



# **LEGAL AID BOARD**

## **STRATEGIC PLAN**

**2019-2021**

**Prepared by:**

Legal Aid Board in collaboration with  
Management Development Division  
Cabinet Office  
**Lusaka**

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## **ACRONYMS**

7NDP	Seventh National Development Plan
BSC	Balance Scorecard
CEO	Chief Executive Officer
CLAC	Chief Legal Aid Counsel
CSOs	Civil Society Organisations
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IA	Institutional Assessment
LAB	Legal Aid Board
LAZ	Law Association of Zambia
MDD	Management Development Division
MTR	Mid-Term Review
OD	Organisational Development
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
SWOT	Strengths, Weaknesses, Opportunities and Threats
ZIALE	Zambia Institute of Advanced Legal Education

## **FOREWORD**

Following the formation and operationalization of the Legal Aid Board (LAB) in January 2008, there has been a great improvement in the time taken in discharging the day to day functions. The LAB has been operating without a Strategic Plan since January 2018. This followed the expiry of the 2013-2017 Strategic Plan in December 2017. This coincided with period when LAB had no Board in place thereby negatively affecting its operations. In October 2017, the Board was appointed and its first call was to define the strategic direction for LAB. The setting of the strategic direction was preceded by a review of the 2013-2017 Strategic Plan to establish the performance of LAB, challenges encountered in implementing the Plan and proposed interventions for improved performance. This Strategic Plan (SP) and Balanced Scorecard (BSC), therefore, define the strategic direction of LAB for the period 2019 to 2021. The SP and BSC have been aligned to the priorities of the Seventh National Development Plan (7NDP) and other policy documents relating to the mandate of LAB.

The SP and BSC will enable the Board operate with a strategic focus and direction. Government stands ready to support the efforts of the Legal Aid Board in its endeavour to provide legal services to the needy. The effective implementation of the Plan and BSC will require the support of stakeholders. I therefore, call upon to all our stakeholders to support the LAB in its implementation of the SP and BSC.

Hon. Given Lubinda MP  
**MINISTER OF JUSTICE**

## **ACKNOWLEDGEMENTS**

The Board, Management and Staff of Legal Aid Board are highly indebted to the Government of the Republic of Zambia for the support rendered through promotion of good governance in the country which among other things underpins the right of all citizens to have equal access to the courts. We are also grateful to the Government for the financial support for operations of the LAB.

The support received from Cooperating Partners such as the European Union and the Federal Republic of German in the development and validation of this Strategic Plan cannot go unnoticed. Their financial and technical support made it possible to accomplish the task.

We also appreciate and acknowledge the contributions of the various stakeholders who attended the Strategic Plan Review and Validation Workshops. Further we acknowledge the contributions of the Board, Management, staff of the Legal Aid Board, clients and other stakeholders. Their time and objective contributions were invaluable.

Lastly, but definitely not the least, the Board would also like to acknowledge the contribution of the Management Development Division (MDD), Cabinet Office whose technical support and guidance is highly appreciated.

Ms. Mandy Manda  
BOARD CHAIRPERSON  
**LEGAL AID BOARD**

## **EXECUTIVE SUMMARY**

The mandate of the Legal Aid Board (LAB) stems from the Legal Aid Act. According to the Act, the mandate of LAB is “to provide Legal Aid Services in criminal and civil matters to persons whose means are inadequate to engage practitioners to represent them.”

This Strategic Plan and Balanced Scorecard provide the strategic direction and operational framework that will govern the activities of the Board for the period 2019 – 2021.

The methodology used to develop the 2019–2021 Strategic Plan involved a two-phased approach comprising of the Institutional Assessment (IA) and Organisational Development (OD) underpinned by the Balanced Scorecard principles. The Institutional Assessment involved undertaking a Performance Assessment, conducting an internal capability assessment to establish LAB’s distinctive competencies, as well as, analysing the macro-environment in which LAB operated. The McKinsey 7s Model, Lewin’s Simple Change Management Model, Objective and Problem Trees, SWOT and PESTEL Analyses were used in the assessment.

Based on these analyses LAB has set out a strategic operational framework for the period 2019 – 2021 comprising the following:

**Vision:** *“A credible and innovative provider of Legal Aid promoting access to Justice for all.”*

To realise the vision, the Legal Aid Board has identified two (2) thematic areas of focus and their related strategic results as follows:

- a) Legal Aid Excellence resulting in enhanced client access to justice; and*
- b) Operational Excellence resulting in high quality services.*

To ensure that LAB performs well in the two thematic areas, it has set for itself a Mission, which is *“To provide quality legal aid for enhanced access to justice.”*

In executing the mission, LAB has committed to observing the following core values, namely: *Integrity, Transparency, Accountability, Fairness, Unity, Diligence and Confidentiality.*

The following are some of the strategies that will be used by LAB to improve service delivery:

- a) Review and implement the Legal Aid Act;
- b) Strengthen stakeholder collaboration on Legal Aid;
- c) Develop and implement a Code of Ethics for Legal Aid Assistants, Legal Assistants and Paralegals;
- d) Develop and implement a Resource Mobilization Strategy;
- e) Develop and implement Enterprise Risk Management Strategy;
- f) Strengthen Internal Control Systems;
- g) Develop and implement a Service Delivery Charter;
- h) Re-engineer, automate and integrate requisite systems;
- i) Develop and implement a Performance Management System;
- j) Develop and implement a staff development strategy;
- k) Review and implement the organization structure;
- l) Develop and implement a plan to inculcate core values;
- m) Strengthen the acquisition and provision of logistics; and
- n) Develop and implement a communication strategy.

