



**LEGAL AID
COMMISSION, GHANA**

Sector Medium Term Development Plan (2026-2029)

Revised Draft

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FOREWORD

Access to justice is a constitutional right and remains one of the cornerstones of Ghana's democracy. The Legal Aid Commission, established under Act 977, exists to guarantee that the poor, vulnerable, and marginalized are not denied their right to access justice. Over the years, the Commission has worked with commitment to deliver legal representation, alternative dispute resolution (ADR) services, and public education, despite significant constraints.

The journey to prepare this 2026–2029 Sector Medium-Term Development Plan (SMTDP) began with a comprehensive review of the Commission's performance under the 2022–2025 plan. Divisions and regional offices examined achievements, identified gaps in legal representation, ADR coverage, legal literacy, human resources, infrastructure, and financing, and agreed on priority issues that demand attention over the next planning period. This review was followed by a collaborative internal planning process that brought together all divisional heads, sixteen regional directors, and representatives of district offices for deliberations. This process allowed regional and district teams to contribute practical evidence from the field, articulate region-specific needs, and propose solutions that directly respond to the challenges faced by citizens seeking justice.

Throughout the process, the Commission benefited from the technical guidance of Messrs. Ibrahim Musah and Philip Marfo Acheampong from the National Development Planning Commission. Their contributions ensured that the plan is consistent with the Medium-Term National Development Policy Framework (2026–2029) and meets the requirements of L.I. 2232. The result is a forward-looking plan that sets out strategies and programmes to transform legal aid service delivery across the country. The 2026–2029 SMTDP gives priority to nationwide legal literacy campaigns, expansion of public defense and ADR services, development of digital case management systems, strengthening of monitoring and evaluation functions, institutional capacity building, improved staff welfare, and financial sustainability measures.

The Commission believes that these interventions will deliver a legal aid system that is accessible, efficient and responsive to the needs of the most vulnerable. The success of this plan will depend on the commitment of government, Parliament, the judiciary, civil society, development partners, and citizens to support implementation. Together, we can ensure that access to justice becomes a reality for every Ghanaian, regardless of economic or social status.



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Legal Aid Commission

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LIST OF ACRONYMS

AAPs	Annual Action Plans
ABFA	Annual Budget Funding Amount
ADR	Alternative Dispute Resolution
ARIC	Audit Report Implementation Committee
AU	African Union
Act 542	Legal Aid Scheme Act, 1997
Act 977	Legal Aid Commission Act, 2018
Asp.	Aspiration (as in AU Agenda 2063 Aspiration)
BCC	Behaviour Change Communication
CAGD	Controller and Accountant-General's Department
CBOs	Community-Based Organisations
CHPS	Community-based Health Planning and Services
CHRAJ	Commission on Human Rights and Administrative Justice
CRM	Customer Relationship Management
CSCs	Community Scorecards
CSO	Civil Society Organisation
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DACF	District Assemblies Common Fund
DCE	District Chief Executive
DOVVSU	Domestic Violence and Victim Support Unit
DPs	Development Partners
ECOWAS	Economic Community of West African States
FGDs	Focus Group Discussions
FIDA	International Federation of Women Lawyers
GBA	Ghana Bar Association
GBC	Ghana Broadcasting Corporation
GBV	Gender-Based Violence
GHS	Ghana Cedi
GIFMIS	Ghana Integrated Financial Management Information System
GIZ	German Agency for International Cooperation
GLC	General Legal Council
GSL	Ghana School of Law
GoG	Government of Ghana
HQ	Headquarters
HR	Human Resources
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IGF	Internally Generated Funds

ISD	Information Services Department
IT	Information Technology
JOYN	Joy News (media outlet)
KIIs	Key Informant Interviews
KML	Knowledge Management and Learning
KPI	Key Performance Indicator
LAC	Legal Aid Commission
LACMS	Legal Aid Case Management System
LI	Legislative Instrument
LRF	Legal Resources Foundation
M&E	Monitoring and Evaluation
MIS	Management Information System
MLGRD	Ministry of Local Government, Rural Development and Decentralisation
MMDAs	Metropolitan, Municipal, and District Assemblies
MTDP	Medium-Term Development Plan
MTNDPF	Medium-Term National Development Policy Framework
MoC	Ministry of Communications and Digitalisation
MoE	Ministry of Education
MoF	Ministry of Finance
MoGSP	Ministry of Gender, Children and Social Protection
MoJ	Ministry of Justice
MoW	Ministry of Works and Housing
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
NMTDPF	National Medium-Term Development Policy Framework
NSP	National Service Personnel
NSS	National Service Scheme
OECD-DAC	Organisation for Economic Co-operation and Development Assistance Committee
OHCS	Office of the Head of Civil Service
PM&E	Participatory Monitoring and Evaluation
PNDCL	Provisional National Defence Council Law
POCC	Problems, Opportunities, Constraints, and Challenges
PR	Public Relations
PWD	Public Works Department
RBM	Results-Based Management
RBME	Results-Based Monitoring and Evaluation
RCCs	Regional Coordinating Councils
RM&E	Research, Monitoring and Evaluation
SDGs	Sustainable Development Goals

SEA	Strategic Environmental Assessment
SGBV	Sexual and Gender-Based Violence
SHS	Senior High School
SOP	Standard Operating Procedure
ToC	Theory of Change
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
USSD	Unstructured Supplementary Service Data

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EXECUTIVE SUMMARY

Executive Summary

The Legal Aid Commission (LAC) is a statutory institution established under Act 977 to ensure equal access to justice for the poor and vulnerable. The 2026–2029 Sector Medium-Term Development Plan (SMTDP) sets out LAC’s strategic direction for expanding coverage, improving service quality, and strengthening institutional capacity to deliver legal aid services nationwide.

Process and Methodology for Plan Preparation

The preparation of the SMTDP followed the NDPC Planning Guidelines (2026–2029) and the provisions of L.I. 2232. The process started with a performance review of the 2022–2025 SMTDP to assess progress in legal representation, ADR services, public education, infrastructure development, and institutional strengthening. This review applied POCC/SWOT analysis, problem tree analysis, and goal-compatibility assessment to identify gaps and prioritised issues.

Following the review, divisional heads and planning officers held structured planning sessions to define strategic goals, objectives, and strategies for the 2026–2029 period. The plan was aligned with the Governance Dimension of the National Medium-Term Development Policy Framework (NMTDPF 2026–2029), Sustainable Development Goals (SDGs), and other justice sector policies.

Composition of the Plan Preparation Team and Collaboration

The plan preparation was coordinated by the Research, Monitoring & Evaluation Division, with technical input from the Citizens Advisory Services, Public Defenders, ADR, Finance, Administration, and Human Resource Divisions. All sixteen regional directors participated actively, providing district-level evidence and priorities.

Collaboration was undertaken with key institutions, including the NDPC, which provided technical officers to guide the process and ensure alignment with national planning frameworks. Engagements were also held with the Office of the Head of Civil Service (OHCS), the Ministry of Finance (MoF), and development partners to review draft strategies and explore financing options for priority programmes.

Stakeholder Consultations and Deliberations

The Commission convened a dedicated internal planning workshop with all sixteen regional directors and district representatives. The 5-days workshop (A set of the attendance sheets attached as **appendix “A”**) held in the Ashanti Region served as the

main platform for deliberations, where participants itemized region-specific challenges and proposed priorities for inclusion in the plan. The workshop also allowed cross-learning among regions and helped secure ownership of the final strategies.

Scope and Direction of Development Programmes

The SMTDP focuses on seven priority areas:

- **Legal literacy and outreach:** institutionalizing a national legal literacy framework, creating rights clubs, collaborating with NCCE and ISD, and using community media to raise awareness.
- **Legal representation and ADR:** recruiting public defenders, accrediting ADR officers, improving case allocation systems, and deploying digital case management tools.
- **Infrastructure and logistics:** constructing and refurbishing offices, providing ICT tools, and improving mobility for regional and district operations.
- **Human resource development:** recruiting legal officers and administrative staff, creating welfare and retention schemes, and institutionalizing induction and performance standards.
- **Results-based monitoring and evaluation:** establishing regional M&E units, developing a digital M&E dashboard, and integrating client feedback into service improvement.
- **Financial sustainability:** ensuring timely GoG releases, developing an IGF mobilisation strategy, and setting up a donor coordination framework.
- **Institutional coordination:** enhancing collaboration with justice sector institutions, CSOs, and development partners for joint legal empowerment activities.

Through these interventions, the 2026–2029 plan seeks to expand equitable access to justice, improve efficiency in service delivery, and build a resilient and well-resourced Legal Aid Commission capable of meeting its statutory mandate.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background and Legal Mandate

The Legal Aid Commission (LAC) is a statutory public institution that promotes access to justice for people who cannot afford legal services. It was originally created as the Legal Aid Scheme under PNDCL 184 in 1987 and later re-established under the Legal Aid Scheme Act, 1997 (Act 542). In 2018, the scheme was transformed into a Commission through the passage of the Legal Aid Commission Act, 2018 (Act 977) by Parliament.

The constitutional basis for legal aid is clearly articulated in Article 294(1) of the 1992 Constitution, which provides that a person who needs legal services but cannot afford them must be provided assistance by the State. Act 977 operationalizes this constitutional provision, establishing the Legal Aid Commission as a body corporate with full legal authority to provide free legal assistance to eligible persons.

Under Section 2 of Act 977, the core object of the Commission is:

- To provide legal aid to indigent persons (those who cannot afford legal services); and
- To assist any person with reasonable grounds to take, defend, prosecute, or be party to a constitutional matter.

The Act also grants the Commission the power to operate independently of any external authority in the performance of its functions (Section 4), ensuring that its services are neutral, equitable, and just. This legal and constitutional foundation affirms the Commission's legitimacy as a public defender for the poor, and a crucial part of Ghana's justice system.

Over the years, the Commission has expanded its work beyond legal representation to include legal advice, public legal education, and alternative dispute resolution (ADR). These services are delivered through a combination of lawyers, paralegals, and trained ADR practitioners, and are provided free of charge to eligible clients.

1.2 Vision, Mission, Mandate, Strategic Objectives and Core Values

The Legal Aid Commission's vision describes where the Commission is heading, while the mission explains what it does to get there. The mandate provides the legal authority that enables the Commission to work, and the strategic objectives outline what it aims to accomplish within this medium-term period. These are all supported by core values that

guide the way the Commission works with the public and with stakeholders in the justice system.

Vision

To be the leading agency delivering professional and quality legal services to the poor while partnering harmoniously with stakeholders in the justice system to achieve a just and equitable Ghanaian society.

This vision sets the overall direction for the Commission. It commits the institution to becoming a key actor in Ghana's justice sector, not only by delivering services, but by doing so in a way that promotes fairness and equity across society. The reference to partnership and professionalism in the vision highlights the Commission's intention to work cooperatively with others while maintaining high standards in service delivery.

Mission

In working towards this vision, the Commission has positioned itself as the national body responsible for delivering legal aid services to the poor and vulnerable. The mission of the Commission is as follows:

To ensure equality of access to justice and treatment before the law by serving as the Public Defender for the poor in need of cost-effective justice.

This mission is directly linked to the vision: it provides the means through which the Commission contributes to a just and equitable society. It also personalises the vision by focusing on the daily realities of those who need legal assistance but cannot afford it, such as the indigent, the detained, or victims of abuse.

Mandate

The Legal Aid Commission operates under a clear legal framework. Its mandate is rooted in Article 294(1) of the 1992 Constitution and Section 2 of the Legal Aid Commission Act, 2018 (Act 977). The Commission is authorized to:

- Provide legal aid to an indigent; and
- Provide legal aid to a person who has reasonable grounds to take, defend, prosecute, or be a party to proceedings related to the Constitution.

This legal mandate gives the Commission the authority to act as a public institution that protects the rights of those who cannot afford legal representation, and ensures that they are not denied justice because of poverty or marginalization.

Strategic Objectives

To deliver on its mission and to advance towards its vision, the Commission has identified the following strategic objectives for the medium-term (2026–2029). Each of these objectives is a direct response to the challenges and gaps identified during the last planning period and is intended to make legal aid more accessible, responsive, and efficient.

1. Expand legal aid coverage to areas that are currently underserved, especially in districts without permanent legal aid presence.
2. Ensure the availability of qualified, diligent and committed legal, paralegal, and ADR personnel to protect the rights and interests of the poor and vulnerable.
3. Develop an informed public with an increased understanding of the law and available legal aid services, using effective legal literacy and outreach tools.
4. Strengthen partnerships and cooperation with justice sector institutions and civil society, both locally and internationally.
5. Promote the use of alternative dispute resolution (ADR) and paralegal support to increase access and reduce pressure on formal court processes.
6. Develop a functional monitoring, evaluation, and reporting system that supports learning, transparency, and results-based planning.

Core Values

The way the Commission carries out its mandate and strategic objectives is grounded in the following values. These values are expected to guide staff behaviour, service delivery, and stakeholder engagements across all levels of the institution.

Core Value	Explanation
Honesty	Speaking the truth; not doing things that are morally wrong
Fairness	Impartial and just treatment without discrimination
Loyalty	Faithful and devoted service to the Commission
Hardwork	Being diligent to the work of the Commission
Punctuality	Being on time; being able to complete a required task at a previously designated time
Tolerance	Being patient, understanding and accepting different views
Empathy	Understand and sharing feelings of another; Feeling what another person is experiencing

Respect	Having regard for the feeling, wishes or rights of others
Assertiveness	Being able to stand up for your own or other people's rights in a calm and positive way
Effective Communication	Relaying information in a way to be received by others and well understood
Active Listening	Fully concentrating, understanding, responding and remembering what is communicated

1.3 Core Functions

As defined in Sections 3 and 4 of Act 977, the Legal Aid Commission is responsible for the following functions:

- Determine who qualifies for legal aid and in what types of cases
- Specify eligibility conditions, including means testing and contribution rules
- Provide legal aid services such as advice, assistance, and representation
- Establish and supervise regional and district offices
- Promote legal awareness and public education
- Facilitate mediation and ADR
- Conduct legal aid-related research
- Collaborate with local and international legal aid institutions
- Support the participation of paralegals and legal assistants in justice delivery
- Maintain data, publish legal aid information, and ensure service quality
- Ensure sustainability of legal aid funding and transparency in fund management

1.4 Organisational Structure

The Legal Aid Commission is governed by a Board in line with Section 5 of Act 977. The Board is chaired by a Justice or retired Justice of the Superior Court, and includes representatives from the Attorney-General's Department, Ministry of Gender and Social Protection, and other stakeholders.

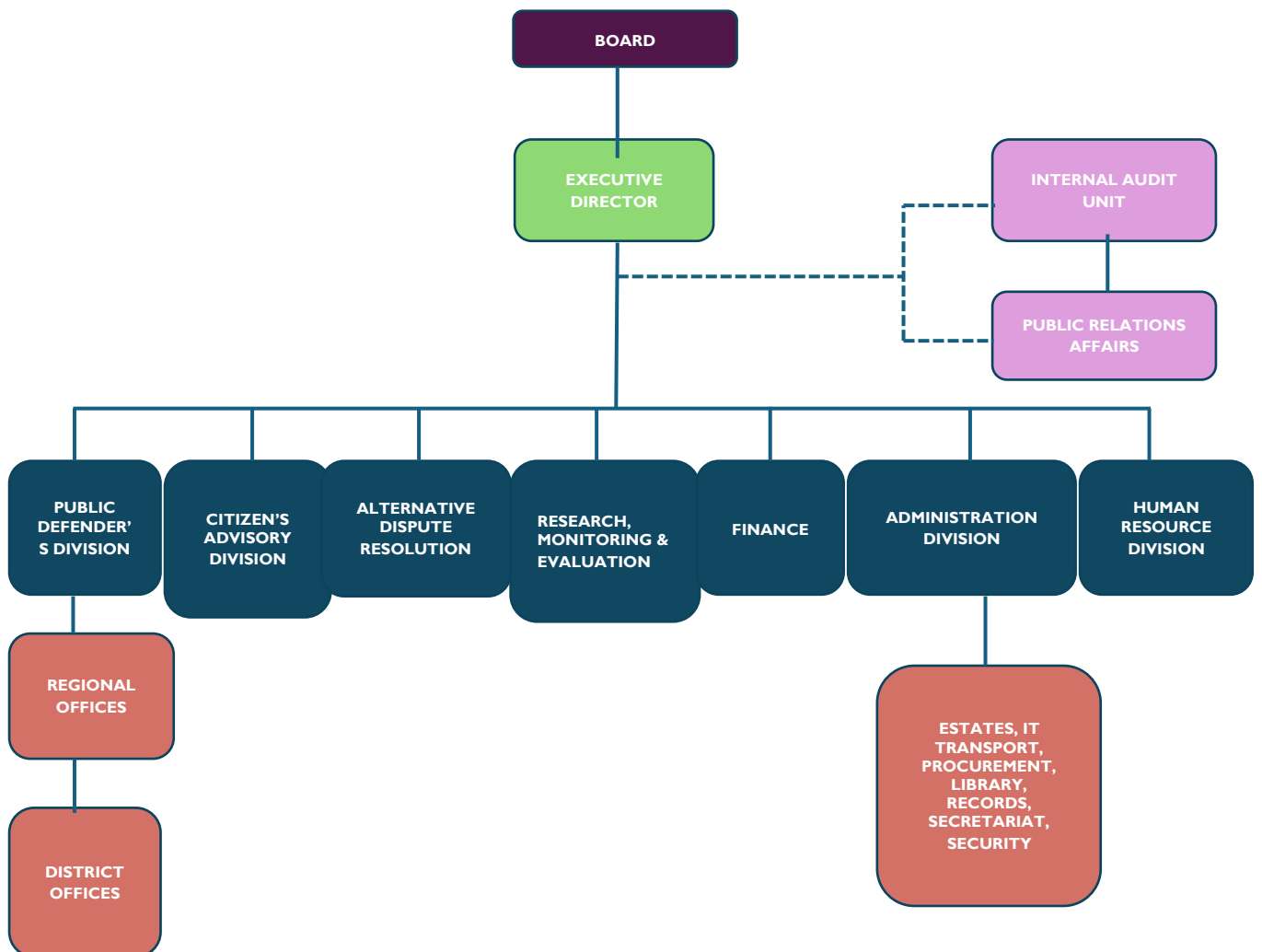
The day-to-day operations of the Commission are led by the Executive Director, supported by legal officers, administrators, and supporting staff.

The Commission is structured into three main service divisions:

- Citizens Advisory Division – which provides legal advice and support to walk-in clients
- Public Defenders’ Division – which offers legal representation in court, especially for criminal matters
- Alternative Dispute Resolution (ADR) Division – which handles out-of-court settlement and mediation cases

The Commission operates through regional and district offices across the country to ensure wider accessibility of services.

Figure 1: LAC Organizational Structure



1.5 Overview of the Medium-Term Development Plan Structure

This Medium-Term Development Plan (MTDP) outlines the Commission’s development focus and strategies for the period 2026–2029. It is structured according to the NDPC 2026–2029 Planning Guidelines and aligned with Ghana’s Medium-Term National Development Policy Framework (MTNDPF, 2026–2029), the Sustainable Development Goals (SDGs), and AU Agenda 2063. The plan aims to guide the Commission’s policy, programming, and service delivery over the four-year period and to ensure strategic and sustainable improvements in access to justice for the poor and vulnerable in Ghana.

The chapters are as follows:

- Chapter One: Introduction and institutional context
- Chapter Two: Review of the 2022–2025 MTDP and current institutional conditions
- Chapter Three: Key development priorities
- Chapter Four: Development goals, objectives, and strategies
- Chapter Five: Programme of Action
- Chapter Six: Annual Action Plan for 2026
- Chapter Seven: Monitoring and Evaluation arrangements
- Chapter Eight: Communication Strategy

CHAPTER TWO

SITUATIONAL ANALYSIS AND PERFORMANCE REVIEW

2.1 Introduction

This chapter presents a review of the Legal Aid Commission’s operational environment, institutional performance, and service delivery outcomes during the 2022–2025 planning period. It draws on the results of internal assessments, stakeholder consultations, and planning reviews to identify progress, gaps, and lessons relevant to the Commission’s statutory mandate and developmental objectives.

The situational analysis is guided by the MTNDPF, 2022-2025 for performance reviews and institutional diagnostics. It covers an evaluation of programme implementation, financial performance, operational capacity, stakeholder partnerships, and system-wide challenges that impacted access to justice. The review is organized across the Commission’s functional areas, including the Public Defenders’ Division, Alternative Dispute Resolution (ADR) Division, Citizens Advisory Services, Monitoring and Evaluation, Finance, Administration, and Human Resource functions.

The analysis provides evidence to support prioritization of development issues and forms the foundation for the design of strategic goals and programmes for the 2026–2029 plan. The section concludes with a synthesis of key development needs that the Commission must address to strengthen its service coverage, institutional effectiveness, and public responsiveness.

2.2 Performance Review of 2022–2025 MTDP

2.2.1 Access to Justice through ADR and Court-Based Mechanisms

Expanding the use of Alternative Dispute Resolution (ADR) mechanisms was central to enhancing justice accessibility during the 2022–2025 planning period. The aim was to reduce litigation costs, decongest the courts, and provide timely and culturally appropriate settlement of disputes, particularly in communities with limited access to formal legal institutions. The plan targeted an increase in the resolution of disputes through ADR to at least 79% of applicable cases, while increasing the number of ADR officers and integrating community-level dispute settlement systems.

Performance data, as presented in Table 2.1, indicate a significant increase in the use of ADR channels among legal aid applicants. The proportion of legal aid applications resolved through ADR rose from 49.3% in 2021 to 74% in 2024, nearing the medium-term target. This progress underscores the growing acceptance of ADR as a viable method of accessing justice, especially in areas where formal court systems are distant or costly. The

expansion of community-based mediation and collaboration with traditional authorities contributed to this success.

However, broader performance in overall dispute resolution through ADR fell short. While the baseline for ADR resolution stood at 59% in 2021, this dropped to 58.4% in 2024, far below the 83% target. The absolute figures show that of the 29,992 ADR cases received in 2024, only 16,684 were resolved, yielding a resolution rate of 55.6%. This underperformance is explained in part by inadequate staffing, with the ratio of ADR officers to cases stagnating at 1:113 instead of the targeted 1:60. Operational inefficiencies were compounded by high case rollover, limited logistical support, and a lack of digital case tracking systems.

Moreover, litigation-based representation also fell short of expectations. The proportion of litigation cases resolved in court rose modestly from 27% to 29% between 2021 and 2024, with legal representation improving only slightly from 30.3% to 30.5%, against a target of 59%. These trends reflect underlying constraints in the Public Defenders' Division, including inadequate staff strength, limited mobility to attend court, and irregular court sittings in rural areas. Feedback from field consultations also indicated that several cases experienced long delays due to procedural bottlenecks, adjournments, and lack of follow-up.

Taken together, the performance of ADR and court-based resolution mechanisms highlights both progress and persistent constraints. While ADR has gained traction as a frontline access point for justice, inadequate resources, staff shortages, and the absence of comprehensive institutional systems limited the Commission's ability to scale its impact sustainably.

As the Commission prepares its 2026–2029 plan, it is important that these outcomes inform decisions on institutional strengthening, particularly for ADR systems. Priorities must include the recruitment and retention of ADR personnel, enhanced training in case resolution techniques, and increased investment in dispute resolution infrastructure. Furthermore, strategies should aim to improve legal representation in court by addressing capacity, supervision, and coordination challenges that affect the delivery of services under the Public Defenders' Division.

2.2.2 Legal Awareness and Public Education

Public education and legal awareness creation were one of the Commission's strongest performing areas during the implementation of the 2022–2025 plan. The target was to achieve a 25% increase in public awareness of legal aid services, and this was significantly exceeded. According to Table 2.1, the Commission recorded a 57% increase in awareness as of 2024. This gain is a direct result of expanded outreach activities, mass media

campaigns, engagement with faith-based and community organizations, and outreach to educational institutions.

Throughout the plan period, the Commission deployed both traditional and digital media to reach target groups, including radio discussions, community durbars, and short-format TV series in collaboration with partners. Legal literacy materials were also disseminated to enhance understanding of citizens' rights and the availability of legal aid. Some regional offices partnered with CSOs and local authorities to host mobile sensitization drives, particularly in rural areas.

Despite this impressive progress, awareness outcomes varied across regions. Some under-served districts still reported low levels of understanding about the mandate and processes of the Legal Aid Commission. In particular, there were gaps in awareness about the scope of legal aid services, eligibility criteria, and how to initiate a legal aid request. This was evident from the inconsistencies in application volumes across regions and the high rate of incomplete applications received in some offices.

Another issue that surfaced during field consultations and regional assessments was the persistence of cultural beliefs that deter people from seeking formal or alternative legal support. In certain communities, traditional conflict resolution methods—though not always in alignment with human rights norms—remained the preferred option, especially for women and persons with disabilities. These insights suggest that increasing awareness alone is not sufficient unless accompanied by interventions that address cultural and structural barriers to access.

Going into the 2026–2029 plan period, it is clear that awareness creation must be deepened and sustained. Interventions should go beyond awareness metrics to include community legal education, school-based legal literacy initiatives, and targeted outreach to marginalized groups. Further, integrating paralegal schemes at the community level will help bridge the awareness-access gap and reinforce early intervention in legal disputes.

2.2.3 Human Resource Capacity and Institutional Development

A key priority in the 2022–2025 MTDP was to strengthen the Commission's human capital in order to respond effectively to increasing service demand. Performance in this area was mixed. While some recruitment and training were undertaken, the overall staff-to-case ratios remained below target. As captured in Table 2.1, the legal aid officer-to-case ratio worsened from 1:87 in 2021 to 1:120 in 2024, and the ADR officer-to-case ratio remained at 1:113 instead of the targeted 1:60. These numbers reflect high workloads and operational stress on the existing workforce.

Several factors contributed to the weak performance in this area. Budgetary ceilings under the government wage bill framework made it difficult to hire and retain qualified legal professionals, particularly in under-served districts. The disparity between salaries offered by LAC and other justice sector institutions such as the Judicial Service or Attorney-General's Department led to high staff attrition, especially among early-career lawyers. Furthermore, a structured national scheme for volunteer legal professionals, interns, or paralegals was not implemented, despite being highlighted in the previous plan.

While some training sessions were conducted in collaboration with justice partners, they were mostly ad hoc and not linked to an institutional capacity-building strategy. Training was concentrated in legal and ADR units, with little focus on administrative, ICT, and M&E personnel. This created performance bottlenecks at multiple levels of the organization.

By the end of 2024, regional directors and zonal heads continued to operate with skeletal teams and minimal administrative support. The limited staff strength impacted not only service delivery but also reporting, client tracking, and inter-agency coordination. In addition, the psychological toll of prolonged caseload pressure without wellness interventions or support systems for front-line legal professionals was increasingly evident in stakeholder feedback.

For the 2026–2029 MTDP, building a capable and motivated workforce must move beyond general staffing targets. The Commission must pursue a fully costed Human Resource Development and Retention Strategy that addresses staffing norms, workload management, performance-based career progression, and parity in compensation. Particular attention must be given to scaling ADR officers, public defenders, paralegals, and administrative support staff. A blended staffing model with full-time, part-time, and volunteer personnel should be explored and integrated.

2.2.4 Monitoring, Evaluation, and Learning Systems

Monitoring and evaluation systems were expected to play a strategic role in tracking progress under the 2022–2025 MTDP. A Results-Based Monitoring and Evaluation (RBME) framework was drafted to guide indicator tracking, project implementation review, and feedback loops. However, its operationalization remained partial and inconsistent.

As indicated in internal assessments and planning workshop discussions, many regional offices lacked M&E focal persons or dedicated data collection staff. Most of the progress reports submitted were delayed, incomplete, or compiled without disaggregated data. While the headquarters attempted to consolidate national progress reports, the absence of a fully digitized performance management platform made validation and analysis difficult.

Inadequate investments in data systems and tools also hindered performance tracking. The majority of regional and district offices continued to use paper-based systems for logging client information, case outcomes, and staff productivity. This made it difficult to produce timely reports, identify trends, or conduct evidence-based decision-making. Although training was provided to some zonal officers, capacity gaps persisted across the system.

Another key challenge was the weak use of evaluation findings to inform programming. Learning processes such as after-action reviews, lessons-learned documentation, and real-time adjustments were not formalized. As a result, institutional memory was low, and knowledge gained from implementation was not systematically transferred or embedded into new plans.

The successor MTDP must prioritize the establishment of a functioning, decentralized M&E system. This includes the deployment of digital tools, clear reporting schedules, and indicator protocols aligned to the NDPC's national framework. In addition, routine internal and external evaluations, performance reviews, and feedback integration mechanisms must be institutionalized across all levels of the Commission.

2.2.5 Infrastructure, Logistics, and Digital Systems

Infrastructural and logistical capacity was identified in the 2022–2025 MTDP as a foundational requirement for effective service delivery. However, this area saw minimal progress. Despite increased demand for legal aid services, the Commission did not receive adequate capital investments to expand its physical presence or rehabilitate substandard facilities.

Many regional and district offices continued to operate from shared premises, with some using borrowed space from District Assemblies or community centres. These conditions affected confidentiality, limited the ability to meet with clients, and compromised the Commission's professional image. Offices frequently lacked basic furniture, secure storage for legal records, and meeting rooms.

Mobility was also a critical constraint. Most regions did not have dedicated vehicles or motorbikes for outreach, case monitoring, or court representation. This limited the reach of services, especially to remote communities and vulnerable populations. Offices that attempted mobile legal clinics or legal aid caravans struggled to sustain operations due to high fuel and maintenance costs.

On digital transformation, progress was modest. While the headquarters established some internal email and filing systems, these were not connected to case management. The Commission lacked a national case tracking database, with most regions managing

clients and matters through Excel or handwritten records. This undermined data accuracy, follow-up, and institutional accountability.

For the 2026–2029 period, infrastructure and digital systems must be addressed through a dedicated Investment and Modernization Programme. This should include new district offices, rehabilitation of existing spaces, provision of furniture, transportation support, and the roll-out of a digital case and performance management platform. Without such foundational improvements, the Commission’s ability to expand and sustain legal aid access will remain constrained.

2.2.6 Stakeholder Coordination and Institutional Partnerships

The 2022–2025 MTDP recognized collaboration with justice sector actors, civil society, and development partners as critical to the Commission’s mandate. While some notable partnerships were pursued, especially in legal awareness, ADR support, and community-based sensitization, the overall coordination framework was weak and unstructured.

Partnerships were generally reactive and event-driven rather than embedded in formalized agreements. Though the Commission signed MoUs with some law faculties and legal NGOs, follow-through on joint action plans was limited. Efforts to establish a multi-stakeholder Legal Aid Advisory Group or inter-agency coordination platform did not materialize as intended.

Within the justice delivery chain, coordination with institutions such as the Judicial Service, Police, Prisons, CHRAJ, and Department of Social Welfare was inconsistent. In several regions, lack of defined referral protocols, unclear communication channels, and overlapping mandates undermined the timeliness and efficiency of service delivery. This also affected data sharing and joint case handling.

Despite these limitations, the Commission maintained good working relationships with some District Assemblies and local government institutions that provided logistical support, especially in terms of office space and public education mobilization.

Looking ahead, the Commission must embed partnerships and stakeholder coordination into its institutional systems. This includes a structured stakeholder engagement strategy, formal agreements with key agencies, and joint programme design with CSOs and private legal professionals. A partnership management unit at the national level, supported by regional stakeholder focal points, would enhance coordination and impact.

Table 1: Summary of Performance Review (2022–2025)

Development Dimension	Indicator	Baseline (2021)	2022–2025 Medium-Term Target	Development Outcome (2024)	Remarks
Governance, Corruption and Public Accountability	% of disputes resolved through ADR	59%	83%	58.4%	Decline despite increase in awareness. Resolution rate dropped due to inadequate personnel and resources.
Governance, Corruption and Public Accountability	Percentage of litigation cases resolved in court	27%	59%	29%	Minimal change. Case backlog and resource constraints continue to affect litigation-based services.
Governance, Corruption and Public Accountability	Percentage of legal representation in court	30.3%	59%	30.5%	Static performance. Indicates systemic legal personnel shortages and coordination issues with courts.
Governance, Corruption and Public Accountability	Percentage of legal aid applications resolved through ADR	49.3%	79%	74%	Significant improvement. Demonstrates growing acceptance of ADR among clients. Capacity must be scaled up.
Governance, Corruption and Public Accountability	Percentage of ADR cases received and resolved	59% (9,578:5,604)	83%	55.6% (29,992:16,684)	Increased volume, but resolution rate fell. Resource constraints and officer overload affected performance.
Governance, Corruption and Public Accountability	% increase in legal aid awareness	N/A	25%	57%	Target exceeded. Results from strong media campaigns and outreach programmes. Requires deeper targeting of marginalized groups.
Governance, Corruption and Public Accountability	% increase in ADR cases received and resolved	59%	24%	-3.4%	Negative growth. Indicates system overload and performance regression. Urgent need to address operational bottlenecks.
Governance, Corruption and Public Accountability	% increase in number of lawyers posted to regions	N/A	N/A	Marginal increase	No systematic posting framework. Staffing remains below optimal levels across most regions.

