes, the limitations and the risks of the services being offered. (2.3) Develop a model for regular updates and feedback to be given to LAB clients on the progress of their case.
- Goal 3: Improve the efficiency of the LAB's service delivery
Objectives supporting this goal are: (3.1) Improve utilisation of the Case Plus system so that it operates at its optimum. (3.2) Establish electronic client interfaces through access to services via online and mobile cell phones. (3.3) Integrate or align the Case Plus system to the judicial case management system.
- Goal 4: Increase outreach to rural-based clients
Objectives supporting this goal are: (4.1) Increase the numbers of staff stationed in the District offices. (4.2) Increase activities at the District level by using existing district structures.
- Goal 5: Increase the resources available to the LAB

Objectives supporting this goal are: (5.1) Increase the resource mobilization initiatives of the LAB with development partners. (5.2) Increase lobbying activities with Parliament's Legal Affairs Committee. (5.3) Design and participate in themed projects or programmes for the enhancement of access to justice and the rule of law.

9. Implementation Plan and Logical Framework: An implementation plan and logical framework was developed for the Second Strategic Plan. They detail the Plan's objectives, and the activities that will be undertaken to achieve those objectives, with a clear indication of how success will be measured.

10. Communication Strategy and Stakeholder Engagement: The LAB has a communication and engagement plan for staff, stakeholders and the general public, so that they understand the direction that the LAB is taking over the next 5 years and beyond, and the purpose, goals, and benefits of the Strategic Plan.

11. Conclusion: The Second Strategic Plan reaffirms the LAB's commitment to its Vision, Mission, and Core Values and aims to assure the growth of the LAB as a resilient and efficient organization, that is well prepared to be the leader in the provision of legal aid services in the country.

1. Overview of the LAB

1.1 Establishment and Mandate

1.1.1 For many years, the provision of legal aid services in Malawi was beset by weaknesses and challenges. Before the establishment of the LAB, Malawi had institutionalized legal aid services through the Department of Legal Aid in the Ministry of Justice. The Department was established under the Legal Aid Act of 1964. The Department struggled to effectively provide legal aid services. Compared to other departments under the Ministry of Justice it was always under-resourced. For whatever reason it never was a priority in the country's institutional development for financial support. This situation coupled with the numerous problems found in the criminal justice system, such as delays in concluding cases, congested courts and shortage of trained staff, resulted in a perception of an institution that was unable to do its job properly.

1.1.2 In addition to the minimal budgetary allocations for legal aid some of the challenges included limited coverage of legal aid services to the population; limited access to legal aid at all stages of the criminal justice system; lack of legal advice for persons accused of crimes; too few lawyers with virtually none in rural areas; no paralegals, or trained non-lawyers in most districts; few community legal aid services in the districts; little legal aid information available to the general population; and no over-arching legal aid strategy to maximise the use of the available resources.

1.1.3 To overcome the above challenges, a review of the Legal Aid Act of 1964 was carried out, and recommended the transformation of the Department of Legal Aid into an autonomous, more effective and more efficient Government agency, which would be free from the direct supervision of the Ministry of Justice and Constitutional Affairs (**MoJCA**). Consequently, the LAB was established under Section 3 of the Legal Aid Act, 2011 (**LAA**). The LAB has the primary statutory duty to provide legal aid services to indigent and vulnerable people in need of legal services. It has been given wide powers under Section 5 of the LAA to do all such things as it considers necessary or desirable, to provide legal aid to the population in Malawi. The LAB still has the MoJCA as its line Ministry, and also falls into the cluster of governmental functions under the Democratic Governance Sector.

1.1.4 The LAB is guaranteed independence under Section 6 of the LAA to exercise its duties and functions free from the interference or direction of any person or authority. In addition, under this section, all organs of Government are under an obligation to afford the LAB such assistance as may be reasonably required for the exercise of the LAB's powers, and for the performance of its duties and functions.

1.1.5 The LAB is a state institution that ensures access to justice for underprivileged individuals in the country. Its primary focus is on vulnerable groups, including women, children, the elderly, and the sick. The LAB plays a crucial role in ensuring equal justice under the law, as required by the Constitution. In terms of this mandate the LAB must:

- a) Provide legal aid in civil cases, such as affiliation and maintenance proceedings, matrimonial cases, land disputes, deceased estates, and labour matters.
- b) Provide legal aid in criminal cases, where it must assist people charged with or under investigation for criminal offenses like murder, rape, theft, and other offenses.
- c) Offer general legal advice and assistance for various legal matters that are brought to it by deserving clients.
- d) Offer public legal education to the general public on various legal matters and legal procedures.

1.2 The LAB's Strategic Planning Strategy

1.2.1 As an organisation mindful of its operational obligations, the LAB has adopted a systematic method for planning its activities through strategic plans.

1.2.2 The First Strategic Plan highlighted the fact that in order to be effective, the LAB must be guided in its operations by the functions and duties specified under Section 4 of the LAA. The First Strategic Plan was guided by the Six Key Result Areas (**KRAs**) under the Democratic Governance Sector Strategy 2013-2017 (**DGSS**), namely, the promotion of:

- a) Effective Democratic Governance Sector institutions;
- b) A strengthened rule of law and improved access to justice, public safety and security;
- c) Improved promotion and protection of human rights;
- d) Free, fair and credible elections;
- e) Transparent, accountable and responsive Democratic Governance Sector institutions; and
- f) A more effective, independent and representative legislature.

1.2.3 In line with these broad strategic outcomes under the DGSS, the First Strategic Plan identified six KRAs for the LAB, namely:

- a) KRA 1: Improved access to legal aid services;
- b) KRA 2: Improved quality of services for beneficiaries of the legal aid system;
- c) KRA 3: Improved timeliness and accountability in the provision of legal aid services;
- d) KRA 4: Improved efficiency and effectiveness of the legal aid system;
- e) KRA 5: Improved stakeholder coordination and collaboration; and
- f) KRA 6: Improved performance monitoring and evaluation fully integrated into decision-making.

1.2.4 The Second Strategic Plan seeks to define the vision of the LAB over the next 5-years, identify its organisational goals and objectives, and to map out how these goals will be achieved. The Second Strategic Plan assesses the past and present position of the LAB, and provides a vision of the position the LAB should be in within the next 5 years (2024 to 2029), and the path and steps that the LAB should take to achieve this position. The Second Strategic Plan also aligns the LAB's operations with the Malawi 2063 Vision generally and in particular the Malawi 2063 First 10 Year Implementation Plan (MIP-10).

2. Methodology

- 2.1 The Second Strategic Plan planning process was, as was the case for the First Strategic Plan of the LAB, participatory and consultative in nature. Selected staff at all levels of the LAB contributed their views on the strategic position of the LAB - what it is doing, how it is doing it and what the LAB should look like in future. Stakeholder views were sought from organisations within the Democratic Governance Sector and other benefactors of the LAB. During the planning process for this Second Strategic Plan, a literature review of key documents relating to the LAB and its provision of legal aid services was carried out. A literature review was conducted to inform the planning process concerning how the LAB can improve its operations, in the light of its current provision of legal aid services.
- 2.2 The consultation process included questionnaires and individual interviews. As a result of these consultations, data essential for the development of the Second Strategic Plan was gathered and analyzed. The analysis of the data included an interrogation by the LAB of the relevancy of the observations or views held by stakeholders relevant to the provision of access to justice.

3. Vision, Mission and Core Values

- 3.1 The LAB adopted its Vision, Mission and Core Values in 2017, during the development of the First Strategic Plan. According to the consultations and reviews conducted within the LAB, the Vision, Mission and Core Values are still valid, and are applicable for this Second Strategic Plan period.
- 3.2 The Vision is: A Malawi in which there is a fair and accessible justice system that ensures that every person with insufficient means to obtain private legal services has access to high quality legal aid services, on the basis of need, and in which everyone enjoys their human rights and lives a life of dignity.
- 3.3 The Mission is: To be a lead actor in providing sustainable, accessible, ethical and high-quality legal services to poor and vulnerable people in Malawi; and to provide civic education and information about the law to the public.
- 3.4 The Core Values are:

3.4.1 *Integrity*: To live up to the highest ethical and professional standards that demonstrate honesty, transparency and fairness in all dealings.

3.4.2 *Accountability*: To be accountable to our clients, the public and stakeholders by ensuring compliance with our constitutional and statutory mandate within the framework of the rule of law and good governance and the effective and efficient utilisation of resources.

3.4.3 *Responsiveness*: To be responsive to changing demands for legal aid services, in the context of the legal and regulatory environment while maintaining justice.

3.4.4 *Excellence and innovation*: To provide high quality legal aid services and strive for excellence and innovation.

4. Functions and Organisational Structure

4.1 Under Section 4 of the LAA, the LAB is empowered to interact with public and private sector organisations to provide comprehensive legal aid services at the national, district and local levels. Such interaction is necessary in order to enable the LAB to function as an effective legal aid services provider.

4.2 Section 16 of the LAA specifies the scope of the functions of the LAB. The functions consist of legal advice; legal assistance; representation in any court, tribunal or similar body or authority; and provision of civic education and information about the law.

4.3 A summary of the organisational structure of the LAB is as shown in ANNEX I. The structure is in accordance with the LAB's Establishment Warrant which provides for a staff complement of 265 - comprising 68 professional lawyers, 70 legal assistants and 127 technical, administrative, clerical and other support staff. If fully staffed the structure is adequate to cover all the scope of functions the LAB can carry out. Currently the staffing level is at 221 employees including 48 lawyers and 57 paralegals. This staffing level is inordinately inadequate, compared with the current workload of the LAB and the demand for services that the LAB is currently experiencing. The LAB, as one of its objectives under this strategic plan, intends to fill all the vacancies critical to its functions and available under its Establishment Warrant.

5. Current Performance of the LAB

5.1 Since its establishment, the LAB has been growing in size and has expanded its operations through partnerships with a number of professional, government and non-government organisations. In 2015 the LAB had 3 regional offices and now currently has 4 regional offices and 18 district legal aid offices. The LAB is currently handling over 23,000 cases nationwide.

