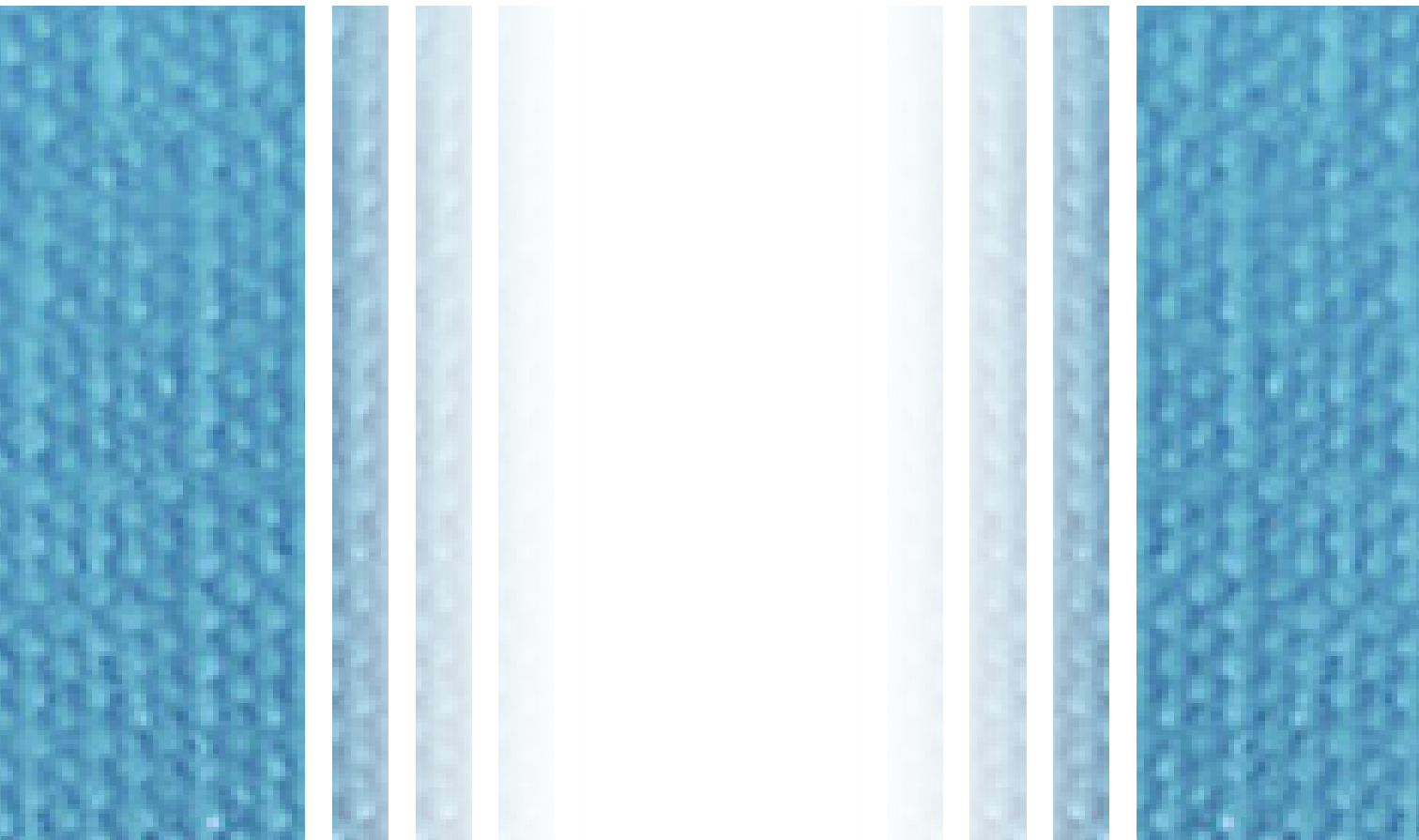




STREET LAW (UGANDA)

Strategic Plan

2015–2019



Strategic Plan

2015–2019

Message from Chairperson Board of Directors

This Strategic Plan, the first that Street Law (Uganda) has developed since its inception in 1993 is a landmark achievement. It marks an era in which Street Law (Uganda) is ushering itself into the future, formidable enough to counter and overcome the challenges in the ever changing social, political and economic contexts.

Suffice it to say, all indicators are that Uganda is undergoing a transition in the political space at the helm of political power. It is apparent that the 2016 national elections are underway. The well-conceived ideas around defending human rights within the context of the rule of law, democracy and good governance pose serious challenges in filling certain gaps in the sphere of access to justice.

These factors altogether challenge Street Law (Uganda) to prepare itself to dynamically make a meaningful contribution in the access to justice realm for the victims of political and economic repression. While Street Law programmes as implemented by law students of Georgetown University were about providing legal aid to juveniles and introducing high school students to law related education; it is prudent that Street Law programmes in Uganda aspire to meet the needs of Ugandans in their aspirations for the rule of law, democracy and human rights for all strata of our society.

I hereby commend the efforts of all who have contributed to this great achievement for Street Law (Uganda) acknowledge in a special way the contribution of my fellow members of the Board of Directors, former and current staff of Street Law (Uganda), beneficiaries and for associates.

Special gratitude goes to Open Society Initiative for Eastern Africa (OSIEA) who have financially supported Street Law (Uganda) during its time of greatest need.

Special gratitude goes to the Executive Director Street Law (Uganda) for steering the organization and especially the Strategic Planning process and Henry Muguzi, the Consultant for providing technical expertise which rendered the exercise a success.

I now take this opportunity more confident than ever to invite you for your support towards making the implementation of this strategic plan a reality.

Gilbert Nuwagaba
Chairman Board of Directors

Foreword from the Executive Director

“Strengthening Street Law (Uganda) resolve to promote and defend human rights, the rule of law and good governance in Uganda.” This five year **Strategic Plan 2015–2019** is a cornerstone in the life of Street Law (Uganda) being the first ever Strategic Plan since the inception of Street Law Programmes in Uganda in 1993.

This Strategic Plan is the bedrock against which Street Law (Uganda) situates itself to robustly play a central role in the promotion and defence of human rights, the rule of law and good governance in Uganda. The key focus areas are Legal representation for victims of political and economic repression; Access to justice for children in contact and in conflict with the law; Civic and human rights awareness; and institutional growth, development and sustainability.

All the four strategic focus areas are interrelated and synergized to deepen program development, implementation and sustainability.

As outlined in this report, the management, staff, beneficiaries, and associates of Street Law (Uganda) all vigorously contributed in the development of this strategic plan. It involved a large number of considerations, above and beyond the normal focus of Street Law (Uganda). This altogether defined Street Law (Uganda) comparative advantage and niche; realigned its strategic focus and provided a bearing, pointing towards where it needs to make an impact.

I hope that this Strategic Plan does more than provide a momentous focus to Street Law (Uganda) and inspires our Staff, Management and Partners to join Street Law (Uganda) drive its mission in a bid to achieve its goal.

I hereby acknowledge all the stakeholders who contributed to making the process of making this Strategic Plan a success. In particular I appreciate the involvement of the Chairperson and Members of the Board of Directors, Friends and Well-wishers, Associates and Former and current Staff of Street Law (Uganda). For without your commitment, the rigorous planning process would not have yielded fruit.

In a Special way, I thank our development partner, the Open Society Initiative for Eastern Africa (OSIEA) for the financial support which among others funded the development of this ever first Strategic Plan for Street Law (Uganda).

The invaluable support of Henry Muguzi, Consultant for the Strategic development process cannot go without being recognized.