2.3 Key Lessons and Implications for the 2026–2029 MTDP

The implementation of the Legal Aid Commission’s 2022–2025 Medium-Term Development Plan has provided important lessons that must inform future strategies, policies, and programming. These lessons emerged from a review of performance indicators (Table 1), internal institutional assessments, planning workshop discussions, and broader contextual experiences in delivering legal aid services in Ghana. One of the lessons relates to the persistent mismatch between the Commission’s national mandate and its capacity to deliver at the district level. Despite efforts to decentralize services, the Commission maintained presence in less than one-third of districts, and performance indicators showed deterioration in the staff-to-case ratios. Legal aid officer-to-case ratio worsened from 1:87 in 2021 to 1:120 in 2024, and there was little progress in recruiting ADR officers. This highlights the need to address operational coverage gaps through a structured service expansion strategy.

Another key finding was the growing demand and partial success of ADR mechanisms. Although the percentage of legal aid applications resolved through ADR increased significantly to 74% in 2024, the overall ADR resolution rate declined due to resource constraints. The performance review also revealed that public legal awareness campaigns were relatively successful as awareness increased by 57%, but uptake varied across regions, with under-served communities still facing access barriers. This signals the importance of not only expanding outreach, but tailoring it to the specific contexts and vulnerabilities of target populations. Human resource challenges were central to performance limitations. Staff shortages, weak training structures, and the absence of a national service scheme for legal aid professionals limited the quality and consistency of service delivery. Inadequate office space, lack of vehicles and ICT tools, and continued dependence on paper-based record keeping further constrained operations.

Coordination with justice sector stakeholders, though identified as essential in the 2022–2025 plan, remained largely informal. Referral systems were underdeveloped, and partnerships with institutions like the Judicial Service, CHRAJ, and Police Service were sporadic. This weakened the case management chain and impeded joint service delivery. Moreover, the partial implementation of the Monitoring and Evaluation (M&E) framework meant that evidence-based adjustments were rarely made during implementation. Underlying all these lessons was the persistence of socio-cultural barriers that discourage the marginalized in society from seeking formal legal redress. Cultural norms, limited trust in institutions, and limited legal literacy all contributed to under-utilization of services, despite public education gains.

These lessons must form the core rationale for strategic shifts in the 2026–2029 MTDP. Table 2 provides a summary of the major lessons, their planning implications, and the directly linked development issues prioritized for the next plan period (2026–2029).

Table 2: Summary of Key Lessons and Implications for the 2026–2029 MTDP

Key Lessons from 2022–2025 MTDP Implementation	Implication for 2026–2029 Planning	Linked Prioritised Issue
The Commission’s coverage remains limited, with operational presence in fewer than one-third of districts. The legal officer-to-case ratio worsened from 1:87 (2021) to 1:120 (2024).	A phased expansion plan must be implemented to operationalize legal aid offices in all regions. This must be accompanied by infrastructure and staffing investment.	Limited coverage of the Commission
Staffing gaps persist across legal, ADR, and administrative units. Recruitment, training, and retention challenges lowered service quality.	Develop a Human Resource Strategy covering recruitment, staff mix, retention schemes, and volunteer/internship models.	Inadequate professional and skilled staff; Inadequate staff training and capacity building
Many offices operate with inadequate logistics, office space, and mobility. This limits client confidentiality, efficiency, and outreach.	Prioritize logistics and infrastructure provision in the successor plan, including vehicles, secure offices, and ICT.	Inadequate infrastructure and logistics
ADR performance increased in visibility but resolution rates fell due to under-resourcing and high demand.	Scale ADR by recruiting more officers, building district-level ADR facilities, and deploying mobile ADR teams.	Inadequate financing for ADR and limited ADR capacity
Awareness increased by 57%, but uptake remains uneven due to low community-level understanding and language barriers.	Roll out tailored awareness campaigns targeting vulnerable groups, women, and rural dwellers.	Inadequate awareness creation
M&E systems remained underdeveloped, with paper-based data collection and inconsistent reporting.	Operationalize a Results-Based M&E system with trained focal persons, digital tools, and learning feedback loops.	Lack of effective RM&E system
Coordination with justice sector partners lacked formal structure and regularity. Referrals and joint programming were weak.	Formalize partnerships with Judicial Service, CHRAJ, Social Welfare, CSOs, and the Police through joint agreements and shared activities.	Limited stakeholder collaboration and partnerships
Deep-rooted social norms discourage the use of formal legal systems, especially among women and the poor.	Engage traditional authorities, use paralegals, and integrate behaviour change into outreach programmes.	Existence of unprogressive cultural beliefs

2.4 Financial Performance Review

The financial performance of the Legal Aid Commission's 2022–2025 Medium-Term Development Plan reveals significant challenges in mobilizing and utilizing resources to meet planned development priorities. The Commission's activities were primarily funded by the Government of Ghana (GoG), with a marginal contribution from Internally Generated Funds (IGF). No donor contributions were recorded during the review period.

Out of a total estimated plan cost of GH¢201,625,895.00, only GH¢90,841,911.20 was received between 2022 and 2024. This translates to a funding deficit of approximately GH¢110.78 million, representing a gap of nearly 55% between what was planned and what was actually received. The majority of the received funds (GH¢90.84 million) came from GoG sources, while IGF contributed GH¢163,783.10, mostly through application processing fees, occasional training events, and token contributions for ADR services in certain regions.

The variance indicates a systemic challenge in securing committed resources to drive the implementation of key programmes. Several initiatives, particularly those related to infrastructure development, district office expansion, and digitization, were either postponed or scaled down due to funding shortfalls. Delays in fund releases from GoG and the absence of dedicated budget lines for capital projects within the Commission's sub-vented budget ceiling also contributed to the under-performance.

The financial shortfall has had implications across all thematic areas, limiting the operational reach of the Commission, constraining recruitment of new staff, and restricting the scale of public legal education and ADR programmes. Additionally, the low level of IGF mobilized points to the structural limitations of the Commission's revenue-generating mandate, given its core objective of delivering pro bono legal services to indigent populations.

It is evident from this financial review that enhanced budgeting coordination, predictable resource flows, and innovative financing arrangements (including donor and private sector partnerships) will be critical in the design of the 2026–2029 Medium-Term Development Plan.

A summary of the Commission's financial performance over the period is presented in Table 3.

Table 3: 2022–2024 SMTDP Financial Performance

Source of Funds	Total Estimated Cost of Plan (GH¢)	Total Amount Received (GH¢)	Variance (GH¢)
GoG	201,625,895.00	90,841,911.20	110,783,983.80
IGF	-	163,783.10	-
Total	201,625,895.00	91,005,694.30	110,620,200.70

2.5 Existing Conditions and Institutional Diagnosis

The Legal Aid Commission operates through seven main service divisions that collectively deliver legal support, dispute resolution, advisory services, institutional management, and financial oversight. These divisions include the Citizens Advisory Division, Public Defenders' Division, Alternative Dispute Resolution (ADR) Division, Research, Monitoring and Evaluation, Finance, Administration, and Human Resource. Each division plays a unique role in fulfilling the Commission's statutory mandate to promote access to justice, particularly for the poor and vulnerable. This section presents a diagnostic review of the institutional conditions, strengths, constraints, and opportunities within each division, providing the basis for strategic prioritization in the medium-term development plan. The diagnosis draws on existing operational realities, stakeholder experiences, and internal assessments to inform the Commission's strategic focus areas from 2026 to 2029.

2.5.1 Citizens Advisory Division

The Citizens Advisory Division plays a front-line role in the provision of legal information, initial client engagement, advice on rights and obligations, and public legal education. This division also assists in preliminary screening, complaints documentation, and referral services. It serves as the entry point for most legal aid applicants, particularly in urban and peri-urban centres.

Institutional Conditions and Observations

- The division remains operational in all regional offices but is present in only a limited number of districts.
- Many of the client-facing desks operate without computers, printers, privacy screens, or legal resource materials.
- Most advisory staff are either national service personnel or interns due to lack of permanent placements.
- Public legal education activities are undertaken irregularly, largely dependent on ad hoc funding.
- Advisory officers are not consistently trained or inducted into legal aid processes and human rights-based approaches.

Operational Gaps

- Walk-in clients often experience delays due to staff shortages.

- Complaint handling processes are mostly manual and undocumented.
- Awareness creation remains urban-biased, and most vulnerable populations (rural women, persons with disabilities, minority groups) are excluded.

Table 4: SWOT Analysis: Citizens Advisory Division

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> Existing legal mandate to educate the public under Act 977. Physical presence in all 16 regional capitals with active help desks. Availability of National Service personnel and interns who provide support. Institutional memory from prior awareness campaigns with NCCE. Strong staff commitment despite constraints. 	<ol style="list-style-type: none"> Expand collaboration with NCCE, CHRAJ, and media outlets to reach rural areas. Use of paralegals, community leaders, and religious bodies as outreach agents. Leverage radio and community durbars for legal literacy campaigns. Mobilize donor support for mass education on access to justice. Collaborate with GBC, JOYNews, Adom FM, and CitiTV on human rights content. Develop local language legal education materials. Integrate digital platforms (WhatsApp, USSD, mobile SMS) for client updates. Explore partnership with Legal Literacy Clubs in SHSs/tertiary institutions.
WEAKNESSES	THREATS
<ol style="list-style-type: none"> Lack of a standardized training manual for advisory personnel. No dedicated budget line for awareness creation. Absence of legal resource materials and IEC tools at regional offices. No feedback mechanism to assess impact of advisory services. Weak documentation of complaints and outcomes. No performance standards for advisory delivery. Limited ICT infrastructure (no CRM system, poor internet connectivity). Irregular supervisory visits to regional offices. 	<ol style="list-style-type: none"> High staff attrition due to lack of career growth and low remuneration. Overwhelming client demand in few functional offices. Poor public trust in state legal systems affects citizen walk-ins. Legal terminology barriers in indigenous languages. Lack of gender-sensitive desks in most offices. Cultural stigma around legal complaints in family/domestic disputes. Clients return multiple times due to incomplete guidance and referrals. Political interference and perception of bias in some advisory centres.

2.5.2 Public Defenders' Division

The Public Defenders' Division is tasked with the provision of legal representation for indigent persons in criminal and quasi-criminal matters. The division's work intersects with

the judiciary, police, and prison system, and is critical to the fulfillment of constitutional rights under Article 294.

Institutional Conditions and Observations

- As of 2024, the division has only 42 full-time lawyers serving the entire country.
- Case representation is mostly reactive — based on walk-ins or court appointments.
- Legal aid is least available at district courts and magistrate levels.
- There is no electronic case tracking or docketing system across regional offices.
- Juvenile justice support is weak due to lack of specialized defenders.

Service Coverage Gaps

- Legal representation in remote regions remains almost non-existent.
- Women, juveniles, and persons with mental illness face high exclusion.
- Most legal aid lawyers handle more than 100 cases per year — well beyond recommended thresholds.

Table 5: SWOT Analysis: Public Defenders’ Division

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. Legal Aid Commission Act provides a binding mandate for state-led defence. 2. Strong pool of trained lawyers, albeit overstretched. 3. Linkages with Ghana Bar Association for pro bono support. 4. Established presence in all regional capitals. 5. Legal training institutions produce a large number of graduates annually. 6. Visibility from high-profile legal aid interventions (e.g., remand cases). 	<ol style="list-style-type: none"> 1. Formalize partnerships with the Judiciary for court-based legal aid schemes. 2. Create internship schemes with Law Schools and GSL for national service lawyers. 3. Secure external legal assistance support from Commonwealth Lawyers and FIDA. 4. Roll out mobile court-linked legal aid clinics in prisons and remand centres. 5. Negotiate secondments from MoJ or Attorney-General’s office. 6. Develop a public defender training programme focused on juvenile justice. 7. Use mobile apps and USSD to monitor client satisfaction and follow-up. 8. Strengthen collaboration with CHRAJ and Police Legal Units.
WEAKNESSES	THREATS

<ol style="list-style-type: none"> 1. Only a few full-time defenders employed nationally. 2. Lawyers lack adequate logistical support (vehicles, legal texts, case files). 3. No case management software to track dockets and appeals. 4. Legal officers bear operational costs (travel, court fees) personally. 5. Legal Aid lawyers are significantly underpaid compared to peers in the public bar. 6. Lack of centralized database for clients and verdicts. 7. No formal induction training for new defenders. 8. Inadequate coordination with prison and police on client handovers. 	<ol style="list-style-type: none"> 1. High pre-trial detention and lack of early access to legal counsel. 2. Poor court cooperation in some jurisdictions. 3. Language and interpretation issues in rural circuits. 4. Absence of paralegal support or legal assistants in most regions. 5. Frequent adjournments due to poor follow-up capacity. 6. Perception of low competence of state-appointed defenders among the public. 7. Stress and burnout among defenders due to workload. 8. Limited specialized support for vulnerable groups (e.g., mentally ill, women).
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2.5.3 Alternative Dispute Resolution (ADR) Division

The ADR Division facilitates mediation and conciliation processes aimed at promoting timely, cost-effective, and culturally appropriate dispute resolution, particularly in underserved communities. It is mandated under Act 977 to expand access to justice beyond formal litigation through Alternative Dispute Resolution mechanisms.

Institutional Conditions and Observations

- ADR remains the most accessed service under the Legal Aid Commission, as per performance data from 2022–2024.
- ADR is particularly effective in resolving family, marital, landlord-tenant, land, and minor commercial disputes.
- Despite its growing usage, the division lacks a standardized national framework for case handling, documentation, and reporting.
- Customary systems of mediation are largely informal and not harmonized with statutory structures.

Operational Realities

- ADR officers are not present in all districts; in many regions, legal officers double as ADR facilitators.
- There is no centralized tracking system for ADR cases, making it difficult to measure resolution rates, satisfaction, or recurrence.

- Collaboration with chiefs and religious leaders is informal, unregulated, and unmonitored.

Table 6: SWOT Analysis: Alternative Dispute Resolution (ADR) Division

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. ADR is widely accepted in Ghanaian society, especially for family and land disputes. 2. The Legal Aid Act and ADR Act provide legal backing for mainstreaming ADR. 3. Many cases (marital, tenancy, land) are well suited to ADR resolution. 4. Existing pool of trained mediators across regional offices. 5. High client satisfaction with ADR outcomes compared to litigation. 6. Informal mechanisms (chiefs, elders, religious leaders) are already active in ADR-type functions. 	<ol style="list-style-type: none"> 1. Institutionalize training and certification for ADR practitioners. 2. Expand coverage to all districts using paralegal-based ADR delivery. 3. Establish partnerships with the Judicial Service to reduce litigation backlog. 4. Work with traditional authorities to integrate customary arbitration into formal ADR pathways. 5. Develop a digital case tracking platform for ADR complaints and resolutions. 6. Secure support from civil society and donor-funded justice projects to scale community-based ADR centres. 7. Conduct community sensitization on ADR rights and processes using local languages. 8. Mainstream ADR in school, labour, and commercial disputes through pilot projects.
WEAKNESSES	THREATS
<ol style="list-style-type: none"> 1. Many ADR officers lack regular refresher training. 2. Absence of standard guidelines on admissibility, neutrality, or confidentiality. 3. Informal systems operate outside LAC oversight, making case quality hard to regulate. 4. Inadequate infrastructure (rooms, privacy spaces) for ADR sessions. 5. No monitoring or evaluation mechanisms to assess effectiveness. 6. Delays in closing cases due to officer workload or client availability. 7. Limited tools (stationery, templates, interpreters) to support the ADR process. 8. Low incentives for volunteer ADR officers. 	<ol style="list-style-type: none"> 1. Perception that ADR lacks legal weight, especially when agreements are breached. 2. Disrespect or non-compliance with settlement decisions in some jurisdictions. 3. Political and elite interference in ADR outcomes in land-related disputes. 4. Lack of documentation and weak data management. 5. Gender-insensitive processes where women feel coerced into settlements. 6. Language barriers and lack of interpreters for diverse communities. 7. Lack of integration between ADR and litigation pathways for unresolved cases. 8. Fractured coordination between ADR Division and community-based mediators.

2.5.4 Research, Monitoring and Evaluation (RM&E) Division

The Research, Monitoring, and Evaluation (RM&E) Division of the Legal Aid Commission is now functionally established at the head office and has played a vital role in coordinating performance reviews, reporting, and planning processes. This includes its contribution to the development of the 2022–2025 MTDP framework and involvement in national-level engagements with NDPC. However, the Commission's M&E systems remain

fragile and unevenly institutionalized, particularly at the regional and district levels, where M&E structures are either non-existent or extremely weak. This presents a major institutional bottleneck for decentralized performance tracking and limits the ability of the Commission to consolidate and use evidence for planning and learning at scale. The lack of functional M&E officers in most regions means that field-level data is inconsistently collected, reporting is irregular, and results-based accountability is weakly embedded in local service delivery.

Table 7: SWOT Analysis: RM&E Division

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. Functional M&E Division established at the head office, with leadership buy-in. 2. Presence of a full-time M&E officer supported by NDPC and donor-led training. 3. Contributions made to planning, reporting, and assessment under the 2022–2025 MTDP. 4. Institutional frameworks for indicator tracking have been developed and used. 5. Potential for integration of M&E into internal staff performance reviews. 6. M&E is formally recognized in the Legal Aid Commission’s strategic architecture. 	<ol style="list-style-type: none"> 1. Partner with NDPC and donor agencies (GIZ, UNICEF, UNDP) for regional M&E capacity building. 2. Establish a regional/district M&E focal person network, even as part-time roles. 3. Train regional officers in digital data entry using simple templates or mobile forms. 4. Deploy a centralized MIS to harmonize data from all units and offices. 5. Pilot mobile-based client feedback tools to inform service quality tracking. 6. Use strategic partnerships with universities for field evaluations and data collection. 7. Institutionalize quarterly review meetings with all regional offices. 8. Embed M&E into operational guidelines and Standard Operating Procedures (SOPs).
WEAKNESSES	THREATS
<ol style="list-style-type: none"> 1. No dedicated M&E officers in most regional or district offices. 2. Regional officers lack training in basic M&E concepts and tools. 3. Data flows are manual, with inconsistencies in what is collected and how. 4. Limited internet connectivity and digital devices at sub-national offices. 5. Lack of standardized data validation tools across all divisions. 6. Most monitoring tools are paper-based and stored in silos. 7. Performance indicators are not disaggregated by location or vulnerability status. 8. Absence of structured timelines for submission of regional reports. 	<ol style="list-style-type: none"> 1. Decentralized M&E structures are largely absent, limiting service tracking in real time. 2. High dependence on head office for all planning and review work. 3. M&E is seen as a technical requirement, not embedded in field-level implementation. 4. Limited appreciation of data quality issues by front-line personnel. 5. Inability to carry out client satisfaction surveys across most regions. 6. Feedback loops between services delivered and performance tracking are weak. 7. Regional staff are overwhelmed by multiple roles, and M&E is not prioritized. 8. Use of data in budgeting or programme refinement is minimal at the local level.

2.5.5 Finance Division

The Finance Division plays a core role in managing the financial resources of the Commission, including disbursements, financial reporting, budgeting, and audit coordination. It also supports budget planning and the submission of financial returns to the Ministry of Finance and relevant oversight bodies.

Institutional Conditions and Observations

- The Finance Division is established at the head office and led by a Finance Officer supported by a skeletal team.
- The division handles routine budget submissions, payment processing, and financial reporting with direct accountability to the Controller and Accountant-General's Department (CAGD).
- There is no dedicated finance personnel in most regional offices; all financial transactions are centralized.
- Budgeting is done annually with limited programme-based cost tracking or multi-year budget frameworks.
- Reporting formats are primarily paper-based and lack integration with programme performance data.
- Weak linkage between strategic plans and budgeting, especially for capital and donor-financed interventions.

Financial Management Limitations

- The division operates on tight budget ceilings without flexibility for programme expansion or emergencies.
- Delays in releases from the Ministry of Finance negatively affect implementation schedules.
- Internally Generated Funds (IGF) are minimal and cannot sustain operations.
- Procurement processes are often delayed due to capacity and coordination challenges.

Table 8: SWOT Analysis: Finance Division

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. Established finance structure with defined roles at the head office. 2. Experienced Finance Officer with direct links to MoF and CAGD. 3. Previous audits completed without major adverse findings. 4. Finance Division prepares annual budgets and tracks expenditure regularly. 5. Integration of GIFMIS into key financial processes. 6. Presence of internal audit structures to strengthen compliance. 	<ol style="list-style-type: none"> 1. Strengthen programme-based budgeting aligned to the SMTDP. 2. Train finance staff in regional offices to decentralize some functions. 3. Use digital financial systems and dashboards to track budget execution. 4. Collaborate with development partners to mobilize external funding. 5. Institutionalize cost tracking systems for legal aid services by type. 6. Improve financial data integration into monitoring and evaluation reports. 7. Secure GoG commitment to create a dedicated capital budget line. 8. Organize joint budget preparation with planning and M&E units.
WEAKNESSES	THREATS
<ol style="list-style-type: none"> 1. No finance officers in regional offices; all processing is centralized. 2. Poor forecasting and cash flow planning due to irregular releases. 3. Weak alignment between financial reports and activity outcomes. 4. Minimal capacity for donor fund management. 5. Inadequate training in modern public financial management systems. 6. Delayed procurement processes due to limited internal capacity. 7. Lack of financial risk assessment tools. 8. Absence of medium-term expenditure frameworks. 	<ol style="list-style-type: none"> 1. Frequent delays in GoG fund releases affecting operations. 2. Insufficient funds to cover key development and operational costs. 3. Budget ceilings rarely accommodate new programme needs. 4. Internal coordination with programme units is weak. 5. IGF generation is negligible given LAC’s pro bono mandate. 6. External donor support is almost absent due to weak proposals and reporting systems. 7. Budget execution rates are constrained by external release schedules. 8. Poor infrastructure hinders electronic payment and tracking in the regions.

2.5.6 Administration Division

The Administration Division oversees general operations, personnel management, logistics, records, and office maintenance. It is also responsible for staff deployment, documentation, transport logistics, and property management across the Commission’s head office and regional branches.

Institutional Conditions and Observations

- The division provides critical support services including HR facilitation, coordination of logistics, and general administration.

- There is no dedicated Human Resource department; administrative staff handle HR tasks including recruitment coordination, leave records, and file management.
- Most offices (especially regional and district offices) operate in rented or shared spaces without proper branding or infrastructure.
- Asset tracking is done manually, with no centralized system for inventory management.
- Staffing levels are significantly low in regional and district offices; some offices have no administrative officers at all.

Administrative Bottlenecks

- No formal induction or orientation system for new staff or interns.
- High attrition and low morale due to poor conditions of service and weak HR support.
- Delayed logistics support to regional offices due to bureaucracy and under-resourcing.

Table 9: SWOT Analysis: Administration Division

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. Dedicated administrative team at the head office. 2. Commitment by senior management to expand logistics and HR support. 3. Growing visibility of administrative needs through internal audits. 4. Staff across offices are supportive despite severe logistics shortages. 5. The Commission has maintained active operations despite constraints. 	<ol style="list-style-type: none"> 1. Dedicated administrative team at the head office. 2. Commitment by senior management to expand logistics and HR support. 3. Growing visibility of administrative needs through internal audits. 4. Staff across offices are supportive despite severe logistics shortages. 5. The Commission has maintained active operations despite constraints.
WEAKNESSES	THREATS
<ol style="list-style-type: none"> 1. No HR department to provide strategic workforce planning. 2. No administrative officers in most district offices. 3. Weak records management systems (mostly physical files). 4. Vehicle and equipment shortage at all levels. 5. Lack of structured internal communication systems. 6. Offices in poor condition – several regional units operate in borrowed premises. 7. Limited funds for maintenance of facilities and assets. 8. Inadequate access to ICT tools for administration. 	<ol style="list-style-type: none"> 1. High workload due to under staffing and multi-tasking. 2. Weak staff motivation due to poor career progression opportunities. 3. Delays in procurement and supply of office materials. 4. Low operational support to regional and district teams. 5. No performance appraisal system in place for administrative staff. 6. Inability to coordinate cross-regional logistics due to poor systems. 7. Fragmented staff welfare systems. 8. Irregular supervisory visits to regional offices.

2.5.7 Legal Aid Fund and Finance Support Services

The Legal Aid Fund was established under Section 31 of the Legal Aid Commission Act, 2018 (Act 977) to support the Commission’s mandate of providing legal aid to indigent persons. It is to be financed through government subventions, donations, grants, and contributions from individuals and organizations. While the fund legally exists, its operationalization and management remain weak, significantly undermining its potential to serve as a sustainable financing mechanism.

Institutional Conditions and Observations

- The Legal Aid Fund remains underutilized and non-functional as originally envisioned.
- There is no standing board or fiduciary mechanism established to manage or promote the Fund.
- Public awareness of the Fund is almost non-existent; it has not been marketed or promoted.
- No dedicated staff manage the Legal Aid Fund or any donor coordination portfolio.
- The Commission’s attempts to attract donor resources or public contributions have been limited by the absence of clear mechanisms or regulatory support.
- Expenditure on legal aid services is fully reliant on GoG subventions, which have consistently fallen short of actual needs.
- The Commission has no functional mechanism to manage or invest proceeds under the Fund.

Table 10: SWOT Analysis: Legal Aid Fund and Finance Support Services

STRENGTHS	OPPORTUNITIES
1. Legal Aid Fund has full statutory backing under Act 977.	1. Establish a Legal Aid Fund Board to operationalize fund management.
2. The Act permits resource mobilization from domestic and external partners.	2. Develop a Fund Management Strategy and fiduciary guidelines.
3. Growing public interest in pro bono legal services can drive voluntary contributions.	3. Launch public awareness campaigns to mobilize voluntary contributions.
4. Strong justification exists to attract donor support based on constitutional justice mandates.	4. Engage philanthropic organizations and Bar Associations for endowment schemes.
5. NDPC and MoF support the establishment of off-budget support mechanisms.	5. Explore innovative models (e.g., CSR contributions, legal sector levies).
6. Commission leadership is committed to activating the Fund within the new planning cycle.	6. Seek technical support from MoF, World Bank, or UNDP for fund structuring.

	<ol style="list-style-type: none"> 7. Link Fund operations to performance-based disbursements. 8. Introduce donor engagement protocols and regular reporting frameworks.
WEAKNESSES	THREATS
<ol style="list-style-type: none"> 1. Legal Aid Fund is not currently capitalized nor operationalized. 2. Absence of institutional infrastructure to manage special funds. 3. No donor desk or proposals unit within the Commission. 4. No guidelines for the acceptance, use, or reporting of donations. 5. Weak linkages with justice sector partners and international legal aid funders. 6. Budgetary ceilings restrict fiscal space to pilot fund mechanisms. 7. Lack of dedicated legal provisions for tax incentives on donations. 8. No financial tracking systems to distinguish fund income and usage. 	<ol style="list-style-type: none"> 1. The Fund remains inactive despite its legal establishment, creating a perception of institutional inertia. 2. Resource constraints severely affect service expansion and professional development. 3. GoG subvention alone is insufficient to operationalize core legal aid services. 4. Missed opportunities for resource mobilization from local and international stakeholders. 5. Limited ability to pilot new interventions due to lack of flexible funds. 6. Institutional risk aversion in engaging with private legal institutions on cost-sharing. 7. Delays in legal reforms to incentivize donations or third-party contributions. 8. Weak transparency frameworks to build donor or public trust in Fund utilization.

2.6 List of Key Development Issues

The table below presents a consolidated list of key development issues identified across the operational divisions of the Legal Aid Commission. These issues are informed by internal assessments, performance reviews, stakeholder consultations, and field observations, and serve as the foundation for formulating priorities and strategies for the 2026–2029 planning cycle.

Table 11: List of Key Development Issues by Division

Division	Key Development Issues
Public Defenders Division	<ol style="list-style-type: none"> 1. Inadequate number of lawyers across many districts to handle increasing demand for legal representation. 2. Limited presence in some districts; clients travel long distances for services. 3. High caseload per legal officer, undermining quality and timeliness of legal representation. 4. Poor collaboration and coordination with Ghana Police, Ghana Prisons, and Judicial Service at operational levels. 5. Insufficient logistics for case handling including access to legal research tools and transport. 6. Inconsistent representation for remand and pre-trial detainees.
Alternative Dispute Resolution Division (ADR)	<ol style="list-style-type: none"> 1. Low public awareness and limited community confidence in ADR mechanisms. 2. Limited number of ADR officers relative to caseload, especially at the district level. 3. Absence of ADR offices in several districts. 4. Weak institutional support and standard operating procedures for ADR delivery. 5. No comprehensive framework for engaging community mediators and traditional leaders.

	6. Poor visibility and communication of ADR successes to the public.
Citizens' Advisory Division	<ol style="list-style-type: none"> 1. Weak public legal education at the community level. 2. Absence of structured outreach programmes to under-served communities. 3. No official communication strategy to drive awareness creation. 4. Limited partnerships with CSOs, traditional authorities, and media houses. 5. Poor data on the impact of advisory and sensitization activities.
Monitoring & Evaluation Division	<ol style="list-style-type: none"> 1. M&E functions are centralized; no regional or district-level focal persons. 2. Weak use of M&E data for planning and programme decision-making. 3. No structured framework for beneficiary feedback or client satisfaction tracking. 4. Poor data collection and quality assurance protocols at field level. 5. Absence of digital tools for monitoring and reporting. 6. Delayed reporting and inconsistencies across regional submissions.
Finance Division	<ol style="list-style-type: none"> 1. Delays in release of GoG funds, affecting programme execution timelines. 2. Over dependence on GoG with little internal or external resource mobilization. 3. Absence of capital budget lines for infrastructure and logistics. 4. Lack of training in programme-based budgeting and financial reporting. 5. Weak integration of financial and operational performance data. 6. No functional donor desk or finance mobilization strategy.
Administration Division	<ol style="list-style-type: none"> 1. Inadequate and poorly resourced district offices. 2. Lack of office accommodation in many districts. 3. Inadequate staffing for admin support roles at lower levels. 4. Weak asset management systems and inventory control. 5. Absence of fleet and logistics plan to support mobility and supervision. 6. Manual filing and records management systems.
Legal Aid Fund & Resource Mobilization	<ol style="list-style-type: none"> 1. Legal Aid Fund remains inactive and underutilized despite statutory provision. 2. No functional management mechanism or fund secretariat. 3. Absence of public fundraising strategy or campaigns. 4. No mechanisms to accept voluntary contributions from private citizens, lawyers, or law firms. 5. Poor coordination with development partners and donors on justice-related programming. 6. No legal or fiscal incentives for private sector contributions.

2.7 Sustainability Assessment of Key Development Issues

A sustainability assessment was conducted to analyze the long-term feasibility and resilience of the key development issues identified in Section 2.6. The assessment considered four core dimensions of sustainability in line with NDPC guidelines: financial, institutional, socio-cultural, and environmental. Each development issue was appraised on these dimensions using a qualitative scale — High, Medium, Low, or Not Applicable (N/A) — and explained in detail to guide prioritization and implementation decisions in the successor plan (2026–2029).

While financial, institutional, and socio-cultural considerations are central to the Commission's operations, environmental sustainability does not always apply to the majority of its service-based and justice-related functions. Where this is the case, such indicators have been clearly marked as "N/A" (Not Applicable) to ensure accuracy of interpretation and to reflect the unique operational mandate of the Legal Aid Commission. The detailed sustainability ratings and justifications are presented in Table 12.

