

Draft strategic plan for

Legal Action for Persons with Disabilities
Uganda (LAPD)

Strategic Plan.

2019-2023

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(i) List of Acronyms

BoD	Board of Directors
CSO	Civil Society Organization
DPO	Disabled Persons Organizations.
EOC	Equal Opportunities Commission
EFA	Education For All.
ESIP	Education Sector Investment Plan
FGM	Female Genital Mutilation
ICT	Information Communication and Technology
JLOS	Justice Law and Order Sector
KAP	Knowledge Attitudes and Practices.
LAP	Legal Aid Project
LC	Local Council
LAPD	Legal Action for Persons with Disabilities Uganda
LASPNET	Legal Aid Service Providers Network.
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
NOWODU	National Union of Women With Disabilities in Uganda.
NUDIPU	National Union of Disabled Persons of Uganda.
PWDs	Persons with Disabilities.
PEAP	Poverty Eradication Action Plan
PMA	Plan for the modernization of Agriculture
SMT	Senior Management Team
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SDIP	Social Development Sector Investment Plan
UBOS	Uganda Bureau of Statistics
UNAD	Uganda National Association of the Deaf
WHO	World Health Organization

ii) Message from the Executive Director

On Behalf of Board of Directors, it is my pleasure to present LAPD strategic Plan from 2019-2023. We would like to thank all of you – LAPD staff, partners, PWDs and funders for participating and supporting the planning process.

This strategic plan is important because it articulates our mission and core values as an organization as well as our vision for the next five years. It also outlines the strategic directions that are key to facilitating us to realize **our** Vision and achieve our Mission. As we pursue our strategic directions, services will be developed, programs will be added and partnerships will be nurtured, with the intent to **strive** towards a Uganda where persons with disabilities (PWDS) have their rights upheld with dignity and respect.

LAPD looks forward to the next five years as we implement our Strategic Plan. With your help we are confident that we will be successful in our Mission and continue to be an organization that each one of you can take pride in.

Thank you for your significant input, as well as your continued support and enthusiasm as we engage in this exciting journey and watch our plan unfold.

Laura Kanushu Opori.
Executive Director, LAPD.

(ii) Acknowledgements

The process of developing this strategic plan was highly interactive and participatory which involved different stakeholders at various levels. Without the support and generous contributions of our donors and stakeholders, the task of developing this plan would not have been a success. To this end, they are appreciated!

Appreciations go to the Board of Directors, Executive Director and the entire technical staff at LAPD that provided material and intellectual support toward the entire strategic plan development process.

LAPD is thankful and takes great recognition of our anonymous donor for their unwavering financial support towards developing this strategic plan.

Literature and intellectual property from different organizations within and outside LAPD was utilized. We appreciate and recognize all organizations whose materials have been quoted and referred to.

(iii) Executive Summary.

The 2006 adoption of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) was a milestone in efforts to promote the rights of PWDs. PWDs have historically been one of the most marginalized groups. Indeed, there have been concerted efforts to protect this group and advance their rights. These efforts precede the CRPD. This has seen shifts at both global and national levels from different models of addressing the needs and challenges PWDs face. The move has seen advocates and states move away from the *medical model* to the *social model* through to the *human rights model*. The medical model looks at disability as a medical problem and one which requires medical solutions for instance by correcting and treating disabilities. The medical model is supplemented by the charity model, under which PWDs are looked at as objects of pity, and ones who should benefit from alms and the sympathy of others. On the other hand, the social model advocates argue that disability is a problem of society. Impairment itself is not an issue, the problem is the social obstacles which society creates, which impair those with disabilities. The human rights model looks at PWDs as agents that are entitled to rights and that this is a way of empowering them. This model is guided by the principles of the human worth of every human being as anchored in the concept of human dignity.

The CRPD pursues the human rights model and defines its purpose as the promotion, protection and ensuring the full and equal enjoyment of all human rights and fundamental freedoms by all PWDs, and to promote respect for their inherent dignity. The CRPD is defined by the following principles: (a) Respect for the inherent dignity, individual autonomy including the freedom to make one's own choices, and independence of persons; (b) Non-discrimination; (c) Full and effective participation and inclusion in society; (d) Respect for difference and acceptance of persons with disabilities as part of human diversity and humanity; (e) Equality of opportunity; (f) Accessibility; (g) Equality between men and women; (h) Respect for the evolving capacities of children with disabilities and respect for the right of children with disabilities to preserve their identities.

It is in living with the above provisions that the CRPD protects a number of rights for PWDs. In the first place, the Convention defines the obligations of states and elaborates what states are expected to do in order to ensure and promote the full realization of all human rights and fundamental freedoms for all persons with disabilities without discrimination of any kind on the basis of disability.

It is worthwhile exploring the access to justice related issues and rights of PWDs. This is because access to justice defines the mandate of LAPD and remains the purpose for which it was established. There is

no standard definition of the concept "access to justice". The European Union Parliament has defined access to justice in the following terms:

[T]he expression 'access to justice' serves to focus on two basic purposes of the 'legal system'. Access to justice means, first of all, that the legal system must be equally accessible to all. Plaintiffs must be empowered to bring a claim before a court. Therefore, the procedural rules and practicalities shaping the legal system, such as standards on standing, litigation costs, availability of legal aid, or access to legal representation, may allow or restrict the ability of plaintiffs, especially the poor and disadvantaged, to bring a claim. Access to justice cannot be achieved when plaintiffs face many obstacles that prevent them from filing a lawsuit. Access to justice also means that the legal system must lead to results that are 'individually and socially just'.

There are a number of parameters which determine effective access to justice. These include: effective access to court; costs of justice and legal assistance; access to a fair trial; and enforcement of judgments. For these parameters to be achieved, access to justice is underpinned by a number of rights, including the wide variety of fair trial rights as guaranteed by international human rights law. The CRPD guarantees PWDs the right to equality before and under the law, which includes the right to equal protection and equal benefit of the law. In addition, the CRPD guarantees PWDs the right to equal recognition before the law, which includes the right to enjoy legal capacity in all aspects of life. The Convention is particular in defining the right of access to justice.

The successful implementation of the strategic plan will make an indelible contribution to the lives of persons with disabilities in Uganda. The strategic plan will therefore be beneficial to the ordinary persons with disabilities and LAPD as an institution. LAPD strongly believes that the success of this strategic plan will also contribute to enhancing access to justice for PWDs and improving the environment within which legal aid services are provided to indigent PWDs.