Solomon Webalearaali
Executive Director

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List of Acronyms

ACHPR	African Charter on Human and Peoples' Rights
ACHR	African Commission on Human Rights
CHRD	Coalition for Human Rights Defenders
CSO	Civil Society Organisation
DLGs	District Local Government(s)
EOC	Equal Opportunities Commission
FIDA	Federation of Women Lawyers in Uganda
HRDs	Human Rights Defenders
HURINET-U	Human Rights Network Uganda
IGAD	Inter-Governmental Authority on Development
JLOS	Justice Law and Order Sector
KRA	Key Result Area
LASPNET	Legal Aid Service Providers Network
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
OSIEA	Open Society Initiative for Eastern Africa
PESTLE	Political, Economic, Social, Technological and Legal Environment
POMA	Public Order Management Act
SO	Strategic Objective
SWOT	Strength Weaknesses Opportunities and Threats
UHRC	Uganda Human Rights Commission
ULRC	Uganda Law Reform Commission
ULS	Uganda Law Society
UN	United Nations
USA	United States of America
USAID	United States Agency for International Development
USD	United States Dollars

Introduction

Who is Street Law Uganda?

Street Law (Uganda) (SLU) is a member of the global family of Street Law organizations found in over 30 countries of South America, North America, Europe, Asia and Africa respectively. Uganda is one of the only six countries in Africa that hosts a Street Law Chapter. Each of the Street Law country chapters are autonomous but share common objectives of educating ordinary people about the law, democracy and human rights.

Street Law was founded in 1972 by the Law School academic staff of George Town University in Washington DC, USA. It was founded to impart practical legal skills to the students in the course of their legal studies. Accompanied by their lecturers, the law moved about Police Stations in Washington DC to provide legal aid to indigent juveniles arrested and detained. They further educated the young people about the principles of fairness, justice, authority and responsibility that form the basis of a country's legal system with a view to help them secure release, prepare their defense once charged in court, their right to bail and how to conduct themselves in court. The scheme was later enhanced to legal education for the public; and the students and teachers in schools, becoming popular to the extent of being adopted by other universities and later spreading to various continents of the world.

Deriving its name from the English saying of "the man on the Street", Street Law Inc introduced the idea to Uganda in 1993. Thus giving birth to SLU registered as a non-profit making as a Company Limited by guarantee in 2000. Since its establishment in 2000, the organization has been engaged in among other projects human rights education at national and local levels. At local levels SLU has conducted numerous district education programmes for political and civic leaders, law enforcement organisations, NGOs and educational institutions. In 2012, the Street Law (U) organisation facilitated the formation of 5 district human rights committees in Mukono, Wakiso, Mpigi, Luwero and Kayunga. The human rights education of the programme has produced a number of publications as reading materials and training manuals. Its latest addition on the list of its programmes is legal aid for indigent pro-democracy activists and victims of political repression. Since the inception of the legal aid program, more than 2,000 activists in over the last four years have benefitted from the scheme. The organization has In addition been involved in strategic litigation as well as advocacy for policy and legal reforms; the most recent being its engagement with the Public Order Management Law and advocacy against abolishment of bail for selected offences.

Our Programmes

Human Rights Education

SLU has been involved in the dissemination of human rights information, education and communication (IEC) materials among members of the public. Youths and women leaders have

been empowered to play leading roles in the defense and promotion of human rights and democracy for better governance at district level. In some districts, human rights committees were established to promote and prevent human rights violations.

The awareness programme is often conducted through three activities namely:

- a. Holding seminars/workshops for selected target groups
- b. Publications
- c. Media

Workshops on Human Rights

In 2011, Street Law conducted Human Rights Education Workshops in Mukono, Wakiso, Luwero, Mpigi and Kayunga Districts. At the end of the workshops, district human rights committees were formed in the respective districts. The role of the committees is to provide a fort for defending human rights in those areas through exposing to the media individuals and institutions that violate human rights in the respective districts. The committees were tasked to continue providing human rights education to other members of the public who had not attended the training. Street law (U) publications were distributed to the participants to aid their learning and additional copies of human rights reading materials for distribution among members of the public.

Publications

Street Law (U) has published a number of human rights education reading and training materials. The publications are simplified to suit the understanding and language proficiency of the local community especially by persons who may not have gone beyond primary education. These publications are normally given out during training workshop. Some of the titles include:

1. A guide Book for schools on law related education and mediation
2. Ten Basic Human Rights Principles for the Police and other Law Enforcement officials in Uganda
3. The Law and Courts in Uganda
4. Bail
5. The Uganda Prisons Service
6. The Criminal Trial and Sentencing Process
7. The Role of the Directorate of Public Prosecutions in the Administration of Justice
8. The Citizen and the Police
9. Fundamental Rights and the Constitution
10. Arrest
11. Entry, Search and Seizure

Media campaigns

Street Law officials have appeared on a number of talk shows on various FM radios and Television Stations with the aim of educating a wider public on human rights. There have also been some articles in the press by Street Law on human rights.

Legal Aid

Since 2011 Street Law (U) has provided legal aid to more than 2000 democracy activists and victims of political repression. The organization was prominent for providing legal aid to activists in the walk to work demonstrations after the 2011 general elections and the September Buganda riots in Kampala, Mukono and Kayunga. Legal aid is extended to the beneficiaries both in courts and at Police stations. Legal aid services have been hampered by limited funds, hence benefitting areas mainly around Kampala and surrounding districts of Mukono, Wakiso and Mpigi.

Organisational Background

The idea of Street Law was conceived at George Town University in Washington DC, USA in 1972. It was born out of the need by academic staff in the University's law school to give students practical legal skills in the course of their legal studies. To achieve their objectives, the staff asked law students to begin providing legal aid to indigent juveniles arrested and detained at police stations in Washington DC. The exercise was a resounding success that was subsequently turned into an examinable subject and students were given grades. The students in the company of their lecturers moved to the police stations to advise juvenile offenders on how to prepare their defenses on being charged in court. In some cases they helped secure the release of the juveniles from police stations. The students advised the juveniles on their rights to bail and how to conduct themselves once in court. The approach enriched the student's theoretical knowledge with practical skills while benefitting indigent members of the community. After registering success at the University, the programme formed an organization known as Street Law Inc. (USA). Among others, one of the objectives of Street Law Inc. was to spread the programme outside the environs of Washington to other cities in the US and beyond.

After the resounding success in the US, the University introduced the programme in other countries in the continents of South America, Europe, Asia and Africa. The programme has had tremendous success in South Africa where it is hosted by the University of Natal.

The idea of street law was introduced to Uganda in 1993 by Street Law Inc. when a team of three representatives visited Uganda with the intention of initiating Street Law programme in Uganda. During the tour, they visited Federation of Women Lawyers in Uganda, (FIDA), Legal Aid Project of Uganda Law Society (LAP) and the Human Rights and Peace Center of the School of Law Makerere University where they discussed the idea of Street Law in Uganda. On a follow-up programme, some selected staffs from those Institutions were taken to the USA to study more closely the idea of Street Law. The present Executive Director of Street Law Uganda was one of those who benefitted from the study tour.

On their return from the USA, the team formed a loose network to implement Street Law programmes in Uganda tailored to the needs of Uganda. Seed money to begin Street Law activities in Uganda was provided by Street Law Inc. with funding from Ford Foundation. The loose network was challenged by organizational dynamics that affected its operations since organisations tended to concentrate on their core activities than on Street law work. To overcome this challenge, it was decided that Street Law activities could be best implemented by an autonomous organisation rather a loose coalition; thus the of formation Street Law (Uganda) in 2000.

The Street Law (Uganda) 2015–2019 Strategic Plan therefore espouses the strategic focus of the organisation over the 5 year period.

Our Vision

A society in which human rights and freedoms are enjoyed by all.

Our Mission

To address legal challenges faced by the politically and economically oppressed members of society through legal representation, education and advocacy with the aim of promoting human rights and good governance in Uganda.

Organisational Values

- | | |
|-----------------------|-------------------|
| a. Fairness | e. Accountability |
| b. Non-discrimination | f. Sacrifice |
| c. Human dignity | g. Objectivity |
| d. Transparency | |

Purpose of the Strategic Plan

This Strategic Plan serves three critical purposes, namely:

- It articulates the strategic priorities to determine where Street Law (Uganda) wants to be in the next five years.
- It describes how Street Law (Uganda) will respond and support victims of political and economic repression as and when the need arises.
- It details the requisite resources to attain the planned goals and objectives.