To facilitate implementation, the Strategic Plan will be operationalised through costed Annual Departmental and Individual work plans. In order to ensure successful implementation and realisation of the desired impact, an Implementation Plan will be developed and used to continuously monitor, implementation of the SP and BSC to undertake necessary interventions. At the end of the Plan period, a final review will be undertaken to establish the full extent of the Strategic Plan implementation and its impact.

Kelvin Muzenga  
ACTING DIRECTOR/CEO  
**LEGAL AID BOARD**

## **1. INTRODUCTION**

### **1.2 Background**

The provision of legal aid services in Zambia dates back to 1967 when the Government of the Republic of Zambia passed the Legal Aid Act No.20 of 1967 which is now Chapter 34 of the Laws of Zambia. The Act received two minor amendments in 1967 and 1972. There were no further amendments until the enactment of Act No.17 of 2000 and Act No.19 of 2005. These two Acts established the Legal Aid Fund and the Legal Aid Board as a semi-autonomous institution.

Prior to independence, legal aid was provided and administered by the Registrar of the High Court. In April 1967, the provision of legal aid services became a mandate of the Directorate of Legal Aid in the then Ministry of Legal Affairs (now Ministry of Justice). Later, this institutional arrangement faced inherent challenges with regard to its operations as a Directorate.

The Legal Aid Act, Chapter 34 of the Laws of Zambia was subsequently amended in 2005. The amendment included a provision in section 3A on the establishment of the Legal Aid Board and, the functions of LAB as outlined in section 3C. In this regard, Legal Aid Board began its operations in 2008.

### **1.3 Our Mandate**

The mandate of the Legal Aid Board (LAB) stems from the Legal Aid Act No. No.17 of 2000 as amended by Act No. 19 of 2005. The Legal Aid Board (LAB) is a statutory body mandated to provide legal aid in both criminal and civil cases to persons without means pay for legal services. The services provided include legal advice, legal assistance, and legal representation. Applicants for legal aid are required to pay a nominal fee as legal aid contribution. A legal aid contribution may be waived for applicants who cannot afford.

### **1.4 Specific Functions**

The portfolio functions of the Legal Aid Board as outlined under section 3C of the Legal Aid Act Chapter 34 of the Laws of Zambia are as follows:

- a) Administer and manage the Legal Aid Fund;

- b) Facilitate the representation of persons granted legal aid;
- c) Assign practitioners to persons granted legal aid;
- d) Advise the Minister on policies relating to the provision of legal aid and implement Government policies relating to the same; and
- e) Undertake such other activities relating to the provision of legal aid and which are conducive or incidental to the performance of its functions under the Act.

## **1.5 Management and Operational Structure**

Structurally, the Act provides for ten (10) Board Members led by a Chairperson who is assisted by a Vice Chairperson. In addition, the Act provides for a Secretariat headed by the Director/Chief Executive Officer (CEO). The structure also provides for Chief Legal Aid Counsel, Manager-Human Resource and Administration, Finance Manager and Senior Internal Auditor.

The Legal Aid Board has offices in Livingstone, Choma, Mongu, Chipata, Kabwe, Ndola, Kitwe, Solwezi, Kasama, Mansa, Chinsali and Lusaka. The head office is in Lusaka.

In carrying out its functions, the Legal Aid Board relies on funding from the Government and cooperating partners.

## **1.6 Strategic Operational Linkages**

The operational strategic linkages relates to the interaction between LAB and its stakeholders. Some of the operational linkages include the Board's collaboration with National Prosecution Authority (NPA), Zambia Police Service and Zambia Correctional Service Human Rights Commission on legal representation for clients with cases before the courts and are either in custody or not. The Board also collaborates with various civil society organisations engaged in legal aid such as Prisons Care and Counselling Association (PRISCA) and Legal Aid Clinic for Women on clients' welfare, rights and legal representation. LAB also collaborates with Law Association of Zambia (LAZ) to regulate the profession of lawyers and their conduct and Zambia Law Development Commission (ZLDC) on the legal framework for the Board. In terms of capacity building, the Board collaborates with Zambia Institute of Advanced Legal Education (ZIALE). Further, LAB collaborates with Ministry of Finance and GIZ on financial and technical support.

## **1.7 Rationale for Developing the 2019 – 2021 Strategic Plan**

Following the expiry of the 2013–2017 Strategic Plan and the launch of the 7NDP, there was need for LAB to develop a new Plan. The rationale, therefore, for developing the 2019–2021 Strategic Plan was to map up the strategic direction and provide an operational framework aligned to national priorities in the 7NDP and other policy documents relating to the mandate of LAB.

## **1.8 Methodology**

Legal Aid Board received Technical support from the Management Development Division at Cabinet Office to review its 2013–2017 Strategic Plan and develop a new Strategic Plan and Balanced Scorecard for the period 2019 to 2021. A Core Team, representing all the Departments, Sections and Units was constituted to assess the past performance, and capabilities of Legal Aid Board as well as to develop the 2019-2021 Strategic Plan and the Balanced Scorecard.