1.0 Introduction

1.1 Organizational Description

Legal Action for Persons with Disabilities Uganda (LAPD) is a non-governmental and non-profit making organization formed by lawyers with disabilities with a principle purpose of providing legal services to persons with disabilities through legal aid (counselling, advice and representation in courts of judicature),strategic litigation and advocacy. LAPD was registered with the Non-Governmental Organization Board in Kampala on the 27th November 2005 with a mandate to operate in the whole country.

LAPD works with communities, Disability organisations, persons with disabilities, the government and the general public to ensure that rights of persons with Disabilities are actualised.

The organization has nurtured good working relationships and collaboration with a range of stakeholders including the JLOS, the local community, international NGOs, and development agencies. The development partners/agencies that LAPD has worked with in the past include FIDA,LAP NUDIPU,NOWUDU,LASPNET,MHU,UNAB,UNAD, Ministry of Justice, Ministry of Gender Labour and social Development,etc.Having worked with these partners, LAPD has been able to develop good program and financial management practices and systems that have enabled it to continue attracting funding.

1.2 LAPD's Vision, Mission and Core Values

Vision: A Uganda where persons with disabilities (PWDS) have their rights upheld with dignity and respect.

Mission: To promote and protect the rights of persons with disabilities in Uganda through legal rights education, strategic litigation and legal aid to indigent people with disabilities.

Our Core Values are;

- **Integrity and professionalism:** LAPD will ensure that the organization has an international image and reputation and that staff professionalism is upheld in all operations.
- **Equity and equality:** LAPD will ensure that our interventions are valued, enjoyed and appreciated by all and that there is no discrimination on basis of ethnic background, religion, sex or age.
- **Accountability and transparency:** Will be transparent in all operations and accountable to all stakeholders, including beneficiaries, government, LAPD supporters and the general public.
- **Respect of rule of law:** Will operate within the provisions of the law in all activities and engagement with other organisations.

I.3 Approach of Developing this Plan.

The development of this strategic plan was a highly participatory process that involved the LAPD board and staff members, peer-organizations and development partners. The participatory methodologies were geared towards enabling the internal stakeholders to understand, own and articulate the new direction of LAPD.

Part of the process involved conducting face to face strategic interviews with development partners in order to appreciate their perspective regarding the strengths, weaknesses, opportunities and risks of LAPD. In this regard, staff from the 19 main partner organizations were involved and interviewed. Some of the organizations consulted include NUDIPU, NAWODU, LAP, DRF, Mental Health Uganda and LASPNET ETC. Their input was very helpful in informing the process and shaping the content of this strategic plan.

The Executive Director for LAPD was also interviewed to obtain information on the key milestones, strengths, weaknesses, and opportunities the organization has to focus on. The discussion also focused on the strategic choices and decisions LAPD has to make in order to increase her impact to the target communities.

In-depth discussions were also conducted with the LAPDs senior management and the board of Directors. The discussed centered on the key lessons, challenges, achievements and thematic areas of focus for the organization.

The information obtained from the interviews and in-depth discussions were later used during the 2 day strategic plan developments workshop convened at Nob View Hotel. During this workshop, focus group discussions were the main approach adopted to conduct the SWOT analysis and also determine the key strategic choices for LAPD. The purpose of the workshop was to enable collective thinking and balanced assessment of the internal and external environments in order to map a clear direction for the organization.

Guided Discovery was also utilized in workshop setting and group discussions to enable the teams identify and set realistic simple, measurable, achievable, Relevant and Time-bound objectives. This method was also used to facilitate the identification of strategic objectives, the sub objectives, the corresponding outcomes and strategic initiatives. The SWOT analysis tool was utilized to undertake a performance and landscape assessment of the organization.

Relevant literature was also reviewed. The documents reviewed include: the Promoting the Rights of Persons of Disabilities in Uganda: Litigation Strategy and Advocacy Plan for Legal Action for Persons with Disabilities in Uganda, Baseline Report on gender based violence among girls and women with disabilities in north and north eastern Uganda. – 2011 by NAWODU, the 2010-2015 LAPD strategic plan, Financial Reports and Project reports, minutes for the BoD meetings.

2.0 Background

2.1 Landscape Assessment.

There is no universally agreed definition of disability. In Uganda the persons with disability Act (2006) defines disability as “**a substantial functional limitation of daily life activities caused by physical, mental or sensory impairment and environmental barriers resulting in limited participation**”. This is in line with the social model of disability which draws a clear distinction between impairments and disability. Historically disability was seen primarily as a medical condition, with the problem located within the individual. This medical or individual model has been challenged by disability activists who have reconceptualised disability as a primarily social phenomenon. According to the activists society disables people with impairments by its failure to recognise and accommodate difference and through the attitudinal, environmental and institutional barriers it erects towards people with impairments. Disability thus arises from a complex interaction between health conditions and the context in which they exist.

There is no accurate data on the number of disabled people or the prevalence rates for different impairments in many countries including Uganda. Most rely on the World Health Organization (WHO) estimates that 10% of any given population would be disabled. In Uganda the figures from the 2002 population and housing census report present the most reliable figures on the prevalence of disability to date. According to the report about 4.4% of the population of the country had disability. Of this 35.3% had physical disabilities (affected limbs), 22.3% had spinal cord problems, 15.1% had hearing problems, 6.7% visual impairment, 3.9% speech problems, 3.6% with mental retardation, 3.6% with mental illness and 9.6% with other disabilities. The report further noted that 56% of the total population consisted of children below 18 years of age. However, these results were seriously contested by the leadership of the disability movement in the country. Consequently Uganda Bureau of Statistics (UBOS) included disability as one of the targeted areas for its 2005/06 National Demographic and Household Survey (UDHS) whose finding revealed that about 7% of the population of all Ugandans had a disability. This implies that, based on the current projected population of 30.0 million people, there are about 2.1 million disabled people living in the country.

Moreover the proportion of persons with disabilities keeps increasing due to the large incidence of poverty, lack of occupational health and safety, poor pre-natal care, poor road and traffic management, civil conflicts, and landmines. But hidden also is the sense that very few people understand the true nature of the problem that disabled people face. The realities of disability are alarming in many countries of the world including Uganda. Most of the disabled remain invisible, being underreported in national censuses and surveys. Less than 5% of children with disabilities attend school, while women and girls suffer double discrimination and have even less access to education than males. Most disabled people are poor because they are denied the access and opportunities for most basic to human development - education, income, and self-esteem. They are vulnerable by virtue of their impairment and negative societal attitudes arising from fear, ignorance, and lack of awareness, situations that make accessing mainstream societal services and programmes difficult for many, hence social exclusion and marginalisation. The implication of all this is denial of access to basic human rights, including access to justice and fair hearing where rights have been abused or violated.