Process of Developing the Strategic Plan

This is the first Strategic Plan in the life of Street Law (Uganda). The strategic plan 2015–2019 was developed through a participatory and highly consultative process facilitated by an Organizational Development Expert. The process involved review of the relevant documentation including international and regional protocols on human rights, Street Law Uganda project reports, activity reports, brochures, the organisation's history and publications. One-on-one interviews were conducted with the organisation's founder members, current and former staff, management and Board of Directors. The aim was to solicit views on why Street Law (Uganda) exists as an organization and to determine where stakeholders want the organization to be in the future, and what kind of Uganda they wish to contribute towards achieving in terms of respect for human rights. Subsequently a two-day retreat was organized from May 22nd to 23rd, 2015 at the Sanctum Hotel Entebbe. The retreat drew participants from Street Law (Uganda) founder members, partner organizations, Makerere University Staff and Board of Directors. It was at the retreat that stakeholders agreed on the vision, mission and strategic focus areas over the next five years. The retreat was facilitated by the Organisational Development Expert who led the Strategic Planning process from the onset.

SITUATIONAL ANALYSIS

International and Regional Context

In 1948, the UN General Assembly adopted the Universal Declaration for Human Rights and Responsibilities of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms. The Declaration underscores the primary responsibility of States to guarantee the safety of Human Rights Defenders and ensure that conditions in which they can carry out their activities unhindered prevail. Article 1 of the Declaration states that: “Everyone has the right, individually and in association with others, to promote and to strive for the protection and realisation of human rights and fundamental freedoms at national and international levels.” The right to promote and protect human rights is therefore bestowed on everyone and to those who act in association with others. According to Article 2 of the Declaration, the “prime responsibility and duty” of each State is “to protect, respect and fulfill all human rights” and ensure that conditions in the political, social, economic and other fields as well as legal guarantees exist to ensure that everyone under its jurisdiction are able to enjoy all those rights and freedoms in practice. It follows that all rights are equally important. On the other hand, the African Charter on Human and Peoples’ Rights (ACHPR) and its Protocol (Maputo Protocol) on women’s’ rights, provide useful standards for the protection of human rights ranging from freedom of association, speech, expression and information to several others including freedom from torture, right to liberty, and others. These instruments make states accountable at the international level if human rights are violated.

In Uganda the provisions of international and regional human rights instruments have guided the judiciary in interpreting the rights of citizens. For example, guided by international human rights instruments, the Supreme Court in a judgment read by Justice Joseph Mulenga in 2002 considered whether Section 50 of the Penal Code Act (Chapter 120 Laws of Uganda) on publication of false news constituted an acceptable limitation on the constitutional right to freedom of expression.

Environmental Analysis (PESTLE)

This section identifies the major trends in the Political, Economic, Social, Technological, and Competitive environments of Uganda that will affect the future and success of Street Law (Uganda) interventions. Specifically the following situations are pertaining:

Political Environment

The removal of presidential term limits from the Constitution of the Republic of Uganda sparked off public protests and civic actions led by the political opposition culminated into human rights violations by state agencies and uncertainties for citizens participating in them. Whereas it is constitutionally provided that Uganda is governed under multi-party democracy, the practice on the part of the executive seems to point to a one-party system. The ruling party seems to be

increasingly intolerant to dissenting citizens' views as they are often labeled voices of opposition and dismissed with contempt.

Article 38 of the Constitution of Uganda 1995 embeds the right of every Ugandan to engage in peaceful activities to influence the policies of government through civic organizations like Street Law (Uganda). In the National NGO Policy (October 2010) government fully acknowledges and recognises the key role NGOs play in improving accountability of public institutions including ministries, Departments and Agencies, and promoting demand for public services by society generally and marginalized groups in particular.¹ Unfortunately the space for NGOs particularly those that engage in advocacy, has been increasingly shrinking. The new NGO Bill 2015 is testament of this. Whereas the framework for registering NGOs has up until now been clear, the spirit of new NGO Bill serves to obscure this process. Media freedoms are also being infringed upon.

Institutions seem to have been individualized hence killing their governance systems and rendering them practically redundant. For example people known to be “cadres” of the ruling party are the ones being appointed to head government institutions. Politics has been commercialized with money being used to build patronage networks and sustaining a practices of “*Neopatrimonialism and Godfatherism*”. Luckily, there are still individuals in government who believe in the principles of good governance and respect for the rule of law. While avenues for legal redress exist; the practice of the executive ignoring Court decisions has become a norm. The Law enforcement organs treat Court Orders with absolute contempt. The writ of habeas corpus does not seem to make sense to both the police and military detention centres. The Government of Uganda has developed a number of good policies and laws; the problem is implementation. The country has been over balkanized into small districts based on ethnicity to over 123 hence heightening the administrative burden on the economy.

Economic Environment

Transparency International Annual Corruption Perception indices rank Uganda among the most corrupt countries in the world. A pervasive culture of corruption in the public sector continues to pervade all sectors of the economy, increasing the cost of doing business and scaring away serious investors. Former Ethics and Integrity Minister Dr. James Nsaba Buturo once opined that corruption is a major threat to the stability and security of Uganda. Unemployment rates especially for the youth are high. According to a USAID presentation on the youth unemployment situation in Uganda, every year 400,000 youth enter the job market after graduating from universities and other tertiary institutions to compete for the only 9,000 jobs available². In other words, there is 1–job for every 50 youth! Although government has come up with well–intended interventions such as the Youth Livelihood Fund, their impact is yet to be seen.

While agriculture remains the main stay of Uganda's economy, a new phenomenon economic repression has emerged in recent times in form of mass evictions of poor people from their land holdings. Although land laws in Uganda prohibit the eviction of people who have settled uninterrupted on a registered piece of land 12 years before the coming into force of the 1995

¹ The National NGO Policy 2010, Ministry of Internal Affairs, Republic of Uganda pp7.

² Presentation by USAID/Uganda on Youth Development Priority, 2013

Constitution of Uganda or more, the new class of landlords has totally ignored that law. Ironically, the evictions are often carried out with the support of Police, in some instances after securing a court order.

The economy is characterized by widening income inequalities with increasing poverty and economic marginalization. Governance experts argue that rampant corruption partly inhibits and impedes government's attempts to fight poverty and inequality. Inflation levels are growing steadily with the Shilling increasingly losing value against the United States Dollar (USD \$ 1 = UGX 3,500) on the average. The declining value of the shilling against the dollar is affecting the economy negatively and this is further bound to have an effect on operations of NGOs.

The lack of a national minimum wage has facilitated an environment of exploitation of the local labour force. High public expenditure on administration and defense is imposing a burden on the country's limited resource envelope yet the quality of public service delivery is low.

The NGO sector is entirely dependent on external/foreign donors to fund their activities. This has served to limit their impact and sustainability of interventions beyond the life of donor funded programmes/projects.

Social–Cultural Environment

As already indicated, the gap between the rich and the poor has been widening steadily over the past 10 years and this is bound to have an effect on the social and cultural fabric of Uganda. The spirit of voluntarism or *ubuntu* that used to be widely cherished in African society has almost completely died out as money becomes the major driving factor. In addition, social responsibility has diminished resulting in moral decadence.

The population tolerates and abets corruption making the vice almost become part of the culture. Society gratifies corrupt public officials who have illicitly amassed wealth and demonized humble servants who retire from civil service with humble savings. Corruption has pervaded churches, mosques and other places of worship. Some of the biggest supporters of church/mosque project are corrupt officials from government. The magnates of corruption in public service often use their ill–gotten wealth to buy their way into Parliament with some of them getting appointed into cabinet posts. With such people gaining executive power it becomes more difficult for the citizenry and civil society to make headway in the fight against corruption. Traditional cultural institutions have been promoted partly to restore cultural norms and practices in society.