Table 12: Sustainability Assessment of Key Development Issues

Development Issue	Financial	Institutional	Socio-Cultural	Environmental	Contextual Explanation
Limited presence of legal aid services in many districts	Medium	Low	High	N/A	Funding for expansion remains constrained; institutional structures at sub-national levels are weak, although public support for decentralized legal aid is strong.
Inadequate number of legal and ADR staff	Medium	Low	High	N/A	GoG wage ceilings and attrition hinder staffing. Despite social relevance, recruitment is slow due to fiscal and HR bottlenecks.
Low awareness and trust in ADR mechanisms	High	Medium	Medium	N/A	Easily sustainable through strategic communication and outreach; public engagement can be scaled with modest investments.
High caseloads per officer	Medium	Low	High	N/A	Staffing shortages and absence of digital case management systems intensify officer workload. Critical reforms are needed.
Weak public legal education outreach	Medium	Medium	High	N/A	Legal literacy campaigns are culturally acceptable and affordable but lack structured budgeting and staff deployment.
Poor infrastructure/logistics in regional and district offices	Low	Low	High	Medium	Environmental consideration is modest due to need for physical renovations; issue remains underfunded and decentralized logistics are lacking.
Absence of Legal Aid offices in some districts	Low	Low	High	Medium	Operational expansion requires new office infrastructure. Poor logistics and capital funding have delayed roll-out.
Poor records and asset management	Medium	Medium	High	N/A	Manual records systems limit efficiency and accountability; a shift to digital systems is needed but requires investment.
Delays in GoG fund releases and lack of resource mobilisation	Low	Low	Medium	N/A	Budgeting unpredictability undermines planned programmes. No dedicated donor coordination mechanisms in place.

Inactive Legal Aid Fund	Low	Low	Medium	N/A	Legally established but not operationalized. Institutional gaps in fund mobilization and disbursement persist.
No donor coordination/fundraising mechanisms	Low	Low	Medium	N/A	Donor engagement is ad hoc and not strategically managed. Lack of policy and focal persons affects sustainability.
Weak M&E capacity at district and regional levels	Medium	Low	Medium	N/A	M&E Division exists at headquarters but not functional at decentralized levels. Lack of tools, skills, and systems persist.
Absence of digital systems for monitoring, reporting, and legal operations	Medium	Low	Medium	Medium	Some systems are planned but not deployed; digitization would require infrastructural investment and nationwide training.
No structured client feedback mechanism	Medium	Low	High	N/A	Easily implementable but not prioritized. Would improve service responsiveness and accountability.
Over-centralization of finance and admin operations	Medium	Low	Medium	N/A	Regions and districts lack financial autonomy; institutional reforms needed to decentralize basic functions.
No capital budget for office/logistical needs	Low	Low	High	Medium	Infrastructure projects remain unfunded. Support from central government and development partners is critical.
No structured collaboration with traditional authorities or CSOs	Medium	Medium	High	N/A	Partnerships could enhance awareness, case referrals, and mediation outcomes but are not formalized.
Absence of transport and logistics for supervision and legal follow-ups	Low	Low	High	Medium	Vehicles and related support are unavailable, affecting community presence, outreach, and court representations.

2.8 Future Development Needs

The identification of future development needs for the Legal Aid Commission (LAC) is informed by a structured and scientific assessment of past performance trends (2022–2025), prevailing institutional conditions, population dynamics, sectoral service demands, and policy mandates. Projections are not based on normative aspirations alone but on technical parameters consistent with national planning standards outlined by the NDPC. Specifically, the following considerations were applied:

- Analysis of historical data from 2021 baseline and annual reporting (e.g., caseload volumes, staff numbers, service coverage, awareness levels).
- Gap analysis comparing existing service levels to the required standards or unmet needs (e.g., district coverage gaps, caseload ratios).
- Capacity audits of legal, administrative, logistical and infrastructure resources to determine operational shortfalls.
- Policy and legal imperatives, including provisions under Act 977 and the National Medium-Term Development Policy Framework (NMTDPF) 2026–2029.
- Stakeholder consultations, including divisional heads and operational units at national, regional and district levels.
- Population and service demand growth assumptions, recognizing demographic changes and evolving justice needs.

Table 13 summarizes the future development needs of the Commission over the 2026–2029 period, aligned with the performance review and institutional diagnosis in preceding sections

Table 13: Future Development Needs of the Legal Aid Commission (2026–2029)

Development Need	Basis for Projection
Operational Legal Aid offices in all 261 districts	Based on gap analysis (less than 100 districts currently covered) and constitutional obligation to provide equitable justice access. Supported by population growth trends and court caseload expansion.
Recruitment of 1,000+ legal and ADR officers	Derived from caseload-to-officer ratios (currently 1:113 for ADR and 1:120 for legal), with NDPC planning norm suggesting service delivery target ratio closer to 1:50.
Full digitization of case management and monitoring systems	Rooted in findings on weak M&E penetration beyond HQ; strategic priority to shift from manual to integrated digital operations to meet SDG 16.6 and MTNDPF targets.
Functional M&E and administration units in all regions and district offices	Justified by current absence of technical backstopping in regions; critical for compliance with decentralized performance tracking and institutional learning.
Activation and operationalization of Legal Aid Fund	Required to meet the legal mandate under Act 977; projection based on persistent GoG under-funding (see Section 2.4), with need for funding diversification and fiscal resilience.
Permanent office spaces for regional and majority of district offices	Infrastructure baseline indicates over-reliance on borrowed/shared space; this limits identity, accessibility and efficiency. Supported by spatial service demand projections.
Sustained and nationwide legal literacy and public education campaigns	Data show significant gaps in legal awareness across many communities despite some gains; projection assumes need for structured, recurring education using multimedia and community channels.
Strategic partnerships with traditional leaders, CSOs, and justice actors	Low collaboration scores and stakeholder mapping indicate a missed opportunity in community-led ADR and legal education, which are scalable with modest investments.
Staff welfare and retention schemes	Attrition patterns and morale indicators point to high exit risks. Projection based on sector retention models and comparative staffing cost assessments in the justice delivery ecosystem.
Mobile legal aid and prison/paralegal outreach units	Prison justice access and rural outreach coverage are weak. Projection anchored on mobile clinic models and UN-recommended legal access frameworks for under-served populations.
Regular client feedback and grievance redress systems	Absence of satisfaction tracking impedes quality assurance. Projection aligns with administrative justice standards and internal accountability systems.
Review and update of ADR and legal training curriculum	Skill gaps identified in staff assessments and outdated materials suggest strong need for structured capacity updates. Projection based on comparative curriculum development cycles.
Transport and logistics provision for regional and district operations	Review confirms major mobility challenges. Projection uses service delivery mobility ratios bench-marked in previous NDPC assessments and institutional logistics norms.
Development of internal resource mobilization strategy	Chronic funding shortages (Table 2.4) and zero donor alignment necessitate institutional fundraising road-map. Projection draws on best practices from peer legal and semi-autonomous bodies.

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES (2026–2029)

3.1 Introduction

The process of identifying and prioritizing development issues for the 2026–2029 planning period involved several interrelated steps. First, a detailed review of the implementation of the 2022–2025 MTDP was carried out to assess performance across various functional areas of the Commission. This was followed by an institutional diagnosis of the existing conditions across all seven divisions, highlighting systemic weaknesses and operational challenges. To complement these internal assessments, consultations were held with regional and district officers, legal and administrative staff, and partner institutions. These participatory engagements, combined with analytical tools such as POCC analysis and sustainability assessments, enabled the Commission to identify and rank development issues based on their relevance and urgency.

3.2 Prioritization Process

The prioritization of development issues was guided by a robust, evidence-based and participatory methodology in line with national planning standards issued by the NDPC. The process was designed to ensure that the most urgent, relevant, and impactful issues are strategically selected for intervention during the 2026–2029 planning cycle.

The Commission adopted a five-step prioritization framework that combined qualitative diagnostics, quantitative scoring, and multi-stakeholder validation. The steps included:

1. **Institutional Diagnosis and POCC Analysis:** Each division conducted a detailed institutional diagnosis using the Problems, Opportunities, Constraints, and Challenges (POCC) framework. These diagnostics identified the underlying structural and operational issues affecting service delivery, legal access, and institutional performance.
2. **Thematic Alignment and Issue Consolidation:** Development issues were then grouped thematically to avoid fragmentation and duplication. Cross-cutting challenges (e.g., staffing gaps, infrastructure deficits, weak monitoring systems) were aggregated to reflect Commission-wide concerns, while retaining divisional specificity where necessary.
3. **Scoring Based on Relevance and Urgency:** Each issue was scored on a 5-point scale for both Relevance (importance to mandate and strategic vision) and Urgency (immediacy).

of need and severity of impact). This produced a Priority Rank based on the combined severity index, helping to distinguish high-impact issues from low-priority ones.

4. **Justification for Severity and Strategic Fit:** Issues were further justified based on their direct impact on access to justice, inclusion of vulnerable populations, and compliance with statutory obligations under Act 977. Alignment with the MTNDPF (2026–2029) was also used to screen the strategic importance of each issue.
5. **Stakeholder Validation and Finalization:** The draft prioritized issues and scores were validated during technical planning sessions involving regional coordinators, divisional heads, district officers, and civil society observers. Adjustments were made to reflect practical realities and regional variations in service needs.

Principles Guiding the Prioritization Process

- **Equity and Inclusion:** Special focus was placed on issues that disproportionately affect vulnerable groups such as women, children, and rural populations.
- **Service Disruption Risk:** Issues with a high probability of undermining legal aid service continuity were ranked higher.
- **Operational Impact:** Challenges that significantly compromise internal efficiency and coordination were prioritized for institutional strengthening.
- **Data-Driven Judgment:** Scores were informed by baseline data, field reports, audit findings, and case management trends from 2021–2024.

3.3 Prioritized Development Issues by Division

The issues listed below represent the most pressing challenges that emerged from the Commission’s review and diagnostic processes. These issues are considered critical to the successful delivery of legal aid and access to justice across the country. The matrix tables (3.3.1 to 3.3.7) reflect the final prioritized issues, their rankings, strategic alignment, and proposed justifications.

3.3.1 Citizen Advisory Services Division

Table 14: Prioritized Development Issues – Citizen Advisory Services Division

Division	Development Issue	Relevance	Urgency	Priority Rank	Justification for Severity	Remarks	Alignment with National & Global Goals
Citizen Advisory Services	Limited public awareness of rights and legal aid eligibility	High (5)	High (5)	1	Lack of awareness restricts citizens from seeking justice and impedes social protection outcomes. It disproportionately affects vulnerable groups such as women, children, and persons with disabilities.	Needs nationwide education campaigns using appropriate media and local languages.	SDG 16.3, SDG 16.10; MTNDPF (Justice and Rule of Law); AU Asp. 6; ECOWAS Human Rights Framework
Citizen Advisory Services	No national legal literacy strategy	High (5)	High (5)	2	The absence of a structured strategy leads to fragmented public education efforts, limiting scale and sustainability.	Development of a comprehensive, culturally responsive strategy is essential.	SDG 16.10; MTNDPF (Civic Empowerment); AU Agenda 2063 Asp. 6
Citizen Advisory Services	Cultural and language barriers preventing access to services	High (5)	Moderate (3)	3	Communities with strong traditional values or minority languages often do not engage with the formal legal system.	Translation and culturally sensitive outreach is key.	SDG 10.2, SDG 5.1; MTNDPF (Inclusive Services); ECOWAS Youth Policy
Citizen Advisory Services	Inadequate legal information in formats suitable for rural communities	High (5)	Moderate (3)	4	Existing legal awareness materials are urban-focused, overly technical, and often not translated.	Community-based participatory approaches should be integrated.	SDG 4.6, SDG 16.10; MTNDPF (Rural Inclusion)
Citizen Advisory Services	Absence of client advisory protocols across most offices	Moderate (3)	High (5)	5	Legal services provided vary by office. No clear guidelines exist for walk-in advisory support.	Standardization of services is crucial for equity and trust.	SDG 16.6; MTNDPF (Quality Assurance); AU Public Sector Standards

Citizen Advisory Services	Weak coordination with NCCE, ISD, and traditional authorities	High (5)	Moderate (3)	6	Collaboration with key civic education and local governance institutions remains informal and ad hoc.	Institutional partnerships are needed for cost-effective outreach.	SDG 17.17; MTNDPF (Inter-institutional Coordination)
Citizen Advisory Services	Inadequate communication tools and outreach materials	Moderate (3)	Moderate (3)	7	Outreach is limited by lack of visual, audio, and mobile content tailored to target populations.	Requires investment in communication infrastructure and content development.	SDG 9.c; MTNDPF (ICT in Governance)
Citizen Advisory Services	Low visibility of LAC services at community level	Moderate (3)	Moderate (3)	8	Citizens often associate legal aid only with urban centres and criminal justice, leaving other services unused.	Branding, local partnerships and mobile outreach can address this gap.	SDG 16.3; AU Asp. 3; ECOWAS Justice Sector Protocol

3.3.2 Public Defenders' Division

Table 15: Prioritised Development Issues – Public Defenders' Division

Division	Development Issue	Relevance	Urgency	Priority Rank	Justification for Severity	Remarks	Alignment with National & Global Goals
Public Defenders' Division	Inadequate number of legal officers across districts and regions	High (5)	High (5)	1	Legal representation is severely limited across many districts, creating systemic access-to-justice gaps for indigent citizens.	Without expanded staff strength, no programme in legal aid delivery can be sustainably implemented.	- NMTDPF: Legal empowerment - SDG 10.3 - AU Agenda 2063: Goal 11 - ECOWAS: Access to legal protection
Public Defenders' Division	High case-to-lawyer ratios leading to delays and inefficiencies	High (5)	High (5)	2	Overburdened lawyers cannot manage existing caseloads, resulting in delays, missed court appearances, and compromised defence.	Standardized workload protocols are needed alongside recruitment.	Same as above

Public Defenders' Division	Weak presence of LAC lawyers in civil and criminal proceedings for the poor	High (5)	High (5)	3	Vulnerable groups, particularly in criminal trials, often go unrepresented due to lack of presence in key courts.	Strategic court deployment and engagement with judiciary needed.	Same as above
Public Defenders' Division	Poor working conditions for lawyers at regional and district levels	High (5)	Moderate (3)	4	Poor office infrastructure, lack of accommodation, and irregular logistics provision reduce staff retention and motivation.	Conditions need to be addressed to retain and attract skilled legal personnel.	Same as above
Public Defenders' Division	Lack of structured deployment and supervision of National Service personnel	Moderate (3)	High (5)	5	National Service persons are often posted without clear roles or guidance, limiting their utility in court operations.	Supervision structures are critical to optimize support services.	Same as above
Public Defenders' Division	Limited adoption of digital tools in legal aid delivery	High (5)	Moderate (3)	6	Legal aid management processes remain paper-based, limiting tracking, follow-up, and accountability.	Digital transformation is overdue and affects legal aid efficiency.	Same as above
Public Defenders' Division	Absence of service quality benchmarks for legal representation	Moderate (3)	Moderate (3)	7	There are no defined standards to guide legal aid lawyers' performance and ethics, resulting in uneven service quality.	National guidelines should be adopted to regulate and monitor legal representation.	Same as above
Public Defenders' Division	Poor internal coordination on court assignments and follow-ups	Moderate (3)	Moderate (3)	8	Communication breakdowns result in missed court cases, weak documentation, and client dissatisfaction.	Internal coordination systems, especially digital, are urgently needed.	Same as above

3.3.3 Alternative Dispute Resolution (ADR) Division

Table 16: Prioritized Development Issues – ADR Division

Division	Development Issue	Relevance	Urgency	Priority Rank	Justification for Severity	Remarks	Alignment with National & Global Goals
Alternative Dispute Resolution (ADR)	Low public confidence in ADR services as a credible justice mechanism	High (5)	High (5)	1	Public distrust undermines ADR's role in the justice chain. Citizens often prefer litigation, viewing ADR as ineffective.	Awareness campaigns and successful case storytelling can reverse perception.	SDG 16.3; MTNDPF – Informal Justice Mechanisms; AU Agenda 2063 Goal 11
Alternative Dispute Resolution (ADR)	Underutilization of ADR processes at the community level	High (5)	High (5)	2	Despite potential, ADR uptake in communities remains low due to weak awareness, access, and promotion.	Mobilization of community ADR officers and integration with social services needed.	SDG 16.3; ECOWAS: Community Peace-building Framework
Alternative Dispute Resolution (ADR)	Inadequate number of qualified and accredited ADR officers	High (5)	Moderate (3)	3	The high caseload per ADR officer slows resolution and limits reach in rural districts.	Urgent national training and accreditation drive required.	SDG 16.6; MTNDPF – Institutional Capacity Development
Alternative Dispute Resolution (ADR)	Absence of a dedicated ADR desk in most district offices	High (5)	Moderate (3)	4	Without physical desks and ADR staff in district offices, service availability is non-existent.	Districts should establish at least one ADR desk per office.	MTNDPF – Access to Justice; AU Agenda 2063
Alternative Dispute Resolution (ADR)	Limited integration of ADR in police and social welfare processes	Moderate (3)	High (5)	5	Police and social welfare agencies often bypass ADR options, escalating minor cases to courts.	Formal guidelines are needed for inter-agency ADR referrals.	SDG 16.3; ECOWAS: Conflict Mediation Protocols
Alternative Dispute Resolution (ADR)	Lack of nationwide public education on ADR benefits	Moderate (3)	High (5)	6	Public education remains inconsistent, fragmented and largely urban-centric.	A nationwide ADR sensitization	SDG 16.10; MTNDPF – Legal Education Strategy

						campaign is needed in local languages.	
Alternative Dispute Resolution (ADR)	Minimal collaboration with traditional authorities and local mediators	Moderate (3)	Moderate (3)	7	Local mediators are underutilized despite their legitimacy within traditional dispute systems.		

3.3.4 Research, Monitoring and Evaluation

Table 17: Prioritized Development Issues – Monitoring and Evaluation (M&E) Division

Division	Development Issue	Relevance	Urgency	Priority Rank	Justification for Severity	Remarks	Alignment with National & Global Goals
Monitoring and Evaluation (M&E)	Absence of functional M&E units at district and regional levels	High (5)	High (5)	1	Without decentralized M&E units, planning, supervision, and learning are constrained. Evidence gathering is minimal at the sub-national level.	District-level M&E structures should be institutionalized.	SDG 17.18; MTNDPF – Evidence-Based Planning; AU Agenda 2063
Monitoring and Evaluation (M&E)	Poor data collection and reporting mechanisms	High (5)	High (5)	2	Uncoordinated and inconsistent data collection limits visibility into programme results.	Standard templates and tools must be introduced.	SDG 17.18; ECOWAS – Regional M&E Systems
Monitoring and Evaluation (M&E)	Limited use of real-time monitoring tools	High (5)	Moderate (3)	3	Monitoring is paper-based and retrospective, causing delays in learning and corrections.	Real-time dashboards can enhance responsiveness.	AU Agenda 2063 – Accountability Culture; NMTDPF
Monitoring and Evaluation (M&E)	No consolidated framework for M&E indicators across divisions	High (5)	Moderate (3)	4	Performance indicators are not standardized, making cross-divisional tracking difficult.	LAC-wide KPIs should be institutionalized.	SDG 16.6; AU – Results-Based Culture

Monitoring and Evaluation (M&E)	Inadequate human and technical capacity for M&E tasks	High (5)	Moderate (3)	5	Few trained staff exist to lead or support M&E operations, particularly at decentralized levels.	Skills training and hiring are essential.	MTNDPF – Capacity Strengthening; ECOWAS M&E Charter
Monitoring and Evaluation (M&E)	Research and learning functions remain dormant	Moderate (3)	High (5)	6	Research outputs are not produced to guide planning or advocacy. No learning products are published.	A policy research desk should be reactivated.	AU Agenda 2063 – Evidence-Informed Planning
Monitoring and Evaluation (M&E)	Lack of internal performance reviews and adaptive learning processes	Moderate (3)	High (5)	7	Internal review sessions are irregular or nonexistent, hindering institutional memory.	Regular performance reflections should be standardized.	MTNDPF – Performance Culture
Monitoring and Evaluation (M&E)	No structured feedback loop for client satisfaction and case outcome analysis	Moderate (3)	Moderate (3)	8	Clients’ experiences are not documented, and no outcome analysis informs service improvement.		

3.3.5 Finance Division

Table 18: Prioritized Development Issues – Finance Division

Division	Development Issue	Relevance	Urgency	Priority Rank	Justification for Severity	Remarks	Alignment with National & Global Goals
Finance Division	Inconsistent and delayed release of GoG funds	High (5)	High (5)	1	Disrupts planning, service delivery, and execution of legally mandated obligations such as court representation and outreach.	A robust budget tracking mechanism is needed.	SDG 16.6; MTNDPF – Public Financial Management; AU Agenda 2063

Finance Division	Absence of a formal IGF policy or resource mobilization framework	High (5)	High (5)	2	The Commission has no alternative financing strategy to reduce over-reliance on GoG.	A comprehensive resource mobilization strategy is overdue.	MTNDPF – Resource Efficiency; ECOWAS – Governance and Fiscal Planning
Finance Division	Poor donor coordination and proposal development	High (5)	Moderate (3)	3	Donor support is fragmented and opportunities are missed due to lack of engagement structures.	Establishing a funding coordination desk is essential.	AU Agenda 2063 – Fiscal Responsibility; SDG 17 – Partnerships
Finance Division	Manual and inefficient financial tracking systems	High (5)	Moderate (3)	4	Transactions are tracked manually, increasing the risk of errors and delays in financial reporting.	Introduce digital financial management systems.	SDG 9.C – Digital Infrastructure; ECOWAS – Digital Governance Framework
Finance Division	No dedicated financial reporting templates across divisions	Moderate (3)	High (5)	5	The absence of standardized formats causes inconsistencies in reporting and complicates audits.	Templates must be uniform and institutionalized.	MTNDPF – Budget Discipline and Audit Culture
Finance Division	Weak capacity in financial forecasting and analysis	Moderate (3)	Moderate (3)	6	Budgeting lacks accuracy, affecting planning and donor confidence.	Training on financial modeling is required.	SDG 16.6; AU – Institutional Effectiveness
Finance Division	No periodic internal audit or compliance review mechanism	Moderate (3)	Moderate (3)	7	Irregular audits increase risks of misuse and poor accountability.	Institutionalize quarterly internal audits.	NMTDPF; ECOWAS – Internal Control Standards

3.3.6 Administration Division

Table 19: Prioritized Development Issues – Administration Division

Division	Development Issue	Relevance	Urgency	Priority Rank	Justification for Severity	Remarks	Alignment with National & Global Goals
Administration	Lack of permanent office infrastructure in many newly created districts	High (5)	High (5)	1	Many district offices operate in temporary or shared spaces, severely constraining service delivery and compromising confidentiality.	Permanent infrastructure is critical for expanding legal access.	SDG 9.1; MTNDPF – Service Infrastructure; AU Agenda 2063
Administration	Shortage of logistics (vehicles, office furniture, equipment)	High (5)	High (5)	2	Lack of basic logistics like transport, desks, and ICT tools is limiting staff output and public access.	Support to under-served offices must be prioritized.	SDG 9.1; ECOWAS Infrastructure Commitment
Administration	No comprehensive inventory or asset management system	High (5)	Moderate (3)	3	Absence of inventory systems leads to losses, misuse, and inefficiency in logistics deployment.	Asset registry and tagging system must be introduced.	MTNDPF – Institutional Efficiency
Administration	Weak facility management protocols	Moderate (3)	High (5)	4	Facilities are poorly maintained, affecting staff health, morale, and operational security.	Facility management SOPs must be developed.	AU Agenda 2063 – Modern Institutions
Administration	Inadequate support staff in new district offices	High (5)	Moderate (3)	5	Many offices operate without clerks or administrative aides, overburdening professional staff.	Job classification and staff quotas needed.	SDG 16.6 – Effective Institutions
Administration	No structured induction for new administrative officers	Moderate (3)	Moderate (3)	6	New recruits are often not oriented, affecting their performance and adherence to procedures.	Develop and implement standard induction packages.	ECOWAS – HR Development Framework

Administration	Lack of a logistics tracking and reallocation system	Moderate (3)	Moderate (3)	7	Logistics, when available, are not redistributed where needed, leading to under-utilization.	Digital logistics tracking system is required.	MTNDPF – Logistics Management Modernization
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3.3.7 Human Resource Division

Table 20: Prioritised Development Issues – Human Resource Division

Division	Development Issue	Relevance	Urgency	Priority Rank	Justification for Severity	Remarks	Alignment with National & Global Goals
Human Resource	Inadequate number of legal officers across districts and regions	High (5)	High (5)	1	The Commission’s district offices are heavily understaffed, undermining legal aid coverage and timely service delivery.	Urgent recruitment and deployment of legal officers is non-negotiable.	SDG 10.3; MTNDPF – Legal Access; AU Agenda 2063 – Asp. 11
Human Resource	High case-to-lawyer ratios leading to delays and inefficiencies	High (5)	High (5)	2	Case overload compromises legal quality, delays justice, and violates the rights of the poor.	National staffing norms must guide allocation.	ECOWAS – Legal Protection Standards; NMTDPF
Human Resource	Weak presence of LAC lawyers in civil and criminal proceedings for the poor	High (5)	Moderate (3)	3	The under-served are unrepresented in many criminal/civil cases, leading to injustice.	Specialized units for poor and vulnerable groups needed.	AU Agenda 2063; UN Principles on Access to Justice
Human Resource	Poor internal coordination on court assignments and follow-ups	High (5)	Moderate (3)	4	Ineffective internal assignment and supervision affects case continuity and performance.	Deploy digital scheduling and case tracking tools.	MTNDPF – Case Management Reforms
Human Resource	Lack of structured deployment and supervision of National Service personnel	Moderate (3)	High (5)	5	NSPs are often un-utilized or under-supervised, affecting their contribution and experience.	NSP supervision structures must be clarified.	SDG 8.6 – Youth Skills Utilization

Human Resource	Limited adoption of digital tools in legal aid delivery	Moderate (3)	High (5)	6	Manual systems delay service and cause poor documentation.	Transition to a digital case management system is essential.	SDG 9.C – Digital Justice Access; AU – ICT in Governance
Human Resource	Absence of service quality benchmarks for legal representation	Moderate (3)	Moderate (3)	7	There are no structured performance indicators for legal officers.	Standards for representation must be institutionalized.	MTNDPF – Performance Measurement
Human Resource	Poor working conditions for lawyers at regional and district levels	Moderate (3)	Moderate (3)	8	Lack of incentives and basic infrastructure undermines morale and retention.	Regional-level retention packages required.	AU Agenda 2063 – Public Sector Reform

Notes:

- Scoring Justification: The severity scores (High = 5, Moderate = 3) were derived based on stakeholder validation, strategic impact, and observed consequences on the Commission’s performance.
- ‘Not Applicable’ Clarification: For any development issue that does not reasonably apply to the Commission’s mandate (e.g., certain environmental sub-components), a "Not Applicable (N/A)" should be used to avoid misinterpretation during rating aggregation or performance reviews.

CHAPTER FOUR

GOALS, OBJECTIVES, AND STRATEGIES

4.1 Introduction

Chapter Four outlines the strategic direction of the Legal Aid Commission for the 2026–2029 Medium-Term Development Planning (MTDP) period. It presents the overarching policy goal for the Commission and provides a clear framework linking prioritized development issues to strategic goals, specific objectives, national policy objectives, corresponding strategies, and development programmes. The chapter translates institutional challenges and development needs identified in earlier chapters into implementable strategies aligned with the National Medium-Term Development Policy Framework (MTNDPF 2026–2029). The strategic framework aims to ensure inclusive access to justice, promote institutional accountability, and improve legal service delivery through effective planning and programming.

4.2 Policy Goal of the Commission (2026–2029)

Policy Goal:

To promote inclusive, equitable, and timely access to quality legal aid services for all, especially the poor and vulnerable, through institutional strengthening, decentralized legal representation, alternative dispute resolution mechanisms, civic empowerment, and improved coordination in the justice delivery system.

This overarching goal responds to the core mandate of the Legal Aid Commission and is informed by identified development challenges, national priorities, and emerging justice sector trends. It reflects a commitment to the principles of justice, human rights, institutional accountability, and service accessibility.

4.3 Development Goals, Objectives and Strategies

This section presents detailed tables outlining the alignment between prioritized development issues, institutional goals, and measurable objectives across the various divisions of the Legal Aid Commission. Each table also specifies the relevant national policy objectives from the NMTDPF, the strategies to be employed, and the corresponding development programmes for implementation.

4.3.1 Citizen Advisory Service Division

Table 21: Citizen Advisory Services Division – Goals, Objectives, Strategies, and Programmes

Prioritized Issues	GOALS	Objectives	Linked National Objectives (NMTDPF)	Corresponding Strategies	Development Programmes
Dimension/Thematic Area: Justice and Rule of Law (NMTDPF)					
<ul style="list-style-type: none"> Limited public awareness of rights and legal aid eligibility No national legal literacy strategy 	Promote inclusive and equitable access to justice through civic empowerment	Institutionalize a nationwide legal literacy strategy by 2026; Increase legal rights awareness across all districts by 2029	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system 4.13.1 – Improve public access to development information	<ul style="list-style-type: none"> Develop and validate a National Legal Literacy Framework Establish legal rights clubs in senior high schools Collaborate with NCCE and ISD to co-host quarterly public forums Use community-based media (e.g., radio dramas and market outreach) to disseminate legal information Monitor and evaluate citizen understanding of legal rights through spot surveys 	Legal Literacy and Community Outreach Programme
<ul style="list-style-type: none"> Inadequate communication tools and outreach materials Inadequate legal information in formats suitable for rural communities 	Strengthen the quality and accessibility of legal education content and tools	Produce and distribute context-specific legal education materials across 261 districts by 2028	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> Translate legal information into at least eight dominant Ghanaian languages Develop simplified graphic versions of legal topics (comic booklets, pictorial leaflets) Distribute legal content through info-boards in rural clinics, schools, and CHPS compounds Collaborate with district assemblies for local dissemination channels 	Integrated Public Legal Education Toolkit Programme
Absence of client advisory protocols across most offices	Improve the standard and consistency of legal advisory support at point of contact	Introduce and implement a unified client advisory protocol in all LAC	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> Draft and adopt national advisory SOPs covering intake, documentation, and referral Train front desk and paralegal officers on service protocol and confidentiality ethics 	Client Advisory Protocol Rollout Programme

		operational offices by 2026		<ul style="list-style-type: none"> Integrate client feedback into advisory protocol updates 	
Cultural and language barriers preventing access to services	Promote culturally responsive and locally adapted legal services	Localize delivery of legal aid services to meet the needs of diverse ethnic and linguistic communities in all 16 regions by 2029	<p>4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system</p> <p>4.12.1 – Promote attitudinal change and patriotism</p>	<ul style="list-style-type: none"> Identify and map sociocultural barriers through district consultations Translate legal rights guides into local dialects Use town criers and local announcers in hard-to-reach areas Engage traditional authorities in message validation and local law interpretation 	Cultural and Linguistic Inclusion Support Initiative
<ul style="list-style-type: none"> Weak coordination with NCCE, ISD, and traditional authorities Low visibility of LAC services at community level 	Enhance inter-agency collaboration for grassroots legal empowerment	Establish coordinated public education platforms in all 16 regions by 2027	<p>4.6.1 – Promote civic and civil society engagement in development</p> <p>4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system</p>	<ul style="list-style-type: none"> Create district-level civic education task teams (LAC–NCCE–ISD–Traditional Councils) Host joint legal fairs with civic actors and NGOs Deploy branded mobile vans for community legal clinics Create a shared visibility plan across LAC and partner agencies 	Inter-Agency Legal Outreach Coordination Programme

4.3.2 Public Defenders' Division

Table 22: Public Defenders' Division – Goals, Objectives, Strategies, and Programmes

Prioritized Issues	GOALS	Objectives	Linked National Objectives (NMTDPF)	Corresponding Strategies	Development Programmes
Dimension/Thematic Area: Justice and Rule of Law (NMTDPF)					
<ul style="list-style-type: none"> Inadequate number of legal officers across districts and regions Weak presence of LAC lawyers in criminal and civil cases 	Expand nationwide access to legal representation for the poor and vulnerable	Increase number of deployed public defenders in all 16 regions and 80% of districts by 2029	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> - Collaborate with OHCS and MoF to secure financial clearance annually - Create recruitment partnerships with GLC, law faculties and LRF - Assign district legal staffing quotas for equitable distribution - Develop retention incentives (e.g., rural housing support, career progression road-map) 	Legal Aid Staff Expansion and Retention Programme
High case-to-lawyer ratios leading to delays and inefficiencies	Improve case management and allocation efficiency within the public defense system	Maintain a maximum ratio of 1 lawyer to 60 cases per year in all districts by 2029	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> - Introduce automated case allocation system based on workload - Establish internal review panels for caseload monitoring - Institute monthly legal operations reviews and productivity check-ins - Track average case duration per lawyer and flag overload 	Case Allocation and Performance Management System
<ul style="list-style-type: none"> Lack of structured deployment and supervision of National Service personnel Poor internal coordination on court assignments and follow-ups 	Streamline paralegal and NSP integration into legal aid operations	Institutionalize deployment protocols and supervision framework for NSPs by 2026	<p>4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system</p> <p>4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions</p>	<ul style="list-style-type: none"> - Develop NSP operational manual with defined supervisory structures - Train zonal legal officers on mentorship and daily task assignment - Maintain updated NSP logs and assign dedicated mentors per district - Link NSP appraisal to monthly legal reporting structures 	National Service Legal Support Framework Programme