A two pronged approach consisting of the Institutional Assessment (IA) on one hand and on the other hand, the Organisational Development (OD) using the Balanced Scorecard principles was applied. The IA involved assessing the internal capability assessment to establish LAB's distinctive competencies, as well as, analysing the macro-environment using various tools such as the McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, Strengths, Weaknesses, Opportunities and Threats (SWOT), and Political, Economic, Social, Technological, Environment and Legal (PESTEL) Analyses. In addition, various stakeholders, that is, Staff, Management, the Board, Clients and other Stakeholders were engaged to solicit for information on the current and future outlook of the Institution and to suggest areas of focus to enhance the execution of the Institution's mandate. The views of stakeholders were obtained through one-day engagement sessions for each group which allowed them to freely provide their opinions and building consensus on a number of key issues.

The information collected from the IA facilitated the OD process of determining the strategic direction for Legal Aid Board for the period 2019 – 2021 in relation to its Vision, Core Values, Strategic Themes, Strategic Results, Mission, Strategic Objectives, Intended results, Measures, Targets and Strategies (Initiatives).

The Plan was validated by various stakeholders and approved by the Board.

## **2. ENVIRONMENTAL ANALYSIS**

### **2.1 External Environmental Analysis**

An analysis of the Legal Aid Board's external environment focused on Political, Economic, Social, Technological, Environmental and Legal (PESTEL) developments that had or may have an impact on the operations of the Institution. The analysis revealed that during the 2013 to 2018, Legal Aid Board was affected by the Political/Policy, Economic, Social and Legal developments as follows:-

#### **a) Policy**

Policy developments in the recent past which have a bearing on the LAB's operations include the 7NDP, SDGs on promoting access to justice for all and the National Legal Aid Policy of 2018. The Policy provides for:

- i) Accreditation of CSOs and University law clinics desiring to provide legal aid in accordance with accreditation procedures and criteria as prescribed by the LAB;
- ii) Regulation of the provision of legal aid services by Legal aid assistants, Legal assistants and paralegals;
- iii) Establishment and maintenance of a long term financial resources mobilisation mechanism;
- iv) Overseeing the provision of legal aid; and
- v) Undertaking research on aspects of legal aid.
- vi) Widening of the concept and scope of legal aid;
- vii) Effective mobilisation and coordination of all legal aid services providers including state and non-state actors;
- viii) Increased awareness on the law and legal aid services amongst the population in order to empower people to claim their rights and seek remedies;
- ix) A duty for state institutions to inform persons on their rights to legal aid and the availability of legal aid services;
- x) The expanded mandate and functions of the LAB to include the provision and administration of legal aid, as well as the coordination, regulation and monitoring of the legal aid system.

The launch of the National Legal Aid Policy of 2018 has provided the following opportunities:

- i) Harmonisation of paralegal services offered by various Civil Society Organisations (CSOs);
- ii) Regulation of legal aid assistants, legal assistants and paralegals;
- iii) Raising adequate financing for operations of LAB; and
- iv) Increased number of practitioners offering legal aid.

To optimise the above opportunities, LAB will undertake the following steps:

- i) Revision paralegal training curricula and periodic review based on information from continuous monitoring and evaluation;
- ii) Prioritise the finalisation of legal aid guidelines and rules;
- iii) Develop and implement a code of conduct for provision of paralegal services;
- iv) Develop and implement a resource mobilisation strategy; and
- v) Enhance the mechanisms for engaging various practitioners in the provision of legal aid.

Notwithstanding the opportunities above, the launch of the National Legal Aid Policy has resulted in increased strain on resources due to increased workload, inadequate human resources, inadequate finances, and increased burden for monitoring Legal Aid Assistants, Legal Assistants and Paralegals.

To mitigate these threats, LAB will review and implement the organisation structure as well as develop and implement a resource mobilisation strategy. In addition, LAB will develop and implement a mechanism to monitor Legal Aid Assistants, Legal Assistants and Paralegals.

## **b) Economic**

During the period under review, there was fluctuation of fuel Prices which ranged from K9.85/l in January 2013 to K14.65/l in January 2018. In addition, exchange rates fluctuated frequently ranging between K5.23/\$ in January 2013 to K9.78/\$ in January 2018.

The fluctuating fuel prices and exchange rates resulted in reduction in the purchase power of LAB given that the funding remained constant.

To mitigate this negative development, LAB will ensure that programmes are prioritised. The LAB will also streamline its operations to reduce operational costs.

**c) Social**

The Cholera outbreak of December 2017 to March 2018 was one of the social developments that affected the operations of LAB. The outbreak resulted in reduced number of clients being attended to leading to reduced revenue.

To mitigate the above threat, the LAB will explore alternative sources of revenue. In addition, the Institution will strengthen interventions to promote personal hygiene among members of staff and its clients.

**d) Legal**

There were three main legal developments during the period under review. These were enactment of the Constitution (Amendment) Act No. 2 of 2016, Court of Appeal Act No.7 of 2016 and Constitutional Court Act No.8 of 2016. The Amended Constitution provides for the Judicial Authority, System of Courts and Independence.

The creation of the Court of Appeal and the Constitutional Court resulted in increased opportunities for LAB clients' access to justice. In addition, the creation of the two Courts has provided a justification for expanding the operational structure to serve the two Courts.