1.2 Human Rights and development in Uganda

The basic instinct for survival, for life is a natural one. It is innate within all of us. This basic instinct for survival does not have any cultural, social, class or border barriers. It does not have to be taught. The basic human right is therefore the right to life. Beyond the basic concept of human right to life, is the concept of human dignity which exists in various forms in all cultures and religions. No matter what part of the world or cultural context, there exists an overriding moral sense that all human beings should be able to lead life in dignity, meaning that it should not be a life of deprivation. Human rights are essentially about our right to live life as human beings. Human rights can be defined as those basic standards necessary for a life in dignity to be free from fear and to be free from want. Human rights ultimately are moral claims resting on moral values because there are certain aspects of our life, our being, that are not violable and that no one should touch because it is essential to our humanity and our human dignity. Within the political socio-economic context of Uganda, government has made specific commitments to incorporate a human rights based approach as an integral component of the country's development focus. This provides a moral, authoritative, and a legal framework to tackle root causes of poverty, the deep seated structures of discrimination, and the processes of impoverishment from local to national levels. In Uganda the human rights approach focuses on 4 main areas:

- a) Legislative framework to safeguard Human Rights including the ratification of international commitments to human rights and development including the Universal Declaration of Human Rights; the International Covenant on Economic, Social and Cultural Rights; the International Covenant on Civil and Political Rights, the Convention on the Rights of the Child, the Convention on the Elimination of all forms of Discrimination against Women, Convention on the Rights of Persons with Disability, and various international treaties.
- b) Policies and programmes to ensure realisation of Human Rights including the National policy on Disability, Poverty Eradication Action Plan (PEAP) which has guided national planning since 1997; the Social Sector policy together with the Social Development Sector Investment Plan (SDIP); the Education Sector Investment Plan (ESIP); the health sector policy and Health Sector Strategic Plan (HSSP); Plan for the modernization of Agriculture (PMA); the National Plan of Action for Children, the National Strategic Plan for Prevention of HIV/AIDS and the National Gender Policy etc.
- c) Specific Institutions to promote and defend Human Rights

A rights-based approach to development sets the achievement of human rights as an objective of development. It invokes the international apparatus of human rights accountability in support of development action. In view of the above, the Parliament of Uganda is an important promoter and defender of human rights, the whole judiciary system and specific human rights organisations have been established by government to fulfil this role and these include the Uganda Human Rights Commission, the Amnesty Commission, the Inspector General of Government, the Electoral Commission and many others. Specific human rights NGOs are all also active in the country.

- d) Participation of all in governance processes

Human rights enable human beings to move from simply being “objects” meaning passive recipient of someone else's decisions, or recipients of charity, to being “subjects” enabling people to take their own decisions and become active agents of change. Government has deliberately promoted the active

participation of people with disabilities, specifically, government has provided for their representation at all levels of governance right from the village level up to the Parliament of Uganda. Provisions have also been made for disabled people to be represented on all statutory bodies in the country. Most importantly the decentralisation process and the Local Council system (from LC 1 to LC 5) aim to facilitate the participation of all citizens in decision making and implementation processes.

1.3 Disability and Human rights

The core concerns of policy, particularly in relation to the vulnerable, are to promote the observance of fundamental human rights principles in addressing development issues including poverty. Whereas broad improvements have been made in many sectors of the country, some human development or human rights indicators in Uganda have not changed significantly since the 90s. When human rights are respected, there is peace and stability, economic prosperity and better cooperation amongst people and nations. In Uganda there has been some improvement in human rights situation over the years. Democratic institutions like Parliament and the Judiciary are functional. Constitutional bodies such as the Uganda Human Rights Commission, the Inspectorate of Government and the Amnesty Commission among others are in place. There are civil society organizations involved in a range of socio-political activities that promote human rights. The media functions although they face legal-political constraints. The political opposition is restored and there is relative peace in the country. All these show some improvements in the human rights situation in Uganda. But the situation of human rights would be better if infrastructure like roads, health centres and schools were in proper working condition and serving all. Other considerations to improve human rights would include reduction of poverty amongst the rural and urban poor; increasing access to quality social services by all; improved performance of Law and Order agencies like the police, prisons and security bodies; eradication of corruption in the body politic and ensuring judicial independence to improve administration of justice in the country. These are areas of particular significance to the marginalised and vulnerable sections of society including the disabled because, for various reasons, they are usually excluded from development processes in the country.

The denial of rights for disabled people starts right at family level where they are often destined to remain at home without purpose. Many are denied the basic right to a name and to belong to a family as they are usually referred to by their disabilities and are disowned by their fathers. Quite a number are either overprotected or neglected by families. The reason for overprotection, in most cases, is fear of the person getting harmed if allowed to do anything. Most times however disabled people face social rejection at home and in their communities because of the common beliefs and perceptions about disability. In many communities it is believed that disability is a curse or misfortune from God the Creator. *'God is unjust because he creates. I am not a bad person but I have to look after a blind child. Bad people do not face similar fate'* said a mother of a disabled child. Such people live with the guilt of bearing children with impairment. Many communities' perception is that disabled people are necessarily weaker or less able than the non-disabled people. Cases abound in many communities of disabled people, being completely rejected by families, denied emotional support, love and subjected to conditions that make them entirely dependent upon others. A large number are hidden away from society as they are considered a source of embarrassment. Worse still many are denied the right to live either through physically termination of life or withdrawal of care, food and protection leading to slow and painful death.

Policy implementation in the health sector, with regard to disability, is a problem as very little is spent on disability work by the health sector because of the limited budget. Infact the health sector feels that most of the work is already being done by NGOs. Even the mainstream services within this sector are not easily accessed by disabled people because of failure by public policy to recognise and accommodate difference and because of attitudinal, environmental and institutional barriers erected towards people with disabilities. The health sector believes its main contribution is in prevention of disability and argues that for anything to be done for disabled people within the health sector specific resources need to be allocated. This policy position implies that many disabled people in the country are denied their right to access appropriate health care.