Limited adoption of digital tools in legal aid delivery	Digitalize the public defender workflow for efficient case handling	Roll out a national Legal Aid Case Management System (LACMS) by 2027	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system 4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Design cloud-based LACMS with offline capabilities for remote districts - Train legal officers and paralegals on system usage and data security - Integrate scheduling, follow-ups, and document tracking - Ensure mobile device compatibility for field-level use 	Digital Legal Aid Transformation Programme
Absence of service quality benchmarks for legal representation	Strengthen standardization and quality assurance in legal aid delivery	Develop and enforce minimum standards for legal defence services by 2026	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> - Convene stakeholder forum to draft Legal Aid Representation Quality Standards - Establish internal compliance audits and lawyer peer review system - Require client feedback forms after each representation - Link performance assessment to promotion and incentives 	Legal Aid Quality Assurance and Compliance Programme
Poor working conditions for lawyers at regional and district levels	Improve lawyer welfare and service conditions to reduce attrition	Provide minimum standard working tools and welfare support in 80% of district offices by 2028	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Allocate funds annually for staff accommodation and transportation support - Provide basic legal kits: laptops, case files, stationary, and legal databases - Roll out mental health and legal trauma support sessions - Include regional officers in annual review and awards ceremonies 	Legal Aid Conditions of Service Support Programme

4.3.3 Alternative Dispute Resolution (ADR) Division

Table 23: Alternative Dispute Resolution (ADR) Division – Goals, Objectives, Strategies, and Programmes

Prioritized Issues	GOALS	Objectives	Linked National Objectives (NMTDPF)	Corresponding Strategies	Development Programmes
Dimension/Thematic Area: Justice and Rule of Law (NMTDPF)					
<ul style="list-style-type: none"> Low public confidence in ADR services as a credible justice mechanism Underutilization of ADR processes at the community level 	Promote trust and increase demand for alternative dispute resolution	Increase the number of ADR-utilised cases by 50% across all districts by 2029	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> Launch ADR education campaigns using culturally tailored messages Partner with traditional authorities to build legitimacy Integrate ADR case stories into community media and town halls Translate ADR principles into local languages 	Community Legal Awareness and ADR Confidence Programme
<ul style="list-style-type: none"> Inadequate number of qualified and accredited ADR officers Absence of a dedicated ADR desk in most district offices 	Strengthen the institutional presence and staffing of ADR units nationwide	Establish ADR desks and accredit 300 officers across all 16 regions by 2028	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> Conduct national recruitment of ADR officers through MOUs with mediation institutes Accredit officers via Ghana ADR Centre or GBA partnerships Deploy ADR officers to district offices using equity-based allocation Build a central ADR personnel database 	ADR Institutional Expansion and Staffing Programme
<ul style="list-style-type: none"> Limited integration of ADR in police and social welfare processes 	Institutionalize ADR in formal and informal dispute settlement systems	Integrate ADR mechanisms into at least 60% of police and social welfare operations by 2027	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> Establish inter-agency referral protocols Include ADR desks in Domestic Violence and Victim Support Units (DOVVSU) Train police, social workers, and legal officers on basic ADR principles 	Inter-Agency ADR Referral and Integration Programme

				- Monitor ADR referrals and outcomes monthly	
<ul style="list-style-type: none"> Lack of nationwide public education on ADR benefits Minimal collaboration with traditional authorities and local mediators 	Improve community-level understanding and engagement with ADR	Conduct annual ADR outreach activities in 100 districts and collaborate with traditional leaders by 2029	<p>4.6.1 – Promote civic and civil society engagement in development</p> <p>4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system</p>	<ul style="list-style-type: none"> Train chiefs and local opinion leaders as ADR ambassadors Organize ADR sensitization durbars with CSOs and youth groups Design and distribute ADR flyers and radio skits Translate ADR materials into Ghanaian languages 	Traditional Justice and ADR Outreach Programme

4.3.4 Research, Monitoring and Evaluation (RM&E) Division

Table 24: Research, Monitoring and Evaluation Division – Goals, Objectives, Strategies, and Programmes

Prioritized Issues	GOALS	Objectives	Linked National Objectives (NMTDPF)	Corresponding Strategies	Development Programmes
Dimension/Thematic Area: Governance and Accountability (NMTDPF)					
<ul style="list-style-type: none"> Absence of functional M&E units at district and regional levels Poor data collection and reporting mechanisms 	Build a fully decentralised and functioning M&E system across all levels of the Commission	Establish fully staffed and resourced M&E units in all regional offices and 70% of district offices by 2028	<p>4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions</p> <p>4.5.1 – Improve policy coherence and alignment with national development goals</p>	<ul style="list-style-type: none"> Develop M&E structure and staffing guidelines in coordination with NDPC Allocate regional M&E focal persons with district oversight Create incentive schemes to retain regional M&E staff 	M&E Institutionalization and Regionalization Programme

<ul style="list-style-type: none"> Limited use of real-time monitoring tools No consolidated framework for M&E indicators across divisions 	Digitize and harmonize all monitoring and reporting tools and indicators	Operationalize an integrated digital M&E dashboard for all divisions by 2027	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Standardize indicators for service delivery and client outcomes - Build and deploy an M&E dashboard linked to MIS - Train M&E staff on digital tools and field data collection apps 	Digital M&E Systems Development Programme
<ul style="list-style-type: none"> Inadequate human and technical capacity for M&E tasks 	Strengthen M&E capacity across the Commission	Train 100% of M&E officers and selected divisional staff on planning, M&E, and data analytics by 2027	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Develop tailored M&E training modules with NDPC and academia - Implement yearly certification and refresher programmes - Conduct coaching and peer-learning sessions by zones 	Capacity Building and Certification Programme for M&E Staff
<ul style="list-style-type: none"> Research and learning functions remain dormant Lack of internal performance reviews and adaptive learning processes 	Institutionalize research, evaluation, and adaptive learning across divisions	Conduct one national evaluation and two research studies annually from 2026–2029	4.5.1 – Improve policy coherence and alignment with national development goals	<ul style="list-style-type: none"> - Establish a Research and Evaluation Desk at Head Office - Integrate quarterly performance review mechanisms across all units - Partner with universities to undertake research and impact studies 	Institutional Research and Learning Enhancement Programme
<ul style="list-style-type: none"> No structured feedback loop for client satisfaction and case outcome analysis 	Improve client feedback and satisfaction tracking in service delivery	Implement client satisfaction surveys and outcome analysis mechanisms in all operational offices by 2027	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Design and deploy a client feedback tool (digital and manual) - Create monthly reporting templates on feedback outcomes - Link client satisfaction metrics to internal performance reviews 	Client Feedback and Legal Aid Quality Tracking Programme

4.3.5 Finance Division

Table 25: Finance Division – Goals, Objectives, Strategies, and Programmes

Prioritized Issues	GOALS	Objectives	Linked National Objectives (NMTDPF)	Corresponding Strategies	Development Programmes
Dimension/Thematic Area: Economic Development / Public Financial Management (NMTDPF)					
<ul style="list-style-type: none"> Inconsistent and delayed release of GoG funds Absence of a formal IGF policy or resource mobilization framework 	Improve the financial sustainability and predictability of LAC funding	Ensure timely release of GoG subventions and implement a formal internal revenue mobilization strategy by 2027	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> Hold bi-annual strategic financing dialogues with MoF and Parliament Design and implement a resource mobilization framework including IGF streams (e.g., service charges, CSR support) Create a multi-year financing plan for legal aid expansion 	Legal Aid Financing and Resource Mobilization Programme
<ul style="list-style-type: none"> Poor donor coordination and proposal development 	Enhance access to and coordination of donor support for legal aid	Secure partnerships with at least five donor or philanthropic entities by 2028	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> Establish a Donor Coordination and Liaison Desk at LAC HQ Develop a donor engagement plan and project pipeline aligned with justice sector goals Train finance and planning officers in proposal writing and grant management 	Donor Engagement and Legal Aid Support Programme
<ul style="list-style-type: none"> Manual and inefficient financial tracking systems No dedicated financial reporting templates across divisions 	Modernize financial reporting systems for transparency and efficiency	Operationalize a centralized digital financial management and reporting system by 2027	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions 4.3.1 – Deepen transparency and public accountability	<ul style="list-style-type: none"> Procure and deploy financial tracking software tailored to LAC operations Standardize budgeting and financial reporting formats for all divisions Build dashboards for real-time financial tracking at HQ and regional levels 	Public Financial Management Systems Strengthening Programme
<ul style="list-style-type: none"> Weak capacity in financial forecasting and analysis 	Improve financial forecasting and	Build internal forecasting and expenditure	4.4.1 – Strengthen the effectiveness, accountability, and	<ul style="list-style-type: none"> Develop a short training course on forecasting and public sector analysis in collaboration with MoF and academia 	Financial Forecasting and Capacity

	internal financial decision-making	analysis skills by training all regional accountants by 2028	efficiency of public institutions	- Institutionalize quarterly budget reviews and expenditure analysis forums - Create a financial modelling and projections team within the finance division	Enhancement Programme
<ul style="list-style-type: none"> No periodic internal audit or compliance review mechanism 	Strengthen financial accountability and compliance across all LAC operations	Institutionalize internal audits across regional and HQ finance operations by 2026	4.3.1 – Deepen transparency and public accountability	- Set up an Internal Audit and Compliance Unit - Develop a compliance checklist and schedule for quarterly reviews - Train internal auditors on public financial regulations and anti-fraud practices	Internal Audit and Compliance Programme

4.3.6 Administration Division

Table 26: Administration Division – Goals, Objectives, Strategies, and Programmes

Prioritized Issues	GOALS	Objectives	Linked National Objectives (NMTDPF)	Corresponding Strategies	Development Programmes
Dimension/Thematic Area: Economic Development / Infrastructure for Justice Delivery (NMTDPF)					
<ul style="list-style-type: none"> Lack of permanent office infrastructure in many newly created districts Shortage of logistics (vehicles, office furniture, equipment) 	Expand operational infrastructure and improve working environment across all districts	Construct or refurbish permanent office infrastructure in at least 80 districts by 2029	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	- Partner with MMDAs and MoW to secure land and include LAC offices in public investment plans - Procure office logistics based on needs assessments - Phase out temporary offices and co-located arrangements where ineffective	LAC Infrastructure and Logistics Support Programme
<ul style="list-style-type: none"> No comprehensive inventory or asset management system Lack of a logistics tracking and reallocation system 	Strengthen asset management and logistics accountability across the Commission	Develop and operationalize a nationwide logistics tracking and asset register system by 2027	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	- Establish a central logistics and asset management unit - Design a digital asset tracking dashboard linked to regional offices - Train district administrative staff on inventory protocols	Legal Aid Asset and Logistics Management Programme

<ul style="list-style-type: none"> Weak facility management protocols 	Improve operational maintenance and service continuity	Institutionalize facility management procedures in all regional offices by 2027	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Develop and adopt a national facility management manual - Assign regional maintenance focal persons - Partner with PWD and local contractors for scheduled maintenance 	Facility Maintenance and Efficiency Programme
<ul style="list-style-type: none"> Inadequate support staff in new district offices 	Ensure effective administrative staffing to support legal aid delivery	Recruit, train and deploy administrative assistants to all districts by 2028	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Conduct staffing audits to determine district gaps - Collaborate with OHCS for clearance and deployment - Implement mentorship and on-the-job orientation programmes 	Legal Aid Administrative Workforce Expansion Programme
<ul style="list-style-type: none"> No structured induction for new administrative officers 	Institutionalize structured onboarding for new support staff	Design and roll out national induction training programme by 2026	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Develop standardized induction toolkit and schedule - Partner with civil service training institutes for delivery - Monitor staff performance post-induction 	Administrative Staff Induction and Orientation Programme

4.3.7 Human Resource Division

Table 27: Human Resource Division – Goals, Objectives, Strategies, and Programmes

Prioritized Issues	GOALS	Objectives	Linked National Objectives (NMTDPF)	Corresponding Strategies	Development Programmes
Dimension/Thematic Area: Social Development / Capacity Building and Public Sector Reform (NMTDPF)					
<ul style="list-style-type: none"> Inadequate number of legal officers across districts and regions High case-to-lawyer ratios leading to delays and inefficiencies 	Ensure equitable access to legal aid services through adequate and decentralized staffing	Recruit and deploy at least 150 legal officers by 2029, prioritizing under-served regions	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> - Secure financial clearance for phased recruitment - Introduce incentives for regional deployment - Partner with law schools for graduate placements 	Legal Aid Legal Officers Expansion and Deployment Programme
<ul style="list-style-type: none"> Weak presence of LAC lawyers in civil and criminal proceedings for the poor 	Strengthen representation for vulnerable populations	Scale up coverage of legal representation for indigent and	4.10.1 – Enhance the effectiveness and efficiency of the	<ul style="list-style-type: none"> - Assign lawyers to priority case types (e.g., SGBV, juvenile justice, remand cases) - Mainstream pro bono policy and rotate 	Pro-Poor Legal Representation Strengthening Initiative

		marginalized groups by 2028	judiciary and legal system	lawyer placements - Increase court circuit coverage	
<ul style="list-style-type: none"> Lack of structured deployment and supervision of National Service personnel 	Maximize utility of NSPs and interns in legal aid delivery	Formalize NSP deployment system and supervision guidelines in all offices by 2026	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Develop supervision manuals and templates - Match NSPs with districts based on workload - Train supervisors in mentorship and reporting 	Legal Aid National Service and Internship Coordination Programme
<ul style="list-style-type: none"> Poor internal coordination on court assignments and follow-ups 	Improve operational effectiveness in legal representation and case flow	Institutionalize internal scheduling and assignment systems by 2027	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> - Digitize case assignment and track follow-up mechanisms - Appoint coordination focal persons in each region - Develop daily cause list protocols 	Court Assignment and Legal Operations Coordination System
<ul style="list-style-type: none"> Limited adoption of digital tools in legal aid delivery 	Modernize legal aid through digital transformation	Introduce and scale up digital case management systems by 2027	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> - Deploy cloud-based case tracking tools - Build digital literacy among legal staff - Maintain secure case archives 	Legal Aid Digital Case Management Programme
<ul style="list-style-type: none"> Absence of service quality benchmarks for legal representation 	Institutionalize service standards and performance metrics	Develop and adopt national legal aid performance benchmarks by 2026	4.10.1 – Enhance the effectiveness and efficiency of the judiciary and legal system	<ul style="list-style-type: none"> - Draft minimum service standards for representation - Conduct regular performance reviews - Publish user charters and service commitments 	Legal Aid Quality Assurance and Standards Programme
<ul style="list-style-type: none"> Poor working conditions for lawyers at regional and district levels 	Enhance retention and welfare of legal staff	Improve workplace facilities and incentives across 16 regions by 2028	4.4.1 – Strengthen the effectiveness, accountability, and efficiency of public institutions	<ul style="list-style-type: none"> - Provide office space, accommodation, and transport support - Introduce hardship allowance for rural service - Establish legal staff welfare scheme 	Lawyer Retention and Staff Welfare Support Programme

4.4 Assessment of Goal Compatibility Using Goal Compatibility Matrix

To ensure coherence and avoid conflicting interventions across divisions, the Commission conducted a goal compatibility assessment. The compatibility matrix evaluates the strategic goals of all divisions by comparing their potential synergies or misalignments using a simple rating system: High (H), Medium (M), and Low (L).

Table 28: Summary of Development Goals Across LAC Divisions (2026–2029)

Code	Division	Development Goal
G1	Citizen Advisory Services	Promote inclusive and equitable access to justice through civic empowerment
G2	Public Defenders' Division	Expand nationwide access to legal representation for the poor and vulnerable
G3	ADR Division	Promote trust and increase demand for alternative dispute resolution
G4	RM&E Division	Build a fully decentralized and functioning M&E system across all levels
G5	Finance Division	Improve the financial sustainability and predictability of LAC funding
G6	Administration Division	Expand operational infrastructure and improve working environment across districts
G7	Human Resource Division	Ensure equitable access to legal aid services through adequate and decentralized staffing

Table 29: Goal Compatibility Matrix Across Divisions of the LAC

	G1	G2	G3	G4	G5	G6	G7
G1	-	H	H	M	M	M	H
G2	H	-	M	H	H	H	H
G3	H	M	-	M	M	M	M
G4	M	H	M	-	H	M	H
G5	M	H	M	H	-	H	H
G6	M	H	M	M	H	-	H
G7	H	H	M	H	H	H	-

Legend:

- H = High Compatibility
- M = Medium Compatibility
- L = Low Compatibility

Interpretation

- The matrix confirms no major conflicts among any of the Commission's divisional goals.
- There is high synergy between core service delivery areas—particularly Citizen Advisory Services (G1), Public Defenders (G2), and Human Resource (G7).
- Medium compatibility is recorded between support functions (Finance, RM&E, and Admin) and ADR or advisory services, reflecting the need for coordination rather than contradiction.
- The matrix affirms the internal coherence of the Commission's strategy and readiness for integrated implementation.

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

This section presents the cost estimates and financial overview for implementing the Legal Aid Commission's medium-term development programmes and projects for the period 2026–2029. The focus of these interventions is to improve access to justice through legal representation, client advisory services, alternative dispute resolution mechanisms, institutional reforms, and public legal education. These initiatives respond to both national policy priorities and the Commission's statutory mandate under the Legal Aid Commission Act, 2018 (Act 977).

The costing was carried out in accordance with Section 31(1) of the Public Financial Management Regulation, 2019 (L.I. 2378), which requires all covered entities to estimate the cost implications of their medium-term programmes based on realistic forecasts of resources. Furthermore, the proposed programmes were subjected to Strategic Environmental Assessment (SEA) tools to assess their sustainability, climate resilience, and inclusiveness, consistent with the guidelines provided by the National Development Planning Commission (NDPC).

The financing of these programmes is expected to come from a combination of sources, including the Government of Ghana (GoG), District Assemblies Common Fund (DACF), Internally Generated Funds (IGF), and support from Development Partners (DPs) and other philanthropic sources.

5.2 Assumptions and Methodologies Used for Costing

The costing of the Legal Aid Commission's development programmes was based on the following key assumptions and methodologies:

- **Baseline Costing:** Estimated using historical spending data, ongoing project expenditure trends, and benchmark prices from similar institutions.
- **Inflation and Exchange Rate Assumptions:** Annual average inflation of 8% and conservative exchange rate projections as outlined in the Macroeconomic Framework were applied to multi-year costs.
- **Cost Breakdown:** Programme costs were disaggregated by time (yearly), funding source (GoG, DACF, IGF, and Others), and implementation status (new or ongoing).

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- Stakeholder Consultations: Technical teams at the Commission conducted internal reviews and consulted with partner agencies (e.g., CHRAJ, GLC, MoGSP, GBA) to validate assumptions and improve accuracy.
 - Sustainability Screening: All proposed programmes were reviewed using SEA guidelines to ensure gender responsiveness, climate resilience, and inclusion of vulnerable groups.
 - Efficiency Gains: Programmes that incorporate digital systems, partnerships, or staff rationalization have cost-efficiency adjustments applied.

5.3 Composite Development Programmes for the Plan Period (2026–2029)

Over the medium term (2026–2029), the Legal Aid Commission will implement 34 integrated development programmes across all functional divisions. These programmes are designed to enhance legal representation, expand citizen access to legal information, strengthen institutional coordination, and ensure effective service delivery and compliance.

The total indicative cost of implementation is estimated at GHS **59,490,764.00** to be sourced majorly from GoG and IGF. These programmes have been categorized into thematic focus areas, aligned with the national policy objectives in the NMTDPF, and will be implemented with support from both lead and collaborating institutions.

Below (Table 30) is a detailed breakdown of the Composite Development Programmes for the Legal Aid Commission, 2026–2029.

Table 30: Composite Development Programmes of the Legal Aid Commission (2026–2029)

No.	Development Programme	Time Frame				Cost (GHS)				Programme Status		Implementation Institution/Department	
		2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead Institution	Collaborating Institutions
1	Legal Literacy and Community Outreach Programme	x	x	x	x	2,200,000.00				x		LAC, Citizens' Advisory	NCCE, ISD, NGOs
2	Integrated Public Legal Education Toolkit Programme	x	x	x	x	680,000.00				x		LAC, Citizens' Advisory	MoJ, CSOs
3	Client Advisory Protocol Rollout Programme	x	x	x	x	0				x		LAC, Citizens' Advisory	Regional Offices
4	Case Allocation and Performance Management System	x	x	x	x	3,800,000.00				x		LAC, PDD	Judicial Service
5	Pro-Poor Legal Representation Strengthening Initiative	x	x	x	x	6,450,000.00					x	LAC PDD	CHRAJ, CSOs
6	Inter-Agency ADR Referral and Integration Programme	x	x	x	x	170,000.00					x	LAC, ADR	Police, Social Welfare
7	Traditional Justice and ADR Outreach Programme	x	x	x	x	300,000.00					x	LAC, ADR	Houses of Chiefs
8	Community Legal Awareness and ADR Confidence Programme	x	x	x	x	170,000.00					x	LAC, ADR	NCCE, CHRAJ, Traditional Authorities
9	Cultural and Linguistic Inclusion Support Initiative	x	x	x	x	1,830,000.00				x		LAC, Admin	Traditional Authorities
10	Inter-Agency Legal Outreach Coordination Programme	x	x	x	x	134,500.00				x	x	LAC, Admin	CHRAJ, MoGCSP, MoJ
11	Legal Aid Conditions of Service Support Programme	x	x	x	x	2,112,264.00				x		LAC, Admin	MoF, OHCS

12	LAC Infrastructure and Logistics Support Programme	x	x	x	x	20,295,000.00					x	LAC Admin	MoW, MLGRD
13	Legal Aid Asset and Logistics Management Programme	x	x	x	x	350,000.00					x	LAC Admin	MoF, MLGRD
14	Facility Maintenance and Efficiency Programme	x	x	x	x	3,100,000.00					x	LAC Admin	PWD, Local Assemblies
15	Donor Engagement and Legal Aid Support Programme	x	x	x	x	0					x	LAC Admin	Development Partners
16	Legal Aid Digital Case Management Programme	x	x	x	x	5,000,000.00				x		LAC Admin	MoC, MoJ
17	Legal Aid Staff Expansion and Retention Programme	x	x	x	x	820,000.00		420,000.00			x	LAC, HR	OHCS, MoF, GBA
18	National Service Legal Support Framework Programme	x	x	x	x	1,000,000.00					x	LAC, HR	NSS, MoE
19	Legal Aid Administrative Workforce Expansion Programme	x	x	x	x	2,550,000.00					x	LAC, HR	OHCS, MoF
20	Administrative Staff Induction and Orientation Programme	x	x	x	x	2,200,000.00					x	LAC, HR	OHCS
21	Legal Aid Legal Officers Expansion and Deployment Programme	x	x	x	x	1,080,000.00					x	LAC, HR	MoF, GBA
22	Legal Aid National Service and Internship Coordination Programme	x	x	x	x	200,000.00				x		LAC, HR	NSS, Universities
23	Legal Aid Quality Assurance and Compliance Programme	x	x	x	x	0				x		LAC, HR	NDPC, MoJ
24	M&E Institutionalization and Regionalization Programme	x	x	x	x	88,000.00					x	LAC, RME	NDPC
25	Digital M&E Systems Development Programme	x	x	x	x	320,000.00				x		LAC, RME	NDPC, MoC

26	Capacity Building and Certification Programme for M&E Staff	x	x	x	x	920,000.00				x		LAC, RME	NDPC, GSS
27	Institutional Research and Learning Enhancement Programme	x	x	x	x	1,760,000.00				x		LAC, RME	Research Institutions
28	Client Feedback and Legal Aid Quality Tracking Programme	x	x	x	x	620,000.00				x		LAC, RME	CSOs, Clients
29	Public Financial Management Systems Strengthening Programme	x	x	x	x	210,000.00					x	LAC Finance	CAGD, MoF
30	Financial Forecasting and Capacity Enhancement Programme	x	x	x	x	175,000.00					x	LAC Finance	MoF
31	Legal Aid Financing and Resource Mobilization Programme	x	x	x	x	180,000.00					x	LAC Finance	MoF, DPs
32	Internal Audit and Compliance Programme	x	x	x	x	776,000.00					x	LAC Audit	Internal Audit Agency

5.4 Programme Financing and Revenue Generation Measures

This section presents the estimated cost and corresponding financing sources for all composite development programmes proposed by the Legal Aid Commission for implementation during the 2026–2029 medium-term period. The expected revenue and identified funding sources are drawn from Government of Ghana (GoG) allocations, Internally Generated Funds (IGF), District Assemblies Common Fund (DACF), DACF–Responsive Factor Grant (DACF-RFG), Annual Budget Funding Amount (ABFA), Development Partners (DPs), and other identified contributions. The cost gap is also presented to guide the Commission’s financing strategy.

Table 31: Programme Financing and Revenue Generation Measures (2026–2029)

No.	Development Programme	Programme Cost (A)	Expected Revenue and Sources of Funding							Total (B)	Gap (C) = (A – B)
			GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others (Specify)		
1	Legal Literacy and Community Outreach Programme	2,200,000.00	355,634.58							355,634.58	1,844,365.42
2	Integrated Public Legal Education Toolkit Programme	680,000.00	88,000.00							88,000.00	592,000.00
3	Client Advisory Protocol Rollout Programme	0	0							-	-
4	Case Allocation and Performance Management System	3,800,000.00	132,000.00							132,000.00	3,668,000.00
5	Pro-Poor Legal Representation Strengthening Initiative	6,450,000.00	132,000.00							132,000.00	6,318,000.00
6	Inter-Agency ADR Referral and Integration Programme	170,000.00	85,030.22							85,030.22	84,969.78
7	Traditional Justice and ADR Outreach Programme	300,000.00	85,030.22							85,030.22	214,969.78
8	Community Legal Awareness and ADR Confidence Programme	170,000.00	85,030.22							85,030.22	84,969.78
9	Cultural and Linguistic Inclusion Support Initiative	1,830,000.00	132,000.00							132,000.00	1,698,000.00
10	Inter-Agency Legal Outreach Coordination Programme	134,500.00	66,000.00							66,000.00	68,500.00
11	Legal Aid Conditions of Service Support Programme	2,112,264.00	255,090.65							255,090.65	1,857,173.35
12	LAC Infrastructure and Logistics Support Programme	20,295,000.00	4,251,510.91							4,251,510.91	16,043,489.09
13	Legal Aid Asset and Logistics Management Programme	350,000.00	255,090.65							255,090.65	94,909.35
14	Facility Maintenance and Efficiency Programme	3,100,000.00	159,500.00							159,500.00	2,940,500.00
15	Donor Engagement and Legal Aid Support Programme	0	-							0	0

16	Legal Aid Digital Case Management Programme	5,000,000.00	66,000.00							66,000.00	4,934,000.00
17	Legal Aid Staff Expansion and Retention Programme	820,000.00	170,060.44	420,000.00						590,060.44	649,939.56
18	National Service Legal Support Framework Programme	1,000,000.00	170,060.44							170,060.44	829,939.56
19	Legal Aid Administrative Workforce Expansion Programme	2,550,000.00	85,030.22							85,030.22	2,464,969.78
20	Administrative Staff Induction and Orientation Programme	2,200,000.00	170,060.44							170,060.44	2,029,939.56
21	Legal Aid Legal Officers Expansion and Deployment Programme	1,080,000.00	17,006.04							17,006.04	1,062,993.96
22	Legal Aid National Service and Internship Coordination Programme	200,000.00	8,503.02							8,503.02	191,496
23	Legal Aid Quality Assurance and Compliance Programme	0	0							-	-
24	M&E Institutionalisation and Regionalisation Programme	88,000.00	4,000.00							4,000.00	84,000.00
25	Digital M&E Systems Development Programme	320,000.00	5,030.22							5,030.22	314,969.78
26	Capacity Building and Certification Programme for M&E Staff	920,000.00	7,006.04							7,006.04	912,993.96
27	Institutional Research and Learning Enhancement Programme	1,760,000.00	9,000.00							9,000.00	1,751,000.00
28	Client Feedback and Legal Aid Quality Tracking Programme	620,000.00	49,500.00							49,500.00	570,500.00
29	Public Financial Management Systems Strengthening Programme	210,000.00	44,000.00							44,000.00	166,000.00
30	Financial Forecasting and Capacity Enhancement Programme	175,000.00	33,000.00							33,000.00	142,000.00
31	Legal Aid Financing and Resource Mobilization Programme	180,000.00	8,503.02							8,503.02	171,496.98
32	Internal Audit and Compliance Programme	776,000.00	27,500.00							27,500.00	748,500.00

Grand Total	59,490,764.00	6,956,177.33	420,000.00						7,376,177.33	52,534,586.67
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5.4.1 Revenue Generation Measures

To address the projected financing gap of approximately **GHS 52,534,586.67**, the Legal Aid Commission will pursue the following revenue generation measures:

1. Implementation of a Resource Mobilization Strategy: Develop and operationalize a strategy for soliciting philanthropic and private sector contributions through structured partnerships and corporate legal aid sponsorships.
2. Enhanced Use of IGF: Explore fee-for-service models for ADR and legal education services in high-income areas, while maintaining free access for indigent clients.
3. Donor Funding Mobilization: Prepare and submit targeted proposals to development partners aligned with legal empowerment, access to justice, and governance themes.
4. Parliamentary Advocacy: Engage the Parliamentary Select Committees on Legal, Constitutional and Parliamentary Affairs to advocate for increased GoG budget allocation.
5. Mainstreaming Legal Aid in Sector Budget Support: Collaborate with CHRAJ, Judicial Service, and MoGCSP to secure joint budget lines under the Justice Sector Basket Fund.
6. Performance-Based Financing: Leverage performance results in M&E reporting to access results-based financing opportunities under governance and rule of law programmes.
7. Digital Platform Monetization: Develop monetizable public-facing legal information portals, ensuring that advanced features are subscription-based for institutional users.

CHAPTER SIX

ANNUAL ACTION PLANS

6.1 Introduction

Chapter Six outlines the Annual Action Plans (AAPs) of the Legal Aid Commission for the period 2026–2029. These action plans translate the strategic goals and objectives presented in Chapter Four into implementable activities with defined timelines, costs, locations, and responsibilities. The AAPs are structured by division and aligned with the Commission’s priority programmes and national development objectives under the MTNDPF (2026–2029). The plans also indicate project status (new or ongoing), sources of funding (GoG, DACF, IGF, others), and inter-agency implementation arrangements. These actions will guide the operationalization of key interventions across all thematic areas, ensuring accountability, efficient resource utilization, and measurable development outcomes.

6.2 Annual Action Plan

This section presents the AAPs of the Legal Aid Commission for the 2026–2029 period. The AAPs operationalize the strategic goals and objectives outlined in Chapter Four by detailing the specific projects and activities to be undertaken each year. The AAPs are to ensure that implementation is phased, realistic, and responsive to institutional capacity, stakeholder input, and resource availability. These plans are structured by division and are directly aligned with the thematic focus areas and national policy objectives of the MTNDPF (2026–2029).

The AAPs outline:

- the objective to be achieved,
- the development programme under which the objective falls,
- the projects or activities planned,
- location, time-frames (quarterly),
- funding sources (e.g., GoG, DACF, IGF, others),
- project status (new or ongoing),
- and responsible institutions (lead and collaborating).

6.2.1 2026 Annual Action Plan

Citizen Advisory Services

Objective: Institutionalize a nationwide legal literacy strategy by 2026; Increase legal rights awareness across all districts by 2029

Programme: Legal Literacy and Community Outreach Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop a guide for public legal education	Head Office	x	x			120,000.00				x		Admin, PDD	Regional Heads, NCCE
Identify and train 50 staff on public relations activities	Nationwide	x	x	x	x	220,000.00				x		Admin, HR	Regional Heads and Administrators
Deploy some staff to undertake public legal education across TV and Radio platforms	Nationwide		x	x		0					x	Admin, HR	Media
Undertake legal education programmes nationwide in at least 30 - schools - churches/ Mosques - market places - community squares	Nationwide		x	x	x	280,000.00					x	Admin, HR	General Public Community leaders
Run video and audio adverts	Nationwide		x	x	x	100,000.00				x		Admin, PDD	Media Community leaders

across traditional and tech media													General Public
Objective: Produce and distribute context-specific legal education materials across 261 districts by 2028													
Programme: Integrated Public Legal Education Toolkit Programme													
Develop a comprehensive legal education guide	Head office	x	x			120,000.00					x		Admin, PDD
Distribute flyers on the functions and services of LAC to the general public	Nationwide			x	x	0						x	Admin Regional Heads and Administrators
Conduct at least 100 legal clinics across country to create LAC awareness	Nationwide				x	100,000.00						x	PDD Regional Heads and Administrators
Objective: Introduce and implement a unified client advisory protocol in all LAC operational offices by 2026													
Programme: Client Advisory Protocol Rollout Programme													
Receive at least 300 cases on advice across country	Nationwide	x	x	x	x	-						x	PDD General Public
Resolve at least 270 cases on advice	Nationwide	x	x	x	x	-						x	PDD General Public

Public Defenders' Division

Objective: Maintain a maximum ratio of 1 lawyer to 60 cases per year in all districts by 2029

Programme: Case Allocation and Performance Management System

Receive 600 Cases and Assign for Legal Representations	All Regional and District Offices	x	x	x	x	900,000					x	LAC, PDD	Judicial Service, Police Service, MOJ.
Quarterly Appraisal of Progress of Cases Assigned to 42 PDD lawyers.	All Regional and District Offices	x	x	x	x	200,000				x		LAC, PDD	Regional And District Offices.