To optimise the above opportunities, LAB will strengthen the mechanism for evaluating and handling appeals. In addition, there will be need to review and implement the structure in line with the increased number of courts.

**2.2 Stakeholder and Client Analysis**

**a) Clients and their needs**

An analysis of the clients' needs is presented in the table below:

**Table 1: Clients and their needs**

S/N	Client	Needs
1	Individuals – Criminal case	<ul style="list-style-type: none"> <li>• Consultation;</li> <li>• Legal Representation</li> </ul>
2	Individuals – Civil cases	<ul style="list-style-type: none"> <li>• Legal advice;</li> <li>• Legal representation;</li> <li>• Compensation claims from former employees.</li> <li>• Drafting of legal documents</li> </ul>

**b) Stakeholders and their interests**

Regarding stakeholders, the analysis revealed their major interests/concerns as presented in the table below:

S/N	Stakeholder	Interest/ Concern
1	Ministries and Government Departments	<ul style="list-style-type: none"> <li>• Legal representation of LAB;</li> <li>• Capacity building;</li> <li>• Financial sustainability of the Legal Aid Board;</li> <li>• Improved Financial management and accountability;</li> <li>• Provision of legal aid services to individuals facing charges or detained pending investigations;</li> <li>• Legal advice to immigration department clients;</li> <li>• Legal aid provision to immigrants;</li> <li>• Upholding rights of juveniles, women and children offenders ;</li> <li>• Legal representation of all vulnerable persons;</li> <li>• Legal representation of employees on labour related matters;</li> <li>• Efficient and effective management of cause lists (for cases before the courts).</li> </ul>
2	Statutory bodies	<ul style="list-style-type: none"> <li>• Management of cause lists (cases before the courts);</li> <li>• Legal representation of persons in the court;</li> <li>• Exchange of information on cases;</li> <li>• Legal representation for the vulnerable;</li> <li>• Harmonisation of laws;</li> <li>• Review of legal framework for LAB;</li> </ul>

		<ul style="list-style-type: none"> <li>• Collaboration on practical training for Legal Learners;</li> <li>• Capacity building for practitioners (continuous professional development);</li> <li>• Collaboration on development of Syllabus for paralegals;</li> <li>• Affiliation of all legal practitioners.</li> </ul>
3	Media	<ul style="list-style-type: none"> <li>• Dissemination of information on legal aid operations</li> </ul>

**Table 2: Stakeholders and their interests/concerns**

### **2.3 Internal Environmental Analysis**

This section highlights the past performance and analyses the internal capability of LAB to establish the strengths, weaknesses, opportunities and threats, and provide for optimisation and/or mitigation measures.

#### **2.2.1 Past Performance**

The overall performance for Legal Aid Board during the period 2013 – 2017 was 52.96 %. This represented an average performance rating of the institution. LAB’s performance in core objectives was average at 56.67%. In terms of support objectives, there was an average at 51.11%. This performance was largely attributed to a number of enablers which included the successful launch of the National Legal Aid Policy, stakeholder support, increased presence through creation of additional two LAB stations and creation of six (6) Legal Services Units (LSUs) countrywide. However, this performance was negatively impacted by inadequate funding, low staffing levels and inadequate logistical support among others.

#### **2.2.2 Capability Assessment**

The Institutional capability assessment conducted for LAB provided an in-depth analysis of the Institution's status internally. The internal analysis identified a number of gaps and provided appropriate interventions as input into the preparation for the 2019 – 2021 Strategic Plan and BSC. Based on the assessment, it was established that the Institution had challenges in the seven areas relating to the strategy, structure, systems, staff, skills, shared values and style of leadership and management. The identified challenges will need to be addressed for LAB to effectively

implement its Strategic Plan. Further, a SWOT analysis was conducted. The analysis identified the factors within the Institution in respect of strengths and weaknesses that would facilitate or hinder respectively, the implementation of the identified interventions. In addition, the analysis identified factors outside LAB in respect of opportunities and threats that would facilitate or hinder the implementation of the identified interventions. The analysis revealed the following:-

**a) Strengths**

- i. Availability of human resource staff;
- ii. Availability of support from management;
- iii. Availability of staff with requisite skills;
- iv. Willingness and commitment of staff;
- v. Availability of code of ethics for LAB;
- vi. Availability of ICT staff;
- vii. Availability of staff with technical knowhow in requisite systems;
- viii. Existence of communication channels within LAB e.g. internal emails, website and circulars.

The Institution will optimise the identified strengths by:

- i. Involving Human Resource staff in the development of the CPD plan, review of the structure and the development of a capacity building programme;
- ii. Involving Human Resource staff on the development and implementation of a programme to inculcate shared values;
- iii. Engaging management for support;
- iv. Involving staff with requisite skills in implementing capacity building programmes;
- v. Engaging staff in the SP and BSC sensitisation and Implementation Plan;
- vi. Utilising the code of ethics in the development and implementation of core values;
- vii. Involving ICT staff in the development of systems;
- viii. Involving staff with technical knowhow on development of systems;
- ix. Utilising existing internal communication channels to disseminate the Strategic Plan and Balanced Scorecard;

## **b) Weaknesses**

Despite having the strengths highlighted above, The Legal Aid Board identified some weaknesses, which may negatively affect the implementation of the 2019 – 2021 Strategic Plan if not addressed. The weaknesses include the following:

- i. Lack of budget lines for sensitisation programmes, review of the structure and Continuous Professional Development (CPD);
- ii. Lack of communication experts;
- iii. Resistance to change;
- iv. Inadequate budget line for systems development;
- v. Lack of commitment to training programmes by some members of staff;
- vi. Indiscipline and deliberate ploy to circumvent shared values by some individuals.
- vii. Lack of uniform electronic case management system for all LAB stations

To address the weaknesses above, Legal Aid Board will undertake the following measures:

- i. Engage the Treasury and Cooperating Partners for support;
- ii. Engage communication experts;
- iii. Develop and implement a change management plan;
- iv. Develop and implement a resource mobilisation strategy;
- v. Strengthen enforcement of the Code of Ethics and shared values; and
- vi. Establish and operationalise an Integrity Committee.

## **c) Opportunities**

The analysis also identified a number of opportunities that LAB could leverage from the external environment. The following are some of the opportunities:-

- i. Availability of technical support from Management Development Division (MDD), Public Service Management Division (PSMD) Smart Zambia Institute and Ministry of National Guidance and Religious Affairs.
- ii. Availability of the Seventh National Development Plan (7NDP);
- iii. Availability of stakeholder support;

- iv. Availability of suppliers of off-the-shelf systems;
- v. Availability of training institutions;
- vi. Support from Professional Associations;
- vii. Availability of a Code of Ethics for the public service; and
- viii. Availability of National Values and Principles.

In order to take advantage of the identified opportunities the following measures will be undertaken:-

- i. Engage MDD, PSMD, Smart Zambia Institute and Ministry of National Guidance and Religious Affairs for technical support;
- ii. Utilise the 7NDP for setting institutional targets;
- iii. Engage stakeholders for support;
- iv. Engage suppliers of off-the-shelf systems on supply of requisite systems;
- v. Engage training institutions for tailor made CPD programmes;
- vi. Engage professional associations for technical support;
- vii. Utilise the Code of Ethics for the Public Service to develop a code of ethics for Legal Aid Assistants, Legal Assistants and Paralegals; and
- viii. Utilise national values and principles to adopt shared values.

#### **d) Threats**

In addition to the opportunities, some threats were identified from the negative developments in the external environment and mitigation measures have been provided. The following are the threats:-

- i. Inadequate and delayed funding from the Treasury;
- ii. Non approval of the organisational structure by Cabinet Office;;
- iii. Inducement offers for favours.

LAB will, therefore, undertake the following mitigation measures:

- i. Engage the Treasury on adequately funding the structure;
- ii. Develop and implement a resource mobilisation strategy;

- iii. Develop and implement a sensitization program on legal aid and procedures on acquiring grant of legal aid;
- iv. Engage Cabinet Office on the review and approval of the organisational structure;  
and
- v. Develop and implement a Gift Policy.

### 3. STRATEGIC DIRECTION

Having analysed the internal and external environment within which Legal Aid Board has been and may be expected to operate in the next 3 years, the Institution has set out an operational framework to guide the execution of its mandate. The specific areas of focus are programming, decision-making and resource allocation during the period 2019 – 2021 as set out below:

#### 3.1 Vision

Legal Aid Board's Vision is **“A credible and innovative provider of legal aid promoting access to justice for all”**.

Through this vision, Legal Aid Board will endeavour to provide professional, efficient and effective quality legal aid to its clients.

#### 3.2 Mission Statement

To realise the vision and achieve the strategic results, Legal Aid Board commits itself to the following mission statement **“To provide quality legal aid for enhanced access to justice”**.

Through this mission, LAB will endeavour to provide professional, efficient and effective quality legal aid to its clients.

#### 3.3 Strategic Themes and Strategic Results

To realise its vision, Legal Aid Board has identified two (2) areas of focus as follows:

- a) Legal Aid Excellence resulting in enhanced client access to justice; and
- b) Operational Excellence resulting in high quality services.

##### 3.2.1 Legal Aid Excellence

To attain Legal Aid Excellence, LAB will need to improve the way it provides legal aid to clients. The focus on Legal Aid Excellence will result in enhanced client access to justice.

##### 3.2.2 Operational Excellence

Legal Aid Board will attain operational excellence by enhancing financial resource mobilisation and management, improving operational systems and improving human resource. Operational excellence will also be achieved by improving its infrastructure and logistics. This focus will ensure high quality services.

### **3.4 Core Values**

In coming up with the core values, LAB took into account the National Values and Principles. The operations of LAB and more specifically, the conduct and behaviour of the staff for the next 3 years will, therefore, be anchored on the seven (7) core values which have been aligned to National Values and Principles as highlighted below:

**i. Integrity**

We are honest and upright in the execution of our mandate.

**ii. Transparency**

We uphold an open door policy in the delivery of Services.

**iii. Accountability**

We take responsibility for all the decisions made.

**iv. Fairness**

We are impartial and objective in serving our clients.

**v. Unity**

We work in harmony as a team to achieve our set goals.

**vi. Diligence**

We are professional and thorough in the execution of our mandate.

**vii. Confidentiality**

We respect clients' privacy and uphold non-disclosure policy for privileged information.