- 5.2 The LAB has since 2019 been running a *Pro Bono* scheme in partnership with the Malawi Law Society whereby lawyers in private practice provide their services to indigent and vulnerable people (people who are clients of the LAB) at no cost to their clients. Under this scheme at least 250 lawyers in private practice provide their services to people who ordinarily cannot afford to hire the services of private lawyers.
- 5.3 The LAB has increased access to free legal aid services by persons arrested by the police on criminal accusations by installing toll-free telephones in 32 police stations in various locations in the country.
- 5.4 Over the years the LAB has continued to collaborate with different stakeholders such as the Women Lawyers Association of Malawi, Mission Law of the United States, the Paralegal Advisory Services Institute, Irish Rule of Law International, and Reprieve UK to ensure that quality legal aid services continue to be made available to persons who are unable to afford the services of a lawyer.
- 5.5 In its endeavour to improve access to legal aid services the LAB has achieved the following results:
 - 5.5.1 Established a Regional Legal Aid Centre in the Eastern Region (Zomba).
 - 5.5.2 Established District Legal Aid Centres in Mchinji, Nsanje, Machinga, Phalombe, Nkhosakota, Chitipa, Mzimba, Balaka, Mangochi, Kasungu, Salima, Karonga, Dowa, Mwanza, Dedza, Mulanje, Thyolo and Ntchisi.
 - 5.5.3 Recruited a substantial number of additional staff.
 - 5.5.4 Increased access to and visibility of the LAB across Malawi through sensitization meetings and advocacy campaigns via mainstream and social media.
 - 5.5.5 Developed a Gender Equity Policy.
 - 5.5.6 Developed and launched an Internal Electronic Case Management System.
 - 5.5.7 Developed *Pro Bono* Guidelines and Programs with the Malawi Law Society.
- 5.6 In order to further improve the quality of services for beneficiaries of the legal aid system, the LAB has developed other various policies and guidelines for the more efficient management of the LAB's operations. The LAB will continue with the development of further policies so as to add to the gains made so far from its effective policies and guidelines.
- 5.7 To address the growing public concern about the plight of remandees in homicide cases, the LAB has stepped up efforts to improve the availability of legal aid services in homicide cases. Similar efforts were successfully initiated for civil matters, legal advisory services and legal literacy services.
- 5.8 The LAB has improved the timeliness and accountability in the provision of its legal aid services by adopting the aforementioned Internal Electronic Case Management

System (Case Plus). The LAB intends to go further and connect Case Plus to the Case Management System for the judiciary.

- 5.9 The LAB has also successfully established key institutional support structures such as the Legal Aid Fund and the National Legal Aid Coordination Committee. These structures will be operationalized during the period of this Second Strategic Plan.

6. Situational Analysis and Needs Assessment

- 6.1 The situational analysis of the LAB indicated a need to consider the legal and justice environment in which the LAB operates. It also indicated that the circumstances of potential clients be understood in the same context. These considerations were interrogated against the operational internal and external factors affecting the LAB in the context of the overall operating environment. For the LAB's situational analysis, the planning process used the PESTEL and SWOT analysis methods to determine the LAB's strategic position.

- 6.2 The PESTEL method provided an analysis that allowed the LAB to identify external factors (political, economic, social, technological, environmental and legal) that may have an influence on the performance of the LAB, and to assess their impact on the LAB's operations and performance.

6.2.1 **Political factors:** The LAB considered whether the Government's policies regarding access to justice and the rule of law are supportive of the LAB's operations. The LAB also considered the political dynamics, matters of reputation or other shortfalls in the governmental system (e.g. corruption and lack of funding), that can make the operation of LAB difficult to execute. The LAB acknowledges that the Malawi 2063 Vision envisages a country that has equal justice, human rights and gender-based rights for all, and that on the face of it, the policies that are currently in place are very supportive of the LAB delivering on its mandate. This supportive political environment is also evidenced by the existence of a number of complementary access to justice, human rights and gender rights programs that are running outside of the LAB, with the support of development partners that provide financial and technical assistance. However, the political goodwill from the Government has not translated into strong financial backing, as the LAB still remains underfunded from the Government budget.

6.2.2 **Economic factors:** The LAB considered how the country's economic performance is affecting the demand for legal aid services. It noted that a decline in economic performance and job losses, as has occurred recently, is likely to result in even more people requiring assistance from the LAB. Such an increase in the demand for its services calls for the LAB to intensify its operations.

6.2.3 **Social factors:** The LAB considered the general demographic characteristics, customs and values of society and how prevailing cultural practices

are likely to affect the nature of the LAB's clientele and, how their preferred methods of resolving claims and disputes may also affect the performance of the LAB. This consideration has been constrained by issues relating to the lack of assessable data that could inform the LAB's response. However, in view of the limitations faced by the LAB in terms of court appearances, a prudent approach to any of these factors would be for the LAB to encourage alternative dispute resolution (ADR) at the district and traditional court level, and assist with the training of presiding officers and traditional leaders to promote ADR.

6.2.4 Technological factors: The LAB also considered how technological developments could affect the way legal aid services can be delivered by the LAB and other players in the sector. The LAB is already enjoying the use of Case Plus and has the prospect of linking it to the e-Court adopted by the Judicial system. The LAB can explore the use of technology to advance its operations and to improve the delivery of its mandate to the local population by electronic interface, e.g. on cellphones.

6.2.5 Environmental factors: The LAB considered how the issues concerning the management of the environment can positively or negatively influence the LAB's performance. The LAB acknowledged that its operations do not lend themselves directly to issues relating to the preservation of the environment, except where such issues directly affect its clients, for example where mining activities disrupt their traditional agricultural way of life or burial practices.

6.2.6 Legal factors: the LAB also considered whether there are likely to be future laws or regulations that could negatively affect its operations. Or, laws and regulations that could reduce the efficacy of the LAB's efforts to increase the public's access to justice, and enhance the prevalence of the rule of law. From the past constitutional pronouncements on various issues, and also from the political will so far shown by the Parliamentary Legal Affairs Committee, there is no indication that any such laws and regulations are likely to be forthcoming.

6.3 The SWOT analysis method considered the internal factors affecting the LAB - its strengths and weaknesses - and the external factors affecting the LAB, such as those that provide opportunities for, or pose threats to, the LAB. The SWOT Analysis enabled the LAB to explore how it should organise itself to fulfil its mandate and deliver its services in the light of its strengths, weaknesses, opportunities and threats. A summary of the LAB's SWOT analysis and strategic responses is included ANNEX II.

6.4 The legal and justice system in Malawi can currently be best described as mature and stable. There are no haphazard changes in the law, nor are there anxieties about the principles to be applied in judicial decisions. Legal procedures are settled and the constitutional framework for the system is well established. These are in line with the Democratic Governance Sector Strategic Goals that include prioritising the Rule of Law.

- 6.5 The major challenges facing the legal aid system in Malawi since its inception have gradually been reduced over the years to manageable constraints. Some of these constraints include: incomplete geographical local coverage by the LAB; legal aid not easily available for most people; an inadequate budgetary allocation for legal aid services; very few lawyers in relation to the number of legal aid cases; the inability of paralegals and trained non-lawyers to appear before the courts; the non-availability of community legal services in every district or accessible to every person in need of such services; and the fact that information on legal aid is not available to the general population.

7. Stakeholder Analysis

- 7.1 The LAB has a wide range of stakeholders that include external and internal stakeholders. Internal stakeholders are mostly the LAB's staff and those institutions that have some oversight authority over the LAB such as the Parliamentary Committee on Legal Affairs. External stakeholders are those that have a direct or indirect influence on the services the LAB offers, or in some way have some impact on how those services are produced or received. The LAB's clients and potential clients are also stakeholders who expect a certain quality and quantity of service from the LAB. The LAB's external stakeholders may be divided into two categories: those that provide institutional support and those that facilitate delivery of the LAB services.
- 7.1.1 Those that provide institutional support are: Reprieve UK; the European Union; the United Nations Development Programme; Irish Rule of Law; and the Ministry of Justice.
- 7.1.2 Those that facilitate delivery; the Paralegal Advisory Service Institute of Malawi; the University of Malawi; the Women Lawyers Association; Mission Law of the United States; the Malawi Human Rights Commission; the Centre for Human Rights Education Assistance and Advice ; the Malawi Judiciary; the Directorate of Public Prosecutions; the Malawi Police Service; the Office of the Ombudsman; and the Malawi Prison Service.
- 7.2 The impact and importance of the LAB's stakeholder assistance was assessed and the results are as shown in ANNEX III. (For Views of Assistance from Stakeholders, see APPENDIX I).

8. Goals and Objectives

- 8.1 The LAB considered the results of the SWOT analysis and the observations made by stakeholders during consultations and identified priority areas and the key strategic goals that it has to aim for in order to improve its delivery of legal aid and pursue its mandate. The following five Goals and Objectives were identified and can be summarised as follows:
- 8.2 **Goal 1: Improve the LAB's capacity to assist an increased number of clients**

- 8.2.1 Objective 1.1: Secure the right of paralegals to appear in magistrate courts or other tribunals.
- 8.2.2 Objective 1.2: Train less experienced legal aid lawyers and legal assistants to render more effective legal aid services.
- 8.2.3 Objective 1.3: Train staff in all service areas of its functions e.g., public legal education.
- 8.2.4 Objective 1.4: Address issues, such as lack of promotion opportunities, leading to high turnover of support staff.
- 8.2.5 Objective 1.5: Provide an infrastructure, technology and work environment that supports productivity.

8.3 Goal 2: Improve the LAB's client experience and satisfaction

- 8.3.1 Objective 2.1: Educate the public about the functions of the LAB - what the public should expect from the LAB and the areas of law which the LAB handles.
- 8.3.2 Objective 2.2: Establish a client expectations management system so clients know the processes, the limitations and the risks of the services being offered.
- 8.3.3 Objective 2.3: Develop a model for regular updates and feedback to be given to clients on the progress of their case.

8.4 Goal 3: Improve the efficiency of the LAB's service delivery

- 8.4.1 Objective 3.1: Improve utilisation of the Case Plus system so that it operates at its optimum.
- 8.4.2 Objective 3.2: Establish electronic client interface through access to services via online and mobile cell phones.
- 8.4.3 Objective 3.3: Integrate or align Case Plus to the Judicial Case Management System.
- 8.4.4 Objective 3.4: Activate the National Legal Aid Coordination Committee to provide nationwide coordinated legal aid services.

8.5 Goal 4: Increase outreach to the rural based clients.

- 8.5.1 Objective 4.1: Increase the numbers of staff stationed in District offices.
- 8.5.2 Objective 4.2: Increase activities at the District level by using existing district structures.

8.6 Goal 5: Increase the resources available to the LAB.

- 8.6.1 Objective 5.1: Increase the resource mobilization initiatives of the LAB with development partners.
- 8.6.2 Objective 5.2: Increase lobbying activities with Parliament's Legal Affairs Committee.
- 8.6.3 Objective 5.3: Design and participate in themed projects or programmes for the enhancement of access to justice and the rule of law.

9. Strategies and Action Plan

- 9.1 The LAB has developed strategies to achieve each Goal and Objective outlined above. All the goals are achievable within the period of this plan. Some of them are short-term with quick results and others involve long-term strategic work that has to be sustained over a longer period.
- 9.2 Resources, cost estimates and timelines have been applied to each objective and the Implementation Plan is as set out in ANNEX IV.
- 9.3 The LAB also considered the risks associated with each Goal and Objective and evaluated them for likelihood of occurrence and impact of occurrence. A risk analysis matrix is presented in ANNEX V.

10. Logical Framework for Implementation of the Strategic Plan

- 10.1 A Logical Framework was developed for the Second Strategic Plan. It details the Plan's objectives, and the activities that will be undertaken to achieve those objectives, with a clear indication of how success will be measured or demonstrated, and what risks need to be managed in the implementation.
- 10.2 The Logical Framework is outlined in ANNEX VI, and together with the Implementation Plan will be used for monitoring and evaluation during, and after, the implementation of the Second Strategic Plan.