Objective: Scale up coverage of legal representation for indigent and marginalised groups by 2028

Programme: Pro-Poor Legal Representation Strengthening Initiative

Two (2) In Prison Legal Clinic at Nsawam Prison and Senior correctional Centre	Nsawam Prison, Senior Correctional Centre		x	x		800,000				x		LAC, PDD	Prison Service, CSOs.
Resolve 60 cases through Plea Bargaining/ Criminal ADR across all Regions	All Regional and District Offices	x	x	x	x	700,000				x		LAC, PDD	Judicial Service, Prison Service, MOJ, CSOs.
Establish Paralegal Presence at 10 Police Stations in Greater Accra.	Greater Accra Region (Nima, Kotobabi, La, DOVVSU-Ministries, Accra Central, Madina, Adenta, Kwabenya,		x	x		750,00				x		LAC, PDD	Ghana Police Service.

	Teshie, Osu Police Stations)													
Engage the Judicial Service, Ghana Police Service, Department of Social Welfare to Request for referral of Juvenile Criminal Cases without representation to PDD across the Country.	All Regional and District Offices		x		x	200,000					x		LAC, PDD	Judicial Service, Ghana Police Service, Department of Social Welfare, MOJ.

Alternative Dispute Resolution (ADR) Division

Objective: Increase the number of ADR-utilised cases by 50% across all districts by 2029

Programme: Community Legal Awareness and ADR Confidence Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Receive 10,500 ADR cases	Nationwide	x	x	x	x	-					x	Regional Offices	General Public
Resolve 5,500 ADR cases	Nationwide	x	x	x	x	30,000					x	Regional Offices	Police Service, Social Welfare, LAC Head Office

Objective: Integrate ADR mechanisms into at least 60% of police and social welfare

Programme: Inter-Agency ADR Referral and Integration Programme

Engage stakeholders (Police, Social Welfare etc.) to strengthen collaboration on ADR matters	Nationwide	x	x	x	x	20,000					x	Regional Offices	Police Service, Social Welfare etc.
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Objective: Conduct annual ADR outreach activities in 100 districts and collaborate with traditional leaders by 2029

Programme: Traditional Justice and ADR Outreach Programme

Conduct 10 ADR clinics in all ten traditional Regions	Nationwide	x	x	x	x	30,000					x	Regional Offices	General Public
Carry out 30 mediation education programmes across schools, Communities and churches.	Nationwide	x	x	x	x	30,000					x	Regional Offices	Educational Institutions, Community and Religious leaders

Research, Monitoring and Evaluation (RM&E) Division

Objective: Establish fully staffed and resourced M&E units in all regional offices and 70% of district offices by 2028

Programme: M&E Institutionalisation and Regionalisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Recruit and post 4 RME personnel to the Regions	Northern Western Ashanti Eastern	X	X	X	X	15,000.00				X		LAC RME Division	LAC HR
Orient newly recruited M&E staff on the operations of LAC and M&E functions	Head office			X	X	5,000.00						LAC RME Division	LAC HR

Objective: Operationalise an integrated digital M&E dashboard for all divisions by 2027

Programme: Digital M&E Systems Development Programme

Absorb M&E indicators into the Case Management System	Head Office		X	X		15,000				X		LAC RME Division	IT consultant
Define user roles and permissions on the CMS	Head office		X	X		-				X		LAC RME Division / Admin	Regional Heads / M&E Focal Persons
Train users	Nationwide				X	65,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons

Goal: Strengthen M&E capacity across the Commission

Objective: Train 100% of M&E officers and selected divisional staff on planning, M&E, and data analytics by 2027

Programme: Capacity Building and Certification Programme for M&E Staff

Train LAC M&E focal persons nationwide	Nationwide		X	X		230,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons
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Objective: Conduct one national evaluation and 1 research studies annually from 2026–2029

Programme: Institutional Research and Learning Enhancement Programme

Conduct an end of year M&E exercise	Nationwide				X	120,000					X	LAC RME Division	LAC Regional and District Offices
Conduct research into clients' legal needs	Nationwide	X	X	X	X	280,000				X		LAC RME Division	LAC Regional and District Offices

Objective: Implement client satisfaction surveys and outcome analysis mechanisms in all operational offices by 2027

Programme: Client Feedback and Legal Aid Quality Tracking Programme

Develop a customer satisfaction form	Head office			X		5000				X		LAC RME Division	All Heads
Disseminate client feedback during annual M&E workshop	Head office				X	65,000.00				X		LAC RME Division	All Heads

Finance Division

Objective: Ensure timely release of GoG subventions and implement a formal internal revenue mobilisation strategy by 2027

Programme: Legal Aid Financing and Resource Mobilisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Request for release of funds as entailed in 2026 budget	Head office	x	x	x	x	0					x	Finance	MOF, CAGD

Objective: Operationalise a centralised digital financial management and reporting system by 2027

Programme: Public Financial Management Systems Strengthening Programme

Train accounts staff on the procure to pay processes & revenue capturing	Head office	x				20,000.00					x	Fin.	GIFMIS
Train staff on IPSAS	Head office		x			30,000.00					x	CAGD	
Train staff on GIFMIS Hyperion	Head office			x		20,000.00					x	MOF	CAGD
Train staff on PFM & Accounting manual	Head office				x	10,000.00					x	CAGD	

Objective: Build internal forecasting and expenditure analysis skills by training all regional accountants by 2028

Programme: Financial Forecasting and Capacity Enhancement Programme

Train staff on forecasting & accounting preparation	K'si		x			25,000.00				x		MOF	PSC
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Internal Audit

Objective: Institutionalise internal audits across regional and HQ finance operations by 2026

Programme: Internal Audit and Compliance Programme

Projects	Location	Time frame				Cost				Project Status		Implementing Institution/Division	
		Q1	Q2	Q3	Q4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Undertake biannual Payroll & IT Audit	HQ, Regional and district offices	√		√		20,000					√	LAC, IAD	Audit Committee, IIA
Undertake biannual Stores & Inventory Audit	HQ, Regional and district offices	√			√	20,000					√	LAC, IAD	Audit Committee, IIA & Stores
Undertake Quarterly Cash Management Audit	HQ, Regional and district offices	√	√	√	√	40,000					√	LAC, IAD	Finance division
Undertake biannual Fixed Assets Verification & Valuation	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	
Undertake Annual Risk-based Plan and Assessment	HQ, Regional and district offices	√				10,000				√		LAC, IAD	AC, IIA
Embark on Quarterly Follow-up on Previous Audit Recommendations	HQ, Regional and district offices	√	√	√	√	20,000				√		LAC, IAD	AC, IIA
Undertake Quarterly Audit of ADR & Legal Case Files & Settlement Records	Regional & district offices	√	√	√	√	40,000				√		LAC, IAD	ADR & Legal division

Undertake biannual review of procurement activities against PPA regulations	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	AC, IIA
Prepare Annual Reports	HQ	√				4,000					√	LAC, IAD	IIA

Administration Division

Objective: Construct or refurbish permanent office infrastructure in at least 80 districts by 2029

Programme: LAC Infrastructure and Logistics Support Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Fencing of Lands	Western Region, Eastern Region	X		X		300,000.					X	LAC, Procurement Unit	AESL, MOF
Renovation of Offices	Head Office		X	X	X	275,000.00				X		LAC, Procurement Unit	AESL, MOF
Construct 2-Storey office building	Volta Region				X	3,000,000.00					X	LAC, Procurement Unit	AESL, MOF
Open and operationalise 2 regional offices in the new regions and 4 new district offices	Oti Region, Western North Region		X		X	200,000.00				X		LAC	Regional Coordinating Council, Municipals and Assemblies

Objective: Develop and operationalise a nationwide logistics tracking and asset register system by 2027

Programme: Legal Aid Asset and Logistics Management Programme

Develop a nationwide logistics tracking and asset register system	Head Office	X				100,000.00				X		LAC, Administration	CAGD
Train administrative staff on use of the asset register system	All regional offices		X			200,000.00				X		LAC, Administration	

Undertake inventory of office equipment of the various offices in the Commission	All Offices	X	X	X	X	-					X	LAC	
Emboss office equipment (new computers, air conditioners, fridges, etc)	All Offices	X	X	X	X	-					X	LAC	
Dispose obsolete office items	All Offices				X	5,000.00				X		LAC	MoF
Objective: Institutionalise facility management procedures in all regional offices by 2027													
Programme: Facility Maintenance and Efficiency Programme													
Service Office equipment (air conditioners, printers, photocopiers, fire extinguishers)	All Offices		X		X	500,000.00					X	LAC	
Maintain accurate records of facility operation, maintenance, and repairs	All regional offices				X	-					X	LAC	
Fumigation and general cleaning exercise of offices in the Commission	All offices		X		X	200,000.00				X		LAC	
Objective: Localise delivery of legal aid services to meet the needs of diverse ethnic and linguistic communities													
Programme: Cultural and Linguistic Inclusion Support Initiative													

Develop an educational manual	All Regions	X	X	X	X	100,000.00				X		LAC	MOGCSP, NCCE, CHRAJ, TRADITIONAL AUTHORITIES
Identify the cultural gaps through community engagements and meetings	All Regions	X	X	X	X	50,000.00				X		LAC	RCCs, Local Community
Conduct community dialogue series on legal rights	All Regions			X		250,000.00				X		LAC	NGOs, RCCs, Local Media
Objective: Establish coordinated public education platforms in all 16 regions by 2027													
Programme: Inter-Agency Legal Outreach Coordination Programme													
Develop a guide for public legal education	All Regions		X			120,000				X		LAC	ISD, NCCE, MoI, GBC, Private Media
Engage NCCE for a consultative meeting to assist LAC in awareness activities	Greater Accra	X	X	X	X	2500				X		LAC	NCCE
Objective: Secure partnerships with at least five donor or philanthropic entities by 2028													
Programme: Donor Engagement and Legal Aid Support Programme													
Engage 3 donor partners/philanthropists for funding and support		X			X	-					X	LAC	UNDP, GIZ, DFID, USAID, WORLD BANK
Objective: Provide minimum standard working tools and welfare support in 80% of district offices by 2028													
Programme: Legal Aid Conditions of Service Support Programme													
Purchase of office equipment	All district offices		X	X		325,500.00					X	LAC	

Purchase of printing materials and stationeries	All district offices		X	X		202,566.00					X	LAC	
Objective: Roll out a national Legal Aid Case Management System (LACMS) by 2027													
Objective: Introduce and scale up digital case management systems by 2027													
Programme: Legal Aid Digital Case Management Programme													
Establish and operationalize backup Datacentre	Ashanti Regional Office	X	X			250,000.00				X		It Unit	Admin Procurement
Roll out the Case Management System	Head Office	X	X	X		150,000.00				X		IT Unit	Admin
Train staff on Case Management System	All Offices		X	X	X	400,000.00				X	X	IT Unit Consultants	Procurement Finance Admin
System Maintenance (Datacentres and PCs)	All Offices	X	X	X	X	350,000.00					X	It Unit	Admin Finance
Procure Devices for the Case Management System	Head Office Kumasi Office	X	X	X	X	300,000.00					X	IT Unit	Admin Procurement
Establish and operationalize backup Datacentre	Ashanti Regional Office	X	X			250,000.00				X		It Unit	Admin Procurement

Human Resource Division

Objective: Recruit and deploy at least 150 legal officers by 2029, prioritising underserved regions

Programme: Legal Aid Legal Officers Expansion and Deployment Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Recruit 50 new lawyers	Head office	x	x	x	x	10,000				x		LAC,Board ,HR	MoF
Provide training / orientation for newly recruited lawyers	Head office			x	x	350,000				x		LAC, Board,Admi, HR, Finance	PSC

Objective: Increase number of deployed public defenders in all 16 regions and 80% of districts by 2029

Programme: Legal Officers Expansion and Retention Programme

Deploy newly recruited PDD Officers	All regional offices		x	x		100,000				x		LAC, HR	
Assign interns and pupils	All regional offices	x	x	x	x	0					x	LAC-HR, Regional Heads,PDD	GLC
Train all staff in capacity building programmes	Nationwide		x	x		-		90,000.00		x		LAC-HR,	LAC-Finance

Objective: Institutionalize deployment protocols and supervision framework for NSPs by 2026

Programme: National Service Legal Support Framework Programme

Recruit about 200 NSP to augment our staff strength	All regions and districts		x	x	x	100,000					x	LAC, HR, Regional Heads	NSS
Recruit about 100 Personnel from NYEA	All regions and districts					150,000				x		LAC, HR	NYEA

Objective: Recruit, train and deploy administrative assistants to all districts by 2028

Programme: Legal Aid Administrative Workforce Expansion Programme														
Recruit 50 new administrative staff	All regions and districts	x	x	x	x	500,000					x		LAC,Board,HR, Admin	MoF
Train newly recruited admin staff on legal aid delivery and deploy them	All regions and districts		x	x		350,000					x		LAC, HR, Admi	
Objective: Design and roll out national induction training programme by 2026														
Programme: Administrative Staff Induction and Orientation Programme														
Develop an induction and orientation program for newly recruited admin staff	Head office	x	x	x	x	50,000					x		LAC, HR, Admi	
Organize an orientation and induction program for newly recruited admin staff	Nationwide	x	x	x	x	500,000					x		LAC, HR, Admi,Fin	
Objective: Formalise NSP deployment system and supervision guidelines in all offices by 2026														
Programme: Legal Aid National Service and Internship Coordination Programme														
Design a guideline to supervise NSP working in the Commission.		x	x			50,000					x		LAC,HR	Donor partner
Objective: Develop and adopt national legal aid performance benchmarks by 2026														
Programme: Legal Aid Quality Assurance and Compliance Programme														
Develop a performance	Head office		x			-						x	LAC, HR, M& E	

Mgt routine for all staff													
Design feedback questionnaire for clients on LAC services by 2 nd quarter	Head office	x	x			-					x	LAC, Internal Audit, M&E	

6.2.2 2027 Annual Action Plan

Citizen Advisory Services

Objective: Institutionalize a nationwide legal literacy strategy by 2026; Increase legal rights awareness across all districts by 2029

Programme: Legal Literacy and Community Outreach Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Develop a guide for public legal education	Head Office	x	x			120,000.00				x		Admin, PDD	Regional Heads, NCCE
Identify and train 50 staff on public relations activities	Nationwide	x	x	x	x	220,000.00				x		Admin, HR	Regional Heads and Administrators
Deploy some staff to undertake public legal education across TV and Radio platforms	Nationwide		x	x		0					x	Admin, HR	Media
Undertake legal education programmes nationwide in at least 30 - schools - churches/ Mosques - market places - community squares	Nationwide		x	x	x	280,000.00					x	Admin, HR	General Public Community leaders

Run video and audio adverts across traditional and tech media	Nationwide		x	x	x	100,000.00				x		Admin, PDD	Media Community leaders General Public
Objective: Produce and distribute context-specific legal education materials across 261 districts by 2028													
Programme: Integrated Public Legal Education Toolkit Programme													
Develop a comprehensive legal education guide	Head office	x	x			120,000.00				x		Admin, PDD	
Distribute flyers on the functions and services of LAC to the general public	Nationwide			x	x	0					x	Admin	Regional Heads and Administrators
Conduct at least 100 legal clinics across country to create LAC awareness	Nationwide				x	100,000.00					x	PDD	Regional Heads and Administrators
Objective: Introduce and implement a unified client advisory protocol in all LAC operational offices by 2026													
Programme: Client Advisory Protocol Rollout Programme													
Receive at least 350 cases on advice across country	Nationwide	x	x	x	x	-					x	PDD	General Public
Resolve at least 300 cases on advice	Nationwide	x	x	x	x	-					x	PDD	General Public

Public Defenders' Division

Objective: Maintain a maximum ratio of 1 lawyer to 60 cases per year in all districts by 2029

Programme: Case Allocation and Performance Management System

Receive 650 Cases and Assign for Legal Representations	All Regional and District Offices	x	x	x	x	900,000					x	LAC, PDD	Judicial Service, Police Service, MOJ.
Quarterly Appraisal of Progress of Cases Assigned to 42 PDD lawyers.	All Regional and District Offices	x	x	x	x	-					x	LAC, PDD	Regional And District Offices.

Objective: Scale up coverage of legal representation for indigent and marginalised groups by 2028

Programme: Pro-Poor Legal Representation Strengthening Initiative

Two (2) In Prison Legal Clinic at Nsawam Prison and Kumasi Central Prison	Nsawam Prison, Kumasi Central Prison		x	x		800,000					x	LAC, PDD	Prison Service, CSOs.
A visit to the Accra Senior Correction Centre educating juveniles on the right to legal representation and Legal Aid	Accra Senior Correction Centre		x			50,000					x	LAC, PDD	Prison Service, CSOs.
Resolve 70 cases through Plea Bargaining	All Regional and District Offices	x	x	x	x	700,000					x	LAC, PDD	Judicial Service, Prison Service, MOJ, CSOs.

across all Regions														
Expand the Establishment of Paralegal Presence to 20 Police Stations in Accra, Kumasi and Koforidua.	Greater Accra, Ashanti and Eastern Regions.	x	x	x	x	750,00				x			LAC, PDD	Ghana Police Service.

Alternative Dispute Resolution (ADR) Division

Objective: Increase the number of ADR-utilised cases by 50% across all districts by 2029

Programme: Community Legal Awareness and ADR Confidence Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Receive 10,500 ADR cases	Nationwide	x	x	x	x	-					x	Regional Offices	General Public
Resolve 5,500 ADR cases	Nationwide	x	x	x	x	40,000					x	Regional Offices	Police Service, Social Welfare, LAC Head Office

Objective: Integrate ADR mechanisms into at least 60% of police and social welfare

Programme: Inter-Agency ADR Referral and Integration Programme

Engage stakeholders (Police, Social Welfare etc.) to strengthen collaboration on ADR matters	Nationwide	x	x	x	x	30,000					x	Regional Offices	Police Service, Social Welfare etc.
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Objective: Conduct annual ADR outreach activities in 100 districts and collaborate with traditional leaders by 2029

Programme: Traditional Justice and ADR Outreach Programme

Conduct 10 ADR clinics in all ten traditional Regions	Nationwide	x	x	x	x	40,000					x	Regional Offices	General Public
Carry out 30 mediation education programmes across schools, Communities and churches.	Nationwide	x	x	x	x	40,000					x	Regional Offices	Educational Institutions, Community and Religious leaders

Research, Monitoring and Evaluation (RM&E) Division

Objective: Establish fully staffed and resourced M&E units in all regional offices and 70% of district offices by 2028

Programme: M&E Institutionalisation and Regionalisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Recruit and post 4 RME personnel to the Regions	Greater - Accra Central	X	X	X	X	15,000.00				X		LAC RME Division	LAC HR
Orient newly recruited M&E staff on the operations of LAC and M&E functions	Head office			X	X	5,000.00				X		LAC RME Division	LAC HR
Provide 2 digital pens and 2 cameras for research, monitoring & evaluation exercises	Head office			X	X	8,000.00				X		LAC RME Division	Admin, Finance

Objective: Operationalise an integrated digital M&E dashboard for all divisions by 2027

Programme: Digital M&E Systems Development Programme

Absorb M&E indicators into the Case Management System	Head Office		X	X		15,000				X		LAC RME Division	IT consultant
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Define user roles and permissions on the CMS	Head office		X	X		-				X		LAC RME Division / Admin	Regional Heads / M&E Focal Persons
Train users	Nationwide				X	65,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons

Goal: Strengthen M&E capacity across the Commission

Objective: Train 100% of M&E officers and selected divisional staff on planning, M&E, and data analytics by 2027

Programme: Capacity Building and Certification Programme for M&E Staff

Train LAC M&E focal persons nationwide	Nationwide		X	X		230,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons
Provide 1 4x4 Vehicle for research and M&E exercises	Head office												

Objective: Conduct one national evaluation and two research studies annually from 2026–2029

Programme: Institutional Research and Learning Enhancement Programme

Conduct an end of year M&E exercise	Nationwide				X	120,000					X	LAC RME Division	LAC Regional and District Offices
Conduct research into clients' legal needs	Nationwide	X	X	X	X	280,000				X		LAC RME Division	LAC Regional and District Offices

Objective: Implement client satisfaction surveys and outcome analysis mechanisms in all operational offices by 2027

Programme: Client Feedback and Legal Aid Quality Tracking Programme

Develop a customer satisfaction form	Head office			X		5000				X		LAC RME Division	All Heads
Disseminate client feedback during annual M&E workshop	Head office				X	65,000.00				X		LAC RME Division	All Heads

Finance Division

Objective: Ensure timely release of GoG subventions and implement a formal internal revenue mobilisation strategy by 2027

Programme: Legal Aid Financing and Resource Mobilisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Request for release of funds as entailed in 2026 budget	Head office	x	x	x	x	0					x	Finance	MOF, CAGD
Monitor and review the collection of IGF in the regional and the district offices	Nation wide	x		x		50,000.00					x	Finance	Regional Offices

Objective: Operationalise a centralised digital financial management and reporting system by 2027

Programme: Public Financial Management Systems Strengthening Programme

Train regional accountants on the preparation of annual account report using the GIFMIS system	Nation wide			x		50,000.00				x		Finance	Regional Offices
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Objective: Build internal forecasting and expenditure analysis skills by training all regional accountants by 2028

Programme: Financial Forecasting and Capacity Enhancement Programme

Train all regional accountant on how to use the Ghana.gov platform for the payment of IGF and how to run reports	Nation wide	x	x	x		50,000.00				x		Finance	Regional Offices
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Internal Audit

Objective: Institutionalise internal audits across regional and HQ finance operations by 2026

Programme: Internal Audit and Compliance Programme

Projects	Location	Time frame				Cost				Project Status		Implementing Institution/Division	
		Q1	Q2	Q3	Q4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Undertake biannual Payroll & IT Audit	HQ, Regional and district offices	√		√		20,000					√	LAC, IAD	Audit Committee, IIA
Undertake biannual Stores & Inventory Audit	HQ, Regional and district offices	√			√	20,000					√	LAC, IAD	Audit Committee, IIA & Stores
Undertake Quarterly Cash Management Audit	HQ, Regional and district offices	√	√	√	√	40,000					√	LAC, IAD	Finance division
Undertake biannual Fixed Assets Verification & Valuation	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	
Undertake Annual Risk-based Plan and Assessment	HQ, Regional and district offices	√				10,000				√		LAC, IAD	AC, IIA
Embark on Quarterly Follow-up on Previous Audit Recommendations	HQ, Regional and district offices	√	√	√	√	20,000				√		LAC, IAD	AC, IIA
Undertake Quarterly Audit of ADR & Legal Case Files & Settlement Records	Regional & district offices	√	√	√	√	40,000				√		LAC, IAD	ADR & Legal division

Undertake biannual review of procurement activities against PPA regulations	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	AC, IIA
Prepare Annual Reports	HQ	√				4,000					√	LAC, IAD	IIA

Administration Division

Objective: Construct or refurbish permanent office infrastructure in at least 80 districts by 2029

Programme: LAC Infrastructure and Logistics Support Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Renovate an official building	Ashanti Regional Office		X	X	X	300,000.00				X		LAC, Procurement Unit	AESL
Open and operationalise 2 regional offices in the new regions and 4 new district offices	Savannah Region, North East Region		X		X	200,000.00				X		Admin	Regional Coordinating Council, Municipals and Assemblies

Objective: Develop and operationalise a nationwide logistics tracking and asset register system by 2027

Programme: Legal Aid Asset and Logistics Management Programme

Undertake inventory of office equipment of the various offices in the Commission	All Offices	X	X	X	X	-					X	Admin	Regional Heads and Administrators
Update fixed assets register	Head Office and all regional offices	X	X	X	X	10,000.00					X	Admin	Finance
Emboss office equipment (new computers, air conditioners, fridges, etc)	All Offices	X	X	X	X	-					X	Admin	Finance

Dispose obsolete office items	All Offices				X	5,000.00				X		Admin	Finance
Objective: Institutionalise facility management procedures in all regional offices by 2027													
Programme: Facility Maintenance and Efficiency Programme													
Service Office equipment (air conditioners, printers, photocopiers, fire extinguishers)	All Offices		X		X	600,000.00					X	Admin	Finance
Maintain accurate records of facility operation, maintenance, and repairs	All regional offices				X	-					X	Admin	Finance
Fumigate and conduct a general cleaning exercise of offices in the Commission	All offices		X		X	200,000.00					X	Admin	Finance
Objective: Localise delivery of legal aid services to meet the needs of diverse ethnic and linguistic communities													
Programme: Cultural and Linguistic Inclusion Support Initiative													
Identify the cultural gaps through community engagements and meetings	All Regions	X	X	X	X	50,000.00					X	Admin	RCCs, Local Community
Conduct community dialogue series on legal rights	All Regions			X		250,000.00					X	Admin	NGOs, RCCs, Local Media
Objective: Establish coordinated public education platforms in all 16 regions by 2027													
Programme: Inter-Agency Legal Outreach Coordination Programme													

Engage NCCE for a consultative meeting to assist LAC in awareness activities	Greater Accra	X	X	X	X	4000					X	Admin	NCCE
Objective: Secure partnerships with at least five donor or philanthropic entities by 2028													
Programme: Donor Engagement and Legal Aid Support Programme													
Engage 3 donor partners/philanthropists for funding and support		X			X	-					X	Admin	UNDP, GIZ, DFID, USAID, WORLD BANK
Objective: Provide minimum standard working tools and welfare support in 80% of district offices by 2028													
Programme: Legal Aid Conditions of Service Support Programme													
Purchase of office equipment	All district offices		X	X		325,500.00					X	Admin	Finance
Purchase of printing materials and stationeries	All district offices		X	X		202,566.00					X	Admin	Finance
Objective: Roll out a national Legal Aid Case Management System (LACMS) by 2027													
Objective: Introduce and scale up digital case management systems by 2027													
Programme: Legal Aid Digital Case Management Programme													
Establish and operationalize backup Datacentre	Ashanti Regional Office	X	X			250,000.00				X		It Unit	Admin Procurement
Roll out the Case Management System	Head Office	X	X	X		150,000.00				X		IT Unit	Admin
Train staff on Case Management System	All Offices		X	X	X	400,000.00				X	X	IT Unit Consultants	Procurement Finance Admin

System Maintenance (Datacentres and PCs)	All Offices	X	X	X	X	350,000.00					X	It Unit	Admin Finance
Procure Devices for the Case Management System	Head Office Kumasi Office	X	X	X	X	300,000.00					X	IT Unit	Admin Procurement
Establish and operationalize backup Datacentre	Ashanti Regional Office	X	X			250,000.00				X		It Unit	Admin Procurement

Human Resource Division

Objective: Recruit and deploy at least 150 legal officers by 2029, prioritising underserved regions

Programme: Legal Aid Legal Officers Expansion and Deployment Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Recruit 50 new lawyers	Head office	x	x	x	x	10,000				x		LAC,Board ,HR	MoF
Provide training / orientation for newly recruited lawyers	Head office			x	x	350,000				x		LAC, Board,Admi, HR, Finance	PSC

Objective: Increase number of deployed public defenders in all 16 regions and 80% of districts by 2029

Programme: Legal Officers Expansion and Retention Programme

Deploy newly recruited PDD Officers	All regional offices		x	x		100,000				x		LAC, HR	
Assign interns and pupils	All regional offices	x	x	x	x	0					x	LAC,HR,Regional Heads,PDD	GLC
Train all staff in capacity building programmes	Nationwide		x	x		-		90,000.00		x		LAC-HR,	LAC-Finance

Objective: Institutionalize deployment protocols and supervision framework for NSPs by 2026

Programme: National Service Legal Support Framework Programme

Recruit about 200 NSP to augment our staff strength	All regions and districts		x	x	x	100,000					x	LAC, HR, Regional Heads	NSS
Recruit about 100 Personnel from NYEA	All regions and districts					150,000				x		LAC, HR	NYEA

Objective: Recruit, train and deploy administrative assistants to all districts by 2028

Programme: Legal Aid Administrative Workforce Expansion Programme

Recruit 50 new administrative staff	All regions and districts	x	x	x	x	500,000				x		LAC,Board,HR, Admin	MoF
Train newly recruited admin staff on legal aid delivery and deploy them	All regions and districts		x	x		350,000				x		LAC, HR, Admi	
Objective: Design and roll out national induction training programme													
Programme: Administrative Staff Induction and Orientation Programme													
Develop an induction and orientation program for newly recruited admin staff	Head office	x	x	x	x	50,000				x		LAC, HR, Admi	
Organize an orientation and induction programm for newly recruited admi staff	Nationwide	x	x	x	x	500,000				x		LAC, HR, Admi,Fin	
Objective: Formalise NSP deployment system and supervision guidelines in all offices by 2026													
Programme: Legal Aid National Service and Internship Coordination Programme													
Design a guideline to supervise NSP working in the Commission.		x	x			50,000				x		LAC,HR	Donor partner
Objective: Develop and adopt national legal aid performance benchmarks by 2026													
Programme: Legal Aid Quality Assurance and Compliance Programme													
Develop a performance Mgt routine for all staff	Head office		x			-					x	LAC, HR, M& E	

Design feedback questionnaire for clients on LAC services by 2 nd quarter	Head office	x	x			-					x	LAC, Internal Audit, M&E	
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6.2.3 2028 Annual Action Plan

Citizen Advisory Services

Objective: Institutionalize a nationwide legal literacy strategy by 2026; Increase legal rights awareness across all districts by 2029

Programme: Legal Literacy and Community Outreach Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Deploy some staff to undertake public legal education across TV and Radio platforms	Nationwide		x	x		0					x	Admin, HR	Media
Undertake legal education programmes nationwide in at least 30 - schools - churches/ Mosques - market places - community squares	Nationwide		x	x	x	280,000.00					x	Admin, HR	General Public Community leaders
Run video and audio adverts across traditional and tech media	Nationwide		x	x	x	100,000.00				x		Admin, PDD	Media Community leaders General Public

Objective: Produce and distribute context-specific legal education materials across 261 districts by 2028

Programme: Integrated Public Legal Education Toolkit Programme

Distribute flyers on the functions and	Nationwide			x	x	0					x	Admin	Regional Heads and Administrators
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services of LAC to the general public													
Conduct at least 100 legal clinics across country to create LAC awareness	Nationwide				x	120,000.00					x	PDD	Regional Heads and Administrators
Objective: Introduce and implement a unified client advisory protocol in all LAC operational offices by 2026													
Programme: Client Advisory Protocol Rollout Programme													
Receive at least 350 cases on advice across country	Nationwide	x	x	x	x	-					x	PDD	General Public
Resolve at least 300 cases on advice	Nationwide	x	x	x	x	-					x	PDD	General Public

Public Defenders' Division

Objective: Maintain a maximum ratio of 1 lawyer to 60 cases per year in all districts by 2029

Programme: Case Allocation and Performance Management System

Receive 700 Cases and Assign for Legal Representations	All Regional and District Offices	x	x	x	x	900,000					x	LAC, PDD	Judicial Service, Police Service, MOJ.
Quarterly Appraisal of Progress of Cases Assigned to 42 PDD lawyers.	All Regional and District Offices	x	x	x	x	-				x		LAC, PDD	Regional And District Offices.

Objective: Scale up coverage of legal representation for indigent and marginalised groups by 2028

Programme: Pro-Poor Legal Representation Strengthening Initiative

Two (2) In Prison Legal Clinic at Nsawam Prison and Kumasi Central Prison	Nsawam Prison, Kumasi Central Prison		x		x	800,000				x		LAC, PDD	Prison Service, CSOs.
Resolve 80 cases through Plea Bargaining/Criminal ADR across all Regions	All Regional and District Offices	x	x	x	x	700,000				x		LAC, PDD	Judicial Service, Prison Service, MOJ, CSOs.
Improve Paralegal Presence to 50 Police Stations in Volta, Western, Bono and Northern Regions	Volta, Western, Bono and Northern Regions	x	x	x	x	750,000				x		LAC, PDD	Ghana Police Service.