### 3.5 Strategic Objectives, Intended Results, Measures, Targets and Strategies

In the next three (3) years, LAB commits to pursuing five (5) strategic objectives with their associated intended results, measures, targets and strategies (initiatives). The strategic objectives demonstrate the continuous improvements that the Institution will need to make to get the desired results in the areas of focus as follows:

**Table 3: Summary of Strategic Objectives**

S/N	Strategic Theme (Area of Focus)	Strategic Result	Strategic Objective (Continuous Improvements to get the Strategic Results)
1.	Legal Aid Excellence	Enhanced client access to justice	1. Improve provision of Legal Aid 2. Develop additional quality monitoring and quality assurance tools and procedures for legal aid services
2.	Operational Excellence	High quality services	3. Enhance Financial Resources and Management 4. Improve Operational Systems 5. Improve Human Resources 6. Improve Infrastructure and Logistics

#### 3.5.1 Strategic Objective 1: Improve provision of legal aid

To improve the provision of legal aid, LAB will review and implement the Legal Aid Act and develop and implement Legal Aid Guidelines and Procedures. In addition, LAB will review and implement the organizational structure, strengthen the provision of legal reference materials and strengthen sensitisation programmes on services offered by Legal Aid Board. Further LAB will strengthen stakeholder collaboration, establish and maintain a register for Legal Aid Assistants, Legal Assistants and Paralegals. LAB will also develop and implement a Code of Ethics for Legal Aid Assistants, Legal Assistants and Paralegals.

The above strategies are intended to result in efficient and effective Legal Aid, improved adherence to code of ethics for Legal Aid Assistants, Legal Assistants and Paralegals, and

improved compliance to Legal Aid guidelines and procedures.

### **3.5.2 Strategic Objective 2: Enhance Financial Resources and Management**

In order to enhance financial resources, LAB will develop and implement a Resource Mobilisation Strategy anchored on sustainability, strengthen stakeholder management and enhance collaboration with the Treasury on the Legal Aid Fund and Grant. In addition, there will be need to strengthen implementation of the billing scale for drafting and conveyance related cases in line with Law Association of Zambia guidelines.

To enhance financial management, LAB will develop and implement an Enterprise Risk Management Strategy, establish and operationalise the Risk Committee and strengthen internal control systems.

These measures will result in increased financial resources as well as strengthened financial accountability.

### **3.5.3 Strategic Objective 3: Improve Operational Systems**

For LAB to improve operational systems, the Board will need to re-engineer, automate and integrate requisite systems. In addition, LAB will develop and implement a Service Delivery Charter as well as develop and implement an Internal Service Level Agreement. These measures are intended to result in improved efficiency.

### **3.5.4 Strategic Objective 4: Improve Human Resources**

For Legal Aid Board to have improved Human Resource, it will develop and implement a Performance Management System driven by set criteria, performance standards, a Staff Development Strategy and a Staff Training Plan. In addition, LAB will review and implement the Organisational Structure, develop and implement a feedback mechanism. Further, a staff motivation plan and a staff welfare programme will be developed and implemented. Legal Aid Board will also review and implement improved conditions of service for enhanced staff performance and improved staff motivation.

To improve human resource performance, LAB will also need to develop and implement an organisational team building strategy. The Board will, further, develop and implement a plan to inculcate core values.

The interventions above are expected to result in enhanced staff performance, improved staff motivation and enhanced work culture.

### 3.5.5 Strategic Objective 5: Improve Infrastructure and Logistics

In order to improve infrastructure and logistics, LAB will develop and implement a Resource Mobilisation Strategy, as well as develop and implement an Infrastructure Renovation and Acquisition plan. In addition, LAB will strengthen the acquisition and provision of logistics. Further, LAB will develop and implement a Communication Strategy. These measures are intended to improve work output and clients/stakeholders satisfaction.

The detailed 2019-2021 Strategic Plan log frame for LAB is highlighted in Table 4 below.

**Table 4: Legal Aid Board: Strategic Themes, Strategic Results, Strategic Objectives, Intended Results, Measures, Targets and Strategies (Initiatives)**

<b>Strategic Theme 1: Legal Aid Excellence</b>			
<b>Strategic Result: Enhanced client access to justice</b>			
<b>Strategic Objective 1: Improve provision of legal aid</b>			
<b>Intended Result</b>	<b>Measure</b>	<b>Target</b>	<b>Strategy</b>
Efficient and effective Legal Aid	% Criminal Cases concluded against cases received	75% Criminal Cases concluded against cases received by 2021	<ul style="list-style-type: none"> <li>• Review and implement the Legal Aid Act</li> <li>• Review and implement the organisational structure</li> <li>• Strengthen the provision of legal reference materials</li> <li>• Strengthen the sensitisation programme on services offered by Legal Aid Board</li> </ul>
	% Civil Cases concluded against cases received	50% Civil Cases concluded against cases received by 2021	

			<ul style="list-style-type: none"> <li>Strengthen stakeholder collaboration on legal aid</li> </ul>
Improved adherence to code of ethics for Legal Aid Assistants, Legal Assistants and Paralegals	% Adherence	100% adherence to code of ethics for Legal Aid Assistants, Legal Assistants and Paralegals annually	<ul style="list-style-type: none"> <li>Review and implement the Legal Aid Act</li> <li>Establish and maintain a register for Legal Aid Assistants, Legal Assistants and Paralegals</li> <li>Develop and implement a code of ethics for Legal Aid Assistants, Legal Assistants and Paralegals</li> </ul>
Improved compliance to Legal Aid Guidelines and Procedures	% Compliance	100% compliance to Legal Aid Guidelines and Procedures annually	Develop and implement legal aid guidelines and procedures