11. Communication Strategy and Stakeholder Engagement

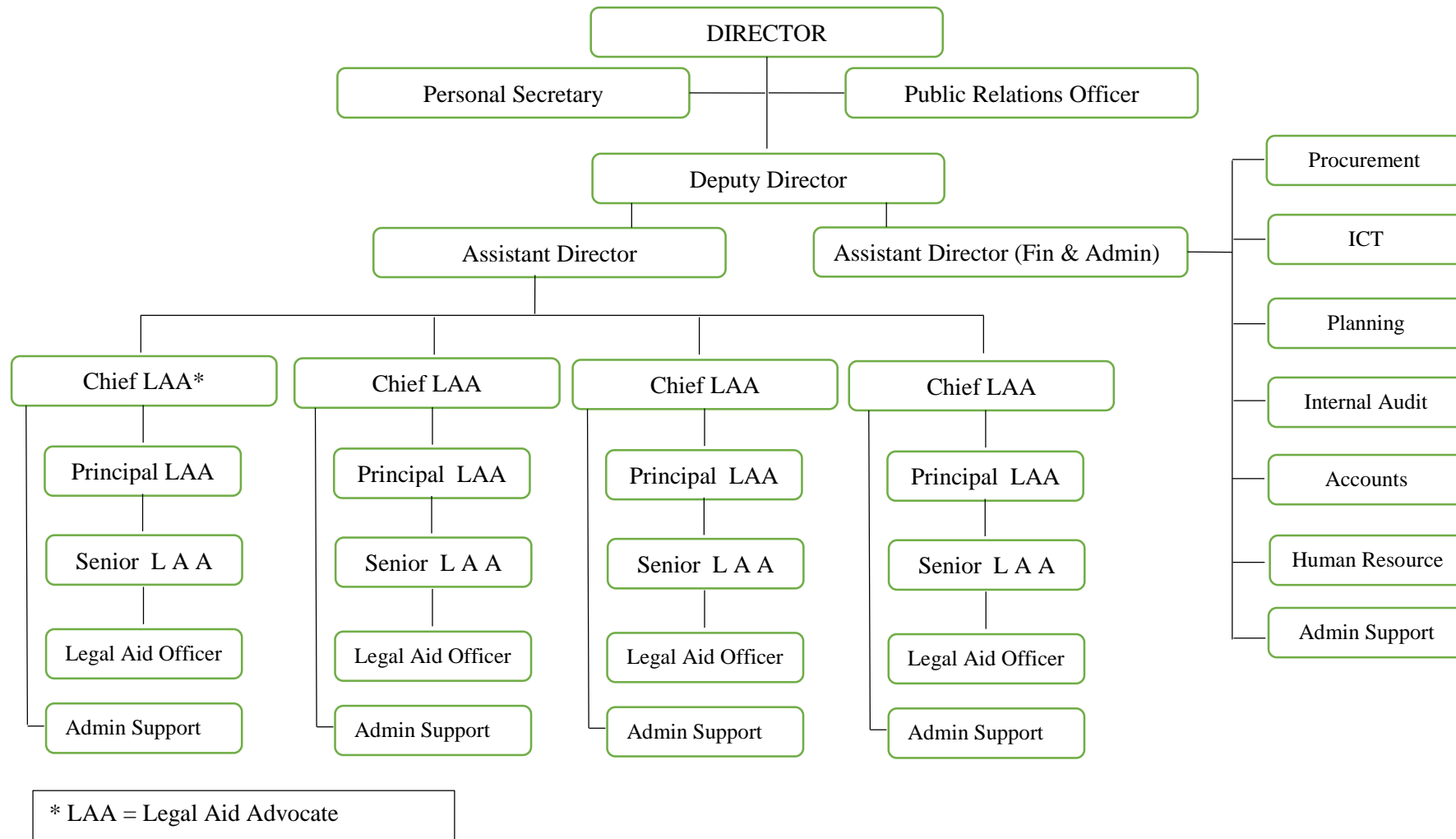
- 11.1 This Second Strategic Plan needs to be communicated to the LAB's employees, stakeholders and the general public, so that they understand the direction that the LAB is taking over the next 5 years and beyond, and the purpose, goals, and benefits of the Strategic Plan.
- 11.2 The LAB has considered various communication channels suitable for the different target audiences. The main channels of communication include emails, newsletters, meetings of discussion groups, social media and interactive online platforms.

Communication materials will be prepared quarterly, and key milestones and updates will be communicated accordingly.

12. Conclusion

The Second Strategic Plan reaffirms the LAB's commitment to its Vision, Mission, and Core Values. In addition, the LAB has identified the critical Goals that when achieved not only assure the LAB's ability to deliver on its mandate, but also results in a resilient and efficient organization, that is well prepared to be the leader in the provision of legal aid services in the country.

ANNEX I - SUMMARY OF THE LAB ORGANISATIONAL STRUCTURE



ANNEX II - SWOT ANALYSIS

INTERNAL FACTORS			
STRENGTHS		WEAKNESSES	
<ul style="list-style-type: none"> ■ A sound legal framework. ■ Independent of other Government Ministries. ■ A young organisation and growing. ■ A nationwide operations mandate. ■ A good public image. ■ A good working and partnership relationships. ■ Successful visibility in its media campaigns. ■ A developed case management system. ■ Provides affordable legal aid services. ■ Enjoys <i>Pro Bono</i> support from legal practitioners. ■ Covers both civil and criminal matters. ■ Able to collect contributions from clients. 		<ul style="list-style-type: none"> ■ Inadequate and inexperienced staffing. ■ No staff development and advancement programmes. ■ Not spread fully nationally. ■ Poor customer service communication. ■ Over reliance on government funding. ■ Less than optimal collaboration with other service providers. ■ Failure to resolve the paralegals matter. ■ Inadequate financial and technical resources. ■ Not transparent about requirements for contribution. ■ High turnover of support staff. ■ Limited establishment warrants. 	
EXTERNAL FACTORS	OPPORTUNITIES	Strengths to Opportunities Strategy	Weaknesses to Opportunities Strategy
	<ul style="list-style-type: none"> ■ Work with Malawi Law Society (MLS), NGOs and other service providers to increase service delivery. ■ Resource mobilisation from development partners. ■ Use paralegals for court representations. ■ Participation in upcoming Human Rights and Rule of Law programmes. ■ Work with existing District level and NGO structures. ■ Utilise non-court processes to resolve legal matters. ■ Increase the political will to support the LAB. 	<ul style="list-style-type: none"> ■ Use the LAB's public entity status to champion right of paralegals to appear in court or other tribunals. ■ Use its good working relationships with development partners to participate in upcoming human rights and rule of law programmes and develop more programmes. ■ Use its public entity status to tap into the goodwill of the Parliamentary Legal Affairs Committee and other public bodies to lobby for budget support. 	<ul style="list-style-type: none"> ■ As the LAB does not have enough lawyers structure its service delivery so that the workload is mostly undertaken at paralegals level. ■ Explore what other low-cost services can be offered by the MLS Pro Bono lawyers apart from litigation. ■ Explore the use of ICT and standard operating procedures to improve its communication with enquirers and clients during consultations and follow up stages.

	<ul style="list-style-type: none"> ■ Increase the use of ICT and e-Court systems for service delivery. ■ Increase the depth and impact of scope of services. 	<ul style="list-style-type: none"> ■ Enhance its success in social media campaigns and electronic case management to increase outreach, service delivery and communication with clients through ICT platforms. 	<ul style="list-style-type: none"> ■ Mitigate its poor budget support by enhancing its resource mobilization with development partners and aligning its activities to the thematic programs that development partners are willing to support.
	THREATS	Strengths to Threats Strategy	Weaknesses to Threats Strategy
	<ul style="list-style-type: none"> ■ Reduced participation of <i>Pro Bono</i> lawyers. ■ Stagnant or reduced budget allocation from government. ■ Lack of confidence in the justice system by the LAB clientele. ■ Undermining the purpose of the LAB services by law enforcement authorities. 	<ul style="list-style-type: none"> ■ Use its good working relationships with development partners to boost the participation of <i>Pro Bono</i> lawyers in the delivery of legal aid services. ■ Use its good working relationships with the Judiciary to design and launch legal education programs to inform the public on how courts work and improve the public understanding of the justice system. ■ Collaborate with law enforcement organs to launch campaigns to educate the public that both parties are seeking justice and are not deliberately undermining the efforts of the other. 	<ul style="list-style-type: none"> ■ Improve its resource mobilization drive and dedicate time to addressing its weak financial position. ■ Clearly communicate to its clients the limits of its control and influence in the justice delivery process.

ANNEX III - STAKEHOLDER ANALYSIS

- A. The LAB reviewed its relationships with various Stakeholders and identified their level of importance regarding the following questions:
1. Does the stakeholder have a fundamental impact on the LAB's performance?
 2. Can the LAB clearly identify what it requires to benefit from the stakeholder?
 3. Is the relationship sought dynamic — that is, does the LAB want this relationship to grow
 4. Can the LAB easily replace the stakeholder?
 5. Has the stakeholder already been identified through another relationship?
- B. The Stakeholders various positions were then interrogated and assessed as follows:

STAKEHOLDER	LEVEL OF INFLUENCE*	LEVEL OF INTEREST*	LEVEL OF ENGAGEMENT **	ATTITUDE TO LAB OBJECTIVES***
Reprieve UK	High	High	Keep informed	Supports
European Union	High	High	Keep informed	Supports
United Nations Development Programme	High	High	Keep informed	Supports
Irish Rule of Law	High	High	Keep informed	Supports
Ministry of Justice	High	High	Keep informed	Supports
Ministry of Gender	Low	Low	Keep informed	Conditional support
Malawi Law Society	High	High	Keep informed	Conditional support
Paralegal Advisory Service Institute of Malawi	High	High	Keep informed	Supports
University of Malawi	Low	Low	Keep informed	Indifferent
Women Lawyers Association	High	High	Keep informed	Supports
Malawi Human Rights Commission	High	High	Keep informed	Supports
Centre for Human Rights Education Assistance and Advisory	High	High	Keep informed	Supports

Malawi Judiciary	High	High	Keep informed	Supports
Directorate of Public Prosecutions	High	High	Keep informed	Supports
Malawi Police Service	High	High	Keep informed	Conditional support
Office of the Ombudsman	High	High	Keep informed	Supports
Malawi Prison Service	High	High	Keep informed	Supports
Mission Law of the United States				

** High or Low // ** key stakeholder, keep satisfied, keep informed, monitor // *** supports, objects, conditional support, indifferent (NB A more detailed description of the results of the assessment of the stakeholder may be required.*