Uganda is widely considered to be one of the few low income countries that have made notable progress towards achieving Education for All (EFA) goals. Uganda government has acknowledged the rights of its citizens to education and has a national plan (Education sector strategic plan) and Universal Primary Education (UPE). However, the state of basic education is characterized by exclusion of many children especially those with special needs. In many schools there is lack of adequate teachers, learning resources and opportunities and non-conducive learning environment, especially for marginalized groups. Achieving learning is therefore a challenge to many disabled children.

At participation level, a key change has been the increased participation of all, including the weak and marginalized groups such as women, youth and the disabled, in governance through a process of affirmative action. From around 1987 disabled people's organizations (DPOs) began to emerge as a powerful voice. With constant lobbying and an increase in disability awareness, Government made concessions allowing the representation of people with disabilities (PWDs) in Parliament and at all Local Councils, from village to district levels. At the same time provisions were made for the representation of disabled people on all statutory bodies including District Service Commission, District Land Board, etc. so that their concerns and needs inform decisions taken. In principle these actions have empowered PWDs and have ensured that their voices are heard at all major decision levels. In practice however, many of the positions remain unfilled either because there are no qualified people or elections have not been organized to fill them. Moreover even where the positions are filled voices of disabled people are not heard because of low esteem on the part of the disabled and negative attitudes on the part of society in general.

Most fundamentally however, even where denial or abuse of rights have occurred in relation to persons with disabilities no remedial actions are taken by those in positions of authority (duty bearers at various levels) for redress. Many disabled people continue to silently suffer torture, abuse and shame within their homes and in their local communities because nobody believes or cares. Even where attempts are made to report the cases to police many times no serious actions are taken because of the same attitudes.

2.2 Performance Assessment

Since inception in 2005, LAPD has evolved into a strong local organization that is promoting the welfare and rights of PWDs in its areas of operation. The organization has an established office in Kampala under the leadership of the Executive Director who provides support to staff and directs daily operations. The organization has a strong management team that provides the much needed technical support required to ensure smooth program management. LAPD has a formal structure to facilitate the implementation of different programs and projects. This structure has basic positions that are currently aligned to the strategic themes of LAPD.

LAPD has a Board of Directors that provides oversight guidance and direction to the Executive Director. The Board meets quarterly to provide direction and evaluate progress against the strategic Plan.

The organization has put in place a financial management system in place to further strengthen financial management and risk management. The finance department has qualified finance person who manages the funds. The organization conducts annual audits as required under sound financial management principles and standards. To ensure compliance and stewardship, financial systems are in place.

During the interviews, it was also revealed that the LAPD is still operating on a project basis rather than on a programmatic basis. This means, fundraising and implementation of activities is based on individual projects and not programs. This in the long run might affect the attainment of higher results especially strategic objectives since results at a strategy level are viewed as derived from programs and not individual projects.

LAPD is mindful of the important role and contribution of different players especially the DPOs in achieving its mission. The organization has been working with a range of different partners overtime. As such, LAPD has good reputation and close working relationships with some donors, international organizations and donor agencies. LAPD does has clear mechanisms of engaging different partners and keeping them informed about their programs and their contribution in transforming the communities. Networking and communication guidelines or frameworks have to be improved to enable LAPD to expand her visibility on social media profiles. In the effort to strengthening fundraising and resources mobilization, building solid and sustainable partnerships ought to be a major priority area for LAPD.

Presently, LAPD has a small resource envelop to finance both the over head and project costs. Much of what subsist in the envelope is majorly got through grants from donors and other development partners. This undermines the financial sustainability and viability of the organization hence putting both her programs and continuity of the organization in balance in the event where donors' funding ceases. Investing resources to grow and diversify the resource envelop emerges as a key focus for LAPD board and the secretariat. This will also entail building the capacity of the LAPD staff in area of fundraising.

The limited resource envelop is further a challenge especially in light of the ever increasing demand for legal aid services from PWDs especially those from rural areas.

LAPD has in place very qualified staff to lead implementation and program development in the key thematic areas. The staff have the required experience and have successfully implemented a number of projects. However, the organization has very lean staff especially the lawyers and legal persons to implement the different projects and activities. This is a big challenge especially as the need and demand for the legal aid services is increasing within the target population.

There is also a gap in terms of M&E capacity in form of systems and tools, and the staff. Building adequate capacity for M&E should be a priority for LAPD since it is involved in advocacy. Increased organizational M&E capacity will facilitate advocacy, fundraising and building the visibility of the organization in terms of quantifying the contribution made to promote the rights and welfare of PWDs.

Last but not least, there is a gap in both the quantity and quality of research undertaken to inform advocacy. It should be noted that advocacy can only go a long way in influencing meaningful reforms if it is backed-up by credible and compelling data or evidence. LAPD should focus effort towards consolidating on evidence based advocacy on the policy and legal environment around the areas. Without good and reliable data, attaining credibility as an organization for the advocacy efforts pursued and achieving results will continue to manifest as a challenge.

3.0 Strategic Issues.

Based on the above landscape assessment, performance assessment and the SWOT analysis the following issues featured prominently. These constitute the lynch pins in driving the change we need to see in the next strategic period.

1. Limited access to legal aid especially the indigent persons with disabilities.
2. Presence of weak legislation to promote the rights of PWDs coupled with inadequate implementation and gaps in the existing legislation.
3. Limited attention and focus on the issues affecting the welfare and the rights of PWDs.
4. Limited capacity of LAPD to meet the needs of the stakeholders.

3.1 Strategic Focus & Objectives.

Over the years LAPD has been implementing projects in 3 sectors but these were not uniquely defined. Based on the lessons learnt from the previous strategy, LAPD, found it important to maintain her thematic scope based on her expertise and the felt needs within the PWD fraternity. Therefore, going forward, LAPD has adopted the following as the priority sectors;

1. Legal Aid Provision.
2. Strategic Litigation.
3. Advocacy and Policy Influencing.

All projects to be implemented will have to be aligned to these thematic areas in the next 5 years under this strategic plan. Fundraising will be executed in line with these priority areas to enable the organization focus on achieving more impact in terms of “depth” of programming as opposed to “breadth”.

Other areas that have not been reflected as priority areas such as capacity building, gender and HIV/AIDs will be treated as either cross cutting or mainstreaming themes.

In view of the above strategic issues in 3.0, LAPD will put focus and energy on the following strategic objectives;

1. To enhance legal aid provision for indigent PWDs.
2. To strengthen strategic litigation to influence legislation, policy implementation and reform.
3. To strengthen advocacy to influence positive changes underpinning the welfare and rights of PWDs.
4. To enhance the organizational performance and effectiveness of LAPD.