<b>Strategic Theme 2: Operational Excellence</b>			
<b>Strategic Result: High quality services</b>			
<b>Strategic Objective 2: Enhance Financial Resources and Management</b>			
<b>Intended Result</b>	<b>Measure</b>	<b>Target</b>	<b>Strategy</b>
Increased Financial Resources	% increase in non-traditional financial resources	40% increase in non-traditional financial resources by 2021	<ul style="list-style-type: none"> <li>Develop and implement a Resource Mobilisation Strategy</li> <li>Strengthen stakeholder management</li> <li>Strengthen implementation of the billing scale for drafting and conveyance related cases in line with Law Association of Zambia guidelines</li> </ul>

			<ul style="list-style-type: none"> <li>Strengthen collaboration with the Treasury on the Legal Aid Fund and Grant</li> </ul>
Strengthened Financial Accountability	Number of audit queries	Zero audit queries by 2021	<ul style="list-style-type: none"> <li>Develop and implement an Enterprise Risk Management Strategy</li> <li>Establish and operationalise Risk Committee</li> <li>Strengthen internal control systems</li> </ul>
<b>Strategic Objective 3: Improve Operational Systems</b>			
Improved Efficiency	% Compliance	80% Compliance to the Service Delivery Charter	<ul style="list-style-type: none"> <li>Re-engineer, automate and integrate requisite systems</li> <li>Develop and implement a Service Delivery Charter</li> <li>Develop and implement an Internal Service Level Agreement</li> </ul>
		100% Compliance to the Internal Service Level Agreement	
<b>Strategic Objective 4: Improve Human Resources</b>			
<b>Intended Result</b>	<b>Measure</b>	<b>Target</b>	<b>Strategy</b>
Enhanced Staff Performance	% Staff performance	80% Staff performance against set targets annually	<ul style="list-style-type: none"> <li>Develop and implement a Performance Management System</li> <li>Develop and implement a staff training plan</li> <li>Develop and implement a staff development strategy</li> <li>Review and implement the organization structure</li> </ul>

Improved Staff Motivation	% Staff motivation	80% Staff motivation levels attained annually	<ul style="list-style-type: none"> <li>Review and implement improved conditions of service</li> <li>Develop and implement a feedback mechanism</li> <li>Develop and implement a staff motivation plan</li> <li>Develop and implement a staff welfare programme</li> </ul>
Enhanced Work Culture	% Adherence to Organisation core values	100% Adherence to organisation core values annually	<ul style="list-style-type: none"> <li>Develop and implement an organisation team building strategy</li> <li>Develop and implement a plan to inculcate core values</li> </ul>
<b>Strategic Objective 5: Improve Infrastructure and Logistics</b>			
<b>Intended Result</b>	<b>Intended Result</b>	<b>Intended Result</b>	<b>Intended Result</b>
Improved Work Output	% Institutional performance	95% Institutional Performance against set targets annually	<ul style="list-style-type: none"> <li>Develop and implement a Resource Mobilisation Strategy</li> <li>Strengthen the acquisition and provision of logistics</li> </ul>
Improved clients/stakeholders satisfaction	% Positive feedback	80% Positive feedback from clients/stakeholders	<ul style="list-style-type: none"> <li>Develop and implement an infrastructure renovation and acquisition plan</li> <li>Develop and implement a Communication Strategy</li> </ul>

Refer to Appendix I for the Balanced Scorecard for Legal Aid Board.

## **4. ENABLING FACTORS**

The successful implementation of this Strategic Plan is, to a large extent, dependent on the following pre-conditions and assumptions being in place:

### **4.1. Pre – Conditions**

The pre-conditions are the critical success factors that LAB will need to put in place to ensure the successful implementation of the 2019-2021 Strategic Plan. The following are the pre-conditions:

- a) Efficient and effective operational systems;
- b) Availability of adequate professional, competent and committed human resource;
- c) Conducive working environment;
- d) Supportive leadership and management; and
- e) Adequate logistical support.

### **4.2. Assumptions**

These are critical success factors outside the control of LAB that should prevail for the successful implementation of the Plan. The following are the assumptions:

- a) Continued political will;
- b) Adequate and timely funding;
- c) Continued support from stakeholders; and
- d) Amendment of the Legal Aid Act.

## **5. PLAN IMPLEMENTATION**

To operationalise the Strategic Plan, a costed Implementation (Operational) Plan, broken down into annual unit and individual work plans, with SMART targets and schedules of activities will be developed, taking into account the available resources.

The Human Resources and Administrations Department will be responsible for the development and implementation of the Operational Plan as well as submission of progress

reports to Management by December every year. The Operational Plan will be the basis for monitoring and evaluating the performance of Legal Aid Board at three levels, namely: Individual, Unit/Department and Institutional.

## **6. MONITORING AND EVALUATION**

Monitoring and Evaluation (M&E) of the Strategic Plan will be vital for effective implementation and ascertaining its impact. An M&E Framework will be developed to track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as institute corrective measures timely. Monitoring and evaluation will be done at individual, unit and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Human Resources and Administration Department. The Department will ensure that each Department/Section/Unit prepares progress reports and submits to management for consideration.