ANNEX IV - IMPLEMENTATION PLAN FOR 2024 – 2029 LAB STRATEGIC PLAN

Goal 1: Improve the LAB's capacity to assist an increased number of clients					
Objective1.1: Secure the right of paralegals to appear in magistrate courts or other tribunals by October 2026					
Outcomes: Paralegals allowed to represent clients in magistrate courts and other tribunals					
Outputs: Instruments authorising paralegals to appear in court and other tribunals; training and certification curriculum and trained paralegals.					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Getting stakeholders to agree to the right to appear.	Inclusion of all concerned stakeholders and reaching consensus.	Director LAB	MoJCA, Judiciary, MLS, paralegal institutions, Legal Affairs Committee, Council for Legal Education	December 2025	K75,000,000
Setting regulations and rules for appearance and practice by paralegals.	Gazetting of the regulations and rules	Director LAB	MoJCA, Judiciary, MLS, paralegal institutions, Legal Affairs Committee, Council for Legal Education	December 2025	K26,500,000
Conducting needs assessment for paralegal training.	All the training needs have been identified	Director LAB	MoJCA, Judiciary, MLS, paralegal institutions, Legal Affairs Committee, Council for Legal Education	December 2025	K17,660,720
Developing training modules and creating training materials.	Training materials for all training needs produced	Director LAB	PASI, DHRMD, Judiciary	April 2026	K3,000,000
Evaluating the effectiveness of the training modules and the training materials.	Improvement in paralegal skills and knowledge as measured	Director LAB	PASI, DHRMD, Judiciary	October 2026	K800,000

	by pre and post-training assessments.				
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Goal 1: Improve the LAB's capacity to assist an increased number of clients					
Objective1.2: Strengthen Legal Aid practitioner skills so as to have by year 2030 in the LAB 75% of professional lawyers being fully trained practitioners					
Outcomes: A majority of Lawyers and Legal Assistants in the LAB who have all the practitioner skills required for their functions.					
Outputs: Training courses and professional development plans for legal aid practitioners.					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Identifying training needs.	Report on training needs assessment.	Deputy Director LAB	DHRMD, Malawi School of Government	February 2025 – February 2030	Cost of Consultants services K12,000,000
Developing training curriculum for the identified needs.	Training curriculum.	Deputy Director LAB	DHRMD, Malawi School of Government	February 2025 – February 2030	
Recruiting trainers with qualifications aligned to produced curriculum.	Signed contracts for engaged trainers.	Deputy Director LAB	DHRMD, Malawi School of Government	February 2025 – February 2030	
Conducting training workshops.	Training certificates	Deputy Director LAB	DHRMD, Malawi School of Government	February 2025 – February 2030	
Evaluating workshop effectiveness.	Evaluation report	Deputy Director LAB	DHRMD, Malawi School of Government	February 2025 – February 2030	

Goal 1: Improve the LAB's capacity to assist an increased number of clients					
Objective 1.3: Train staff in all service areas of the LAB's functions					
Outcomes: Increased knowledge and skills in all service areas.					
Outputs: Participation of staff in a comprehensive staff training program covering all service areas.					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Conducting a skills gap assessment in respect of LAB's service areas.	Report on service areas and staff skills gaps.	Deputy Director LAB	DHRMD, Malawi School of Government, Universities, Development partners	2025 - 2029	Cost of Consultancy K16,000,000
Designing training modules and developing training calendars	Training programme and training calendar	Deputy Director LAB	DHRMD, Malawi School of Government, Universities, Development partners		
Conducting training session or facilitating course attendance.	Number of staff who participated in training sessions or attended courses.	Deputy Director LAB	DHRMD, Malawi School of Government, Universities, Development partners		
Assessing training impact	Improvement in employee skills and knowledge is measured by pre and post training assessments.	Deputy Director LAB	DHRMD, Malawi School of Government, Universities, Development partners		

Goal 1: Improve the LAB's capacity to assist an increased number of clients					
Objective 1.4: Improve staff retention by reducing staff turnover rate by 50% or more yearly					
Outcomes: The LAB retains most of and experiences less attrition of staff.					
Outputs: Determination of causes of staff turnover; suggested solutions to the causes; implementation report on suggested solutions; and report on outcomes.					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Developing method (questionnaire or other)to determine the cause of the high turnover of staff.	Methodology for determining the cause of high staff turnover is identified.	Assistant Directors	Development partners	October 2024 - December 2024	10,000,000
Applying the developed method to assess turnover causes and exploring solutions to the causes of high staff turnover.	Report on the causes of high staff turnover and their possible solutions.	Assistant Directors	Development partners	31 st January 2025	-
Implementing the preferred solutions to the causes of high staff turnover.	Solutions successfully implemented.	Assistant Directors	Development partners	1 st February 2025 – 31 st December 2025	-
Assessing the effect of the implemented solutions.	Report on the results of the solutions applied to the high staff turnover.	Assistant Directors	Development partners	31 st December 2026	-

Goal 2: Enhance client experience and satisfaction					
Objective 2.1: Improve public awareness of the LAB and its activities					
Outcomes: Increased public awareness of LAB activities and eligibility criteria; increase in number of more informed enquiries coming to the LAB.					
Outputs: Development and dissemination of public education materials; Conduct of public awareness campaigns; Establishment of a public inquiry hotline or online portal; Development of referral partnerships with justice organizations and department					

<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Design, development and dissemination of public education materials	Information, education and communication (IEC) materials produced	Deputy Director	Ministry of Information Media houses and development partners	November 2024	K2,301,500,000
Conduct of public awareness campaigns	Campaigns mounted or initiated	Deputy Director	Ministry of Information Media houses and development partners	November 2024 – December 2029	
Establishment of a public inquiry hotline or online portal	Hotline or portal in place	Deputy Director	Ministry of Information, E-government, MACRA	November 2024	K119,100,000
Development of referral partnerships with organisations involved in justice and the rule of law	Partner organisations identified	Deputy Director	Relevant MDAs; Relevant NGOs; Development Partners	February 2025	K197,145,540

Goal 2: Enhance client experience and satisfaction

Objective 2.2: Manage client expectations

Outcomes: Increased client satisfaction with the clarity of information provided about LAB services. Reduced number of client complaints related to unmet expectations

Outputs: Client information booklets; Standardized client intake procedures; Implementation of a client feedback mechanism

<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Conducting needs assessment to identify key information required by clients	Assessment report identifying information requirements	Assistant Directors	Ministry of Information, Public Relations Agencies; training Institutions	November 2025	K745,800,000

Developing clear and concise content for booklets and LAB online facilities	Content produced for chosen media	Assistant Directors	Ministry of Information, Public Relations Agencies; Training Institutions	November 2025	
Producing printed materials and uploading information on LAB's online facilities	Printed and uploaded materials	Assistant Directors		November 2025	
Training staff on intake procedures	Training session conducted	Assistant Directors	Ministry of Information, Public Relations Agencies; Training Institutions	March 2026	
Designing a client satisfaction assessment	Assessment model	Assistant Directors	Ministry of Information, Public Relations Agencies; Training Institutions	November 2025	K324,000,000
Collecting and analyzing assessment data	Assessment report	Assistant Directors	Ministry of Information, Public Relations Agencies; Training Institutions	November 2025	
Developing an action plan based on assessment results	Implementation plan	Assistant Directors	Ministry of Information, Public Relations Agencies; Training Institutions	November 2025	

Goal 2: Enhance client experience and satisfaction

Objective 2.3: Strengthen client communication.

Outcomes: Increased client satisfaction with the frequency and quality of updates on case progress.

Outputs: Enhanced case progress update templates. Upgraded case management system to increase case tracking progress

<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Identifying key information to include in the case progress updates templates	Information identified	Assistant Directors	Development Partners	April 2025 – June 2025	K35,000,000
Developing guidelines for using the template	Guidelines developed	Assistant Directors	Development Partners	April 2025 – June 2025	
Upgrading and introducing new case management system features	Upgraded case management system	Assistant Directors	Development Partners	April 2025 – June 2025	

Goal 3: Optimize Service Delivery Efficiency

Objective 3.1: Maximize utilization of Case Plus

Outcomes: Increased efficiency in case management processes

Outputs: Standardized case management workflows; Implementation of performance metrics for case handling

<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Conducting process mapping of current case management processes	Process map produced	Assistant Directors, CLAA	Development Partners	June 2025 – July 2025	K28,200,000
Designing standardized workflow templates	Workflow templates produced	Assistant Directors, CLAA	Development Partners	June 2025 – July 2025	
Identifying key performance indicators (KPIs)	KPIs identified	Assistant Directors, CLAA	Development Partners	June 2025 – July 2025	
Developing data collection tools	Tools developed	Assistant Directors, CLAA	Development Partners	June 2025 – July 2025	
Establishing reporting mechanisms	Reporting mechanism in place	Assistant Directors, CLAA	Development Partners	June 2025 – July 2025	

Goal 3: Optimize Service Delivery Efficiency					
Objective 3.2: Expand Digital Access					
Outcomes: Increased client satisfaction with service accessibility [Services available through online channels??]					
Outputs: Development of user-friendly online and mobile platforms; Implementation of client support channels					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Conducting user needs assessment	Report on user needs	Assistant Directors, CLAA	E-Government; Development partners	May 2025 – October 2025	K26,000,000
Designing platform interface	Launch of platform	Assistant Directors, CLAA	E-Government; Development partners	May 2025 – October 2025	
Developing platform functionality	Platform is operational	Assistant Directors, CLAA	E-Government; Development partners	May 2025 – October 2025	
Conducting usability testing	Positive test results	Assistant Directors, CLAA	E-Government; Development partners	May 2025 – October 2025	
Establishing helpdesks	Helpdesk is operational	Assistant Directors, CLAA	E-Government; Development partners	May 2025 – October 2025	

Goal 3: Optimize Service Delivery Efficiency					
Objective 3.3: Integrate Case Management Systems					
Outcomes: Reduced data duplication and errors; Improved information sharing between the LAB and the judiciary.					
Outputs: Implementation of data validation rules; Establishment of data sharing protocols; Development of data exchange interfaces					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Defining data validation criteria	Criteria established	Assistant Directors, CLAA	Judiciary; E-Government; development partners	2026	K70,000,000

Developing data validation procedures	Procedures established	Assistant Directors, CLAA	Judiciary; E-Government; development partners	2026	
Defining data sharing requirements	Data sharing requirements established	Assistant Directors, CLAA	Judiciary; E-Government; development partners	2026	
Developing data exchange standards	Standards established	Assistant Directors, CLAA	Judiciary; E-Government; development partners	2026	
Designing interface specifications	Specifications established	Assistant Directors, CLAA	Judiciary; E-Government; development partners	2026	

Goal 3: Optimize Service Delivery Efficiency

Objective 3.4: Foster National Coordination

Outcomes: Enhanced collaboration among legal aid providers nationwide; Increased efficiency in resource allocation

Outputs: Development of national legal aid standards; Establishment of communication channels between providers; Activation of the National Legal Aid Coordination Committee; Development of resource sharing mechanisms.