3.2 LAPD - Strategic Results Framework.

LAPD Strategic Results Framework				
Sub-Objective	Outcome	Indicators	Verification Means	Assumptions
SO 1 : Enhance legal aid provision for indigent PWDs.				
Increase availability, access and utilization of legal aid services for indigent PWDs.	1.1 Increased availability, access and utilization of legal aid services by indigent PWDs.	% of legal aid services available for indigent PWDs. Proportion of indigent PWDs in need that have accessed legal aid services. Proportion of indigent PWDs in need of legal aid services who express satisfaction with the quality and quantity of services they have received.	Court Declarations and Judgments. Legal Services Provision Register Satisfaction survey reports.	People with indigent PWDs are aware of the availability of legal aid services.
	3.4 Increased understanding of the challenges facing indigent PWDs within court rooms.	% of court staff aware of the issues affecting the welfare and rights of PWDs.	Survey Reports M&E Reports. Media Engagement Reports.	Stakeholders and duty bearers are willing to be sensitized.
SO 2 : Strengthen Strategic Litigation to influence legislation.				
	2.1 Improved strategic litigation to address the needs, concerns and rights of the PWDs.	Number of strategic interest litigation cases pursued. Number of strategic litigation issues successfully impacted.	M&E Reports Court Judgments. Court Decrees.	Credible lawyers to pursue the cases are available.
	2.2 Increased implementation and enforcement of existing laws on disability.	Number of policies implemented. Number of laws enforced.	Court Decrees M&E Reports Court Judgments	Government is supportive and willing to engage.

Strengthen Strategic Litigation to influence legislation, policy implementation and reform.	2.3 Increased enjoyment of the rights PWDs.	% of PWDs enjoying their rights.	M&E Reports.	PWDs are aware of theirs.
SO 3 : Strengthen advocacy to influence positive changes underpinning the welfare and rights of PWDs.				
Enhance the capacity of the LAPD's to undertake advocacy and action for change (legal, institutional & policy) on underpinning the welfare and rights of PWDs.	3.1 Enhanced LAPD's capacity to undertake effective advocacy and action for change (legal, institutional & policy) underpinning the welfare and rights of PWDs.	Proportion of successful advocacy events/engagements held by LAPD. Number of policies formulated. Number of policies reformed. Number of policies implemented.	Law reform Hansards of Parliament/Bills in parliament. District Council Ordinances	Duty bearers appreciate the issues facing PWDs and are willing to support meaningfully.
Enhance capacity for stakeholders/PWDs to articulate issues/Rights of PWDs.	3.2 Increased advocacy capacity of stakeholders to articulate and act as agents of change regarding the issues and the rights of PWDs.	Proportion of stakeholders who can advocate successfully. Quality and quantity of advocacy engagements. % of stakeholders whose advocacy capacity has been enhanced.	M&E reports Advocacy Engagement Reports. Advocacy capacity assessment reports.	Stakeholders are willing to participate in advocacy engagements.
Strengthen research, and learning within LAPD for more impactful and evidence-based advocacy underpinning the welfare and rights of PWDs.	3.3 Increased availability of information to guide evidence-based learning, advocacy engagements and advocacy programming.	Number of researches conducted to inform advocacy and learning. % of decisions informed by the available research and lessons learned. Programs and projects development informed by the research findings. Proportion of advocacy events informed by research.	Research reports. SMT meeting minutes.	Research issues are clear.

Strengthen research, and learning within LAPD for more impactful and evidence-based advocacy underpinning the welfare and rights of PWDs.	3.4 Increased visibility, knowledge and awareness on the critical issue affecting the welfare and the rights of PWDs among the public and key stakeholders especially duty bearers.	Proportion of the public aware of the issues affecting the welfare and rights of PWDs. % of stakeholders aware of the issues affecting the welfare and rights of PWDs.	Survey Reports M&E reports Media Engagement Reports	Stakeholders and duty bearers are willing to be sensitized.
	3.5 Increased reporting and profiling of issues affecting the welfare and rights of persons with disabilities.	Frequency of reporting on PWD issues. % of media houses reporting on issues of PWDs.	Media survey reports	Media people are interested and willing to support the cause of PWDs.
SO 4: Enhance the organizational performance and effectiveness of LAPD.				
Strengthen financial management in LAPD.	4.1 Improved compliance, effectiveness, cost and operational efficiency.	Proportion of queries in management letters/ proportion of timely and accurate financial reports/Quality of financial projections.	Annual Audit reports/Financial and management reports /Approved Business Plan/Quarterly performance audit reports.	Financial accounting software are in place.
Enhance risk management at all levels.	4.2 Improved risk detection and mitigation within LAPD.	Proportion of organizational risks detected and mitigated on quarterly basis.	Risk Management Framework, Updated Quarterly/annual risk register reports	Staff are supportive towards improving the risk rating of LAPD
Strengthen good governance and management of LAPD.	4.3 Strengthened strategic leadership and organizational oversight.	Proportion of good governance principles & practices being institutionalized.	Annual board performance evaluation reports.	The BoD appreciates the concept of good corporate governance.
Improve staff engagement, motivation, capacity and performance.	4.4 Improved staff performance and engagement.	Proportion of staff who have achieved outstanding performance.	Staff appraisal reports and staff satisfaction survey reports.	There is an appropriate performance management system.
Improve resource acquisition and mobilization to achieve diversification to			Signed contracts	Staff have the requisite

deliver on the mission of LAPD.	4.5 Diversified funding sources and resource base.	Percentage of funds/resources generated annually. Number of grants/contracts signed.	(tenancy, bank, service)/grant agreements.	skills and understanding of the donor environment.
Strengthen M&E, knowledge management, to inform learning and program development.	4.6 Improved knowledge management, program accountability, learning and innovation.	% of programs and projects that are managed efficiently. % of decision informed by M&E reports.	Evaluation reports, stakeholders satisfaction survey reports. End of project. Management minutes.	Management appreciates the importance of an effective M&E function and are supportive towards its performance.

3.3 Cross cutting/ Mainstreaming Issues:

3.3.1 Peace Building and Conflict Management

While working in communities and with other partners, peace building and conflict sensitive programming approaches will be emphasized. LAPD staff will be oriented on the skills of do-no-harm and conflict sensitive programming approaches to be able to anticipate, mitigate and address conflicts within the target communities especially those that target PWDs.