At individual level, a Performance Management System will be developed to monitor and evaluate performance on a continuous basis. With regard to Department/Section and Unit levels, monitoring and evaluation of the implementation of the plans will be done quarterly while at institutional level, monitoring and evaluation will be annual.

A Mid-Term Review (MTR) will be undertaken in 2020 to identify challenges, if any, encountered during implementation and recommend appropriate measures for addressing the challenges identified. Consequently, a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform the preparation of the 2022 - 2026 Strategic Plan.

## LEGAL AID BOARD 2019-2021 BALANCED SCORECARD

<b>Vision</b>	<b>A credible and innovative provider of Legal Aid promoting access to Justice for all</b>	
<b>Core Values</b>	<b>Integrity; Transparency; Accountability; Fairness; Unity; Diligence; Confidentiality</b>	
<b>Mission</b>	<b>To provide quality legal aid for enhanced access to justice</b>	
<b>Strategic Themes</b>	Legal Aid Excellence	Operational Excellence
<b>Strategic Results</b>	Enhanced client access to justice	High quality services

Strategic Objectives and Strategy Map		Measures	Targets	Strategies/Initiatives
<b>Customer</b>	<div style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #fff9c4; width: fit-content; margin: 0 auto;">                     Improve provision of Legal Aid                 </div>	<ul style="list-style-type: none"> <li>% Criminal Cases concluded against cases received</li> <li>% Civil Cases concluded against cases received</li> <li>% Adherence</li> <li>% Compliance</li> <li>% increase in non- traditional financial resources</li> <li>Number of audit queries</li> <li>% Compliance</li> <li>% Staff performance</li> <li>% Staff motivation</li> <li>% Adherence to Organization core values</li> <li>% Institutional Performance</li> <li>% Positive feedback</li> </ul>	<ul style="list-style-type: none"> <li>75% Criminal Cases concluded against cases received by 2021</li> <li>50% Civil Cases concluded against cases received by 2021</li> <li>100% adherence to code of ethics for Legal Aid Assistants, Legal Assistants and Paralegals annually</li> <li>100% compliance to Legal Aid guidelines and procedures annually</li> <li>40% increase in non- traditional financial resources by 2021</li> <li>Zero audit queries by 2021</li> <li>80% Compliance to Service Delivery Charter</li> <li>100% Compliance to Internal Service Level Agreement</li> <li>100% Staff performance against set targets annually</li> <li>80% Staff motivation levels attained annually</li> <li>100% Adherence to Organization core values annually</li> <li>95% Institutional Performance against set targets annually</li> <li>80% Positive feedback from clients/stakeholders annually</li> </ul>	<ul style="list-style-type: none"> <li>Review and implement the Legal Aid Act</li> <li>Review and implement the organizational structure</li> <li>Strengthen the provision of Legal reference materials</li> <li>Strengthen the sensitization programme offered by Legal Aid Board</li> <li>Strengthen stakeholder collaboration on Legal Aid</li> <li>Establish and maintain a register for Legal Aid Assistants, Legal Assistants and Paralegals</li> <li>Develop and implement a code of ethics for Legal Aid Assistants, Legal Assistants and Paralegals</li> <li>Develop and implement Legal Aid guidelines and Procedures</li> <li>Develop and implement a Resource Mobilization Strategy</li> <li>Strengthen Stakeholder Management</li> <li>Strengthen implementation of the billing scale for drafting and conveyance related cases</li> <li>Strengthen collaboration with the Treasury on the Legal Aid Fund and Grant</li> <li>Develop and implement Enterprise Risk Management Strategy</li> <li>Establish and operationalize Risk Committee</li> <li>Strengthen Internal Control Systems</li> <li>Develop and implement a Service Delivery Charter</li> <li>Develop and implement an Internal Service Level Agreement</li> <li>Re-engineer, automate and integrate requisite systems</li> <li>Develop and implement a performance management system</li> <li>Develop and implement a staff training plan</li> <li>Develop and implement a staff development strategy</li> <li>Review and implement improved conditions of service</li> <li>Develop and implement a feedback mechanism</li> <li>Develop and implement a staff motivation plan</li> <li>Develop and implement a staff welfare programme</li> <li>Develop and Implement an Organisation team building strategy</li> <li>Develop and implement a plan to inculcate core values</li> <li>Strengthen the acquisition and provision of logistics</li> <li>Develop and implement an infrastructure renovation and acquisition plan</li> <li>Develop and implement a communication strategy</li> </ul>
<b>Finance/ Stewardship</b>	<div style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #fff9c4; width: fit-content; margin: 0 auto;">                     Enhance Financial Resources and Management                 </div>			
<b>Internal Processes</b>	<div style="border: 1px solid black; border-radius: 15px; padding: 10px; background-color: #fff9c4; width: fit-content; margin: 0 auto;">                     Improve Operational Systems                 </div>			
<b>Organisation Capacity</b>	<div style="border: 2px solid purple; border-radius: 15px; padding: 10px; background-color: #fff9c4; width: fit-content; margin: 0 auto;"> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #fff9c4; width: 45%;">                         Improve Human Resources                     </div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #fff9c4; width: 45%;">                         Improve Infrastructure and Logistics                     </div> </div> </div>			