<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Conducting needs assessment	Assessment report	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	
Developing standardized service delivery models	Establishment of delivery model	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	

Creating a communication platform	Launch of the communication platform	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	
Developing communication protocols	Launch of communication protocols	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	
Facilitating knowledge sharing	Number of sharing transactions	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	
Identifying potential areas for resource sharing	Areas identified	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	
Developing resource sharing agreements	Agreements concluded	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	
Conducting a feasibility study	Feasibility study report	Director	Relevant NGOs, Relevant MDAs; Development partners	January 2026 – December 2026	

Goal 4: Increase rural client outreach					
Objective 4.1: Expand district-based staffing					
Outcomes: Increased accessibility of legal services to rural clients					
Outputs: Increased number of staff deployed to districts offices; Establishment of district legal aid offices					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>

Developing a recruitment plan for district-based staff	Number of staff recruited	Director	MoFEP&D, DHRMD, Min. of Lands, Development Partners	January 2025 – December 2029	K940,000,000
Conducting staff training	Number of staff trained	Director	MoFEP&D, DHRMD, Min. of Lands, Development Partners	January 2025 – December 2029	
Identifying districts without legal aid offices	Number of districts established	Director	MoFEP&D, DHRMD, Min. of Lands, Development Partners	January 2025 – December 2029	

Goal 4: Increase rural client outreach

Objective 4.2: Leverage district infrastructure

Outcomes: Increased utilization of existing resources for outreach activities; Improved efficiency in service delivery to rural clients.

Outputs: Development of outreach plans for each district; Conduct of regular outreach activities; Increased number of clients served per staff member; Reduction in case processing time for rural clients

<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Identifying target communities and their legal needs	Number of communities identified	Director	MoFEP&D, relevant NGOs; Development Partners, Media Houses	January 2025 – December 2029	K667,700,000
Developing outreach strategies and timelines	Strategies and timelines established	Director	MoFEP&D, relevant NGOs; Development Partners, Media Houses	January 2025 – December 2029	
Allocating resources for outreach activities	Resources allocated	Director	MoFEP&D, relevant NGOs; Development Partners, Media Houses	January 2025 – December 2029	

Identifying potential locations within districts for legal aid activities	Number of locations identified	Director	MoFEP&D, relevant NGOs; Development Partners, Media Houses	January 2025 – December 2029	
Develop outreach materials and promotional activities	Materials produced	Director	MoFEP&D, relevant NGOs; Development Partners, Media Houses	January 2025 – December 2029	
Mobilizing staff and volunteers for outreach activities	Number of volunteers secured	Director	MoFEP&D, relevant NGOs; Development Partners, Media Houses	January 2025 – December 2029	
Evaluating the effectiveness of outreach activities	Outreach activity report	Director	MoFEP&D, relevant NGOs; Development Partners, Media Houses	January 2025 – December 2029	

Goal 5: Strengthen the resource base

Objective 5.1: Expand resource mobilization

Outcomes: Increased financial resources for LAB operations;

Outputs: Development of funding proposals; Signing of grant agreements

<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Researching potential donors and their priorities	Number of potential donors identified	Director	Development partners	January 2025 – December 2029	K397,000,000
Building relationships with potential donors	Number of potential donors engaged	Director	Development partners	January 2025 – December 2029	

Developing proposal narratives, budgets and work plans	Funding proposals submitted	Director	Development partners	January 2025 – December 2029	
Conducting, drafting and finalizing grant negotiations	Grants agreements concluded	Director	Development partners	January 2025 – December 2029	

Goal 5: Strengthen the resource base					
Objective 5.2: Advocate for increased funding from Government from Financial Year 2025-26					
Outcomes: Increased government allocation to the LAB; Favorable policy changes supporting LAB operations					
Outputs: Preparation of budgetary proposals; Lobbying activities with parliamentary Legal Affairs Committee; Development of policy briefs.					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Conducting financial needs assessment for the LAB	Needs assessment report	Director	MoFEP&D, Parliamentary Legal Affairs Committee, Development Partners	January 2025 - March 2029	K316,000,000
Developing detailed budget proposals	Budget proposals completed	Director	MoFEP&D, Development Partners	January 2025 - March 2029	
Engaging the parliamentary legal affairs committee on changes to government budgetary allocation for the LAB	Meetings/discussions with the Committee	Director	MoFEP&D, Development Partners	January 2025 - March 2029	
Engaging policy makers on government budgetary allocation for the LAB	Meetings/discussions with policy makers	Director	MoFEP&D, Parliamentary Legal Affairs Committee, Development Partners	January 2025 - March 2029	

Goal 5: Strengthen the resource base					
Objective 5.3: Pursue strategic partnerships					
Outcomes: Establishment of partnerships with relevant organizations					
Outputs: Identification of potential partners; Signature of partnership agreements					
<i>Activities</i>	<i>Performance Indicators</i>	<i>Responsibility</i>	<i>Cooperating Institutions</i>	<i>Time Target</i>	<i>Estimated Cost</i>
Identification of potential partners	Conducting a partnership assessment	Director	MDAs; Relevant NGOs; Development Partners,	January 2025 - December 2029	K68,500,000
Negotiation of partnership agreements	Developing partnership frameworks and negotiations	Director	Development partners, relevant NGOs, relevant MDAs	January 2025 - December 2029	

ANNEX V: STRATEGIC PLAN GOALS RISK ASSESSMENT MATRIX

Likelihood ratings: Highly Unlikely – 1; Unlikely – 2; Possible – 3; Likely – 4; Highly Likely – 5.

Impact ratings: Negligible Impact – 1; Low Impact – 2; Moderate Impact – 3; High Impact – 4; Catastrophic Impact – 5.

Goal 1: Enhance the LAB's capacity to assist more clients				
Objectives	Risks	Like- lihood	Impact	Mitigation Response
Objective 1.1: Secure the right of paralegals to appear in court or other tribunals.	Failure by key stakeholders in the legal profession and in law practice to agree on the parameters of appearance by paralegals.	2	4	Sway stakeholders by lobbying publicly for the right to appear as a society issue on the delivery of justice.
Objective 1.2: Train less experienced legal aid lawyers and legal assistants to render more effective legal aid services.	Failure to identify training courses that address the skills gaps that have been identified; Failure to secure training resources for courses identified.	3	4	Develop customized training courses for the LAB staff; Resource mobilization for staff development packages.
Objective 1.3: Train staff in all service areas of LAB's functions e.g., public legal education.	Failure to identify training courses that cover the functions carried out by the LAB; Failure to secure training resources for courses identified.	4	4	Develop customized training courses for the LAB staff; Mobilize resources targeted at staff development packages.
Objective 1.4: Address issues, such as lack of promotion opportunities, leading to high turnover of support staff.	Issues are beyond the control and influence of the LAB.	2	4	Augment the LAB's attractiveness as an employer using factors and incentives within its control.

Objective1.5: Provide an infrastructure, technology and work environment that supports productivity.	Failure to raise resources required to acquire the necessary infrastructure, technology and work environment.	3	4	Seek budgetary and technical assistance support for acquisition of space and equipment befitting a public legal practice.
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Goal 2: Improve the LAB's client experience and satisfaction				
Objectives	Risks	Like- lihood	Impact	Mitigation Response
Objective 2.1: Educate the public about the functions of the LAB - what the public should expect from the LAB and the areas of law which the LAB handles.	Failure to find the proper information format and information channel that is effective in reaching the public.	2	4	Research communication strategies elsewhere that have been successful and base LAB's campaign on similar strategies.
Objective 2.2: Establish a client expectations management system so clients know the processes, the limitations and the risks of the services being offered.	Client experience communication avenues are not properly identified.	2	4	Realistically assess the feed back from clients to know the exact areas of dissatisfaction.
Objective 2.3: Develop a model for regular updates and feedback to be given to clients on the progress of their case.	Failure to integrate the feedback model or process in the client interface process.	3	4	Incorporate the model or process into the culture or business method of the LAB.

Goal 3: Improve the efficiency of the LAB's service delivery

Objectives	Risks	Like- lihood	Impact	Mitigation Response
Objective 3.1: Improve utilisation of the Case Plus system so that it operates at its optimum.	The system has inherent limitations that frustrate its optimum operation as against the desired case management.	3	4	Ensure the system talks to the case management process that the LAB follows.
Objective 3.2: Establish electronic client interface through access to services via online and mobile cell phones.	Cost of the technology is well beyond the budgetary resources of the LAB.	3	4	Mobilise resources through technical assistance.
Objective 3.3: Integrate or align Case Plus to the Judicial Case Management System.	Lack of collaboration from the Judiciary.	2	4	Lobby with relevant stakeholders for the collaboration to happen.
Objective 3.4: Activate the National Legal Aid Coordination Committee to provide nationwide coordinated legal aid services.	Stakeholders of the Committee not being committed to it becoming operational.	3	4	Lobby with the relevant stakeholders for the commitment.

Goal 4: Increase outreach to the rural based clients.

Objectives	Risks	Like- lihood	Impact	Mitigation Response
Objective 4.1: Increase the numbers of staff stationed in District offices.	Staff not willing or not motivated to be located in Districts.	2	4	Ensure district placements are not viewed as less advantaged than other placements.
Objective 4.2: Increase activities at the District level by using existing district structures.	Collaboration from existing district structures not forthcoming.	3	4	Lobby with relevant stakeholders for the district structures to collaborate.

Goal 5: Increase the resources available to the LAB

Objectives	Risks	Like- lihood	Impact	Mitigation Response
Objective 5.1: Increase the resource mobilization initiatives of the LAB with development partners.	LAB's relationships with development partners are in poor standing.	1	4	Maintain attractive benefits for partners and positive relationships.
Objective 5.2: Increase lobbying activities with Parliament's Legal Affairs Committee.	LAB's relationship with the Legal Affairs Committee is not good.	1	4	Maintain good a understanding of how the Committee works and a good relationship with it.