The quality of service for health, education and agriculture among others delivered to the poor men and women in the community are by and large poor. The country lacks a well–functioning social welfare system. There are pockets of pilot projects especially for the poor and the vulnerable such as the Social Action Grant for the Elderly (SAGE).

Nepotism on the part of the executive in appointments in public service has led to increased gender inequalities and marginalization of ethnic minorities. However, more voices of women are being heard. Government has set up favourable institutions like the Equal Opportunities Commission but unfortunately these are not well funded in the national budget. The government has institutionalised

affirmative action for women in education and politics; however, issues affecting women are still prevalent.

Technological Environment

Technological advancements in the information and communication have served to link citizens with politicians, and citizens with citizens. Mobilisation of the citizenry has been eased by technology. Technology has further eased access to information for example it can be used to enhance accountability as citizens and civil society organizations use it to follow up the money allocated and utilised by government ministries, departments and agencies. There is a general lack of public awareness and skill of using technology for social transformation.

Legal Environment

The NGO Bill 2015 threatens to fundamentally alter the operating environment of human rights and advocacy NGOs in Uganda should it be enacted into law. It is noted in the memorandum of the bill that “the rapid growth of Non–Governmental Organisations has led to subversive methods of work and activities, which in turn undermine accountability and transparency in the sector, there is therefore a need to streamline the regulation of Non–Governmental Organisation.” Related bills include the Anti–Terrorism Bill 2015, and Constitutional Amendment Bill 2015.

Some laws infringe on the rights of citizens to assemble. These include:–The Public Order Management Act (POMA) 2013, Computer Misuse Act, Anti–Pornography Act 2014 that bans among others wearing of miniskirts by women. Overall Uganda has a well–defined legal framework which if properly enforced would go a long way in the promotion and defence of human rights and in the fight against corruption. However, the major setback in enforcement of the law is the selective application of the law. While the ruling elite can get away with anything from theft of public funds to murder those in the political opposition often find themselves behind bars for minor things like participating in a demonstration against corruption without permission of the police.

There is widespread ignorance among members of the Public of the laws, procedures for enforcement and where to find them. The national legal system is not accessible to all citizens due to the distance, cost, technicalities of the law and corruption. The phasing out of Grade II Magistrates is affecting the dispensation of justice particularly so in the absence of Local Council Courts. Courts of law are characterized by case backlog hence the importance of recent innovations like plea bargaining and alternative dispute resolution and diversion.

Developments in the judiciary have lately raised concern among Civil Society Organisations and the general public. From the time the NRM took over, state power in 1986, it has attacked the judiciary wherever it acquitted people charged with political related offences. The NRM Government has always accused the judiciary of not passing “revolutionary” Judgments.

Mapping of Street Law (Uganda) Stakeholders

- a. Like minded NGOs and CSOs such as:
 - 1. Human Rights Network
 - 2. LASPNET
 - 3. FIDA
 - 4. Human Rights Watch
 - 5. Coalition for Human Rights Defenders
- b. Uganda Law Society
- c. Justice Law and Order Sector (JLOS)
- d. The media
- e. Development Partners
- f. Parliament
- g. Political Parties
- h. Law related training institutions
- i. Media related training institutions and laws
- j. Uganda Human Rights Commission
- k. Equal Opportunities Commission
- l. Uganda Law Reform Commission
- m. District Local Governments
- n. Beneficiaries–students, political parties, clients, communities
- o. Lawyers
- p. Street Law Inc. (USA) and Street Law organisations in other countries
- q. African Commission on Human Rights.
- r. United Nations Commission on Human Rights.
- s. Amnesty International.
- t. Regional blocks such as East African Law Society, East African Community, IGAD and the ICGRL.

SWOT Analysis

This section articulates the strengths, weaknesses, opportunities and threats of Street Law (Uganda). These have significant impact on the operations of the organization. These were identified during the retreat that involved management, staff, Board of Directors, partners and friends.

Strengths are internal characteristics that are unique, special, highly valued or positive while weaknesses are internal challenges faced by Street Law (Uganda) that may hinder achievement of organizational mission and goals. On the other hand, opportunities are aspects of the external environment that create or accelerate a need or a capability that is or can be strength of the organization. In addition, threats are external environment aspects which actually or potentially reduce or eliminate a capability of Street Law (Uganda) to achieve her mission.

The Matrix below articulated the strengths, weaknesses, opportunities and threats of Street Law (Uganda).

Strength	Opportunities
<ul style="list-style-type: none"> ● Clear understanding of the need and motivation to address it. ● Street Law (U) is legally registered. ● Good past donor relations. This has earned donor support. ● Committed leadership and competent administration. ● Addressing a unique problem—providing legal representation to victims of political repression. ● Well managed secretariat with qualified personnel. ● Motivated and committed staff. ● Has a network of committed allies in the media. ● The foundation of Street Law is premised on taking the law to the streets. ● Human rights committee formed in districts of operation. ● Unique focus—victims of political and economic repression. 	<ul style="list-style-type: none"> ● Existence of victims of political repression. ● There are few legal aid service providers that are willing to represent victims of political repression. ● Existence of benchmarks from Street Law chapters in other countries. ● Willingness of the media to engage on issues of political repression. ● Reasonably favourable legal and policy framework within which Street Law (U) operates. ● Goodwill of donors to support organisations that defend human rights. ● Good will of the legal fraternity, some officers in government and the general public. ● High demand for legal aid services. ● Existence of likeminded coalitions and networks working on human rights.

Strength	Opportunities
<ul style="list-style-type: none"> ● A team of Associates with varied expertise that support project and program implementation. ● Street Law has a network of human rights monitors in the districts of operation ● Published reading materials on the defence and promotion of human rights. 	<ul style="list-style-type: none"> ● Many donors would be interested in supporting sensitisation of children on human rights issues. ● The case backing reduction focus of JLOS. ● Limited knowledge of the law and human rights.
Weaknesses	Threats
<ul style="list-style-type: none"> ● Limited funding sources. ● Street Law (U)'s website is yet to be operational. ● Street Law (U) is registered as company limited by guarantee and not NGO which limits access to some funding. ● Street Law (U) has inadequate trial advocates ● Inadequate marketing strategies. ● Irregular Board of Directors meetings. ● Low staffing levels at the secretariat. ● Small operation budget due to limited funding sources. ● Reliance on external funding from donors. 	<ul style="list-style-type: none"> ● Potential partnerships with government institutions ● Draconian Bills and Laws that limit NGO operating space for advocacy ● Donor fatigue–uncertainty of funding ● Uncertain political climate ● Corruption in the state and state institutions ● Weak institutions that are serving individual rather than public interests e.g. The Uganda Police Force. ● Some donors are hesitant to invest in organisations not registered as NGOs. ● State intimidation of Street Law (U) staff because of their work considered by some state officials as anti –establishment.

Strategic Plan Framework

Our Theory of Change

This strategic plan will be driven by a theory of change that is anchored on three major domains of change that are required to foster fairness, access to justice and enjoyment of human rights with a view of building a democratic society. These domains are as follows:

Domain One: Victims of political repression receive legal representation

This domain is concerned with providing legal aid services to citizens that have been arrested during peaceful public demonstrations and engaging in other civic activities carried out as part of exercising their right of expression. The aim is to ensure that rights of these victims are protected.

In the same vein, sections of the public are victims of economic repression, mainly from illegal land evictions leading to public demonstrations. Some participants in such demonstrations often get arrested. However, Street Law Uganda situates itself to provide legal aid to victims of land evictions with intentions of averting the evictions whether enmasse or individual families. In cases where the evictions are carried out by the state on account of compulsory acquisition of land in public interests then the role of Street Law (Uganda) will pursue the interests of the evictees to make sure that they are adequately compensated before the evictions in accordance with the law.

Presently, large numbers of people are being evicted in districts where oil deposits have been discovered. The people are being evicted to begin the process of mining the oil and put in place the necessary infrastructure to facilitate exploitation of the oil resource.