Engage the Judicial Service, Ghana Police Service, Department of Social Welfare and Other Stakeholders to discuss and address challenges on Juvenile representation.	All Regional and District Offices	x	x	x	x	200,000				x				LAC, PDD	Judicial Service, Ghana Police Service, Department of Social Welfare, MOJ.
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Alternative Dispute Resolution (ADR) Division

Objective: Increase the number of ADR-utilised cases by 50% across all districts by 2029

Programme: Community Legal Awareness and ADR Confidence Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Receive 12,500 ADR cases	Nationwide	x	x	x	x	-					x	Regional Offices	General Public
Resolve 6,500 ADR cases	Nationwide	x	x	x	x	50,000					x	Regional Offices	Police Service, Social Welfare, LAC Head Office

Objective: Integrate ADR mechanisms into at least 60% of police and social welfare

Programme: Inter-Agency ADR Referral and Integration Programme

Engage stakeholders (Police, Social Welfare etc.) to strengthen collaboration on ADR matters	Nationwide	x	x	x	x	40,000					x	Regional Offices	Police Service, Social Welfare etc.
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Objective: Conduct annual ADR outreach activities in 100 districts and collaborate with traditional leaders by 2029

Programme: Traditional Justice and ADR Outreach Programme

Conduct 10 ADR clinics in all ten traditional Regions	Nationwide	x	x	x	x	50,000					x	Regional Offices	General Public
Carry out 30 mediation education programmes across schools, Communities and churches.	Nationwide	x	x	x	x	50,000					x	Regional Offices	Educational Institutions, Community and Religious leaders

Research, Monitoring and Evaluation (RM&E) Division

Objective: Establish fully staffed and resourced M&E units in all regional offices and 70% of district offices by 2028

Programme: M&E Institutionalisation and Regionalisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Recruit and post 4 RME personnel to the Regions	Greater - Accra Central	X	X	X	X	15,000.00				X		LAC RME Division	LAC HR
Orient newly recruited M&E staff on the operations of LAC and M&E functions	Head office			X	X	5,000.00				X		LAC RME Division	LAC HR

Objective: Operationalise an integrated digital M&E dashboard for all divisions by 2027

Programme: Digital M&E Systems Development Programme

Absorb M&E indicators into the Case Management System	Head Office		X	X		15,000				X		LAC RME Division	IT consultant
Define user roles and permissions on the CMS	Head office		X	X		-				X		LAC RME Division / Admin	Regional Heads / M&E Focal Persons
Train users	Nationwide				X	65,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons

Goal: Strengthen M&E capacity across the Commission

Objective: Train 100% of M&E officers and selected divisional staff on planning, M&E, and data analytics by 2027

Programme: Capacity Building and Certification Programme for M&E Staff

Train LAC M&E focal persons nationwide	Nationwide		X	X		230,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons
Objective: Conduct one national evaluation and two research studies annually from 2026–2029													
Programme: Institutional Research and Learning Enhancement Programme													
Conduct an end of year M&E exercise	Nationwide				X	140,000					X	LAC RME Division	LAC Regional and District Offices
Conduct research into clients' legal needs	Nationwide	X	X	X	X	420,000				X		LAC RME Division	LAC Regional and District Offices
Objective: Implement client satisfaction surveys and outcome analysis mechanisms in all operational offices													
Programme: Client Feedback and Legal Aid Quality Tracking Programme													
Disseminate client feedback during annual M&E workshop	Head office				X	85,000.00				X		LAC RME Division	All Heads

Finance Division

Objective: Ensure timely release of GoG subventions and implement a formal internal revenue mobilisation strategy by 2027

Programme: Legal Aid Financing and Resource Mobilisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Request for release of funds as entailed in 2026 budget	Head office	x	x	x	x	0					x	Finance	MOF, CAGD
Monitor and review the collection of IGF in the regional and the district offices	Nation wide	x		x		50,000.00					x	Finance	Regional Offices

Objective: Operationalise a centralised digital financial management and reporting system by 2027

Programme: Public Financial Management Systems Strengthening Programme

Train regional accountants on the preparation of annual account report using the GIFMIS system	Nationwide			x		50,000.00				x		Finance	Regional Offices
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Objective: Build internal forecasting and expenditure analysis skills by training all regional accountants by 2028

Programme: Financial Forecasting and Capacity Enhancement Programme

Train all regional accountant on how to use the Ghana.gov platform for the payment of IGF and how to run reports	Nationwide	x	x	x		50,000.00				x		Finance	Regional Offices
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Internal Audit

Objective: Institutionalise internal audits across regional and HQ finance operations by 2026

Programme: Internal Audit and Compliance Programme

Projects	Location	Time frame				Cost				Project Status		Implementing Institution/Division	
		Q1	Q2	Q3	Q4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Undertake biannual Payroll & IT Audit	HQ, Regional and district offices	√		√		20,000					√	LAC, IAD	Audit Committee, IIA
Undertake biannual Stores & Inventory Audit	HQ, Regional and district offices	√			√	20,000					√	LAC, IAD	Audit Committee, IIA & Stores
Undertake Quarterly Cash Management Audit	HQ, Regional and district offices	√	√	√	√	40,000					√	LAC, IAD	Finance division
Undertake biannual Fixed Assets Verification & Valuation	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	
Undertake Annual Risk-based Plan and Assessment	HQ, Regional and district offices	√				10,000				√		LAC, IAD	AC, IIA
Embark on Quarterly Follow-up on Previous Audit Recommendations	HQ, Regional and district offices	√	√	√	√	20,000				√		LAC, IAD	AC, IIA
Undertake Quarterly Audit of ADR & Legal Case Files & Settlement Records	Regional & district offices	√	√	√	√	40,000				√		LAC, IAD	ADR & Legal division

Undertake biannual review of procurement activities against PPA regulations	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	AC, IIA
Prepare Annual Reports	HQ	√				4,000					√	LAC, IAD	IIA

Administration Division

Objective: Construct or refurbish permanent office infrastructure in at least 80 districts by 2029

Programme: LAC Infrastructure and Logistics Support Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Renovate official buildings	Northern Regional Office		X	X	X	320,000.00				X		LAC, Procurement Unit	AESL
Open and operationalise 2 regional offices in the new regions and 4 new district offices	Ahafo Region, Bono East Region		X		X	300,000.00				X		Admin	Regional Coordinating Council, Municipals and Assemblies
Procure 5 salon cars and 8 4X4 vehicles	Head office			X		15,000,000.00				X		Admin	LAC Finance, MoF Admin

Objective: Develop and operationalise a nationwide logistics tracking and asset register system by 2027

Programme: Legal Aid Asset and Logistics Management Programme

Undertake inventory of office equipment of the various offices in the Commission	Nationwide	X	X	X	X	-					X	Admin	Regional Heads and Administrators
Update fixed assets register	Head Office and all regional offices	X	X	X	X	10,000.00					X	Admin	Finance
Emboss office equipment (new computers, air conditioners, fridges, etc)	Nationwide	X	X	X	X	-					X	Admin	Finance

Dispose obsolete office items	Nationwide				X	5,000.00				X		Admin	Finance
Objective: Institutionalise facility management procedures in all regional offices by 2027													
Programme: Facility Maintenance and Efficiency Programme													
Service office equipment (air conditioners, printers, photocopiers, fire extinguishers)	All Offices		X		X	600,000.00					X	Admin	Finance
Maintain accurate records of facility operation, maintenance, and repairs	All regional offices				X	-					X	Admin	Finance
Fumigation and general cleaning exercise of offices in the Commission	All offices		X		X	200,000.00				X		Admin	Finance
Objective: Localise delivery of legal aid services to meet the needs of diverse ethnic and linguistic communities													
Programme: Cultural and Linguistic Inclusion Support Initiative													
Identify the cultural gaps through community engagements and meetings	All Regions	X	X	X	X	50,000.00					X	Admin	RCCs, Local Community
Conduct community dialogue series on legal rights	All Regions			X		250,000.00					X	Admin	NGOs, RCCs, Local Media
Objective: Establish coordinated public education platforms in all 16 regions by 2027													
Programme: Inter-Agency Legal Outreach Coordination Programme													

Engage NCCE for a consultative meeting to assist LAC in awareness activities	Greater Accra	X	X	X	X	4000					X	Admin	NCCE
Objective: Secure partnerships with at least five donor or philanthropic entities by 2028													
Programme: Donor Engagement and Legal Aid Support Programme													
Engage 3 donor partners/philanthropists for funding and support	Nationwide	X			X	-					X	Admin	UNDP, GIZ, DFID, USAID, WORLD BANK
Objective: Provide minimum standard working tools and welfare support in 80% of district offices by 2028													
Programme: Legal Aid Conditions of Service Support Programme													
Purchase of office equipment	All district offices		X	X		350,000.00					X	Admin	Finance
Purchase of printing materials and stationeries	All district offices		X	X		220,566.00					X	Admin	Finance
Objective: Roll out a national Legal Aid Case Management System (LACMS) by 2027													
Objective: Introduce and scale up digital case management systems by 2027													
Programme: Legal Aid Digital Case Management Programme													
System Maintenance (Datacentres and PCs)	All Offices	X	X	X	X	350,000.00					X	It Unit	Admin Finance
Establish and operationalize backup Datacentre	Ashanti Regional Office	X	X			250,000.00				X		It Unit	Admin Procurement

Human Resource Division

Objective: Recruit and deploy at least 150 legal officers by 2029, prioritising underserved regions

Programme: Legal Aid Legal Officers Expansion and Deployment Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Recruit 50 new lawyers	Head office	x	x	x	x	10,000				x		LAC,Board ,HR	MoF
Provide training / orientation for newly recruited lawyers	Head office			x	Head office	350,000				x		LAC, Board,Admi, HR, Finance	PSC

Objective: Increase number of deployed public defenders in all 16 regions and 80% of districts by 2029

Programme: Legal Officers Expansion and Retention Programme

Deploy newly recruited PDD Officers	All regional offices		x	x		100,000				x		LAC, HR	
Assign interns and pupils	All regional offices	x	x	x	x	0					x	LAC,HR,Regional Heads,PDD	GLC
Train all staff in capacity building programmes	Nationwide		x	x		-		120,000.00		x		LAC-HR,	LAC-Finance

Objective: Institutionalize deployment protocols and supervision framework for NSPs by 2026

Programme: National Service Legal Support Framework Programme

Recruit about 200 NSP to augment our staff strength	All regions and districts		x	x	x	100,000					x	LAC, HR, Regional Heads	NSS
Recruit about 100 Personnel from NYEA	All regions and districts					150,000				x		LAC, HR	NYEA

Objective: Recruit, train and deploy administrative assistants to all districts by 2028

Programme: Legal Aid Administrative Workforce Expansion Programme

Recruit 50 new administrative staff	All regions and districts	x	x	x	x	500,000				x		LAC,Board,HR, Admin	MoF
Train newly recruited admin staff on legal aid delivery and deploy them	All regions and districts		x	x		350,000				x		LAC, HR, Admi	
Objective: Design and roll out national induction training programme													
Programme: Administrative Staff Induction and Orientation Programme													
Develop an induction and orientation program for newly recruited admin staff	Head office	x	x	x	x	50,000				x		LAC, HR, Admi	
Organize an orientation and induction programm for newly recruited admi staff	Nationwide	x	x	x	x	500,000				x		LAC, HR, Admi,Fin	
Objective: Formalise NSP deployment system and supervision guidelines in all offices by 2026													
Programme: Legal Aid National Service and Internship Coordination Programme													
Design a guideline to supervise NSP working in the Commission.		x	x			50,000				x		LAC,HR	Donor partner
Objective: Develop and adopt national legal aid performance benchmarks by 2026													
Programme: Legal Aid Quality Assurance and Compliance Programme													
Develop a performance Mgt routine for all staff	Head office		x			-					x	LAC, HR, M& E	

Design feedback questionnaire for clients on LAC services by 2 nd quarter	Head office	x	x			-					x	LAC, Internal Audit, M&E	
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6.2.4 2029 Annual Action Plan

Citizen Advisory Services

Objective: Institutionalize a nationwide legal literacy strategy by 2026; Increase legal rights awareness across all districts by 2029

Programme: Legal Literacy and Community Outreach Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Deploy some staff to undertake public legal education across TV and Radio platforms	Nationwide		x	x		0					x	Admin, HR	Media
Undertake legal education programmes nationwide in at least 30 - schools - churches/ Mosques - market places - community squares	Nationwide		x	x	x	280,000.00					x	Admin, HR	General Public Community leaders
Run video and audio adverts across traditional and tech media	Nationwide		x	x	x	100,000.00				x		Admin, PDD	Media Community leaders General Public

Objective: Produce and distribute context-specific legal education materials across 261 districts by 2028

Programme: Integrated Public Legal Education Toolkit Programme

Distribute flyers on the functions and	Nationwide			x	x	0					x	Admin	Regional Heads and Administrators
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services of LAC to the general public													
Conduct at least 100 legal clinics across country to create LAC awareness	Nationwide				x	120,000.00					x	PDD	Regional Heads and Administrators
Objective: Introduce and implement a unified client advisory protocol in all LAC operational offices by 2026													
Programme: Client Advisory Protocol Rollout Programme													
Receive at least 350 cases on advice across country	Nationwide	x	x	x	x	-					x	PDD	General Public
Resolve at least 300 cases on advice	Nationwide	x	x	x	x	-					x	PDD	General Public

Public Defenders' Division

Objective: Maintain a maximum ratio of 1 lawyer to 60 cases per year in all districts by 2029

Programme: Case Allocation and Performance Management System

Receive 800 Cases and Assign for Legal Representations	All Regional and District Offices	x	x	x	x	900,000					x	LAC, PDD	Judicial Service, Police Service, MOJ.
Quarterly Appraisal of Progress of Cases Assigned to 42 PDD lawyers.	All Regional and District Offices	x	x	x	x	-				x		LAC, PDD	Regional And District Offices.

Objective: Scale up coverage of legal representation for indigent and marginalised groups by 2028

Programme: Pro-Poor Legal Representation Strengthening Initiative

Conduct three (3) In Prison Legal Clinic at Nsawam Prison, Accra Senior Correction Centre and Kumasi Central Prison	Nsawam Prison, Accra Senior Correction Centre and Kumasi Central Prison		x	x	x	800,000				x		LAC, PDD	Prison Service, CSOs.
Resolve 70 cases through Plea Bargaining/ Criminal ADR across all Regions	All Regional and District Offices	x	x	x	x	700,000				x		LAC, PDD	Judicial Service, Prison Service, MOJ, CSOs.
Increase Paralegal Presence at 150 Police Stations across the Country.	All Regions	x	x	x	x	750,00				x		LAC, PDD	Ghana Police Service.

Alternative Dispute Resolution (ADR) Division

Objective: Increase the number of ADR-utilised cases by 50% across all districts by 2029													
Programme: Community Legal Awareness and ADR Confidence Programme													
Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Receive 12,500 ADR cases	Nationwide	x	x	x	x	-					x	Regional Offices	General Public
Resolve 6,500 ADR cases	Nationwide	x	x	x	x	50,000					x	Regional Offices	Police Service, Social Welfare, LAC Head Office
Objective: Integrate ADR mechanisms into at least 60% of police and social welfare													
Programme: Inter-Agency ADR Referral and Integration Programme													
Engage stakeholders (Police, Social Welfare etc.) to strengthen collaboration on ADR matters	Nationwide	x	x	x	x	40,000					x	Regional Offices	Police Service, Social Welfare etc.
Objective: Conduct annual ADR outreach activities in 100 districts and collaborate with traditional leaders by 2029													
Programme: Traditional Justice and ADR Outreach Programme													
Conduct 10 ADR clinics in all ten traditional Regions	Nationwide	x	x	x	x	50,000					x	Regional Offices	General Public
Carry out 30 mediation education programmes across schools, Communities and churches.	Nationwide	x	x	x	x	50,000					x	Regional Offices	Educational Institutions, Community and Religious leaders

Research, Monitoring and Evaluation (RM&E) Division

Objective: Establish fully staffed and resourced M&E units in all regional offices and 70% of district offices by 2028

Programme: M&E Institutionalisation and Regionalisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Recruit and post 4 RME personnel to the Regions	Greater - Accra Central	X	X	X	X	15,000.00				X		LAC RME Division	LAC HR
Orient newly recruited M&E staff on the operations of LAC and M&E functions	Head office			X	X	5,000.00						LAC RME Division	LAC HR

Objective: Operationalise an integrated digital M&E dashboard for all divisions by 2027

Programme: Digital M&E Systems Development Programme

Review indicators in the Case Management System	Head Office		X	X		15,000				X		LAC RME Division	IT consultant
Redefine or maintain user roles and permissions on the CMS	Head office		X	X		-				X		LAC RME Division / Admin	Regional Heads / M&E Focal Persons
Train users	Nationwide				X	65,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons

Goal: Strengthen M&E capacity across the Commission

Objective: Train 100% of M&E officers and selected divisional staff on planning, M&E, and data analytics by 2027

Programme: Capacity Building and Certification Programme for M&E Staff

Train LAC M&E focal persons nationwide	Nationwide		X	X		230,000.00				X		LAC RME Division / Admin / HR	Regional Heads / M&E Focal Persons
Objective: Conduct one national evaluation and two research studies annually from 2026–2029													
Programme: Institutional Research and Learning Enhancement Programme													
Conduct an end of year M&E exercise	Nationwide				X	120,000					X	LAC RME Division	LAC Regional and District Offices
Conduct research into clients' legal needs	Nationwide	X	X	X	X	280,000				X		LAC RME Division	LAC Regional and District Offices
Objective: Implement client satisfaction surveys and outcome analysis mechanisms in all operational offices													
Programme: Client Feedback and Legal Aid Quality Tracking Programme													
Disseminate client feedback during annual M&E workshop	Head office				X	65,000.00				X		LAC RME Division	All Heads

Finance Division

Objective: Ensure timely release of GoG subventions and implement a formal internal revenue mobilisation strategy by 2027

Programme: Legal Aid Financing and Resource Mobilisation Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Request for release of funds as entailed in 2026 budget	Head office	x	x	x	x	-					x	Finance	MOF, CAGD
Increase the collection of IGF by 20%	Nationwide	x	x	x	x	30,000.00					x	Finance	Regional offices

Objective: Operationalise a centralised digital financial management and reporting system by 2027

Programme: Public Financial Management Systems Strengthening Programme

Train Accounts staff on Cash Management Processes	Nationwide		x	x		30,000.00					x	Finance	Regional offices
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Objective: Build internal forecasting and expenditure analysis skills by training all regional accountants by 2028

Programme: Financial Forecasting and Capacity Enhancement Programme

Train regional accountants on the budget performance report, Annual and quarterly Account reports	Nationwide		x			50,000.00				x		Finance	Regional offices
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Internal Audit

Objective: Institutionalise internal audits across regional and HQ finance operations by 2026

Programme: Internal Audit and Compliance Programme

Projects	Location	Time frame				Cost				Project Status		Implementing Institution/Division	
		Q1	Q2	Q3	Q4	GoG	DAC F	IG F	Other	New	Ongoing	Lead	Collaborating
Undertake biannual Payroll & IT Audit	HQ, Regional and district offices	√		√		20,000					√	LAC, IAD	Audit Committee, IIA
Undertake biannual Stores & Inventory Audit	HQ, Regional and district offices	√			√	20,000					√	LAC, IAD	Audit Committee, IIA & Stores
Undertake Quarterly Cash Management Audit	HQ, Regional and district offices	√	√	√	√	40,000					√	LAC, IAD	Finance division
Undertake biannual Fixed Assets Verification & Valuation	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	
Undertake Annual Risk-based Plan and Assessment	HQ, Regional and district offices	√				10,000				√		LAC, IAD	AC, IIA
Embark on Quarterly Follow-up on Previous Audit Recommendations	HQ, Regional and district offices	√	√	√	√	20,000				√		LAC, IAD	AC, IIA
Undertake Quarterly Audit of ADR & Legal Case Files & Settlement Records	Regional & district offices	√	√	√	√	40,000				√		LAC, IAD	ADR & Legal division

Undertake biannual review of procurement activities against PPA regulations	HQ, Regional and district offices		√		√	20,000					√	LAC, IAD	AC, IIA
Prepare Annual Reports	HQ	√				4,000					√	LAC, IAD	IIA

Administration Division

Objective: Construct or refurbish permanent office infrastructure in at least 80 districts by 2029

Programme: LAC Infrastructure and Logistics Support Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Renovate official buildings	Regions		X	X	X	300,000.00				X		Admin	AESL
Open and operationalise 5 new district offices	Regions		X		X	100,000.00				X		Admin	Regional Coordinating Council, Municipals and Assemblies

Objective: Develop and operationalise a nationwide logistics tracking and asset register system by 2027

Programme: Legal Aid Asset and Logistics Management Programme

Undertake inventory of office equipment of the various offices in the Commission	All Offices	X	X	X	X	-					X	Admin	Finance
Update fixed assets register	Head Office and all regional offices	X	X	X	X	10,000.00					X	Admin	Finance
Emboss office equipment (new computers, air conditioners, fridges, etc)	All Offices	X	X	X	X	-					X	Admin	Finance
Dispose obsolete office items	All Offices				X	5,000.00				X		Admin	Finance

Objective: Institutionalise facility management procedures in all regional offices by 2027

Programme: Facility Maintenance and Efficiency Programme

Service office equipment (air conditioners, printers, photocopiers, fire extinguishers)	All Offices		X		X	600,000.00					X	Admin	Finance
Maintain accurate records of facility operation, maintenance, and repairs	All regional offices				X	-					X	Admin	Finance
Fumigate and conduct a general cleaning exercise of offices in the Commission	All offices		X		X	200,000.00				X		Admin	Finance
Objective: Localise delivery of legal aid services to meet the needs of diverse ethnic and linguistic communities													
Programme: Cultural and Linguistic Inclusion Support Initiative													
Identify the cultural gaps through community engagements and meetings	All Regions	X	X	X	X	80,000.00					X	Admin	RCCs, Local Community
Conduct community dialogue series on legal rights	All Regions			X		300,000.00					X	Admin	NGOs, RCCs, Local Media
Objective: Establish coordinated public education platforms in all 16 regions by 2027													
Programme: Inter-Agency Legal Outreach Coordination Programme													
Engage NCCE for a consultative meeting to assist LAC in	Greater Accra	X	X	X	X	4000					X	Admin	NCCE

awareness activities														
Objective: Secure partnerships with at least five donor or philanthropic entities by 2028														
Programme: Donor Engagement and Legal Aid Support Programme														
Engage 3 donor partners/philanthropists for funding and support		X			X	-						X	Admin	UNDP, GIZ, DFID, USAID, WORLD BANK
Objective: Provide minimum standard working tools and welfare support in 80% of district offices by 2028														
Programme: Legal Aid Conditions of Service Support Programme														
Purchase of office equipment	All district offices		X	X		350,000.00						X	Admin	Finance
Purchase of printing materials and stationeries	All district offices		X	X		220,566.00						X	Admin	Finance
Objective: Introduce and scale up digital case management systems by 2027														
Programme: Legal Aid Digital Case Management Programme														
Train staff on Case Management System	All Offices		X	X	X	400,000.00					X	X	IT Unit Consultants	Procurement Finance Admin
System Maintenance (Datacentres and PCs)	All Offices	X	X	X	X	350,000.00						X	It Unit	Admin Finance
Establish and operationalize backup Datacentre	Ashanti Regional Office	X	X			250,000.00					X		It Unit	Admin Procurement

Human Resource Division

Objective: Increase number of deployed public defenders in all 16 regions and 80% of districts by 2029

Programme: Legal Officers Expansion and Retention Programme

Deploy newly recruited PDD Officers	All regional offices		x	x		100,000				x		LAC, HR	
Assign interns and pupils	All regional offices	x	x	x	x	0					x	LAC,HR,Regional Heads,PDD	GLC
Train all staff in capacity building programmes	Nationwide		x	x		0		120,000.00		x		LAC-HR,	LAC-Finance

Objective: Institutionalize deployment protocols and supervision framework for NSPs by 2026

Programme: National Service Legal Support Framework Programme

Recruit about 200 NSP to augment our staff strength	All regions and districts		x	x	x	100,000					x	LAC, HR, Regional Heads	NSS
Recruit about 100 Personnel from NYEA	All regions and districts					150,000				x		LAC, HR	NYEA

Objective: Design and roll out national induction training programme

Programme: Administrative Staff Induction and Orientation Programme

Develop an induction and orientation program for newly recruited admin staff	Head office	x	x	x	x	50,000					x	LAC, HR, Admi	
Organize an orientation and induction program for newly recruited admin staff	Nationwide	x	x	x	x	500,000					x	LAC, HR, Admi,Fin	

Objective: Formalise NSP deployment system and supervision guidelines in all offices by 2026

Programme: Legal Aid National Service and Internship Coordination Programme

Design a guideline to supervise NSP working in the Commission.		x	x			50,000				x		LAC,HR	Donor partner
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CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.1 Introduction

This chapter outlines the Monitoring and Evaluation (M&E) arrangements designed to support the effective implementation of the Legal Aid Commission’s Medium-Term Development Plan (MTDP) for the period 2025–2029. The M&E system is grounded in results-based management principles and aims to systematically track progress, measure outcomes, ensure accountability, and promote learning across all levels of programme delivery.

The framework presented in this chapter provides clear roles and responsibilities, data flow processes, reporting timelines, and feedback mechanisms to support timely and evidence-based decision-making. It incorporates both internal and external oversight mechanisms to ensure objectivity and credibility. The design emphasizes integration with existing institutional systems, alignment with national development goals, and responsiveness to stakeholder feedback.

This chapter also highlights participatory M&E practices, stakeholder roles, and mechanisms for learning and adaptation. It serves as a blueprint for managing implementation risks, evaluating outcomes, and strengthening institutional capacity for data-driven programming throughout the plan period.

7.2 Stakeholder Analysis

Effective M&E relies on the active participation of a wide range of stakeholders, each contributing unique perspectives, responsibilities, and influence. Stakeholder engagement ensures that the design, implementation, and use of M&E systems are not only technically sound but also contextually relevant and responsive to the needs of various actors within the legal aid ecosystem.

This section identifies and classifies key stakeholders involved in the M&E system of the LAC, ranging from government institutions and development partners to civil society, academia, and service beneficiaries. The roles, interests, influence levels, and the level of engagement (national, regional, or district) of each stakeholder are assessed to ensure targeted and meaningful involvement.

Table 32 below presents a comprehensive matrix of these stakeholders, outlining their classification, roles in M&E, levels of engagement, interests, and influence. This matrix will

guide the Commission in planning collaborative actions, communication strategies, and capacity-building efforts throughout the implementation of the MTDP.

Table 32: Stakeholder Analysis Matrix

Stakeholder	Classification	Role in M&E	Level (National/Regional/District)	Interests	Influence
Legal Aid Commission Board	Primary	Provide policy direction, approve M&E plans, oversee implementation, and use findings	National	Ensure effective oversight of LAC programmes, drive accountability, use evaluation findings for strategic decisions	High
Legal Aid Commission Regional Offices	Primary	Collect and validate M&E data, prepare reports, implement PM&E tools	Regional/District	Strengthen regional performance, ensure timely and accurate data submission, support evidence-based planning	High
Office of the Attorney-General and Ministry of Justice	Primary	Supervise and validate programme-level M&E findings, inform justice sector alignment	National	Ensure programmes align with national justice policy, monitor impact and effectiveness of legal aid services	High
Judicial Service	Primary	Provide court-related data, validate case-level outcomes, collaborate on access-to-justice metrics	National/Regional	Improve judicial service delivery, ensure data-backed legal aid expansion, promote ADR integration	Medium
Clients (Legal Aid Beneficiaries)	Primary	Provide feedback through surveys and scorecards, participate in PM&E	District/Community	Influence service improvement, ensure responsiveness to user needs and barriers to access	Medium
NDPC	Primary	Provide M&E policy guidance, approve indicators and reporting frameworks	National	Ensure national-level alignment, promote planning consistency, integrate LAC results into national frameworks	High

Ghana Bar Association	Secondary	Validate performance benchmarks, share professional standards, use findings for advocacy	National	Improve legal profession standards, advocate for increased state support to legal aid	Medium
Controller & Accountant General's Department	Secondary	Track fund disbursement compliance, report financial performance	National	Monitor fund utilization, ensure fiduciary accountability of legal aid programmes	Medium
Ministry of Finance	Secondary	Monitor funding flows, require performance justification for budget releases	National	Align resource allocation with LAC outcomes, assess cost-effectiveness of legal aid implementation	High
Office of the President	Secondary	Use national M&E results for performance reporting and executive briefing	National	Review programme success at executive level, prioritize strategic M&E indicators	Medium
Parliament	Secondary	Review reports, use M&E findings for budget oversight and policy amendments	National	Promote transparency, influence legal aid legislation based on results	High
Internal Audit Agency	Secondary	Validate internal control systems, assess M&E compliance	National	Improve audit readiness, use results to inform financial oversight	Medium
Audit Service	Secondary	Conduct financial and performance audits tied to M&E reports	National	Promote audit trails, use data to flag risks and inefficiencies	Medium
Bank of Ghana	Secondary	Verify disbursement channels and funds flow monitoring	National	Monitor compliance with financial regulations linked to legal aid financing	Low

Ghana Police Service	Secondary	Share arrest, case referral, and ADR-related statistics; participate in interface meetings	District	Support access to justice tracking, improve coordination with LAC	Medium
Ghana Prisons Service	Secondary	Share incarceration data, track legal aid for remand prisoners	District/Regional	Support legal access to inmates, improve case resolution through legal aid	Medium
Audit Report Implementation Committee (ARIC)	Secondary	Track implementation of M&E-based audit recommendations	National	Strengthen follow-up mechanisms, improve programme compliance	Medium
Development Partners (e.g. UNICEF, UNDP)	Secondary	Fund evaluations, require performance reporting, validate findings	National	Ensure value for money, encourage alignment with international best practices	High
Civil Society Organisations (CSOs)	Secondary	Advocate based on M&E data, contribute to PM&E and scorecards	Regional/District	Promote citizen voice and transparency, monitor service responsiveness	Medium
Academia and Research Institutions	Secondary	Conduct independent evaluations, publish findings, build capacity	National	Expand research base for legal aid, test innovations, support evidence use	Medium
Media	Secondary	Disseminate findings, increase public awareness of M&E outcomes	National/District	Promote transparency, increase citizen demand for accountability	Medium

7.3 Monitoring Framework

Monitoring is a critical function within the Medium-Term Development Plan (MTDP) that ensures timely tracking of progress, identification of bottlenecks, and informed decision-making throughout implementation. A well-structured monitoring framework enables the Legal Aid Commission to collect relevant data, assess implementation fidelity, and adjust strategies to meet set objectives.

The monitoring framework outlines key performance indicators, baselines, targets, data sources, frequency of data collection, responsible units, and means of verification for each programme area. It is aligned with the MTDP goals, national development priorities, and the Results-Based Management (RBM) approach adopted by the Commission.

Table 33 presents the Monitoring Framework Matrix, which provides a consolidated overview of how various indicators will be tracked over the implementation period. The matrix serves as a reference tool for all divisions and regional offices to ensure consistency in data collection, clarity in responsibility assignment, and accountability in programme delivery. The framework also establishes the foundation for routine reporting, performance reviews, and mid-term and terminal evaluations.