3.3.2 Gender

A 2011 study conducted by NUWODU in the district of Koboko, Kitgum and Pader indicated that majority of the disabled girls and women in northern Uganda were discriminated and denied the opportunity to receive formal education. In line with the finding, one Key Informant in Koboko noted: “Discrimination in certain families exist; they tend to educate able bodied children rather than disabled ones especially girls ” Sub County Chief- Ludara Town Council.¹ The above remark explicitly portrayed a discriminatory attitude entrenched in society towards accessing disabled girls and women to formal education. This isolated example raised the need to pay a lot of concern and interest on issues of gender as LAPD implements this strategic plan. Addressing the underlying societal and system issues that contribute and further accelerate increased discrimination and stigma towards specific gender among disabled persons needs resolute action and concerted efforts from different stakeholders.

3.3.3 HIV/AIDS.

PWDs are some of the most vulnerable people in Ugandan society. There are no statistics for the HIV/AIDS for PWDs. However PWDs report a high rate of STDs². The high correlation between STDs and incidences of HIV/AIDS makes a stronger case for believing that HIV/AIDS incidence is under reported for PWDs. People infected with HIV/AIDS usually face discrimination from society at large due to the stigma associated with HIV/AIDS. Yet PWDs with HIV/AIDS too want to live better lives and raise their children without fear and persecution. Stigma and discrimination faced by persons infected with the virus can be minimized through awareness-raising about the spread of the disease using different methods such as religious sermons, increasing the legal protection for vulnerable groups including HIV/AIDS-positive patients, and most importantly access to free and quality treatment. In this regard, LAPD will also address issues of stigma as a cross cutting issue at implementation level.

¹ Baseline Report on gender based violence among girls and women with disabilities in north and north eastern Uganda. – 2011

² DHS 2006

4.0 Translating the Strategy into Operations.

The senior management of LAPD will provide overall strategic guidance and supervise the implementation of annual operational plans and budgets that will be cascaded out of this strategic plan. Focus will be placed on the implementation of the activities to achieve the laid out milestones, outputs and other higher objectives in the results hierarchy. This process will also require LAPD to develop a detailed budget to support the annual operation plan.

Implementation of this strategy will be achieved using a number of methods and approaches. These have been proposed because of their relevance and guided by lessons learnt overtime. The approaches and methods will include but not limited to the following;

4.1 Partnerships, Networking & Collaboration

In today's development work, no single organization can individually champion and conclude any development work especially advocacy related work or outcome by itself without the support of other players. This is because the scale and complexity of issues in the development realm are complex, large scale and require different skills and experience that may not be resident in LAPD. Going forward with this strategy, it will be necessary for LAPD to continue mapping, identifying and forging collaboration with like-minded entities. LAPD's partnership framework or strategy will be the road map in conceptualizing, engaging and building sustainable and viable collaborations and networks. Identification, building and managing of partnerships and collaboration initiatives will be part of the core processes for LAPD on a continuous basis.

4.2 Harnessing ICT

This is an information era. Technology has informed and changed many approaches especially in development work including advocacy. In the rapidly changing technological world, access to data and creative use of data is top on the agenda of many organizations and corporations. The world unlike before has turned into a global village because ICT has flattened the barriers to facilitate timely and targeted sharing of information. In the quest to promote effective programming, strategic advocacy; demonstrate the effectiveness of advocacy; promote visibility of LAPD, and information sharing; LAPD will have to inevitably make use of ICT and the social media platform in its work.

4.3 Capacity Building.

In all our programs, capacity building will be adopted as one of the main areas that will be given attention. This is because we appreciate that positive transformation can only be achieved when the capacities of the different stakeholders including PWDs are enhanced. This is an effort to make sure the PWDs are able to sustain the projects and the initiatives that have been implemented in the communities. Capacity building will be pursued as a way of building local ownership of the projects and programs implemented in the community. Capacity building will focus on individuals, local institutions and other actors such as government officials whose presence in the community is much longer compared to LAPD. Capacity building of the PWDs to act as paralegals will be undertaken to further improve availability of legal aid support for indigent PWDs.

4.4 Research and Documentation.

Capacity to conduct research and assemble data into utilizable information is one major pillar in pursuing effective program management and achieving lasting changes. For instance, to be able to achieve good targeting of the marginalized and vulnerable PWDs, we shall have to conduct a vulnerability assessment to ensure that our programs are well targeted. It is also important to document cases where there are gaps in the existing laws so that these are profiled to the relevant duty bearers for appropriate action.

4.5 Advocacy

Another core area that will be given a lot of attention is advocacy. LAPD treats advocacy both as a program approach in implementing programs but also focuses on it as a cross cutting issue. In whatever work we do and wherever we shall be implementing projects, we shall consistently explore the underlying policy issues around policies and the legal framework that need to be addressed to realize positive changes in the community. For this reason, LAPD will build the capacity of her staff to undertake effective non-confrontational advocacy so that the duty bearers are accountable to the rights holders. In the quest to demonstrate the effectiveness and contribution of advocacy, credible and compelling evidence of success stories and contribution of the same have to be showcased. Without data it might be difficult to win the support and confidence of several players and skeptics especially those who still have doubts about the effectiveness and contribution of advocacy in promoting human rights, democracy and good governance. Investing in good research & documentation should be viewed as one of the key tools that will support advocacy and sustained engagements with key policy and decision makers.

5.0 Stakeholder Mapping for LAPD.

A stakeholder analysis was done in order to identify the partners that are working in Human rights and disability, the relationships that exist and to foster choice of potential partnerships for LAPD

Table 1: Stakeholder Analysis.