At the same time, Street Law (Uganda) places itself at the frontline in defending all categories of indigent people ranging from victims of political repression such as being arrested for participating in peaceful and lawful demonstrations or supporting an opposition political party. In summary, the legal aid is for people who are disadvantaged in terms of folio, economic or political status.

The **hypothesis** for this domain of change is:

If victims of political and economic repression access legal representation, more citizens will be encouraged to exercise their rights of expression, the poor will seek legal and social remedies from the respective duty bearers and support systems. This will boost human rights protection and promotion. As such the public will be able to engage more effectively in their governance and

influence decisions that affect their lives.

Domain Two: Access to justice for children in conflict and contact with the law

This domain is concerned with engaging with the judicial system to be responsive to juveniles and educating children about the laws, their rights and obligations. The aim is to enhance access to justice for children in conflict with the law and in contact with the law.

The **hypothesis** for this domain of change is:

If children are educated about laws and their rights, and the judicial system is engaged to become sensitive and responsive to juveniles, then children in conflict with the law will be able to access justice.

Domain Three: Citizens are civically conscious and empowered

This domain is concerned with enabling citizens particularly the ordinary men and women on the street, to be aware of the law, their rights and to have a stronger voice to demand services and good governance. In short, the aim is to enable citizens to become active and empowered citizens.

The **hypothesis** for this domain of change is:

If citizens have awareness of their rights and the laws governing them, then they will be able to enjoy their rights, live within the confines of the law and engage more effectively in democratic spaces and influence decisions that affect their lives.

Overall Goal

Duty bearers respect the rule of law while citizens understand and enjoy their rights and behave responsibly.

Purpose

To foster access to justice, respect for human rights, the rule of law and democracy in Uganda.

Intervention Areas

1. Victims of political and economic repression
2. Children in conflict with the law and in contact with the law
3. Public awareness and sensitisation on human rights and the law

Strategic Objectives (SO)

SO 1: To increase legal aid services for victims of political and economic repression

SO 2: To increase access to justice for children in conflict with the law

SO 3: To advocate and enhance civic consciousness about human rights

SO 4: To strengthen and sustain the institution of Street Law (Uganda)

Description of Strategic Objectives

SO 1: To increase legal aid services for victims of political and economic repression

Political repression is not confined to the suppression of already active and legitimate political opposition or dissent. It also affects civically active men and women on the street or in communities that engage in activities that are aimed at challenging the status quo or those that openly support the political opposition. Experience has proved that when individuals are arrested for challenging or supporting efforts that challenge the political status quo, there is hesitation within the legal fraternity to provide legal support. Some Law firms and/or Lawyers fear to represent victims of political repression over being blacklisted and sabotaged economically by the state apparatus and/or its apologists. There are cases when even “powerful” opposition politicians fail to get legal representation. This is because a good number of Law firms have government agencies as their clients. Such firms fear losing business from the state because providing legal representation to members of the opposition is interpreted by the state as being sympathetic to the opposition.

Street Law (Uganda) aims at bridging this gap by standing tall where other legal aid service providers turn a deaf ear.

Key Result Areas (KRA)

KRA 1.1: Awareness and legal representation for victims of political and economic repression increased

Under KRA1.1 the following keys activities will be pursued:

1. Monitor and document human rights violations
2. Create a pool of Lawyers and legal experts to provide legal aid to victims of both economic and political
3. Provide legal aid to victims of police brutality.

4. Apply to Courts of Law for Orders to release persons illegally detained in police and military detention facilities.
5. Publicise Street Law Uganda to attract desired clients
6. Issue quarterly press statements
7. Engage in political dialogue with key stakeholders and political actors

KRA 1.2: Arbitrary arrests and detention of political actors eliminated

Under KRA1.1 the following keys activities will be pursued:

1. Carry out dialogue with police, judicial officers and other JLOS members
2. Training and awareness for citizens about the law
3. Engage team of Lawyers to carry out strategic litigation
4. Produce position statements against arbitrary arrests and detentions
5. Carry out strategic meetings with policy makers and stakeholders
6. Petition duty bearers
7. Public interest litigation on key violations

KRA 1.3: Human rights are observed and enforced

Under KRA1.3 the following keys activities will be pursued:

1. Carry out training for duty bearers, security institutions and agencies
2. Carry out peaceful demonstrations
3. Conduct legislative advocacy such as commenting on bills before parliament, helping MPs to come up with private members' bills
4. Advocate for development of human rights observation guidelines within JLOS
5. Conduct media advocacy
6. Writing authoritative position papers on different issues of human rights
7. Carryout policy research

SO 2: To increase access to justice for children in conflict with the law

Children in conflict with law are persons below the age of 18 that come in contact with the justice system as a result of committing a crime or being suspected of committing a crime. Common crimes that put children in conflict with the law include among others vagrancy, malingering, theft, affray, abuse of alcohol or drugs, and defilement. However there also are some children who commit serious offenses. And they may often do so after being coerced into crime by adults. Some of these children may be tried in juvenile courts but they may be tried in ordinary courts hence subjecting them through a psychologically torturous process that impacts negatively on their lives. Subsequently the children end up in detention institutions where they are often denied access to medical care and education which are part of their rights. The problem is that justice systems

designed for adults often lack the capacity to adequately address issues of children rehabilitation and are more likely to harm than improve a child's chances for reintegration into society. Street Law (Uganda) will engage key stakeholders in the justice system and advocate for judicial system that is sensitive to children/juveniles.

Key Result Areas

KRA 2.1: Responsiveness in handling matters of children in contact with the law

Under KRA2.1 the following keys activities will be pursued:

1. Carry out dialogue with judicial officers on the issue
2. Advocate for reforms in the Family and Children Court (FCC)
3. Negotiating for reforms in the management of remand homes
4. Train judicial officers on children responsiveness
5. Carry out advocacy at different levels including community level
6. Document statistics on children in conflict with the law
7. Visit children detention centres

KRA 2.2: Human rights learning materials for children developed and disseminated

Under KRA 2.2 the following keys activities will be pursued:

1. Develop and disseminate publications for children on their legal and human rights.
2. Train children in and out of school on their legal and human rights.
3. Develop children preparation centre
4. Carry out school visits to ascertain the extent of children's awareness of their legal and human rights.
5. Development and implement training programmes for teachers on children's legal and human rights.
6. Develop and Publish cartoon materials on rights of children

SO 3: To advocate and enhance civic consciousness about human rights

The national public awareness about human rights is at best poor. Many ordinary men and women in Uganda live in total ignorance of their human rights. Not only are they ignorant of their rights but also suffer human rights abuses at the hands of both individuals and the state. Many of the ordinary citizens that get into conflict with the law are ignorant about their rights and the Law Enforcement

Agencies rarely bother to explain to them their rights under arrest or in the course of due process rarely read for them their rights. Street Law (Uganda) is committed to strengthening the capacity of citizens to exercise their rights either as individuals or as members of a community. The overriding principle of Street Law (U) is that law should not be confined to books and courtrooms, but rather should be available and meaningful to the citizens particularly the ordinary men and women in the community or on the street. To achieve this, the organization will educate Ugandans about their rights and responsibilities by providing useful information to the public about laws, regulations and human rights, as well as referral institutions for redress in case that an individual's rights are violated.

Key Result Areas

KRA 3.1: Simplified and translated versions of the law disseminated to communities

Under KRA3.1 the following keys activities will be pursued:

1. Translate laws into local languages
2. Publish and disseminate abridged versions of selected acts of parliament that directly touch on the lives of ordinary people.
3. Develop simplified manuals
4. Organise and carry out drama sessions
5. Publish brochures and leaflets
6. Conduct radio talk shows and jingles
7. Market day exhibitions

KRA 3.2: Information about human rights developed and disseminated

Under KRA3.2 the following keys activities will be pursued:

1. Carry out sensitisation / public awareness campaigns
2. Conduct community outreach programmes
3. Organise community dialogues
4. Publish quarterly status reports
5. Radio and TV talk shows
6. Organise public exhibitions
7. Support learning forums

KRA 3.3: Public activism and demand for equality before the law

Under KRA 3.3 the following keys activities will be pursued:

Establish community structures through which awareness campaign can be conducted.