Table 33: Monitoring Matrix

Citizen Advisory Services										
Goal: Promote inclusive and equitable access to justice through civic empowerment										
Objective: Institutionalize a nationwide legal literacy strategy by 2026; Increase legal rights awareness across all districts by 2029										
Programme: Legal Literacy and Community Outreach Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of staff trained on public relations activities	Total number of staff trained on public relations activities	output	-	50	50	50	50	sex	2	PDD/CAS
Number of staff deployed for public relations activities	Total number of deployed for public relations activities	output	40	50	50	50	50	sex	2	PDD/CAS
Number of reported Gender-Based Violence (GBV) cases	Total number of reported Gender-Based Violence (GBV) cases	output	-	40	40	50	55	sex	2	PDD/CAS
Number of legal education programmes undertaken	Total number of legal education programmes undertaken	output	-	30	30	30	30	sex	2	PDD/CAS
Number of video and audio adverts run across traditional and tech media	Total number of video and audio adverts run across traditional and tech media	output	2	10	10	10	10	Radio, TV, Social Media	2	PDD/CAS
Goal: Strengthen the quality and accessibility of legal education content and tools										
Objective: Produce and distribute context-specific legal education materials across 261 districts by 2028										
Programme: Integrated Public Legal Education Toolkit Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Developed comprehensive legal education guide put in place	A legal education framework available	output	-	Draft doc	Final doc	-	-	-	2	PDD/CAS
Number of informative flyers distributed	Total number of informative flyers distributed	output	1200	2000	3000	4000	5000	Regions	2	PDD/CAS
Number of legal clinics conducted	Total number of legal clinics conducted	output	-	100	100	100		Regions	2	PDD/CAS
Goal: Improve the standard and consistency of legal advisory support at point of contact										
Objective: Introduce and implement a unified client advisory protocol in all LAC operational offices by 2026										
Programme: Client Advisory Protocol Rollout Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of cases recorded for advice	Total number of cases received for advice	output	-	300	350	350	350	sex	2	PDD/CAS
Number of cases for advice resolved	Total number of cases for advice resolved	output	-	270	300	300	300	sex	2	PDD/CAS
Goal: Promote culturally responsive and locally adapted legal services										
Objective: Localise delivery of legal aid services to meet the needs of diverse ethnic and linguistic communities										
Programme: Cultural and Linguistic Inclusion Support Initiative										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Waiting time for advice appointments	Average number of days it takes to respond to advice appointments	output	-	72 hrs	48hrs	48hrs	24hrs	Hrs	2	PDD/CAS

Public Defenders' Division

Goal: Improve case management and allocation efficiency within the public defense system

Objective: Maintain a maximum ratio of 1 lawyer to 60 cases per year in all districts by 2029

Programme: Case Allocation and Performance Management System

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of criminal cases received	Total number of criminal cases received	output	986	900	1000	1200	1300	sex	2	PDD
Number of criminal cases resolved	Total number of criminal cases resolved	output	211	400	500	550	650	sex	2	PDD
Number of civil cases received	Total number of civil cases received and recorded	output	4549	1200	1300	1400	1500	sex	2	PDD
Number of civil cases resolved	Total number of civil cases resolved	output	1373	800	900	1000	1100	sex	2	PDD
Number of cases resolved through plea bargaining	Total number of cases resolved through plea bargaining	output	12	60	70	80	80	sex	2	PDD
Ratio of legal officers to defense cases	Number of legal officers assigned to number of defense cases expressed as a ratio	output	1:33	1:120	1:100	1:80	1:60	sex	2	PDD
Number of juveniles	Count of total number of juveniles represented	output	48	25	35	45	50	sex	2	PDD
Remand prisoners assisted	Legal aid service rendered to remand prisoners	output	114					sex	2	PDD
Number of Incoming referral cases	Total number of referral cases incoming	output	589					sex	2	PDD
Number of Outgoing referral cases	Total number of referral cases outgoing	output	505					sex	2	PDD
Number of stakeholder engagements held	Count of total number of stakeholder engagement held with Police, Prisons, DOVVSU, etc.	output	6	4	4	4	4	institution	2	PDD
Number of legal clinics conducted	Total number of legal clinics conducted in Prisons	output	10	2	2	2	3	Prisons Schools	2	PDD

Goal: Streamline paralegal integration into legal aid operations

Objective: Paralegal services mainstreamed in LAC by 2027

Programme: Paralegal Services Development and Integration Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Scheme of service and standard procedures for paralegals in place	A scheme of service and SOPs for guiding trained and accredited paralegals	output	-	Draft	Final doc	-	-	-	2	PDD
Training manuals for paralegals developed	Standardized training programmes for paralegals in legal aid delivery in place	output	-	Draft	Final doc	-	-	-	2	PDD
Code of conduct developed for paralegals	A professional conduct and ethics to guide paralegal behaviour put in place	output	-	Draft	Final doc	-	-	-	2	PDD
Number of paralegal training institutions accredited	Total number of institutions accredited to train paralegals	output	-	-	-	3	5	institution	2	PDD
Number of trained and licensed paralegals	Total number of trained and licensed paralegals	output	Some LAC staff trained	-	-	400	600	sex	2	PDD
Number of established paralegal presence in police stations in Greater Accra	Total number established paralegal presence in police stations inn Greater Accra	output	-	10	20	50	150	location	2	PDD

Alternative Dispute Resolution (ADR) Division

Goal: Promote trust and increase demand for alternative dispute resolution
Objective: Increase the number of ADR-utilised cases by 50% across all districts by 2029
Programme: Community Legal Awareness and ADR Confidence Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Ratio of ADR officers to number of ADR cases	The total number of ADR officers assigned to number of ADR cases expressed in a ratio	output	1:107	1:80	1:80	1:80	1:60	sex	4	Regional Offices
Percentage of cases settled through Alternative Dispute Resolution	Count of cases recorded and settled through ADR expressed as a percentage	output	58%	60%	60%	70%	70%	ADR cases resolved	4	Regional Offices
% Increment in ADR cases received and resolved	Increment in number of ADR cases received and resolved expressed in %	outcome	-19%	5%	10%	10%	14%	ADR	4	Regional Offices

Goal: Institutionalize ADR in formal and informal dispute settlement systems
Objective: Integrate ADR mechanisms into at least 60% of police and social welfare
Programme: Inter-Agency ADR Referral and Integration Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of stakeholders (Police, Social Welfare etc.) engagement held to strengthen collaboration on ADR matter	Total number of stakeholders (Police, Social Welfare etc.) engagement held to strengthen collaborate on ADR matters	output	-	4	4	4	4	Location	4	Regional Offices

Goal: Improve community-level understanding and engagement with ADR
Objective: Conduct annual ADR outreach activities in 100 districts and collaborate with traditional leaders by 2029
Programme: Traditional Justice and ADR Outreach Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of ADR clinics conducted	Total number of ADR clinics conducted nationwide	output	-	10	10	10	10	Location	4	Regional Offices
Number of mediation education programmes carried out across schools, Communities and churches.	Total number of mediation education programmes carried out nationwide	output	-	30	30	30	30	Location	4	Regional Offices

Research, Monitoring and Evaluation (RM&E) Division

Goal: Build a fully decentralised and functioning M&E system across all levels of the Commission
Objective: Establish fully staffed and resourced M&E units in all regional offices and 70% of district offices by 2028
Programme: M&E Institutionalisation and Regionalisation Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			

Number of M&E personnel recruited and posted to the Regions	Total number of M&E personnel recruited and posted to the Regions	Output	-	2	-	2	-	sex	2	RME
Number of M&E personnel recruited and oriented	Total number of M&E recruited and oriented	Output	-	2	-	2	-	sex	2	RME
Annual composite work plan developed	Collated annual work plan submissions into annual composite work plans	Output	1	1	1	1	1	document	4	RME
Performance Reports submitted to MoF, Parliament, LAC RM&E	Total number of performance reports submitted	Output	2	5	5	5	5	document	5	RME
Goal: Digitise and harmonise all monitoring and reporting tools and indicators Objective: Operationalise an integrated digital M&E dashboard for all divisions by 2027 Programme: Digital M&E Systems Development Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
M&E indicators included in the Case Management System	M&E indicators streamlined into the CMS.	Output	-	Include indicators	Include indicators	Include indicators	Include indicators	M&E indicators	4	RME
Defined user roles and permissions on the CMS	Clearly defined user roles and permissions on the CMS	Output	-	Draft of a guide	Finalized draft	-	-	document	1	RME
Number of users trained on data generation for M&E	Total number of users trained on data generation for M&E	Output	-	20	-	20	-	sex	2	RME
Goal: Strengthen M&E capacity across the Commission Objective: Train 100% of M&E officers and selected divisional staff on planning, M&E, and data analytics by 2027 Programme: Capacity Building and Certification Programme for M&E Staff										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of M&E focal persons trained nationwide	Total number of M&E focal persons trained nationwide	Output	-	10	-	10	-	sex	2	RME
Goal: Institutionalise research, evaluation, and adaptive learning across divisions Objective: Conduct one national evaluation and two research studies annually from 2026–2029 Programme: Institutional Research and Learning Enhancement Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of end of year M&E exercises conducted	Total number of end of year M&E exercises conducted	Output	3	1	1	1	1	frequency	4	RME

Number of researches conducted into clients' legal needs	Total number of researches conducted into clients' legal needs	Output	-	1	1	1	1	frequency	4	RME
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Goal: Improve client feedback and satisfaction tracking in service delivery
Objective: Implement client satisfaction surveys and outcome analysis mechanisms in all operational offices by 2027
Programme: Client Feedback and Legal Aid Quality Tracking Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Customer satisfaction form developed	A developed customer satisfaction form in place	Output	-	1	-	-	-	document	1	RME
Number of annual M&E workshop held to disseminate client feedback	Total number of annual M&E workshops held to disseminate client feedback	Output	-	1	1	1	1	frequency	1	RME
Timelines set for reporting of cases	Number of adjournment dates/ reporting timelines to Head on case progress	Output	quarterly	Every quarter	Every quarter	Every quarter	Every quarter	frequency	16	RME
Percentage of accused not represented at trial	Total number of accused persons expressed as a percentage of the total population	Outcome	Not reported	60%	50%	40%	20%	%	As and when necessary	RME

Finance Division

Goal: Improve the financial sustainability and predictability of LAC funding
Objective: Ensure timely release of GoG subventions and implement a formal internal revenue mobilisation strategy by 2027
Programme: Legal Aid Financing and Resource Mobilisation Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of requests for release of funds made to MoF	Total number of requests for release of funds made to MoF	Output	4	4	4	4	4	frequency	4	LAC Finance
Funds disbursed annually to Head Office, Regions, Districts	Total amount of monies disbursed	Output	11,896,755.03	15m	18.5m	20.5m	30m	Total amounts	4	LAC Finance
Change in budgetary allocation and release	Change in the total amount of budgetary allocation and release expressed as a percentage	Outcome	Reduction by 37%	15% increment	15% increment	20% increment	25% increment	%	1	LAC Finance

Goal: Modernise financial reporting systems for transparency and efficiency
Objective: Operationalise a centralised digital financial management and reporting system by 2027
Programme: Public Financial Management Systems Strengthening Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			

Number of Account staff trained on the procure to pay processes & revenue capturing	Total number of Account staff trained on the procure to pay processes & revenue capturing	Output	4	10	10	10	10	sex	4	LAC Finance
Number of Account staff trained on IPSAS	Total number of Account staff trained on IPSAS	Output	-	10	10	10	10	sex	4	LAC Finance
Number of Account staff trained on GIFMIS Hyperion	Total number of Account staff trained on GIFMIS Hyperion	Output	-	10	10	10	10	sex	4	LAC Finance
Number of Account staff trained on PFM & Accounting manual	Total number of Account staff trained on PFM & Accounting manual	Output	-	10	10	10	10	sex	4	LAC Finance

Goal: Improve financial forecasting and internal financial decision-making
Objective: Build internal forecasting and expenditure analysis skills by training all regional accountants by 2028
Programme: Financial Forecasting and Capacity Enhancement Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Account staff trained on forecasting & accounting preparation	Total number of Account staff trained on forecasting & accounting preparation	Output	4	10	10	10	10	sex	4	LAC Finance

Audit Division

Goal: Strengthen financial accountability and compliance across all LAC operations
Objective: Institutionalise internal audits across regional and HQ finance operations by 2026
Programme: Internal Audit and Compliance Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of biannual Payroll & IT Audits undertaken	Total number of biannual Payroll & IT Audits undertaken	Output	2	2	2	2	2	frequency	8	
Number of biannual Stores & Inventory Audits undertaken	Total number of biannual Stores & Inventory Audits undertaken	Output	2	2	2	2	2	frequency	8	
Number of Quarterly Cash management Audits undertaken	Total number of Quarterly Cash management Audits undertaken	Output	4	4	4	4	4	frequency	16	
Number of biannual Fixed Assets Verification & Valuations undertaken	Total number of biannual Fixed Assets Verification & Valuations undertaken	Output	2	2	2	2	2	frequency	8	
Number of Annual Risk-based Plans and Assessments done	Total number of Annual Risk-based Plans and Assessments done	Output	1	1	1	1	1	frequency	4	
Number of Quarterly Follow-up on Previous Audit Recommendations	Total number of Quarterly Follow-up on Previous Audit Recommendations	Output	4	4	4	4	4	frequency	16	

Number of Quarterly Audit of ADR & Legal Case Files & Settlement Records	Total number of Quarterly Audit of ADR & Legal Case Files & Settlement Records	Output	4	4	4	4	4	frequency	16	
Number of biannual reviews of procurement activities against PPA regulations	Total number of biannual reviews of procurement activities against PPA regulations	Output	2	2	2	2	2	frequency	8	
Number of Annual Reports prepared	Total number of Annual Reports prepared	Output	1	1	1	1	1	frequency	4	

Administration Division

Goal: Expand operational infrastructure and improve working environment across all districts
Objective: Construct or refurbish permanent office infrastructure in at least 80 districts by 2029
Programme: LAC Infrastructure and Logistics Support Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of lands fenced	A newly constructed LAC Head Office	Output	-	x	x	x	x	location	16	LAC,,Administratio n Division
Number of Offices renovated	Total number of offices renovated	Output	-	x	x	x	x	location	16	LAC,,Administratio n Division
Number of Offices constructed	Total number of offices constructed	Output	-	x	x	x	x	location	16	LAC,,Administratio n Division
Number of regional and district offices operationalized.	Total number of regional and district offices operationalized	Output	-	x	x	x	x	location	16	LAC,,Administratio n Division
Number of salon and 4X4 Vehicles procured	Total number of salon and 4X4 Vehicles procured	Output	-	-	-	x	-	Vehicle Type	4	LAC,,Administratio n Division

Goal: Strengthen asset management and logistics accountability across the Commission
Objective: Develop and operationalise a nationwide logistics tracking and asset register system by 2027
Programme: Legal Aid Asset and Logistics Management Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Nationwide logistics tracking and asset register system developed	A nationwide logistics tracking and asset register system developed in place	Output	-	x	x	x	x	location	4	LAC,,Administratio n Division
Number of administrative staff trained on the use of asset register	Total number of administrative staff trained on the use of asset register	Output	5	x	-	-	x	location	4	LAC,,Administratio n Division
Number of inventory exercises undertaken on office equipment in the Commission	Total number of inventory exercises undertaken on office equipment in the Commission	Output	2	x	-	-	x	location	4	LAC,,Administratio n Division

Number of office equipment (new computers, air conditioners, fridges, etc) embossed	Total number of office equipment (new computers, air conditioners, fridges, etc) embossed	Output	Quite a number of office equipment were embossed	x	-	x		location	4	LAC,,Administratio n Division
Number of obsolete office items disposed	Total number of obsolete office items disposed	Output	-	x	-	-	x	location	4	LAC,,Administratio n Division
Goal: Improve operational maintenance and service continuity Objective: Institutionalise facility management procedures in all regional offices by 2027 Programme: Facility Maintenance and Efficiency Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of Office equipment (air conditioners, printers, photocopiers, fire extinguishers) serviced	Total number of Office equipment (air conditioners, printers, photocopiers, fire extinguishers) serviced	Output	Some ACs and photocopiers were serviced	x	x	x	x	location	4	LAC,,Administratio n Division
Maintain accurate records of facility operation, maintenance, and repairs	Availability of an efficient records keeping system on facility operation, maintenance, and repairs	Output	There are records on maintenance and repairs	x	x	x	x	location	4	LAC,,Administratio n Division
Number of fumigation and general cleaning exercise of offices in the Commission undertaken	Total number of fumigation and general cleaning exercise of offices in the Commission undertaken	Output	2 fumigation exercises carried out	x	x	x	x	location	4	LAC,,Administratio n Division
Goal: Objective: Establish coordinated public education platforms in all 16 regions by 2027 Programme: Inter-Agency Legal Outreach Coordination Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Developed guide for public legal education	An existence of a developed guide for public legal education	Output	-	x	x	-	-	location	4	LAC,,Administratio n Division
Number of meetings with NCCE for a consultative meeting to assist LAC in awareness activities	Total number of meetings with NCCE for a consultative meeting to assist LAC in awareness activities	Output	-	x	x	x	x	location	4	LAC,,Administratio n Division
Goal: Objective: Secure partnerships with at least five donor or philanthropic entities by 2028 Programme: Donor Engagement and Legal Aid Support Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of meetings held,with donor partners/philanthropists for funding and support	Total number of meetings held, with donor partners/philanthropists for funding and support	Output	3	x	x	x	x	location	4	LAC,,Administratio n Division
Goal: Objective: Provide minimum standard working tools and welfare support in 80% of district offices by 2028 Programme: Legal Aid Conditions of Service Support Programme										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of office equipment purchased	Total number of office equipment purchased	Output	Some equipment were purchased	x		x		Equipment type	4	LAC,,Administration Division
Number of printing materials and stationeries purchased	Total number of printing materials and stationeries purchased	Output	Some stationery and printing materials were purchased	x	x	x	x	Material type	4	LAC,,Administration Division
Number of awards and recognitions given to excelling staff	Total number of awards and recognitions given to excelling staff	Output	-	x	x	x	x	Sex	4	LAC,,Administration Division / HR

Goal:
Objective: Digital Legal Aid Transformation Programme
Programme: Legal Aid Digital Case Management Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Established and operationalized backup Data centre	Backup data centre fully established and working	Output	-	x	x			location	4	LAC,,Administration Division
Rolled out Case Management System	Case Management System in use	Output	-	-	x	-	-	location	4	LAC,,Administration Division
Number of staff trained on Case Management System	Total number of staff trained on Case Management System	Output	-	-	x	x	x	location	4	LAC,,Administration Division
Number of System Maintenance carried out (Datacentres and PCs)	Total number of System Maintenance carried out (Datacentres and PCs)	Output	-	x	x	x	x	location	4	LAC,,Administration Division
Number of devices procured for the Case Management System	Total number of devices procured for the Case Management System	Output	Server procured	x	x	-	-	location	4	LAC,,Administration Division
Level of change in the recording of cases, case assignment and case tracking	Difference between previous years recorded cases, case assignment and case tracking as against current years expressed as a percentage	Output	-	x	x	x	x	%	4	LAC,,Administration Division / RME

Human Resource Division

Goal: Ensure equitable access to legal aid services through adequate and decentralised staffing
Objective: Recruit and deploy at least 150 legal officers and 150 administrators by 2029, prioritising underserved regions
Programme: Legal Aid Legal Officers Expansion and Deployment Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of persons recruited and retained (lawyers, mediators, admin staff, M&E, budget officers, finance officers, drivers, security, paralegals)	Total number of lawyers, mediators and administrative staff, RM&E and paralegal staff recruited and retained to enhance the service delivery of the commission	Output	-	100	100	-	100	sex	4	LAC HR

Number of capacity building training undertaken	Total number of admin and legal staff trained	Output	1	3	3		3	Location	4	LAC HR
Level of understanding attained at end of training	Change in training participants' understanding of job schedules and tasks	Output	20%	40%	55%	-	60%	%	4	LAC HR
Level of improvement in staff performance	Total % score attained through staff appraisal	Output	30%	40%	55%	-	60%	%	4	LAC HR
% Increment in number of lawyers posted to the Region	Count of increment in the number of lawyers posted as expressed in %	Outcome	-	80%	80%		80%	location	4	LAC HR

Goal: Strengthen representation for vulnerable populations
Objective: Scale up coverage of legal representation for indigent and marginalised groups by 2028
Programme: Pro-Poor Legal Representation Strengthening Initiative

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of private legal practitioners engaged to represent the vulnerable and excluded	Total number of private legal practitioners procured to represent the vulnerable and excluded accessing legal services	Output	4	4	4	4	4	sex	4	LAC HR
Number of legal aid providers who are women	Count of total number of legal aid providers who are women	Output	57	82	82	82	82	sex	4	LAC HR
Number of legal aid providers for civil and criminal cases per 100,000 inhabitants	Number of legal aid providers for civil and criminal cases per 100,000 population	Output	103	150	150	150	150	sex	4	LAC HR

Goal: Increase number of deployed public defenders in all 16 regions and 80% of districts by 2029
Programme: Legal Officers Expansion and Retention Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of newly recruited PDD Officers	Total number of newly recruited PDD Officers	Output	-	50	50	-	50	sex	4	LAC HR
Number of assigned interns and pupils	Total number of assigned interns and pupils	Output	46	50	65	65	70	sex	4	LAC HR

Goal: Maximise utility of NSPs and interns in legal aid delivery
Objective: Formalise NSP deployment system and supervision guidelines in all offices by 2026
Programme: Legal Aid National Service and Internship Coordination Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of 200 NSP recruited to augment staff strength	Total number of 200 NSP recruited to augment staff strength	Output	68	100	120	140	170	sex	4	LAC HR
Number of NYEA personnel recruited	Total number of NYEA personnel recruited	Output	-	50	50	50	50	sex	4	LAC HR

Goal: Design and roll out national induction training programme by 2026
Programme: Administrative Staff Induction and Orientation Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Developed induction and orientation program for newly recruited admin staff	Available developed induction and orientation program for newly recruited admin staff	Output	-	Final	-	-	-	-	4	LAC HR
Number of orientations and induction programmes for newly recruited admin staff	Total number of orientations and induction programmes for newly recruited admin staff	Output	-	3	3	-	3	Location	4	LAC HR

Goal:
Objective: Formalise NSP deployment system and supervision guidelines in all offices by 2026
Programme: Legal Aid National Service and Internship Coordination Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Designed guideline for supervising NSP working in the Commission.	Available guideline for supervising NSP working in the Commission	Output	-	Final	-	-	-	-	4	LAC HR

Goal: Institutionalise service standards and performance metrics
Objective: Develop and adopt national legal aid performance benchmarks by 2026
Programme: Legal Aid Quality Assurance and Standards Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Developed performance Mgt routine for all staff	Available well-structured performance Mgt routine for all staff	Output	-	Final	-	-	-	-	4	LAC HR
Designed feedback questionnaire for clients on LAC services by 2 nd quarter	Available well designed feedback questionnaire for clients on LAC services by 2 nd quarter	Output	-	Final	-	-	-	-	4	LAC HR

7.4 Evaluation Strategy

The evaluation strategy of the Legal Aid Commission’s Medium-Term Development Plan (2025–2029) is structured to provide credible, timely, and actionable evidence on the performance and effectiveness of planned interventions. Evaluations will be conducted at multiple stages—ex-ante, midterm, process, outcome, terminal, and thematic—employing a mix of internal and external mechanisms to ensure both objectivity and contextual relevance.

This multi-layered approach ensures that progress is not only tracked but critically examined to enable real-time adaptations and forward-looking improvements. Evaluation findings will be fed into planning adjustments, budgeting priorities, stakeholder engagement processes, and the development of the next MTDP cycle (2030–2035). The strategy relies on participatory and evidence-informed methodologies such as contribution analysis, stakeholder validation, and theory of change (ToC) assessments to capture both intended and unintended effects.

A detailed matrix of evaluation types, timelines, objectives, methods, and responsible units is presented on Table 34 to guide operationalization and ensure accountability for results.

Table 34: Evaluation Strategy Matrix

Type of Evaluation	Timeline	Objective / Purpose	Methods	Responsible Unit(s)	Use of Evaluation Findings
Ex-Ante Evaluation	2025 (Start of MTDP)	Assess design logic, relevance, assumptions, and resource adequacy of the MTDP before implementation begins	Desk review, Theory of Change (ToC) validation, Logical Framework Assessment, Stakeholder consultations	Planning Unit, RM&E Division, External Consultant (optional)	Refine programme design; strengthen assumptions and indicators before rollout
Mid-Term Evaluation	2027 (Midpoint of MTDP)	Review progress, implementation fidelity, emerging results, and operational effectiveness	Mixed methods: Document review, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), Surveys	RM&E Division, Divisional M&E Focal Persons, Independent Evaluator	Inform course correction, resource reallocation, and adjustment of strategies or activities
Process Evaluation	Annual (2025–2029)	Examine how activities are being implemented, including bottlenecks and deviations from plan	Routine monitoring data, Spot checks, Implementation review workshops	RM&E Division, Division Heads, Regional Officers	Address operational issues in real-time; improve delivery mechanisms
Outcome Evaluation	2028	Assess early outcomes and whether short- to medium-term results are being achieved	Before-and-after comparisons, Client satisfaction surveys, Beneficiary tracing	RM&E Division, Third-party Evaluator	Validate results, guide scale-up or discontinuation of interventions
Terminal (End line) Evaluation	2029 (Final year of MTDP)	Capture final achievements, document lessons learned, and assess sustainability and relevance	Contribution analysis, Case studies, Cost-effectiveness analysis, Stakeholder validation workshop	RM&E Division, External Evaluation Firm	Feed into next MTDP cycle (2030–2035), institutional learning, and accountability reports
Thematic Evaluations	2026–2029 (As needed)	Deep dives into priority areas (e.g., access to justice, ADR expansion, digitalization impact)	Thematic studies, Sector-specific data analysis	RM&E Division, Technical Divisions, Thematic Experts	Generate in-depth evidence for strategic and policy decisions
External/Independent Evaluations	Mid-Term (2027) & Terminal (2029)	Ensure objectivity and credibility of evaluation results	Independent contracting, Transparent ToRs, Use of OECD-DAC criteria	External Consultants/Firms, Oversight by NDPC & RM&E Division	Enhance trust, objectivity, donor confidence, and alignment with international standards

Integration of Findings into Decision-Making

- Quarterly RM&E Review Meetings will track implementation issues and feed into management decisions.
- Evaluation Recommendations Tracker will be maintained by the RM&E Division to monitor uptake of recommendations.
- Findings will feed into:
 - Annual Performance Reviews
 - Planning Adjustments
 - Stakeholder Briefings and Reports
 - NDPC and Parliamentary Reports
 - Future MTDP design (2030–2035)

7.5 Participatory Monitoring and Evaluation (PM&E)

Participatory Monitoring and Evaluation (PM&E) has been integrated as a core pillar of the Commission’s results management system to deepen accountability, foster inclusion, and ensure responsiveness to citizens' voices. PM&E empowers service users—especially the poor, vulnerable, and marginalized—to assess and contribute to the design, implementation, and review of legal aid services.

PM&E tools such as community scorecards, beneficiary feedback surveys, focus group discussions, and participatory budget tracking will be deployed across selected programmes, particularly those related to citizen advisory services, alternative dispute resolution (ADR), and outreach activities. These tools will provide context-rich data and facilitate mutual accountability among communities, civil society, and service providers.

The strategy is designed to not only improve transparency and responsiveness but also build trust and ownership among stakeholders. Table 35 details PM&E tools, target programmes, involved stakeholders, timelines, and the intended use of results.

Table 35: Participatory M&E (PM&E) Strategy Matrix

PM&E Tool / Technique	Target Programme / Project	Stakeholders Involved	Frequency / Timeline	Purpose / Use of Results
Community Scorecards (CSCs)	- Legal Literacy and Outreach Programme - ADR Outreach and Clinics	Community members, Unit Committee Reps, CSOs, Traditional Leaders, LAC Staff	Annual (2026–2029)	Assess service delivery from user perspective; identify barriers to access
Focus Group Discussions (FGDs)	- Pro-Poor Legal Representation Initiative - Citizen Advisory Services	Legal aid beneficiaries (e.g., indigent clients, GBV survivors), CSOs, Women and Youth Groups	Semi-annually	Deepen understanding of client experience, cultural issues, and local relevance of services
Beneficiary Feedback Surveys	- Legal Aid Case Management System (LACMS) - Digital Legal Aid Platforms	Direct service users, client households, legal officers	Quarterly or Post-service	Improve responsiveness of legal services; inform IT system updates and staff orientation
Participatory Rural Appraisal (PRA)	- Mobile Clinics & Outreach in Deprived Districts	Local Assembly reps, traditional authorities, paralegals, CBOs	Once per outreach session or annual	Map needs and feedback in underserved areas to adjust delivery approaches
Citizen Report Cards	- RM&E Learning Platforms - Client Satisfaction Monitoring	Service users, CSOs, Research institutions	Biennial (2026, 2028)	Comparative feedback across regions; identify performance gaps
After Action Reviews (AARs)	- Civil Litigation Representation - Staff Deployment and Case Allocation	Field officers, divisional staff, regional reps	After major programmes/events	Capture lessons learned and operational bottlenecks
Interface Meetings	- Court-user Engagements - Justice Sector Collaboration Initiatives	Judicial Service, Police, Prisons, Social Welfare, Victims, LAC Management	Annual (start and end of year)	Align inter-agency actions, promote mutual accountability and responsiveness
Community Validation Workshops	- End-of-year programme performance validation	Chiefs, District Assembly members, CSOs, Women & Youth Groups, Religious Leaders	Annually (Dec-Jan)	Validate progress data and targets; endorse or query results before reporting
Participatory Budget Tracking	- Legal Aid Financing and Resource Mobilisation Programme	Civil society, Budget Officers, Regional Admins	Annually during budget cycle	Promote fiscal transparency and citizen confidence in resource use

Institutionalization and Use of PM&E Results

- PM&E results will be:
 - Incorporated into quarterly and annual review sessions
 - Used to adjust implementation strategies
 - Shared with key stakeholders including Parliament, NDPC, and donor agencies
 - Documented through reports and knowledge products
- RM&E Division will:
 - Provide templates, training, and coordination support
 - Compile PM&E findings into annual outcome summaries

7.6 Knowledge Management and Learning

To support adaptive implementation and institutional learning, the Legal Aid Commission will operationalize a knowledge management and learning (KML) framework aligned with its development planning cycle. This framework is designed to systematically capture operational insights, evaluation results, research findings, and community feedback across all programmes and regions.

Captured knowledge will be curated and stored through an internal digital portal linked to the M&E Dashboard. Mechanisms for knowledge exchange include inter-divisional sharing sessions, national learning retreats, and strategic partnerships with academic institutions, justice sector stakeholders, and development partners.

The goal is to ensure that knowledge informs planning, budgeting, training, and implementation. Two complementary matrices support this framework: the Knowledge Mapping Matrix, which identifies gaps and knowledge flows across thematic areas, and the Competency Matrix for Learning, which aligns institutional training needs with expected learning outcomes and performance benchmarks.

To support the implementation and learning cycles of the MTDP, the Commission will institutionalize a structured Knowledge Management (KM) framework. This framework aims to:

- Capture implementation lessons, evaluation results, stakeholder feedback, and research outputs.
- Store knowledge using organized digital repositories and documentation protocols.
- Share insights both internally (across divisions) and externally (with partners and stakeholders).

-
- Translate learning into adaptive programming, policy influence, and better budget prioritization.

Systems & Platforms to Be Used:

- Internal KM Portal linked to the Digital M&E Dashboard
- Annual Learning Retreats and Documentation Workshops
- Inter-divisional knowledge-sharing sessions
- Partnership learning forums with academia, CSOs, and justice sector institutions

Application of Knowledge:

- Programme refinements during mid-year and annual reviews
- Evidence-informed budgeting and resource allocation
- Design of follow-up interventions and staff capacity plans

Knowledge Mapping Matrix

To operationalize an effective learning and adaptation system, the Legal Aid Commission has mapped out the critical areas of institutional knowledge that will support evidence-informed planning, budgeting, and service delivery. Table 36 presents the Knowledge Mapping Matrix, which identifies and aligns key knowledge areas, institutional knowledge holders, sources of evidence, and existing knowledge gaps.

This mapping enables the Commission to:

- Harness institutional memory and cross-divisional expertise,
- Identify where knowledge is siloed or under-utilized,
- Pinpoint critical learning gaps for capacity development and technical support, and
- Drive the systematic documentation of emerging practices and programme outcomes.

The matrix (Table 37) supports the knowledge management strategy by offering a structured view of what is known, by whom, from where, and what remains to be learned for effective delivery of legal aid services. It also ensures alignment between implementation practice and knowledge generation.

Table 36: Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Legal Aid Case Management Best Practices	Legal Officers, Regional Coordinators	Field reports, Evaluation findings, Staff reflections	Inconsistent documentation and dissemination across offices
ADR Integration into Local Justice Systems	ADR Division, Traditional Authorities	ADR Clinics, FGDs, M&E Reports	Limited comparative learning across districts
Monitoring & Evaluation Practices	RM&E Officers, Division Heads	Evaluation Reports, Client Surveys	Weak real-time data analysis and feedback loops
Financial Accountability in Legal Aid	Finance Officers, Internal Auditors	Audit Reports, Disbursement Data	Gaps in regional budget planning capacity
Legal Rights Awareness Techniques	Citizen Advisory Officers, CSOs	Public education campaign reports, community feedback	Low documentation of culturally appropriate approaches
Performance Standards in Legal Representation	Public Defenders, HR Division	Appraisal Tools, Case Logs, Court Outcome Reviews	Lack of standardised metrics across regions
Gender and Child-Sensitive Legal Aid Practices	Social Welfare Liaison Officers, Legal NGOs	GBV & Juvenile Case Data, Partner Reports	Weak knowledge-sharing on tailored approaches for vulnerable groups
Use of Digital Tools in Service Delivery	ICT Team, RM&E Division	LACMS Records, User Feedback Logs	Low digital literacy among frontline legal aid workers

Competency Matrix for Learning

As part of its broader Knowledge Management and Learning strategy, the Legal Aid Commission is investing in continuous staff capacity building across all operational levels. Table 37 outlines the Competency Matrix for Learning, which defines:

- Core competency areas required to deliver on programme results,
- Corresponding training programmes to be institutionalized,
- Evaluation criteria to measure the effectiveness of training investments, and
- Expected learning objectives that align with service delivery targets under the MTDP.