Objective 5.3: Design and participate in themed projects or programmes for the enhancement of access to justice and the rule of law.	There is no national drive towards access to justice and rule of law.	1	4	Drum up interest and support for access to justice and rule of law initiatives.
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ANNEX VI – LOGICAL FRAMEWORK FOR THE 2024 -2029 LAB STRATEGIC PLAN

Goal 1: Enhance the LAB’s capacity to assist more clients														
Objective1.1: Expand paralegal case representation rights														
Assumptions: A body of paralegals exists who want to practice in the paralegal profession.														
Outcomes 1.1.1: Paralegals successfully representing clients in court or other tribunals within a given timeframe.														
Outputs 1.1.1: Developing training curriculum for paralegals on courtroom procedures and legal representation.														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Getting stakeholders to agree to the right to appear.	Number of stakeholders engaged in the process.	0	6		-	-	-	-	-	-	-	-	Participant lists; Attendance records	Director LAB
	Number of stakeholders who support the proposed right to appear.	0	6		-	-	-	-	-	-	-	-	Feedback reports	Director LAB
	Number of formal agreements or memoranda of understanding signed.	0	6		-	-	-	-	-	-	-	-	Legal documents; Partnership agreements	Director LAB
	Level of stakeholder satisfaction with the process.	0	100%		-	-	-	-	-	-	-	-	Interviews	Director LAB

Having Regulations and Rules set for appearances and practice.	Number of regulations and rules drafted.	0	10		-	-	-	-	-	-	-	-	Reports	
	Number of stakeholders involved in the development process.	0	6		-	-	-	-	-	-	-	-	Meeting minutes	
	Level of compliance with the new regulations and rules.	0	90%		-	-	-	-	-	-	-	-	Audit reports; Monitoring data.	
Conducting needs assessment for paralegal training.	Number of paralegals assessed.	0	80		25		25		25		25		Training records; Assessment reports	
	Number of identified training needs.	0	5		5		5		5		5		Training needs assessments; Gap analysis	
Developing training modules and creating training materials.	Number of training modules developed.	0	12		12		12		12		12		Training materials	
	Number of training materials created.	0	12		12		12		12		12		Training materials inventory	

Evaluating training effectiveness.	Number of participants evaluated.	0	80		25		25		25		25		Training evaluation reports	
	Improvement in paralegal skills and knowledge as measured by pre and post-training assessments.	0	75%		50%		50%		50%		50%		Pre and post-training test results	
	Increase in paralegal confidence levels	0	50%		25%		25%		25%		25%		Performance observations	
	Number of paralegals successfully appearing in court.	0	80		25		25		25		25		Case management system data; Court records	

Goal 1: Enhance the LAB's capacity to assist more clients

Objective1.2: Strengthen Legal Aid practitioner skills

Assumptions: Poor or lack of skills among legal aid practitioners contributes to limited capacity to assist more clients

Outcomes 1.2.1: Increased case closure rates and improved client satisfaction scores among lawyers and legal assistants who have completed training.

Outputs 1.2.1: Conducting legal aid skills training workshops for lawyers and legal assistants.

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying training needs.	Number of participants	0	48		63		78		93		108		Participant lists;	

	involved in the needs assessment												Attendance records	
	Number of training needs identified	0	15		15		15		15		15		Needs assessment reports	
	Relevance of identified training needs to job roles	0	90%		90%		90%		90%		90%		Job analysis; Performance data	
	Timeliness of the needs assessment process	-	-	-	-	-	-	-	-	-	-	-	Completion reports	
Developing workshop curriculum.	Alignment of curriculum with identified training needs.	0	95%		95%		95%		95%		95%		Training materials	
	Relevance of curriculum content to target audience.	0	100%		100%		100%		100%		100%		Participant feedback; Performance data	
	Clarity and structure of the curriculum.	-	-	-	-	-	-	-	-	-	-	-	Curriculum reviews; Expert evaluations	
Recruiting trainers.	Number of trainers recruited.	0	5		5		5		5		5		Recruitment records; Staff files	

	Qualifications and experience of recruited trainers.	-	-	-	-	-	-	-	-	-	-	-	Trainer profiles, CVs	
	Alignment of trainer profiles with training needs.	0	90%		90%		90%		90%		90%		Job descriptions; Training plans	
Conducting workshops.	Number of participants attending workshops	0	48		63		78		93		108		Attendance records	
	Number of workshop sessions.	0	5		5		5		5		5		Training schedules	
Evaluating workshop effectiveness.	Number of participants completing evaluation forms.	0	48		63		78		93		108		Evaluation forms	
	Improvement in participant knowledge and skills as measured by pre and post-tests.	0	25%		25%		25%		25%		25%		Pre and post-test results	
	Application of learned skills in the workplace.	0	70%		70%		70%		70%		70%		Performance observations; Case studies	

Goal 1: Enhance the LAB’s capacity to assist more clients														
Objective1.3: Broaden staff expertise														
Assumptions: Broad knowledge of all of the LAB’s service areas would ensure that a full range of services is available to clients														
Outcomes 1.3.1: Increased knowledge and skills in all service areas.														
Outputs 1.3.1: Developing and implementing a comprehensive staff training program covering all service areas.														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Conducting a skills gap analysis.	Number of employees assessed.	0	300		320		340		350		360		Assessment records	
	Number of skill gaps identified.	0	5		5		5		5		5		Skills gap analysis reports	
	Accuracy of identified skill gaps (verified through subsequent performance data).	0	90%		90%		90%		90%		90%		Performance reviews; Employee feedback	
Designing training modules and developing training calendars.	Alignment of training modules with identified skill gaps.	0	80%		80%		80%		80%		80%		Training plans; Performance data	
	Relevance of training content to job roles.	0	95%		95%		95%		95%		95%		Job analysis; Performance data	
	Clarity and structure of	–	–	–	–	–	–	–	–	–	–	–	Training material reviews;	

	training modules.												Participant feedback	
	Timeliness of module development.	-	-	-	-	-	-	-	-	-	-	-	Training calendars	
	Efficiency of training calendar development.	-	-	-	-	-	-	-	-	-	-	-	Training planning documents; Staff feedback	
Delivering training sessions.	Number of employees trained.	0	300		320		340		350		360		Training records; Attendance sheets	
	Percentage of participant satisfaction with training content and delivery.	0	95%		95%		95%		95%		95%		Training evaluations	
	Achievement of training objectives.	-	-	-	-	-	-	-	-	-	-	-	Performance data; Post-training assessments	
Assessing training impact.	Number of employees assessed post-training.	0	300		320		340		350		360		Assessment records	
	Improvement in employee skills and knowledge as measured by	0	25%		25%		25%		25%		25%		Pre and post-training assessments	

	pre and post-training assessments.													
	Application of learned skills at LAB.	0	70%		70%		70%		70%		70%		Performance reviews; Job observations	

Goal 1: Enhance the LAB’s capacity to assist more clients														
Objective1.4: Improve Staff Retention														
Assumptions: The causes of staff turnover are within the control and influence of the LAB														
Outcomes 1.4.1: Decreased staff turnover rate by a specific percentage within a specified period.														
Outputs 1.4.1: Conducting employee satisfaction assessments to identify areas for improvement														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
Developing assessment questionnaire.	Relevance of questions to assessment objectives	0	90%		90%		90%		90%		90%		Assessment design documents; Expert reviews	
	Clarity and conciseness of questions	0	100%		100%		100%		100%		100%		User testing; Participant feedback	
Administering assessments.	Number of employees assessed	0	300		320		340		350		360		Assessment records	
	Assessment response rate	0	85%		85%		85%		85%		85%		Assessment data	

Analyzing assessment results.	Accuracy of data entry	0	95%		95%		95%		95%		95%		Data validation reports	
	Timeliness of data analysis	-	-	-	-	-	-	-	-	-	-	-	Data analysis reports.	
	Depth of analysis conducted	-	-	-	-	-	-	-	-	-	-	-	Analysis reports	
	Identification of key findings and trends	-	-	-	-	-	-	-	-	-	-	-	Analysis reports	
Developing action plans based on findings	Alignment of action plans with survey findings	-	-	-	-	-	-	-	-	-	-	-	Action plan documents; Performance data	
	Feasibility of action plans	-	-	-	-	-	-	-	-	-	-	-	Resource analysis	
	Clarity and specificity of action plans	-	-	-	-	-	-	-	-	-	-	-	Action plan documents; Stakeholder feedback	
	Timelines for action plan implementation	-	-	-	-	-	-	-	-	-	-	-	Progress reports	

Goal 2: Enhance client experience and satisfaction														
Objective 2.1: Improve public awareness of the LAB and its activities														
Assumptions: Public awareness of the LAB’s activities is low and contributes to the low quality and low quantity of inquiries received.														
Outcomes 2.1.1: Increased public awareness of LAB activities and eligibility criteria; increase in number of more informed enquiries coming to the LAB.														
Outputs 2.1.1: Development and dissemination of public education materials														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Designing and developing content for brochures, flyers, and social media posts	Percentage of target audience who found the content relevant.	0	85%		85%		85%		85%		85%		Website analytics	
	Percentage of respondents who understood the key message.	0	90%		90%		90%		90%		90%		Post-communication tests	
	Inquiry rate	0	20%		20%		20%		20%		20%		Website analytics; Social media analytics	
Printing and producing IEC materials	Number of IEC materials produced	0	6000		6000		6000		6000		6000		Inventory records; Production reports	
Creating and scheduling social media posts	Number of interactions per post	0	2500		2500		2500		2500		2500		Social media analytics	
	Percentage increase in followers over a specific period.	0	15%		20%		20%		20%		20%		Social media analytics	

	Average number of people who saw each post.	0	5000		5000		5000		5000		5000		Social media analytics	
	Percentage of users who clicked on links in posts	0	10%		15%		20%		25%		30%		Social media analytics	
	Percentage of industry-related social media conversations participated in.	0	10%		10%		10%		10%		10%		Social media analytics	

Output 2.1.2: Conduct of public awareness campaigns														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024 /25	2025 /26	2026 /27	2027 /28	2028 /29							
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Developing campaign messaging and key points	Alignment of message with target audience needs and interests.	0	-	-	-	-	-	-	-	-	-	-	Surveys; Focus groups; Social media analytics	
Producing and airing radio and TV programs and jingles	Number of programs produced and aired	0	24		24		24		24		24		Program logs; Media schedules	
	Number of jingles produced and aired	0	24		24		24		24		24		Media logs; Production records	

	Percentage of people exposed to the programs and jingles	0	70%		70%		70%		70%		70%		Media audience ratings	
	Percentage of listenership and viewership ratings	0	45%		45%		45%		45%		45%		Media audience ratings	
	Percentage of social media engagement.	0	10%		10%		10%		10%		10%		Social media analytics	
Planning and implementing community awareness campaigns	Number of attendees at community awareness campaigns	0	3000		3000		3000		3000		3000		Event attendance records	
	Number of media outlets involved in the campaigns	0	10		10		10		10		10		Media lists; Partnership agreements	
	Percentage partnership strength with community organizations and local leaders	0	80%		80%		80%		80%		80%		Partnership evaluations; Collaborative project reports	

Output 2.1.3: Establishment of a public inquiry hotline or online portal

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying an appropriate technology platform- hotline and online portal	Ability of chosen platforms to handle increasing call volume and user traffic	-	-	-	-	-	-	-	-	-	-	-	System performance metrics; User feedback	
	Ease of use for both clients and staff	-	-	-	-	-	-	-	-	-	-	-	User surveys; Usability testing	
	Compatibility with existing systems and software	0	95%		95%		95%		95%		95%		System integration tests	
	Security percentage for client data protection	0	100%		100%		100%		100%		100%		Security audits; Incident reports	
Developing a comprehensive FAQ- Frequently asked questions with answers	Percentage of client inquiries addressed by FAQs	0	60%		60%		60%		60%		60%		FAQ usage analytics	
	Ease of understanding for clients	-	-	-	-	-	-	-	-	-	-	-	FAQ usage analytics	
	Coverage of all common customer questions.	0	90%		90%		90%		90%		90%		FAQ content analysis	