8. Set up a team of staff to sensitise citizens about the law
9. Create awareness about referral systems
10. Organise forum theatre shows for community awareness
11. Carry out radio programmes and other forms of media appearance
12. Organise interface meetings between rights holders and duty bearers
13. Carry out social media campaigns
14. Conduct community discussion forums
15. Door-to-door canvassing

SO 4: To strengthen and sustain the institution of Street Law (Uganda)

A strong and sustainable Street Law (Uganda) institution is critical for the effective implementation of this Strategic Plan. This will require mobilization of financial resources that will enable the institution maintain a competent and motivated team of program officers as well as retain a team of Lawyers to provide legal aid services to victims of political and economic repression.

Key Result Areas

KRA 4.1: Strengthened technical capacity of Street Law (Uganda) to respond to human rights violations in a timely manner

Under KRA 4.1 the following keys activities will be pursued:

1. Strengthen internal governance and accountability systems
2. Develop organizational policies and manuals
3. Plan and sponsor staff for short term courses
4. Procure vehicles, assorted office furniture and equipment
5. Set clear targets and performance indicators for recruited staff
6. Create web-based resource centre

KRA 4.2: Quality staff attracted, developed and retained

Under KRA4.2 the following keys activities will be pursued:

1. Recruit staff and volunteers in line with organogram
2. Review Human Resource policy
3. Organise retreats and exposure visits for staff
4. Establish health insurance for staff
5. Remunerate staff well

KRA 4.3: Funding base increased and diversified

Under KRA4.3 the following keys activities will be pursued:

1. Carry out rigorous fundraising
2. Develop and implement Resource Mobilisation Strategy
3. Update Financial Policy
4. Set up Street Law (Uganda) website
5. Develop and market project proposals
6. Publicise achievements and success stories
7. Build networks with strategic partners

KRA 4.4: This Strategic Plan is Managed and Implemented

Under KRA4.4 the following keys activities will be pursued:

1. Develop annual work plans
2. Develop Monitoring and Evaluation Framework
3. Organise annual strategic plan reviews
4. Monitor and evaluate the impact of organisation's activities