Organization	Functions	Potential role in Human Rights defense and legal aid provision
Disabled People's Organizations	Policy advocacy and direct service delivery for PWDs	<ul style="list-style-type: none"> • Awareness raising/capacity building. • Referrals • Networking - sharing and learning
Legal aid providers	Provision of legal aid to all, especially the needy, including indigent and affect PWDs	<ul style="list-style-type: none"> • Awareness raising/ Capacity Building. • Referrals • Networking in provision of legal aid.
Human Rights Organizations	Human rights defense	<ul style="list-style-type: none"> • Awareness raising /Capacity Building • Referrals • Networking, HR defense, advocacy etc.
Law firms	Provision of legal services	<ul style="list-style-type: none"> • Collaboration in legal aid provision through public private partnership/probono
Government and all its agencies (JLOS, EOC e.t.c)	Protection of human rights of all citizens of the country	<ul style="list-style-type: none"> • Formulation of laws and policies for inclusion • Support to legal aid agencies and programs. • Ensuring accessibility to physical structures, information and services. • Monitoring, reporting and prosecution of cases of Human Rights violation • Protection of law and order • Ensuring sensitivity regarding needs of PWDs while in detention, custody or serving sentence
Civil Society Organizations, NAWODU, LASPNET, NUDIPU, FIDA, Legal Aid Project e.t.c	Development assistance to the disadvantaged and the poor PWDs.	<ul style="list-style-type: none"> • Awareness raising/Capacity Building. • Referrals • Networking and partnership in advocacy,
The Media (Print & Electronic)	Information, education and entertainment	<ul style="list-style-type: none"> • Awareness and education • Referrals
Donors (Development partners)	Development assistance	<ul style="list-style-type: none"> • Funding • Technical assistance and support
Beneficiaries (indigent PWDs and other PWDs)		<ul style="list-style-type: none"> • Awareness raising • Referrals • Participation
The General Public	Accepting PWDs as partners	<ul style="list-style-type: none"> • Awareness raising • Referrals

6.0 Monitoring, Evaluation & Learning Plan.

The notion of good governance underscores the importance of demonstrating accountability to both the funders and beneficiaries of development interventions. It is thus important for LAPD to make a deliberate investment in terms of time, resources and effort to measure efforts and results of implementing this strategy.

5.1 Organizational arrangements for M&E

LAPD adopted a mainstreaming approach towards gender, peace building and HIV/AIDS. This means gender, peace building and HIV/AIDS is part and partial of all projects and activities and is also reflected in almost all the project and program work plans, budgets and reports. Such a programming approach simply means that gender, peace building and HIV/AIDS will not be treated as a stand-alone but will be incorporated in all different projects and programs. In brief, the projects and programs being implemented will all contribute towards the outcome indicators either directly or indirectly.

To make M&E for LAPD's strategic plan as practical and cost effective as possible, it is recommended that the priority outcome indicators that LAPD would wish to measure at the base-line or end of strategic period be integrated in the M&E framework for the organization. The purpose here is to ensure that the measurement of the indicators happens at the time LAPD is conducting a baseline for the new strategic plan.

LAPD shall on a regular (monthly, quarterly, bi-annual and annual) basis collect reports and aggregate data from the monitoring and evaluation process to inform decision making at a leadership level or program management level. It is therefore inevitable to conduct the base-line, mid-term and end-term evaluation processes/events. The outcome indicators shall be measured to obtain both the base-line data and the end-line data that is critical in measuring success and progress in pursuing the different indicators under the four strategic objectives. The efficiency of implementing this strategic plan will be made possible using the output indicators in the annual operational plans.

Learning and reflection events to take stock of the effort and progress towards achieving results will be periodically organized. These events will be held on a monthly, quarterly, semi-annual and annual basis depending on the availability of time and resources.

Dissemination of findings and reports generated from the different M&E events will be possible using the LAPD communication plan that will be developed and tagged to different projects. This tool should be able to facilitate LAPD to undertake effective and focused communication with different stakeholders taking into consideration their social, economic and other demographic characteristics.

5.2 Inputs/Arrangements for M&E.

The following will be in place to guide the formative and summative evaluation of LAPD strategic plan;

- a) The priority indicators in this plan will be integrated in the LAPD M&E system.
- b) The log frame matrix of LAPD strategic plan including the strategic objectives and outcomes with delineated indicators.
- c) Annual and quarterly work plans and monitoring checklist will be prepared, guided by the Strategic Plan. These work plans are vital for tracking the delivery process.

- d) Monitoring and support supervision of the organizations implementing LAPD programs and activities will take the key place in regular monitoring.
- e) M&E champion to provide technical and process support towards all M&E events.

5.3 Key Elements for formative evaluation of the strategic plan.

The intention of LAPD is to conduct annual reviews of all of the activities completed since the launch of the plan and record accomplishments. The Board and senior management will review it annually to assess progress being made toward the strategic objectives and will add milestones, as needed and desired, to move toward the objectives. In addition, the review of this plan will inform the development of each annual plan.

Formative evaluation processes will focus on the following area:

- a) Availability of expected inputs for implementation, including timing, quality and amount,
- b) Activities implemented vis-à-vis activities planned,
- c) Timeliness of implementation of strategic initiatives,
- d) Evidence of outcomes of the strategic initiatives / activities implemented, including their timing, quality and amount,
- e) Level of involvement of actors as planned,
- f) Beneficiaries, both targeted and unintended,
- g) Activities not implemented, or rescheduled,
- h) Changes, omissions, deletions or additions (in activities or entire strategic plan),

5.4 Key Elements for summative Evaluation of the plan.

Evaluation and learning are critical towards achieving success obtained at a policy level as a result of implementing this framework. This means this strategy has to be measured at the beginning, at mid-term and at the end of the implementation period. The monitoring and evaluation process shall be guided by outcomes indicators in the strategy logical framework.

Summative Evaluation of the strategy, focus will be placed on the following areas

- a) Effectiveness of programs of LAPD in meeting the goals and objectives set,
- b) Efficiency in attaining the objectives/targets, in terms of cost-effectiveness in program execution,
- c) Relevance, Validity and coherence of designs of interventions/programs,
- d) Sustainability of programs and activities,
- e) Impact of the work undertaken by LAPD and the extent to which LAPD is making the desired change,
- f) Most significant changes in the advocacy targets and or environment,
- g) Both the positive and negative intended effects,
- h) Unanticipated and anticipated effects of LAPD whether positive or negative.

5.5 Means of Verification/Instruments for M&E.

The following means will generate the information required as process, output and outcome indicators to monitor and evaluate the work of LAPD:

- a) Baseline, surveys and impact studies at onset, mid and end of strategy implementation,

- b) Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed,
- c) Supervision and monitoring visits,
- d) Periodic review meetings,
- e) Quarterly and annual reports of LAPD and members and thematic working groups.
- f) Et cetra.

6.0 Resourcing the Strategy.

Programs, projects and strategic initiatives are the vehicles or the means of driving this strategy to ensure it is translated into operations. Financial & not financial resources are much needed to execute different projects and programs. Hence the need to undertake focused fundraising and resource mobilization.

Therefore, LAPD will place a lot of focused effort to fundraise and mobilize resources to ensure LAPD is financially viable and sustainable with diversified funding sources. Resource mobilization shall be undertaken to realize additional resource that are required to specifically deliver on the strategic initiatives, emerging priorities, innovations and other overheads of the organization.