	Ease of finding information on the FAQ platform	-	-	-	-	-	-	-	-	-	-	-	User testing; Website analytics	
	Accuracy of information provided	0	98%		98%		98%		98%		98%		Information audits	
Training staff that will handle inquiries	Percentage of staff that understand legal aid services and policies	0	80%		80%		80%		80%		80%		Staff knowledge assessments; Training records	
	Percentage of staff with the ability to interact effectively with clients	0	50%		50%		50%		50%		50%		Staff performance evaluations	
	percentage of staff with the ability to resolve client issues efficiently	0	80%		80%		80%		80%		80%		Case management system data; Client satisfaction surveys	
	Percentage of client feedback on staff performance.	0	50%		50%		50%		50%		50%		Client surveys; Feedback forms	
Establishing response time targets	Percentage of queries responded within target time.	0	60%		60%		60%		60%		60%		Call center metrics; Email response times	

	Correlation between meeting targets and customer satisfaction.	-	-	-	-	-	-	-	-	-	-	-	Customer satisfaction surveys; Performance reports	
Monitoring and evaluating performance by tracking call volume, response times, and customer satisfaction.	Identification of peak call times and days	-	-	-	-	-	-	-	-	-	-	-	Call center analytics	
	Efficiency of call handling	0	80%		80%		80%		80%		80%		Call handling metrics	
	Percentage of issues/queries resolved	0	65%		65%		65%		65%		65%		Case management system data; Customer feedback	
	Percentage of overall client experience	0	80%		80%		80%		80%		80%		Client satisfaction surveys	

Output 2.1.4: Development of referral partnerships with justice organizations and department

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying relevant justice organizations and departments.	Number of potential partners identified	0	10		10		10		10		10		Partner database; Outreach reports	
	Relevance of identified organizations	0	80%		80%		80%		80%		80%		Partner assessments; Collaboration plans	
	Diversity of identified organizations	-	-	-	-	-	-	-	-	-	-	-	Partner database analysis	

Establishing communication with potential partners	Response rate from potential partners	0	50%		50%		50%		50%		50%		Partnership proposal data	
Creating formal agreements outlining roles and responsibilities.	Clarity and comprehensiveness of agreements	-	-	-	-	-	-	-	-	-	-	-	Partnership agreement reviews; Stakeholder feedback	
	Adherence to legal and organizational requirements	-	-	-	-	-	-	-	-	-	-	-	Compliance audits; Legal reviews	
Developing protocols for transferring client information.	Adherence to data privacy regulations	-	-	-	-	-	-	-	-	-	-	-	Data privacy impact assessments; Audits	
	Efficiency of information transfer process	0	100%		100%		100%		100%		100%		system performance metrics	
Training staff from all organizations on referral processes.	Number of staff trained	0	50		50		50		50		50		Training records; Attendance sheets	
	Staff knowledge of referral procedures	0	95%		95%		95%		95%		95%		Staff assessments; Knowledge tests	
Monitoring and evaluating referral outcomes by track the number and outcome of referrals as well as partnership effectiveness	Percentage of referrals made	0	40%		50%		60%		70%		80%		Referral tracking system	
	Referral completion rate	0	100%		100%		100%		100%		100%		Referral tracking system; Partner feedback	
	Client satisfaction rate	0	80%		80%		80%		80%		80%		Client surveys	

	with referral process													
	Partner satisfaction rate with referral process	0	100%		100%		100%		100%		100%		Partner surveys	

Objective 2.2: Establish a client expectations management system so clients know the processes, the limitations and the risks of the services being offered.

Assumptions: Client's lack of knowledge of what they will go through causes dissonance in expectations.

Outcome 2.2.1: Increased client satisfaction with the clarity of information provided about LAB services

Output 2.2.1: Development of client information booklets

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Conducting needs assessment to identify key information required by clients	Number of clients involved in the assessment	0	2000		2000		2000		2000		2000		Client database records	
	Number of information needs identified	0	15		15		15		15		15		Needs assessment reports	
	Relevance of identified information needs to client goals	0	90%		90%		90%		90%		90%		Client feedback; Program outcomes	
Developing clear and concise content for booklets and LAB online facilities	Readability level of content	-	-	-	-	-	-	-	-	-	-	-	User feedback	
	Accuracy of information	-	-	-	-	-	-	-	-	-	-	-	Information audits; User feedback	

	Consistency of information across materials	-	-	-	-	-	-	-	-	-	-	-	Content audits; User testing	
	Visual appeal of materials	-	-	-	-	-	-	-	-	-	-	-	User surveys; Expert evaluations	
	User-friendliness of online content	0	90%		90%		90%		90%		90%		Usability testing; Website analytics	
Producing printed materials and uploading information on LAB's online facilities	Accuracy of information on online platforms	-	-	-	-	-	-	-	-	-	-	-	Data validation; User feedback	
	Consistency between printed and online materials	-	-	-	-	-	-	-	-	-	-	-	Content audits	
	Accessibility of online information	-	-	-	-	-	-	-	-	-	-	-	Accessibility audits	

Output 2.2.2: Standardized client intake procedures

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Training staff on intake procedures	Number of staff trained	0	200		50		50		50		50		Training records; Attendance sheets	
	Percentage of staff knowledge before and after training	0	55%		55%		55%		55%		55%		Knowledge assessments	
	Percentage of client satisfaction with	0	80%		80%		80%		80%		80%		Client surveys	

	the intake process													
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Outcome 2.2.3: Reduced number of client complaints related to unmet expectations

Output 2.2.3: Implementation of a client feedback mechanism

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Designing a client satisfaction assessment	Alignment with LAB's goals and client needs	-	-	-	-	-	-	-	-	-	-	-	Program evaluation reports; Stakeholder feedback	
	Ease of understanding for clients	-	-	-	-	-	-	-	-	-	-	-	User surveys; Feedback forms	
Collecting and analyzing assessment data	Percentage of clients completing the assessment	0	85%		85%		85%		85%		85%		Assessment completion rates	
	Accuracy and completeness of collected data	-	-	-	-	-	-	-	-	-	-	-	Data quality reports	
Developing an action plan based on assessment results	Feasibility of action plans	-	-	-	-	-	-	-	-	-	-	-	Implementati on reports	

Objective 2.3: Strengthening client Communication

Outcome 2.3.1: Increased client satisfaction with the frequency and quality of updates on case progress.

Output 2.3.1: Enhancing case progress update templates.

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying key information to include in the case progress updates templates	Consistency of information across updates	0	95%		95%		95%		95%		95%		Content audits; User feedback	

	Provision of up-to-date information	-	-	-	-	-	-	-	-	-	-	-	Information tracking; User feedback	
Developing guidelines for using the template	Clarity and comprehensiveness of guidelines	-	-	-	-	-	-	-	-	-	-	-	Expert reviews	
	Adherence to guidelines	-	-	-	-	-	-	-	-	-	-	-	Performance metrics; Audit trails	
	Efficiency of template use	0	90%		90%		90%		90%		90%		Template usage analytics	

Output 2.3.2: Upgrading case management system to increase case tracking progress														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Upgrading and introducing new case management system features	Number of features introduced	0	7		7		7		7		7		Active features	
	Number of features upgraded	0	7		7		7		7		7		Active features	
	Number of staff trained on new features	0	150		150		150		150		150		Training records	

Goal 3: Optimize Service Delivery Efficiency														
Objective 3.1: Maximize utilization of Case Plus														
Assumptions: The Case Plus system is within the control and influence of the LAB														
Outcomes 3.1.1: Increased efficiency in case management processes														
Output 3.1.1: Development of standardized case management workflows														
			Yearly Targets											

Activities	Indicators	Baseline	2024/25		2025/26		2026/27		2027/28		2028/29		Means of Verification	Responsible Person
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Conducting process mapping of current case management processes	Number of processes mapped	0	5		5		5		5		5		Process documentation; System flowcharts	
Designing standardized workflow templates	Adherence to organizational standards	-	-	-	-	-	-	-	-	-	-	-	Compliance audits; System checks	
	User acceptance rate	0	80%		80%		80%		80%		80%		User surveys; Feedback forms	

Output 3.1.2: Implementation of performance matrix for case handling														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying key performance indicators (KPIs)	Relevance of KPIs to organizational goals	0	90%		90%		90%		90%		90%		KPI alignment matrix; Performance reports	
	Alignment with strategic objectives	-	-	-	-	-	-	-	-	-	-	-	Strategic planning documents; Performance reviews	
Developing data collection tools	User-friendliness of tools	-	-	-	-	-	-	-	-	-	-	-	Usability testing; User surveys	
	Data accuracy	0	98%		98%		98%		98%		98%		Data validation reports; Error logs	

Establishing reporting mechanisms	Frequency and timeliness of reports	-	-	-	-	-	-	-	-	-	-	-	Report delivery schedules	
	Percentage of user satisfaction with report format.	0	80%		80%		80%		80%		80%		User surveys; Feedback forms	

Goal 3: Optimize Service Delivery Efficiency

Objective 3.2: Expand digital access

Assumptions: Increasing ways by which services can be accessed digitally will increase the access and delivery mechanisms for the LAB's services.

Outcomes 3.2.1: Increased client satisfaction with service accessibility

Outputs 3.2.1: Development of user-friendly online and mobile platforms

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Conducting user needs assessment	Identification of key needs	0	10		10		10		10		10		User research; Stakeholder interviews	
Designing platform interface	Compliance with accessibility standards	-	-	-	-	-	-	-	-	-	-		Accessibility audits; User testing	
	User satisfaction with interface	0	75%		75%		75%		75%		75%		User surveys; Usability testing	
Developing platform functionality	Number of features implemented	0	15		15		15		15		15		Active features	
Conducting usability testing	Identification of usability issues	-	-	-	-	-	-	-	-	-	-		User testing reports; Bug tracking systems	

Output 3.2.2: Implementation of client support channels														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Establishing helpdesks	Customer satisfaction with support	0	85%		85%		85%		85%		85%		Customer surveys	
	Resolution rate of inquiries	0	90%		90%		90%		90%		90%		Customer surveys	

Objective 3.3: Integrate case management systems														
Assumptions: It would be advantageous for both the LAB and the Judiciary for their case management systems to be integrated.														
Outcomes 3.3.1: Reduced data duplication and errors														
Output 3.3.1: Implementation of data validation rules														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Defining data validation criteria	Relevance of validation rules	-	-	-	-	-	-	-	-	-	-	-	Data quality reports; User feedback	
	Accuracy of data validation	0	100%		100%		100%		100%		100%		Data comparison; Error logs	
Developing data validation procedures	Efficiency of validation process	0	100%		100%		100%		100%		100%		Time studies; Process mapping	

Outcome 3.3.2: Improved information sharing between the LAB and the judiciary.														
Output 3.3.2: Establishment of data sharing protocols														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Defining data sharing requirements	Adherence to data privacy regulations	0	100%		100%		100%		100%		100%		Compliance audits; Data breach reports.	