Logical Framework Matrix

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
Goal: Duty bearers respect the rule of law while citizens understand and enjoy their rights and are responsible.	Improvement in Uganda's human rights record	<ul style="list-style-type: none"> ● Amnesty International Reports ● Uganda Human Rights Commission Reports 	
Purpose: To foster access to justice, respect for human rights, the rule of law and democracy in Uganda.	Citizens freely exercise their right of expression and assembly	<ul style="list-style-type: none"> ● Uganda Human Rights Commission Reports ● CSO reports 	Public activism and pressure are strong enough to defend and promote human rights
<i>SO 1: To increase legal aid services for victims of political and economic repression</i>	<i>More victims of political repression are represented in courts of law</i>	<i>Court Records Police reports Street Law (U) reports</i>	<i>Favourable political and legal environment. Availability of funds to cover legal fees.</i>
KRA1.1: Awareness and legal representation for victims of political and economic repression increased	Number of victims of political repression aware of Street Law and accessing legal aid services	Police reports Street Law (U) reports	Availability of funds to cover legal fees.
Key Activities	Milestones	Inputs	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<ol style="list-style-type: none"> 1. Monitor and document human rights violations 2. Create a pool of Lawyers and legal experts 3. Identify and document victims of riots, unlawful assemblies etc in police cells and/or on remand 4. Represent identified victims at police and in courts of law 5. Publicise Street Law Uganda to attract desired clients 6. Issue quarterly press statements 7. Engage in political dialogue with key stakeholders and political actors 	<ul style="list-style-type: none"> ● 100 violations monitored and documented ● Team of 10 Lawyers retained ● Credible list of victims of riots, unlawful assemblies in custody of police & prisons ● 100 clients receive legal aid ● 4 press statements issued annually ● At least 4 meetings held annually with political actors and stakeholders 	<ul style="list-style-type: none"> ● Technical personnel as researchers and Lawyers ● Activity budget = UGX.470,00,500 to cover legal fees, foot Lawyers, transport, communication stationery, travels and per diem 	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
KRA1.2: Arbitrary arrests and detention of political actors eliminated	Credible documentation on arbitrary arrests and detention of political actors made available	Uganda Human Rights Commission Reports CSO reports Street Law (U) reports	Government will be responsive and tolerant
Key Activities	Milestones	Inputs	
<ol style="list-style-type: none"> 1. Carry out dialogue with police, judicial officers and other JLOS members 2. Training and awareness for citizens about the law 3. Engage team of Lawyers engaged to carry out strategic litigation 4. Produce position statements against arbitrary arrests and detentions 5. Carry out strategic meetings with policy makers and stakeholders 6. Petition duty bearers 7. Public interest litigation on key violations 	<ul style="list-style-type: none"> ● 100 officers participate in the dialogues ● 10,000 citizens reached and made aware of the laws ● At least 5 Lawyers participating in litigation ● At least 2 position statements produced annually ● 50 policy makers participating in meetings ● At least 2 petitions annually 	<ul style="list-style-type: none"> ● Staff and other technical personnel ● Activity budget = UGX. 500,000,000 to cover foot lawyering, research, dissemination venues, refreshments, stationery, travels and per diem for participants at the meetings, printing reference materials. 	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
KRA1.3: Human rights are observed and enforced	Number of citizens enjoying their rights and freedoms	Uganda Human Rights Commission Reports CSO reports Street Law (U) reports	There will be favourable working environment Funds will be available
Key Activities	Milestones	Inputs	
<ol style="list-style-type: none"> 1. Carry out training for duty bearers, security institutions and agencies 2. Carry out peaceful demonstrations 3. Conduct legislative advocacy such as commenting on bills before parliament, helping MPs to come up with private members' bills 4. Advocate for development of human rights observation guidelines within JLOS 5. Conduct media advocacy 	<ul style="list-style-type: none"> ● At least 200 duty bearers trained. ● 3 Peaceful demonstrations carried out ● At least 3 bills in parliament commented upon ● Human rights observation guidelines in place and used ● 10 media campaigns carried out ● At least two position papers written and used to engage policy makers 	<ul style="list-style-type: none"> ● Staff time, consultants and other technical personnel ● Activity budget = UGX. 600,000,000 to cover research, training, advocacy, media facilitation, workshops, etc. 	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
6. Writing authoritative position papers on different issues of human rights 7. Carry out policy research			
SO2: To increase access to justice for children in conflict with the law	Number of juveniles in conflict with the law accessing justice	Human rights commission reports Street Law Uganda reports	Judicial officers will be open to change. Funds will be available
KRA2.1: Responsiveness in handling matters of children in contact with the law	National laws are revised to direct children away from judicial proceedings and towards community solutions	Ministry of Justice reports JLOS reports Street Law Reports	Judicial system will be open to change JLOS will support the initiative
Key Activities	Milestones	Inputs	
1. Carry out dialogue with judicial officers on the issue 2. Advocate for reforms in the family and children court (FCC) 3. Negotiating for reforms in remand homes	<ul style="list-style-type: none"> ● 30 judicial officers taking part in dialogue ● At 2 reforms pushed through ● At least two remand homes embracing proposed reforms ● 30 judicial officers trained 	<ul style="list-style-type: none"> ● Staff and other technical personnel ● Activity budget = UGX. 475,000,000 to cover workshops, breakfast meetings, travels, training experts fees, etc. 	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
4. Train judicial officers on children responsiveness 5. Carry out advocacy at different levels including community level 6. Document statistics on children in conflict with the law 7. Visit children detention centres	<ul style="list-style-type: none"> ● 1,000 community members reached with messages ● Children in remand homes and other detention centres quantified ● At least 2 detention centres visited quarterly 		
KRA2.2: Human rights learning materials for children developed and disseminated	Increase children's awareness about human rights and the laws	National council for children reports Street Law (U) reports	Funds will be available Stakeholder will be receptive
Key Activities	Milestones	Inputs	
1. Develop and disseminate publications for children 2. Train children in and out of school 3. Develop children preparation centre 4. Carry out school visits	<ul style="list-style-type: none"> ● 50,000 copies of booklets produced ● At least 1,000 children benefiting from the training ● 50 children attend preparatory centre ● At least 10 schools visit quarterly 	<ul style="list-style-type: none"> ● Staff ● Technical personnel ● Activity budget = UGX. 300,100,000 to cover foot lawyering, development and printing of publications, vehicle hire, staff per diem and other allowances, cartoon artist etc. 	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
5. Develop and Publish cartoon materials on rights of children	<ul style="list-style-type: none"> ● 1,000 cartoon booklets produced 		
<i>SO 3: To advocate and enhance civic consciousness about human rights</i>	<i>Increased citizen awareness about human rights and the laws</i>	<i>UHRC reports</i> <i>Human rights NGO reports</i> <i>Street Law (U) reports</i>	<i>Political environment will be favourable</i> <i>Citizens will be willing to learn</i> <i>Funds will be available</i>
KRA 3.1: Simplified and translated versions of the law disseminated to communities	Number of simplified translated versions of the laws	Street Law Uganda reports.	Funds will be available
Key Activities	Milestones	Inputs	
<ol style="list-style-type: none"> 1. Translate laws into local languages 2. Publish and disseminate abridged versions of the laws 3. Develop simplified manuals 4. Organise and carry out drama sessions 5. Publish brochures and leaflets 6. Conduct radio talk shows and jingles 7. Market day exhibitions 	<ul style="list-style-type: none"> ● At least 5 laws translated ● 5,000 copies produced and disseminated ● 50 Drama sessions conducted ● 1,000 brochures produced ● 4 Exhibitions annually 	<ul style="list-style-type: none"> ● Staff ● Consultants to translate the laws ● Activity budget = UGX. 296,981,806 for consultant fees, printing costs, radio airtime, vehicle hire, sound systems etc 	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
KRA 3.2: Information about human rights developed and disseminated	Quantity of information materials developed and disseminated	Street Law (U) reports	
Key Activities	Milestones	Inputs	
<ol style="list-style-type: none"> 1. Carry out sensitisation / public awareness campaigns 2. Conduct community outreach programmes 3. Organise community dialogues 4. Publish quarterly status reports 5. Radio and TV talk shows 6. Organise public exhibitions 7. Support learning forums for Street Law (U) stakeholders 	<ul style="list-style-type: none"> ● 4 Public awareness campaigns carried out annually ● At least 5,000 community members reached out to ● 4 community dialogues annually ● Talk shows organised on at least 5 FM radios ● At least 1 public exhibition annually ● 2 Learning forums per annum 	<ul style="list-style-type: none"> ● Staff ● Activity budget = UGX. 400,000,0000 for TV and radio programmes, workshops, travel and per diem etc 	
KRA 3.3: Public activism and demand for equality before the law	Number of citizens participating in human rights prevention and advocacy activities	Media reports Street Laws (U) reports	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
Key Activities	Milestones	Inputs	
<ol style="list-style-type: none"> 1. Establish community structures 2. Organise peaceful demonstrations or public protests 3. Carry out radio programmes and other forms of media appearance 4. Organise interface meetings between rights holders and duty bearers 5. Carry out social media campaigns 6. Conduct community discussion forums 7. Door-to-door canvassing 	<ul style="list-style-type: none"> ● Community structures established at grass root level ● Radio programmes conducted on at least 5 FM radios ● 1 interface meeting quarterly ● At least 1,000 Facebook likes and twitter followers for Street Law–U ● 1000 homesteads reached 	<ul style="list-style-type: none"> ● Staff and volunteers ● Activity budget = UGX. 400,000,000 to cover community meetings, stationery, travels for staff, radio, etc 	
SO 4: To strengthen and sustain the institution of Street Law (Uganda)	Increased effectiveness and efficiency of Street Law Uganda	● Street Law Uganda Reports	<ul style="list-style-type: none"> ● Staff will be committed ● Funds will be available
KRA 4.1: Strengthened technical capacity of Street Law (Uganda) to respond to human rights violations in a timely manner	Number of functional Organisational policies developed	Street Law (U) reports	
Key Activities	Milestones	Inputs	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<ol style="list-style-type: none"> 1. Strengthen internal governance and accountability systems 2. Develop organizational policies and manuals 3. Plan and sponsor staff for short term courses 4. Procure vehicles, assorted office furniture and equipment 5. Set clear targets and performance indicators for recruited staff 6. Create web-based resource centre 	<ul style="list-style-type: none"> ● 1 General Meeting, 4 Board Meetings annually ● Financial policy, Human resource policy, Board policy developed ● At least 2 staff attend tailored short courses ● 1 office vehicle, furniture and computers ● Staff appraised ● Functional website 	<ul style="list-style-type: none"> ● Activity budget = UGX. 20,000,000 to cover Board allowances, orientation for Board members, Board retreats 	
KRA 4.2: Quality staff attracted, developed and retained	Number of fulltime staff, volunteers and experts working with Street Law (U) Secretariat	Street Law Uganda reports	
Key Activities	Milestones	Inputs	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<ol style="list-style-type: none"> 1. Recruit staff and volunteers in line with organogram 2. Review Human Resource policy 3. Organise retreats and exposure visits for staff 	<ul style="list-style-type: none"> ● 4 fulltime staff, at least 2 volunteers, interns ● Human resource policy operationalised 	<ul style="list-style-type: none"> ● Board and Management time ● Activity budget = UGX. 890,000,000 to cover salaries, and running costs 	
<ol style="list-style-type: none"> 4. 789--+Establish health insurance for both BOD and staff 5. Remunerate staff 	<ul style="list-style-type: none"> ● At least 1 staff retreat annually ● Staff paid salaries and insured 		
KRA 4.3: Funding base increased and diversified	Number of development partners supporting Street Law Uganda	Street Law Uganda reports	
Key Activities	Milestones	Inputs	
<ol style="list-style-type: none"> 1. Carry out rigorous fundraising 2. Develop and implement Resource Mobilisation Strategy 3. Update Financial Policy 4. Set up Street Law (Uganda) website 5. Develop and market project proposals 6. Publicise achievements and success stories 7. Build networks with strategic partners 	<ul style="list-style-type: none"> ● At least one project proposal developed quarterly ● Success stories documented annually and publicised ● Networks established with at least 10 likeminded organisations 	<ul style="list-style-type: none"> ● Staff time ● Activity budget = UGX. 80,005,000 	

Narrative summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
KRA 4.4: This Strategic Plan is Managed and Implemented	Number of Annual operational plans developed and reviewed		
Key Activities	Milestones	Inputs	
<ol style="list-style-type: none"> 1. Develop annual work plans 2. Develop Monitoring and Evaluation Framework 3. Organise annual strategic plan reviews 4. Monitor and evaluate the impact of organisation's activities 	<ul style="list-style-type: none"> ● Annual work plans developed ● 1 strategic plan review conducted annually ● Quarterly monitoring and evaluation visits conducted 		

Implementation Strategies

Strategic Approach

The niche of Street Law (Uganda) is to provide legal aid to victims of political and economic representation, take law to the ordinary citizen at the community level or on the street, at fostering access to justice for children in conflict with the law. It is the belief of Street Law (Uganda) that human rights will be better enjoyed if citizens have general awareness about their rights, obligations and the laws governing them.

Strategies

The following strategies will be used in implementation of this Strategic Plan:

1. Foot Lawyering

The competitive advantage of Street Law (Uganda) is the strategy of taking legal aid services to the ordinary person in the community or on the street. Under this five year strategic plan, the organization will deploy legal experts to reach out to the people in need of legal services wherever they will be. Outreach will include providing community awareness about human rights and the laws.