LAPD will develop and execute funding concepts and other resources mobilization initiatives with the guidance of the BoD. LAPD will on a continuous basis undertake donor mapping to explore opportunities where public donors are providing resources for programs and projects regarding PWDs. In order to succeed in competitive grant acquisition, LAPD will have to further build the capacity of her staff to write competitive grant proposals. A fundraising and resources mobilization plan will have to be developed to guide focused and efficient fundraising and resources mobilization in order to make LAPD a financially viable and sustainable organization.

6.1 LAPD Summarized Strategic Plan Budget in US Dollars

1.0 LEGAL AID PROGRAMME.						
Outcomes	2019	2020	2012	2022	2023	Total
1.1 Increased availability, access and utilization of legal aid services by indigent PWDs.						
1.2 Increased understanding of the challenges facing indigent PWDs within court rooms.						
Sub Total						
2.0 STRATEGIC LITIGATION PROGRAMME.						
Outcomes	2019	2020	2012	2022	2023	Total
2.1 Improved strategic litigation to address the needs, concerns and rights of the PWDs.						
2.2 Increased implementation and enforcement of existing laws on disability.						
2.3 Increased enjoyment of the rights PWDs.						
Sub Total						
3.0 ADVOCACY AND POLICY INFLUENCING PROGRAMME						
Outcomes	2019	2020	2021	2022	2023	Total
3.1 Enhanced LAPDs' capacity to undertake effective advocacy and action for change (legal, institutional & policy) underpinning the welfare and rights of PWDs.	\$ 4,595			\$ 4,595		\$ 9,190
3.2 Increased advocacy capacity of stakeholders to articulate and act as agents of change regarding the issues and the rights of PWDs.	\$ 87,413	\$ 104,680	\$ 108973	\$ 104,067	\$ 74,627	\$ 479,760
3.3 Increased availability of information to guide evidence-based learning, advocacy engagements and advocacy programming.	\$ 9,040	\$ 14,200		\$ 9,040		\$ 32,280
3.4 Increased visibility, knowledge and awareness on the critical issue affecting the welfare and the rights of PWDs among the public and key stakeholders especially duty bearers.		\$ 6,133	\$ 22,920	\$ 22,920	\$ 22,920	\$ 74,893

3.5 Increased reporting and profiling of issues affecting the welfare and rights of persons with disabilities.		\$ 19,973	\$ 42,400	\$ 42,400	\$ 17,306	\$ 122,079
Sub Total						\$ 718,202
4.0 ORGANIZATIONAL EFFECTIVENESS PILLAR.						
Outcomes	2019	2020	2012	2022	2023	Total
4.1 Improved compliance, effectiveness, cost and operational efficiency.						
4.2 Improved risk detection and mitigation within LAPD.						
4.3 Strengthened strategic leadership and organizational oversight.						
4.4 Improved staff performance and engagement.						
4.5 Diversified funding sources and resource base.						
4.6 Improved knowledge management, program accountability, learning and innovation.						
Sub Total						
Total (USD)						

7.0 Appendix

7.1 LAPD SWOT Matrix

SWOT ANALYSIS	
Strengths	Implications
<ul style="list-style-type: none"> • Legal registration with government. • Mutual trust & respect from peers. • LAPD's reputation. • LAPD's technical competence. • Policy analysis and sharing capacity • Beneficiary accountability. 	<ol style="list-style-type: none"> 1. Enhance the capacity of the LAPD to meet the needs and expectations of members. 2. Strengthen staff engagement, satisfaction & performance. 3. Define the delivery model on how to reach target group. 4. Strengthen partnership and collaboration with other partners and stakeholders.
Weaknesses	Implication
<ul style="list-style-type: none"> • Operating on a project rather than a programmatic basis. • Inadequate management tools, such as M&E. • Limited human resource, especially lawyers and advocates. • The increasing numbers of refugees with disabilities seeking legal aid. • LAPD is not visible with a low social media profile. • Limited funding. • Lack of a sustainability plan. 	<ol style="list-style-type: none"> 1. Focus on improving the financial sustainability and viability of LAPD. 2. Enhance fundraising and resource mobilization focusing on the non-traditional sources esp private sector. 3. Develop and implement a sustainability plan. 4. Strengthen the M&E capacity in terms of staff, skills and systems
Opportunities	Implication
<ul style="list-style-type: none"> • Donor shift to working with local organizations. • Good reputation with the government and other key players. • Legal aid is fresh territory for disability movement. • Operates within strong networks of DPOs, CSOs, and government bodies. 	<ol style="list-style-type: none"> 1. Strengthen networking and collaboration with government and donors. 2. Increase engagement with donors with the aim of targeting funding to support the work of the organization. 3. Develop unique program and project models
Threats	Implication
<ul style="list-style-type: none"> • Corruption and bureaucracy within courts. • DPOs' politics and divisions. • High poverty levels within target group. • High illiteracy levels among beneficiaries. • Negative public attitudes about disability. • Duplication of work among DPOs. • Poor implementation and enforcement of existing laws. 	<ol style="list-style-type: none"> 1. Diversify the programs and projects. 2. Improve research to back up advocacy. 3. Strengthen mechanisms to gather routine feedback on the satisfaction, needs and expectations of different stakeholders. 4. Strengthen partnerships and networking. 5. Sensitization of the public and duty bearers on the needs and rights of PWDs.

<ul style="list-style-type: none"> • Stiff competition for grants. 	<p>6. Build capacity to implement and demonstrate results.</p>
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2.0 Participants of Strategy Workshop

S/N	Name	Title	Organization
1	Laura Kanushu Opori	Executive Director	LAPD
2	Kiconco Miriam	Programmes person	LAPD
3	Hope Ikiriza	Head Legal department	LAPD
4	Peace Sserunkuma	Research officer	LAPD
5	Idris Musimami	Advocate	LAPD
6	Ochieng Yafesi	Advocate	LAPD
7	Ibrahim Mutebi	Office attendant	LAPD
8	Christine Mulindwa Matovu	Chairperson BOD	LAPD
9	Grace Kwizera	BOD member	LAPD
10	Richard Anguyo	BOD member	LAPD
11	Kiribaki Aloysius	BOD member	LAPD
12	James Kakande	facilitator	Facilitator
13	Bill Bruty	Facilitator	Facilitator
14			
15			
16			
17			