Developing data exchange standards	Efficiency of data transfer	0	100%		100%		100%		100%		100%		Data transfer logs; System performance metrics	
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Output 3.3.3: Development of data exchange interfaces

Input Data: Development of data exchange interfaces														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Designing interface specifications	Clarity and comprehensiveness of specifications	-	-	-	-	-	-	-	-	-	-	-	User feedback; System testing results	

Objective 3.4: Foster National Coordination

Assumptions: Prospective partners involved in providing legal services to marginalised communities are keen to partner with the LAB

Outcome 3.4.1: Enhanced collaboration among legal aid providers nationwide

Output 3.4.1: Development of national legal aid standards

Output 5.1.1: Development of National Legal Aid Standards														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Conducting needs assessment	Number of common challenges	0	5		5		5		5		5		Stakeholder interviews; Collaborative documentation.	
	Number of potential collaboration areas	0	3		3		3		3		3		Partnership mapping; Needs assessments.	
Developing standardized service delivery models	Alignment with national legal aid objectives	0	90%		90%		90%		90%		90%		Policy analysis; Stakeholder feedback.	

	Feasibility of implementation	-	-	-	-	-	-	-	-	-	-	-	Resource analysis	
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Output 3.4.2: Establishment of communication channels between providers

Output 6.1.2: Establishment of communication channels between providers														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Creating a communication platform	Frequency of communication	-	-	-	-	-	-	-	-	-	-	-	Meeting minutes; Communication logs	
Developing communication protocols	Effectiveness of communication	0	75%		75%		75%		75%		75%		Communication audits	
Facilitating knowledge sharing	Participation rates	0	75%		75%		75%		75%		75%		Attendance records; Reports	

Output 3.4.3: Activation of the National Legal Aid Coordination Committee

Capacity Building, Motivation of the National Legal and Coordination Committees														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying potential areas for resource sharing	Relevance of identified areas	-	-	-	-	-	-	-	-	-	-	-	Stakeholder feedback; Outcomes	
	Probability of sharing arrangements	0	75%		75%		75%		75%		75%		Partnership agreements; Data sharing protocols	
Developing resource sharing agreements	Clarity and comprehensiveness of agreements	-	-	-	-	-	-	-	-	-	-	-	Legal review; Stakeholder feedback.	
	Adherence to legal requirements	0	100%		100%		100%		100%		100%		Legal audits; Compliance reports	

Outcomes 3.4.4: Increased efficiency in resource allocation														
Output 3.4.4: Development of resource sharing mechanisms														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Conducting a feasibility study	Identification of potential benefits and challenges	0	10		10		10		10		10		Risk assessments; Cost-benefit analysis	

Goal 4: Increase outreach to the rural based clients.														
Objective 4.1: Expand district-based staffing														
Assumptions: District offices will be able to take up more rural clients than the other offices														
Outcome 4.1.1: Increased accessibility of legal services to rural clients														
Output 4.1.1: Increased number of staff deployed to districts offices														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Developing a recruitment plan for district-based staff	Number of staff recruited	0	6		6		6		6		-	-	HR records; Staffing reports	
Conducting staff training	Number of staff trained	0	6		6		6		6		-	-	Training records; Attendance sheets	

Output 4.1.2: Establishment of district legal aid offices														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying districts without legal aid offices	Number of districts established	22	2		2		2		2		-	-	Operational plans	

Objective 4.2: Leverage district infrastructure
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Assumptions: District infrastructure is available and can be shared collaboratively.

Outcome 4.2.1: Increased utilization of existing resources for outreach activities

Output 4.2.1: Development of outreach plans for each district

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying target communities and their legal needs	Number of target communities identified	0	28		28		28		28		28		Community mapping	
Developing outreach strategies and timelines	Clarity and feasibility of strategies	-	-	-	-	-	-	-	-	-	-	-	Staff evaluations; Stakeholder feedback; Program outcomes	
Allocating resources for outreach activities	Efficiency of resource allocation	0	90%		90%		90%		90%		90%		Budget analysis; Program performance reports	

Output 4.2.2: Conduct of regular outreach activities

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying potential locations within districts for legal aid activities	Number of locations identified	0	28		28		28		28		28		Site visit reports; operational plans	
Develop outreach materials and promotional activities	Quality of materials	-	-	-	-	-	-	-	-	-	-	-	Client feedback; Material testing; Expert review	

	Effectiveness of promotional activities	0	95%		95%		95%		95%		95%		Media monitoring; Attendance records	
Mobilizing staff and volunteers for outreach activities	Number of staff mobilized	0	100		100		100		100		100		Staff attendance sheets; Attendance records	
	Number of volunteers mobilized	0	50		50		50		50		50		Volunteer registration forms; Attendance records	
	Participation rate	0	75%		75%		75%		75%		75%		Attendance records	
Evaluating the effectiveness of outreach activities	Increase in client registry	0	20%		20%		25%		25%		25%		Client registration database	

Outcome 4.2.3: Improved efficiency in service delivery to rural clients

Output 4.2.3: Increased number of clients served per staff member

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Providing refresher training on case management techniques	Number of staff trained	0	200		200		200		200		200		Training records; Attendance certificates	
	Improvement in staff efficiency	-	-	-	-	-	-	-	-	-	-	-	Case handling data; Staff surveys	
Monitoring staff workload and performance	Identification of workload imbalances	-	-	-	-	-	-	-	-	-	-	-	Workload analysis	

	Improvement in staff productivity.	0	50%		50%		50%		50%		50%		Performance metrics; Output reports	
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Output 4.2.4: Reduction in case processing time for rural clients														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Identifying bottlenecks in case processing	Number of bottlenecks identified	0	5		5		5		5		5		Staff interviews	
Implementing process improvement initiatives	Reduction in case processing time	-	-	-	-	-	-	-	-	-	-	-	Case management system data	
	Improvement in case quality	-	-	-	-	-	-	-	-	-	-	-	Case file reviews; Client satisfaction surveys	
Monitoring case processing times	Identification of trends in processing times.	0	3		3		3		3		3		Data analysis of case processing times	

Goal 5: Strengthen resource base														
Objective 5.1: Expand resource mobilization														
Assumptions: An increased drive for resource mobilisation will widen the financial resource base														
Outcome 5.1.1: Increased financial resources for LAB operations														
Output 5.1.1: Development of funding proposals														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		

Developing proposal narratives, budgets and work plans	Number of proposals submitted	0	4		4		4		4		4		Grant management system	
	Number of successful proposals	0	4		4		4		4		4		Grant agreements; Financial records	
	Average grant amount secured	-	-	-	-	-	-	-	-	-	-	-	Grant agreements; Financial records	

Output 5.1.2: Negotiation of grant agreements

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Building relationships with potential donors	Number/percen tage of donor relations made	0	80%		80%		80%		80%		80%		Donor database; Contact logs	
Conducting, drafting and finalizing grant negotiations	Percentage of successful negotiations	0	80%		80%		80%		80%		80%		Negotiation records; Grant agreements	

Objective 5.2: Advocate for increased funding

Assumptions: Government increases allocations to MDAs that make a case for it.

Outcomes 5.2.1: Increased government allocation to the LAB

Output 5.2.1: Preparation of budgetary proposals

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		

Conducting financial analysis of LAB's needs	Alignment of budget with LAB's needs	0	90%		90%		90%		90%		90%		Financial analysis; Stakeholder feedback	
Developing detailed budget proposals	Approval rate of budget proposals	0	80%		80%		80%		80%		80%		Documentation on review; Financial records	

Outputs 5.2.2: Lobbying activities with parliamentary Legal Affairs Committee

Outputs 5.12.2: Lobbying activities with parliamentary Legal Affairs Committee														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Scheduling meetings with the parliamentary committee	Number of meetings held	0	10		10		10		10		10		Meeting calendars; Meeting minutes	
Build relationships with the parliamentary committee	Level of engagement with officials	0	75%		75%		75%		75%		75%		Meeting evaluations	

Outcome 5.2.2: Favorable policy changes supporting LAB operations

Output 5.2.2: Development of policy briefs

Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Write, disseminate and engage with policy makers	Impact of briefs on policy decisions	-	-	-	-	-	-	-	-	-	-	-	Policy documents; Stakeholder feedback	

Objective 5.3: Pursue strategic partnerships														
Assumptions: Potential partners dealing with poverty law and criminal justice issues will be keen to partner with the LAB.														
Outcomes 5.3.1: Establishment of partnerships with relevant organizations														
Output 5.3.1: Identification of potential partners														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Conducting a partnership assessment	Number of potential partners identified	0	7		7		7		7		7		Partner database; Partnership development records	
	Relevance of identified partners to organizational goals	0	95%		95%		95%		95%		95%		Partner assessment; Programmatic outcomes	

Output 5.3.2: Negotiation of partnership agreements														
Activities	Indicators	Baseline	Yearly Targets										Means of Verification	Responsible Person
			2024/25		2025/26		2026/27		2027/28		2028/29			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Developing partnership frameworks and negotiations	Number of successful partnerships	0	5		5		5		5		5		Partnership agreements; Collaboration activities	
	Alignment of partnership objectives	-	-	-	-	-	-	-	-	-	-	-	Partnership agreements; Performance evaluations	

**APPENDIX 1 – LIST OF STAKEHOLDERS AND LEGAL AID BUREAU STAFF
CONSULTED**

INSTITUTION	NAME OF PARTICIPANT
External Stakeholders	
Malawi Law Society (MLS)	Mr. Chrispin Ngunde
Centre for Human Rights Education Assistance and Advisory (CHREAA)	Mr. Victor Mhango
The European Union (EU)	Mrs. Atiji Phiri-Nuka
Paralegal Advisory Service Institute (PASI)	Mr. Clifford Msiska Mr. Chimwemwe Ndalahoma
The Office of the Ombudsman (OoO)	Mr. Alinafe Malunga
Malawi Human Rights Commission (MHRC)	Mr. Peter Chisi Chifundo Harawa Fyness Kalolokesya
Legal Aid Bureau Staff	
POSITION	NAME OF PARTICIPANT
BLANTYRE OFFICE	
Principal Legal Aid Advocate	Tiwonge Penama
Assistant Director	Sigele Beauty Chirwa
Senior Internal Auditor	Chizamsoka Hara
Assistant Procurement Officer	Gavin Kapserabwinja
Process Server	Mercy Ngwira
Messenger	Gloria Chisale
ZOMBA OFFICE	

Assistant Director	Newton Mdazizira
Administrative Officer	Colleta Panyanja
Accountant	Faith Maunda Bwanali
Driver	Alison Msakatiza
Assistant Legal Aid Officer	Tiyamike Kamtukule
LILONGWE OFFICE	
Driver	Andrew Tchaya
Procurement Officer	Agness Chilamba
Assistant Legal Aid Officer	Nema Mkandawire
Chief Legal Aid Advocate	Agness Ngoma
Senior IT Officer	Chisomo Mainjeni
MZUZU OFFICE	
Senior Procurement Officer	Vinjeru Lungu
Acting Director	Chimwemwe Chithope-Mwale
Senior Legal Aid Advocate	Elizabeth Kaliya
Legal Aid Officer	Emma Musinseneni
Legal Aid Officer	Talumba Msiska



MALAWI LEGAL AID BUREAU

Quality legal aid services to the nation