2. Advocacy

In the course of the strategic period, Street Law (Uganda) will engage with key stakeholders in the justice law and order sector (JLOS) to advocate for targeted reforms aimed at increasing access to justice and fostering fairness. In addition the citizens will be sensitised about human rights and mobilized to demand for these rights.

3. Research

Interventions of Street Law (Uganda) will be evidence based and this will be achieved through research. Research studies will be conducted in various areas of relevance to the focus of this strategic plan.

4. Community Empowerment

An empowered community is critical to preventing rights abuses, promoting of rights enjoyment and democratic rights for better governance. A civically competent citizenry is crucial for democracy.

5. Networking and Partnership Building

Street Law (Uganda) will network with likeminded organizations as and when need arises. Examples of likeminded NGOs and CSOs such as Human Rights Network, LASPNET, FIDA, Human Rights Watch, Coalition for Human Rights Defenders. Partnerships will be made with stakeholders like Uganda Law Society, Parliament and others in the justice law and order sector will also be important.

6. Strategic litigation

Strategic litigation will be undertaken for some cases as and when management and staff will determine.

7. Referral pathways

Cases of human rights abuses that are found to be beyond the control of Street Law (Uganda) will be referred to the respective government institutions.

8. Publications

During the strategic period, Street Laws (Uganda) will intensify production of publications on human rights and the law including rights of an arrested person. These will be distributed to ordinary men and women at community level or on the street, workshop participants, juveniles in schools, students in institutions of higher learning, market places and other areas of citizen convergence.

9. Training

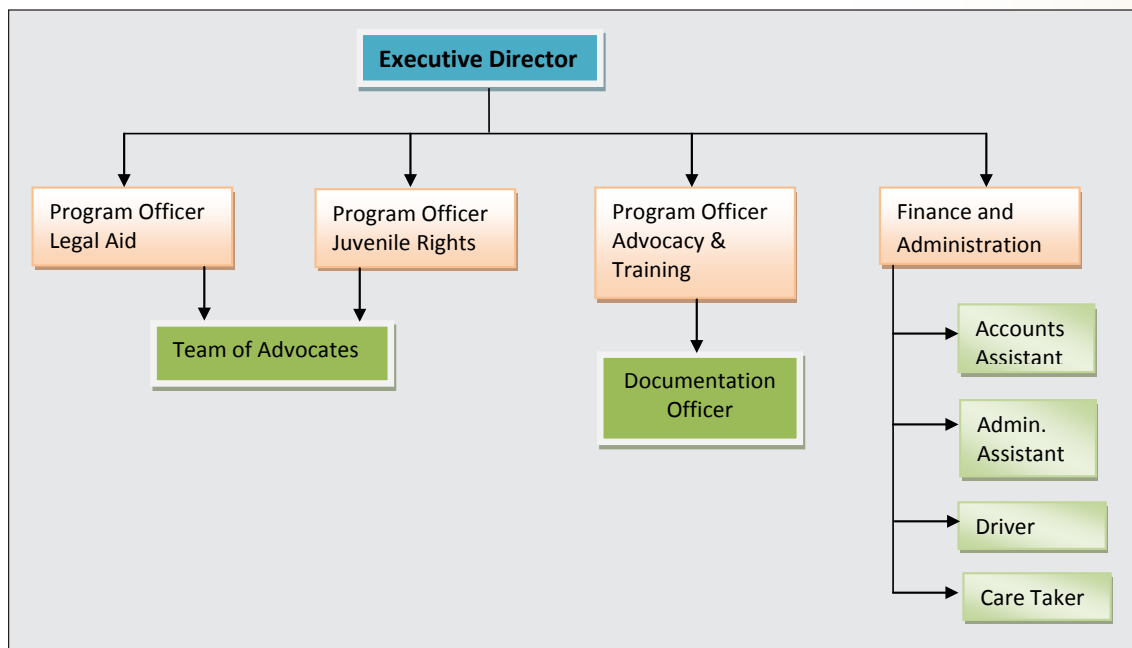
Training will be offered to personnel in government security institutions and private security agencies to observe their rights in the process of enforcing the laws. In addition training will be offered to paralegal officers in the communities with a view of building their skills as community based human rights defenders.

Management of this Strategic Plan

In order to satisfy the mission statement as well as fulfill the goals and objectives set out in this strategic plan, it is vital that there is mechanism put in place to facilitate a well-managed roll-out of the plan, implement the proposed interventions using the strategies foreseen as well as track progress in terms of achieving milestones set out in this document, Street Law (Uganda) will need have a well thought out management structure—a structure that will facilitate effective and efficient management of projects and deployment of resources. It is important to have a structure that strengthens program management on one hand and financial management on the other hand.

The secretariat should in addition to program officers, retain a team of legal experts that will deliver legal aid services as and when they are needed or demanded.

Proposed Organizational Structure



Monitoring and Evaluation

The Monitoring and Evaluation mechanisms suggested below are meant to effectively track progress regarding the strategies and activities of Street Law (Uganda). To this end, tools and capacity for supervision, monitoring and evaluation of planned activities will be specifically developed with emphasis on participation of key stakeholders and partners at various levels in these processes.

The basis of the programme monitoring and evaluation is the Logical framework, whereby the indicators, the means of verification (data sources and data collection methodologies), and the frequency of data collection are tabulated. To identify the key indicators, the baseline surveys will be carried out on the different programme components. Annual operation/work plans shall be extracted from this strategic plan.

Monitoring and Evaluation Framework

A Monitoring and Evaluation Framework shall be developed to help the organization monitor and evaluate the impact of its activities using clear targets and indicators that align with the mission and vision. The M&E framework will ensure that data collection efforts and data systems are accurate and useful in helping to inform management decisions in a timely manner. M&E data shall be used to adjust/modify the organization's plans. When deviations from the work plan occur, the M&E framework shall guide in assessing whether they were as a result of internal or external factors that should be taken into consideration for future strategic planning.

Inputs for Monitoring and Evaluation

The following will be in place to guide the monitoring and evaluation of the work of Street Law (Uganda):

- Log frame matrix of the strategic plan including the objectives and priority areas delineate, strategies, activities, indicators, and scheduled time frame.
- Annual and Quarterly work plans and monitoring checklists will be prepared, guided by the Strategic work plan. These work plans are vital for tracking the delivery process i.e. translating inputs into outputs
- Monitoring and Support supervision of the various actors.
- Annual reviews: Street Law (Uganda) management shall put in place an effective process to develop and continually revise the strategic plan. To achieve this, the organizations shall prepare for annual strategic plan reviews to provide basis for learning from programs in real-time and be able to adapt and/or make quick corrective actions based on available information. The reviews shall be guided by strategies and activities reflected in the Strategic Plan, Log frame matrix, and also make use of surveys and other studies with information on relevant indicators.

Budget Estimates

To meet the organisation's goals, management and Board of Directors of Street Law (Uganda) shall have to raise and make available the required resources for the implementation of the different interventions that together make up this strategic plan. This will require development and implementation of a Resource Mobilization Plan.

The Budget

The level of funding that is required by Street Law (Uganda) to implement this strategic plan 2015–2019, is estimated at USD \$ 1,880,000 (one million eight hundred and eighty thousand United States Dollars only). This budget should be enough to facilitate provision of legal aid services to victims of political repression in pre and post election period; initiate programmes to foster access to justice for children in conflict with the law; build civic conscience of citizens about human rights and the law; and hire, develop and retain programme staff at the secretariat. These funds are foreseen to come from new development partners given that funding from Open Society Initiative for East Africa (OSIEA) ended.

Financing targets are as follows:

	Financial Year	Budget Estimate / Target	
		USD \$	UGX1:3000
1	Financial year 2015	200,000.00	600,000,000
2	Financial year 2016	350,000.00	1,050,000,000
3	Financial year 2017	380,000.00	1,140,000,000
4	Financial year 2018	450,000.00	1,350,000,000
5	Financial year 2019	500,000.00	1,500,000,000
Total Estimated Budget		1,880,000	5,640,000,000

Funded by:



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