This matrix serves as a forward-looking tool for human resource planning, performance improvement, and institutional learning. It ensures that staff are not only trained, but that learning is linked to tangible improvements in legal case handling, public legal education, digital system usage, monitoring and evaluation, and financial accountability.

The matrix is also intended to support planning for national induction programmes, refresher trainings, and divisional learning clinics across the planning cycle (2025–2029), with special emphasis on frontline personnel who interface with clients and partners.

Table 37: Competency Matrix for Learning

Competency	Training Programme	Evaluation Criteria	Learning Objectives
Legal Case Management	Case Logging, Filing and Client Follow-Up	Accuracy, Timeliness, Number of closed cases	Enhance service delivery through efficient legal case processing
Monitoring, Evaluation and Reporting	Results-Based M&E, Data Analysis, Indicator Tracking	Timely data submission, Dashboard usage, Report quality	Equip staff with skills to track outcomes and make data-driven decisions
Public Legal Education	Legal Literacy Techniques, Behaviour Change Communication (BCC)	Quality of outreach materials, Community engagement levels	Strengthen capacity for impactful public legal education campaigns
Financial Management & Accountability	Budgeting, Forecasting, Compliance Reporting	Audit score, Report completeness, Budget variance	Build internal controls and improve fund management
ADR Facilitation	Mediation Techniques, Referral Pathways	Case resolution rate, ADR uptake, Stakeholder feedback	Improve staff ability to promote ADR and resolve disputes amicably
Gender and Child Protection Sensitivity	GBV, Juvenile Justice, Safeguarding Standards	Use of gender markers, reporting protocols, stakeholder satisfaction	Embed inclusive and protective practices in legal aid delivery
Digital Systems Usage	LACMS, Financial Software, M&E Dashboard	Frequency of use, error rate, time efficiency	Increase adoption and proficiency in digital systems
Internal Auditing and Compliance	Risk Identification, Internal Controls, Policy Adherence	Compliance score, Reporting frequency	Improve assurance and transparency mechanisms across operations

7.7 Sustainability, Accountability, and Lessons Learned

7.7.1 Sustainability Strategy

Ensuring the long-term sustainability of monitoring, evaluation, and learning systems is central to the successful implementation of the MTDP (2025–2029). The Legal Aid Commission recognizes that sustainability is not just about programme continuation but about embedding systems, skills, and structures that allow for continuity, adaptation, and institutional ownership.

The Sustainability Strategy Matrix (see Table 38) outlines specific mechanisms that will be pursued to mainstream M&E into the Commission’s operations. These include:

- Embedding M&E frameworks within existing workflows and reporting cycles,
- Investing in staff capacity-building and institutional memory through training and documentation,
- Leveraging digital tools to improve data reliability and decision-making, and
- Strengthening coordination platforms for multi-stakeholder engagement and feedback integration.

Table 38: Sustainability Strategy Matrix

Sustainability Mechanism	Description	Responsible Unit(s)	Timeline	Means of Verification	Stakeholders Involved	Risks/Mitigation
Integration of M&E into existing systems	Embed M&E indicators, data flow, and reporting protocols into LAC’s operational structure	RM&E Division; Admin Division; Divisional M&E Focal Persons	2025–2026 (initial); ongoing	Approved M&E framework; revised reporting templates	NDPC, MoF, MMDAs	Resistance to change – addressed through orientation sessions
Staff capacity-building and training	Systematic training for M&E officers and staff on RBM, indicators, data tools	HR Division; RM&E Division	Annual (2025–2029)	Attendance sheets, training reports, evaluation scores	Development Partners (e.g., UNICEF), Training Firms	Staff turnover – build institutional memory through SOP manuals
Use of digital tools for data management and reporting	Full rollout of LACMS, M&E dashboards, and integration with other GoG systems	RM&E Division; IT Unit; M&E Leads	2025–2027	LACMS operational; functional dashboard	MoJ, NDPC, Software Providers	Digital literacy gaps – include IT training in onboarding
Collaborative mechanisms with stakeholders	Inter-agency coordination platforms for shared monitoring, feedback, and adaptive programming	RM&E Division; Legal Divisions	Biannual	Minutes from joint forums; MoUs	DOVVSU, Judiciary, CSOs, CHRAJ	Stakeholder fatigue – rotate engagements and include action follow-ups

7.7.2 Accountability Measures

Accountability underpins the Commission’s commitment to transparent and performance-driven delivery of legal aid services. It ensures that all actors—from central

divisions to community-level partners—adhere to results-based practices and are held responsible for delivering on agreed outcomes.

The Accountability Measures Matrix (see Table 39) provides a structured overview of the Commission’s mechanisms to uphold transparency and responsiveness. These include:

- Aligning all indicators with SMART criteria for clarity and measurement precision,
- Enforcing regular performance reporting and peer reviews,
- Engaging stakeholders in validation of findings and reflection on programme progress, and
- Commissioning external evaluations to promote objectivity and build public trust.

Table 39: Accountability Measures Matrix

Accountability Measure	Description	Responsible Units	Frequency	Means of Verification	Stakeholders Involved	Risks/Mitigation
Use of SMART indicators	Align all programme indicators with SMART principles	RM&E Division; Programme Leads	Baseline; Annual	Indicator matrix; logical frameworks	NDPC, Planning Officers	Weak indicator definitions – conduct pre-validation sessions
Regular performance reporting and dissemination	Prepare and submit quarterly, midyear, and annual reports	RM&E; Finance Divisions	Quarterly; Annually	Submission tracker; digital copies of reports	MoF, Parliament, Donors	Delayed submission – automate reminders in digital systems
Stakeholder involvement in findings validation	Incorporate beneficiary, CSO, and inter-agency feedback into M&E analysis and reporting	RM&E Division; Citizen Advisory; ADR Division	Midterm; Terminal	Validation reports; sign-in sheets from engagements	CSOs, Traditional Leaders, MMDAs	Low participation – incentivize with transport and refreshments
Independent and external evaluations	Commission neutral institutions to conduct evaluations at key milestones	RM&E Division	2027 (Midterm); 2029 (Terminal)	Evaluation ToRs; Reports; Contracts signed with evaluators	Academia, Think Tanks, M&E Consultants	Biased results – ensure transparent selection and conflict of interest declaration

7.7.3 Lessons Learned Mechanism

Learning from implementation experience is vital to refining service delivery and adapting to changing needs. The Commission seeks to ensure that lessons from all phases of the MTDP—whether from success, shortfalls, or innovation—are systematically captured, reflected upon, and used to improve future programming.

The Lessons Learned Mechanism Matrix (see Table 40) identifies structured tools and forums through which lessons will be documented and institutionalized. These include:

- After-action reviews (AARs) following major activities and projects,
- Terminal reflection forums at the end of the MTDP cycle,
- Routine dissemination of key findings and promising practices, and
- Formal integration of these insights into the next round of planning and budgeting cycles.

Table 40: Lessons Learned Mechanism Matrix

Learning Mechanism	Description	Responsible Unit(s)	Frequency	Means of Verification	Stakeholders Involved	Risks/Mitigation
After-action reviews (AARs)	Structured post-activity sessions to assess what worked, what didn't, and why	All Divisions; RM&E leads	After major events	AAR templates; synthesis notes	Project teams, Field Officers, Partners	Poor documentation – assign dedicated rapporteurs for each AAR session
Post-project reflection and terminal learning forums	Final review sessions to compile lessons and inform future programmes	RM&E Division; Programme Coordinators	2029 (end of MTDP)	Final evaluation report with lessons chapter	CSOs, DPs, Independent Evaluators	Limited learning application – link to next MTDP induction workshops
Dissemination of findings and best practices	Share learning through newsletters, policy briefs, and cross-regional review workshops	RM&E Division; Admin Unit	Biannual	Number of bulletins, knowledge briefs, attendance lists	Sector Ministries, Media, MMDAs	Limited access to findings – ensure digital and print dissemination channels
Integration of lessons into new planning cycles	Use lessons from past years to adapt new policies, targets, and delivery approaches	RM&E; Planning and Budget Units	Annually	Evidence of lessons in MTDP revisions and budgets	NDPC, MoF, RCCs	Repetition of mistakes – institutionalize 'lessons logbook' updated quarterly

7.7.4 M&E Calendar

The Evaluation Calendar presents a structured timeline for undertaking critical evaluation activities throughout the implementation period of the 2026–2029 MTDP. It provides a systematic schedule for process, outcome, thematic, and terminal evaluations to ensure that performance is assessed continuously and that findings inform decision-making at key milestones.

The calendar outlines when evaluations are to be conducted, the responsible divisions or units, the methods and tools to be applied, and the expected outputs. The aim is to enhance transparency, learning, and accountability while providing timely evidence to guide programme adjustments. It also incorporates independent evaluations to promote credibility and external validation of results.

This calendar recognizes the importance of sequencing evaluations to match the MTDP implementation cycle. Mid-term and terminal evaluations are strategically scheduled to assess progress and outcomes, while thematic and process evaluations are designed to address emerging issues and implementation quality. The schedule will be reviewed annually to reflect changes in context or priorities and ensure alignment with institutional timelines.

Details of the evaluation types, responsibilities, and outputs are presented in Table 41.

Table 41: Annual M&E Calendar (Sample Year – Repeatable Across 2026–2029)

Task ID	M&E Activities	Start Month	End Month	Frequency	Remarks
01	M&E Plan Preparation and Refinement	January	February	Annually (2026 only)	Conducted at the beginning of MTDP cycle and updated mid-way if needed
01.01	Prepare Draft M&E Plan	January 15	January 31	One-time (2026)	Initial plan formulation and indicator alignment
01.02	M&E Plan Validation Workshop	February 10	February 21	One-time	Inclusive review by stakeholders
01.03	Finalize and Approve M&E Plan	February 22	February 28	One-time	Approval by Board and dissemination
02	Monitoring Visits and Review Meetings	Throughout Year	Throughout	Quarterly	To validate implementation fidelity and document progress
02.01	Q1 Monitoring Visit & Review	March 1	March 31	Quarterly	Includes on-site verification
02.02	Q2 Monitoring Visit & Review	June 1	June 30	Quarterly	
02.03	Q3 Monitoring Visit & Review	September 1	September 30	Quarterly	
02.04	Q4 Monitoring Visit & Review	December 1	December 20	Quarterly	Final check before APR completion
03	Annual Progress Report (APR) Preparation and Dissemination	January	March	Annually	Synchronized with NDPC timelines
03.01	Collect Data from Regional and District Offices	January 10	January 23	Annually	Data call circulars and follow-up
03.02	Draft APR Prepared	January 24	January 31	Annually	Compiled centrally by RM&E Division

03.03	Validation Workshop for APR	February 10	February 15	Annually	Includes feedback from external stakeholders
03.04	Finalise and Submit APR to NDPC	February 20	February 28	Annually	Copy sent to NDPC and uploaded to institutional platforms
03.05	Disseminate APR to Stakeholders	March 1	March 29	Annually	Summary briefs shared via meetings, website, and print
04	Evaluations and PM&E Activities	Mid / End Year	Throughout	Annual / Biennial	Key evaluations undertaken based on implementation maturity
04.01	Mid-Term Evaluation (2027 only)	June	September	Once (2027)	Covers strategic review of implementation effectiveness
04.02	Terminal Evaluation (2029 only)	August	November	Once (2029)	Inputs into next MTDP cycle
04.03	Thematic Evaluation (access to justice, ADR, etc.)	Variable	Variable	As needed	Conducted for strategic learning and improvement
04.04	Participatory M&E Activities (Community Scorecards, FGDs, etc.)	March	December	Annual / Semi-Annual	Community voice integrated into planning
05	Capacity Building	June / December	June / December	Biannual	To equip staff and partners on RBM, digital tools, gender sensitivity, etc.
05.01	Mid-Year Capacity Training	June 10	June 14	Annually	Focused on new tools and M&E innovations
05.02	End-of-Year Learning Retreat	December 12	December 16	Annually	Reflection and planning for the upcoming year

Key Notes: [1] The calendar will be reviewed each December by the RM&E Division. [2] Adjustments will be made in consultation with NDPC, MoF, and internal programme teams. [3] Every activity will be logged in a digital calendar tracker, with automatic reminders sent to responsible units. [4] Key performance metrics from the calendar will feed into the Commission’s overall accountability framework.

CHAPTER EIGHT

COMMUNICATION STRATEGY

8.1 Introduction

Effective communication is essential for the successful implementation of the Medium-Term Development Plan (MTDP). It ensures transparency, builds trust among stakeholders, enhances participation, and reinforces accountability. The Legal Aid Commission's communication strategy aims to create a systematic, inclusive, and responsive communication environment that supports implementation, strengthens client engagement, and informs policy advocacy. This chapter outlines the key objectives, stakeholders, communication tools, and feedback mechanisms required to operationalize the MTDP through strategic communication.

8.2 Communications Objectives and Guidelines

The communication strategy is guided by the following core objectives:

a. Raise Awareness: To increase public understanding and visibility of the Legal Aid Commission's services, programmes, and reforms, particularly among vulnerable and marginalized populations.

b. Promote Stakeholder Engagement: To facilitate inclusive engagement with clients, community leaders, civil society, government institutions, and development partners to ensure participatory development and policy coherence.

c. Influence Behavioural Change: To encourage positive behavioural outcomes such as timely legal seeking behaviour, adherence to legal rights, and reduction in informal dispute resolution practices that undermine equity.

d. Support Transparency and Accountability: To promote transparency in service delivery and enhance public trust by communicating achievements, challenges, and lessons learned.

The Commission's communications guidelines will be that:	✓	All critical communications must be approved by management prior to distribution. Only the communications team will be able to distribute official press releases.
✓ All messages will be audience-specific		
✓ Every key message will be communicated formally	✓	Progress of plan implementation meetings will be held at all important milestones.
✓ Messages will be distributed through an appropriate channel	✓	Regular, unbiased reporting will be undertaken.
✓ Communication will be tailored, based on what people/stakeholders need to know	✓	The Commission will listen and act on feedback.

8.3 Key Stakeholders/Target Audience

Communication efforts will be directed toward the following priority groups, each with tailored messages and approaches as presented on Table 42:

Table 42: Target Audience

Stakeholder Group	Communication Role & Interest
Government Ministries & Agencies	Support policy implementation, inter-agency coordination, and mobilization of funding and technical assistance.
Clients & Beneficiaries	Understand and access legal aid services, share experiences, and provide feedback on quality, relevance, and accessibility.
Media	Disseminate public legal information, highlight issues, amplify visibility of LAC activities, and support advocacy efforts.
Development Partners	Monitor programme implementation, contribute resources, align with sector reforms, and advocate for legal empowerment.
Civil Society Organizations	Serve as intermediaries for grassroots mobilization, demand accountability, and support information dissemination.
Traditional & Community Leaders	Promote trust in legal aid interventions, encourage uptake of services, and facilitate access at the community level.
Legal Practitioners & Academia	Provide technical advice, legal education, undertake research, and support legal aid innovation and policy development.
General Public	Stay informed on rights and services, participate in outreach efforts, and promote awareness across communities.
Community Members	Share community-level legal concerns, participate in feedback mechanisms, and attend outreach events.
Parliamentarians	Exercise oversight, advocate for legal aid funding, and communicate citizen feedback to national platforms.
District Chief Executives (DCEs)	Ensure local-level coordination and link legal aid activities with MMDAs for seamless implementation.
Assembly Members	Represent community legal needs and relay information from LAC to constituents and back.
Presiding Members & Sub-committees	Lead agenda setting on access to justice issues at district assemblies and promote support for LAC activities.
Security Services (Regional & District)	Collaborate on conflict-sensitive outreach and protect access to justice service points.
Faith-Based Organizations	Support community engagement, social mobilization, and sensitization through religious platforms.
Market Women & Trade Union Groups	Serve as both targets and conduits for legal literacy campaigns and informal dispute resolution awareness.
News Editors & Show Producers	Shape public narratives on justice access and feature legal aid activities in mainstream and social media.
State Justice Sector Institutions	Collaborate on joint justice delivery, align with LAC's mandate, and support M&E of justice sector reforms.
Commission Staff (National & Regional)	Drive implementation, contribute to internal communication, and ensure effective message dissemination.

Communication Research Teams	Study communication impact, assess message penetration, and provide insight for adaptation of IEC tools.
Second Cycle & Tertiary Institutions	Participate in legal awareness programmes, internship outreach, and legal empowerment campaigns.

8.4 Key messages

The Commission will distribute communications messages to all stakeholders on a regular basis (Table 43). These regular messages are considered critical to the success of the Commission’s implementation arrangements. The key messages will largely include:

- Progress status: Whether the implementation of the medium-term plan is currently operating within the agreed schedule, budget, and quality targets.
- Implementation issues: The impact of the issues currently affecting the plan implementation and the actions taken to resolve them.
- Risks factors: The high-level risks which may affect implementation of the medium-term plan and the actions taken to mitigate, avoid or reduce them.
- Deliverables: The deliverables completed to date and the items which are scheduled for completion within the next reporting period.
- Resources: The overall level of resourcing in relation to the Resource Plan and any resource constraints currently affecting the plan implementation.

Table 43: Communication Message Matrix by Audience

Audience	Key Messages	Communication Tools	Expected Outcome
General Public	“You have the right to free legal aid if you can’t afford it.”	IEC materials, community radios, durbars	Increased awareness and service uptake
Parliament/NDPC/MoF	“LAC is delivering accountable and inclusive legal aid services.”	Reports, policy briefs, briefings	Budget support, policy alignment
Development Partners	“We deliver impact-driven and data-backed legal aid programmes.”	Donor roundtables, presentations	Sustained funding and collaboration
Media	“Legal aid empowers citizens and protects justice.”	Press releases, interviews, media packs	Consistent and positive coverage
Clients and Beneficiaries	“Your voice matters in shaping better legal aid delivery.”	Feedback forms, helplines, outreach	Increased feedback and engagement
CSOs	“Join us in expanding access to justice for the vulnerable.”	Co-hosted forums, partnership MoUs	Collaborative advocacy and outreach
Judiciary & Justice Sector	“Legal aid is a partner in justice, not an alternative to it.”	Joint planning meetings, interface dialogues	Better sector coordination and referrals

Traditional Leaders	"Help us reach your community with legal aid services."	Courtesy calls, community visits	Strengthened grassroots support
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8.5 Tools and Delivery Channels

Delivery channels provide the mechanism for disseminating information to stakeholders. The most important consideration when determining the appropriate delivery channel is to use whatever channel targeted audience prefers to use. Therefore, using the right channel is as important as drafting the right communications message for the right stakeholders at the right time. The Commission's delivery channels to be used for dissemination and communication are presented on Table 44 and 45.

Table 44: Delivery Channels for LAC Communication Strategy

Tool/Channel	Description & Application
Legal Awareness Campaigns	Nationwide sensitization through town hall meetings, radio broadcasts, community durbars, roadshows, legal aid caravans, mobile clinics, and local outreach in markets and bus terminals.
IEC Materials	Distribution of Information, Education, and Communication (IEC) materials—brochures, flyers, posters, fact sheets, newsletters—translated into multiple local languages.
Community Forums	District and regional stakeholder meetings involving opinion leaders, CSOs, faith-based groups, and clients to foster feedback, accountability, and shared understanding.
Social Media & Website	Dissemination of updates, educational messages, and service information via Facebook, X (formerly Twitter), LinkedIn, and the LAC official website; allows for two-way communication.
Client Outreach Services	Legal clinics, community entry meetings, door-to-door sensitization, mobile info desks, and legal aid tents at public events to directly interact with underserved and marginalized groups.
SMS & Mobile Notifications	Delivery of legal rights tips, appointment reminders, and justice access updates through SMS to clients and public; integrated into LACMS and regional messaging services.
Press Conferences & Media Briefings	Regular press events with journalists, news editors, and producers to present programme milestones, report challenges, and introduce policy reforms.
Partner Events & Joint Platforms	Participation in programmes hosted by CHRAJ, Ghana Police, Ministry of Justice, and DOVVSU to align messages and amplify reach through joint campaigns and shared resources.

Table 45: Communication Activity Matrix

Communication Objective	Operational Activity	Audience	Method/Tool	Expected Outcome	Time Frame	Risk Factors	Responsibility
Creating awareness of the activities of the Commission	<ul style="list-style-type: none"> ✓ Community outreach ✓ Publish & distribute 100,000 flyers. ✓ Community radio & TV interviews ✓ Law clinics 	<ul style="list-style-type: none"> ✓ General Public ✓ Community members ✓ Traditional authorities; 	<ul style="list-style-type: none"> ✓ Durbars ✓ Town Hall Meetings ✓ Documentary ✓ Social media ✓ TV ✓ Radio ✓ Information van announcements 	Interpersonal communication of programmes will lead to better understanding and participation.	Quarterly	<ul style="list-style-type: none"> ✓ Limited resources to traverse 261 districts ✓ Inadequate funds to carry out a considerable number of media and public education programmes 	PR Unit
Partnership with stakeholders	<ul style="list-style-type: none"> ✓ Stakeholder engagements 	<ul style="list-style-type: none"> ✓ Parliamentarians ✓ DCEs / MMDAs ✓ Assembly Members ✓ Presiding Members and Chairpersons of sub-committees ✓ Regional and District Security personnel ✓ Faith-based organizations ✓ CSOs ✓ Market women and Trade Union groups ✓ Second cycle and Tertiary institutions ✓ Media ✓ State institutions in the justice sector 	<ul style="list-style-type: none"> ✓ Power point presentation. ✓ Round table discussions. ✓ News ✓ Conference, Letters, Emails, SMS etc. 	Plenary sessions will provide direct answers to all questions likely to come up. Such engagements could also bring out workable suggestions to augment our plans	Quarterly	<ul style="list-style-type: none"> ✓ Limited funds ✓ Gate crushers 	PR Unit

Providing fully informed or up-to-date information through social media	<ul style="list-style-type: none"> ✓ Interface with both internal & external publics on social media 	<ul style="list-style-type: none"> ✓ General public 	<ul style="list-style-type: none"> ✓ Facebook, ✓ twitter, ✓ Instagram, ✓ LinkedIn, ✓ WhatsApp, ✓ interfacing on website. ✓ Sending campaign emails ✓ SMS Campaigns 	We are enabled to control all distortions and misinformation that may have cropped up in the public concerning access to justice and delivery.	At least 4X a week	<ul style="list-style-type: none"> ✓ Delay in information dissemination ✓ Availability of internet connectivity 24/7 	IT Unit, PR Unit
Stepping up publicity on our achievements/Challenges	<ul style="list-style-type: none"> ✓ Publication of Commission's Newsletter, ✓ Publication on Commission's Website and Social ✓ Media Pages 	<ul style="list-style-type: none"> ✓ Commission's Editorial team ✓ All stakeholders in the public sector and the regions 	<ul style="list-style-type: none"> ✓ Producing flyers and hard copies of the news Magazine ✓ Pull Up banners ✓ Banners ✓ Calendars ✓ Souvenirs 	The public will appreciate our achievements chalked in the face of gargantuan challenges as told by us	Quarterly	<ul style="list-style-type: none"> ✓ Limited funds for quarterly production ✓ Absence of extrinsic motivation/honorarium for editorial team 	PR Unit, IT Unit
Building rapport with multimedia to support public advocacy	<ul style="list-style-type: none"> ✓ Soiree 	<ul style="list-style-type: none"> ✓ News Editors of both print and electronic media, ✓ Show Hosts and producers of Morning shows ✓ Talk shows (Talking Points) 	<ul style="list-style-type: none"> ✓ Cocktail ✓ Dinner in Hotels ✓ Press kits with parcels including Commission's souvenirs (Diaries etc.) 	A rapprochement and a good relationship could develop from such programs with News Editors who are likely to partner us by offering airtime, space and setting agenda in our favour	Quarterly	<ul style="list-style-type: none"> ✓ Rogue Media 	PR Unit

<p>Promoting a sustained mutual relationship with our development partners and external public</p>	<ul style="list-style-type: none"> ✓ News Conference ✓ News Releases ✓ Rejoinders ✓ Publication of feature articles 	<ul style="list-style-type: none"> ✓ Invited multimedia organization ✓ Development partners 	<ul style="list-style-type: none"> ✓ Press kits 	<p>It affords us the opportunity to speak to issues including progress of implementation to inspire some confidence in the legal aid delivery and administration system</p>	<p>Quarterly</p>	<ul style="list-style-type: none"> ✓ Rogue media 	<p>PR Unit</p>
<p>Promoting dialogue and feedback on the performance of the Commission</p>	<ul style="list-style-type: none"> ✓ Retreat with relevant stakeholders ✓ Communication research ✓ Regional workshops and public outreach ✓ Roundtable discussions ✓ Monitoring and evaluation 	<ul style="list-style-type: none"> ✓ Management and staff stakeholders across the regions ✓ Communication research team. 	<ul style="list-style-type: none"> ✓ Conference kits and stationery ✓ Brochures ✓ Rental of venue conducive for each event, accommodation, transportation to and fro ✓ Banners ✓ Media coverage 	<p>These events will help us assess the impact of our reforms within our legal aid services; also, the impact of our communication strategies/tactics and be able to improve our services where necessary</p>	<p>quarterly</p>	<ul style="list-style-type: none"> ✓ Limited financial resources 	<p>PR Unit RM&E Unit</p>

<p>Promoting a healthy human resource base for the Commission</p>	<p>✓ Commission fun games and health walk/screening</p>	<p>✓ All staff of the Commission</p>	<p>✓ Sports wears including tracksuits, polo shirts, caps, rented stadium, refreshment; a medical team to provide first aid/health screening; a Gymnast (consultant) & media coverage</p>	<p>This will enable our staff to unwind, release catharsis and stand as a united force with a common goal.</p>	<p>Annually</p>	<p>✓ Exposure to health hazards</p>	<p>PR Unit HR Unit</p>
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8.6 Communications Responsibilities

Effective communication is essential to the successful implementation of the Legal Aid Commission’s programmes and policies. This section outlines the internal roles and responsibilities for executing the Commission’s communication strategy, ensuring coordinated, timely, and targeted information dissemination across all stakeholders.

The Communications Responsibilities Matrix (Table 46) clearly assigns leadership, support, oversight, and endorsement roles to key internal actors—including the Public Relations (PR) Manager, RM&E Division, Head of Administration, Executive Director, and the Board of the Commission—based on the four core communication objectives: raising awareness, promoting stakeholder engagement, influencing behavioural change, and supporting transparency and accountability. This structured approach ensures that communication efforts are not only strategic and responsive but also aligned with institutional goals and stakeholder expectations.

Table 46: Communications Responsibilities

Communication Objective	Communication Activity	PR Manager	RM&E Division	Head of Admin	Executive Director	Board of Commission
a. Raise Awareness	Creating awareness of Commission activities	Lead (A)	Support	Support	Oversight	Oversight
	Enhancing publicity of achievements and challenges	Lead	Provide evidence	-	Oversight	Oversight
	Using social media and official platforms to share accurate updates	Lead	Data input	Policy alignment	Oversight	-
	Building rapport with media to support public advocacy	Lead	-	-	Support	-
b. Stakeholder Engagement	Strengthening partnerships with stakeholders	Lead	Support	Facilitation	Oversight	Endorsement
	Promoting engagement with	Lead	Evidence support	Coordination	Oversight	Endorsement

	development partners and external publics					
	Promoting dialogue and feedback on the Commission's performance	Support	Lead (M)	Support	Oversight	Oversight
c. Behavioural Change	Providing targeted information through legal literacy channels	Lead	Support	Support	Oversight	-
	Driving awareness of rights-based behaviour and formal legal service-seeking	Lead	Data insights	Training support	Oversight	-
d. Transparency & Accountability	Disseminating M&E results to the public	Support	Lead	Support	Oversight	Oversight
	Communicating challenges, lessons learned, and progress to Parliament and the public	Support	Lead	Oversight	Oversight	Endorsement
	Promoting a healthy human resource image for the Commission	Support	Feedback support	Lead	Oversight	Oversight

Legend for Roles

- **Lead (A/M):** Accountable or Managerial Lead
- **Lead:** Primary role in execution
- **Support:** Technical or coordination assistance
- **Oversight:** Supervisory or strategic authority
- **Endorsement:** High-level political or strategic approval

8.7 Feedback Mechanisms

To ensure that communication efforts are effective and responsive, the Legal Aid Commission will deploy a suite of feedback mechanisms (see Table 47). These tools are to capture the views, concerns, and suggestions of stakeholders and clients, enabling the Commission to assess the relevance, timeliness, and clarity of communication efforts. Feedback will be used to identify gaps, improve services, and adapt communication approaches. The mechanisms include both digital and traditional tools, ensuring that all segments of the population—including the underserved and marginalized—are able to provide input.

Collected feedback will be systematically logged, analyzed, and used to guide real-time improvements. The RM&E Division will maintain a monitoring system to track responses, with regular summaries shared with management for informed decision-making.

Table 47: Client and Stakeholder Feedback Mechanisms

Mechanism	Purpose & Application
Complaint Boxes	Installed at Legal Aid offices and mobile outreach points for anonymous suggestions and complaints
Hotlines & Helplines	Toll-free numbers to receive real-time complaints and provide legal guidance
Client Satisfaction Surveys	Periodic surveys to assess client experiences and identify service improvement needs
Outreach Session Reviews	Debriefing after community outreach to capture challenges, feedback, and improvement opportunities
Client Tracking System	Incorporate feedback into the Legal Aid Case Management System (LACMS) for continuous follow-up
Suggestion Forms & Feedback Desks	Available at service delivery points for direct, non-anonymous inputs
Digital Polls & Forms	Web-based forms for tech-savvy clients to share their satisfaction and suggestions
Monitoring Integration	Feedback from all channels will be logged, tracked, and analysed by the RM&E Division and shared with management quarterly

8.8 Success Criteria

The Commission will use the underlisted criteria to determine whether the communications event (or activity) was successful.

- ✓ The message reached its intended audience
- ✓ The message was distributed through the planned channel
- ✓ The output reached the intended audience on schedule
- ✓ The distribution was effective
- ✓ The message achieved the desired effect
- ✓ The message addressed the information requirements of the audience
- ✓ The message was received as honest and trustworthy
- ✓ There were no complaints received

8.9 Communication Action Plan (2025–2029)

This Communication Action Plan (Table 48) outlines the practical steps the Legal Aid Commission will take between 2025 and 2029 to implement its communication objectives. It specifies key actions, targeted audiences, communication tools and platforms, frequency of engagement, and responsible divisions. The plan aligns with the overall communication objectives—raising awareness, fostering engagement, promoting inclusion, enhancing accountability, and influencing behaviour. It ensures that all target groups, particularly the vulnerable and marginalized, are adequately informed and engaged in the Commission’s work.

Table 48: Communication Action Plan Matrix (2026–2029)

Objective	Activity	Target Audience	Tool/Channel	Frequency/Timeli ne	Lead Division(s)
Raise awareness of legal aid services	Launch legal awareness campaigns in underserved districts	General public, rural communities	Community durbars, FM radio, IEC materials	Biannually (2026–2029)	Public Education Unit; Regional Offices
Increase visibility of new programmes	Press briefings on new MTDP initiatives	Media, CSOs, government agencies	Media engagements,	Quarterly	Communication Desk; RM&E Division

			website, social media		
Promote stakeholder engagement	Organise national stakeholder forums	Development partners, CSOs, judiciary	Stakeholder meetings, Zoom sessions	Annually (Q2)	Planning & Policy Coordination Unit
Influence behaviour	Develop legal literacy IEC materials	Marginalized groups, women, youth	Flyers, posters, infographics, video skits	Ongoing (with updates)	Public Education Unit; Gender Desk
Enhance accountability	Publish quarterly performance reports	Parliament, MoF, NDPC, public	Commission's website, printed bulletins	Quarterly (March, June, Sept, Dec)	RM&E Division
Encourage feedback and dialogue	Operate hotline and feedback desks	Clients, citizens	Toll-free lines, physical desks, SMS	Weekly tracking	Admin Unit; ICT Unit
Promote inclusion	Translate materials into local languages	Non-English-speaking populations	Translated IEC packs, audio/radio spots	Annually (starting 2026)	Regional Offices; CSO Partners

8.10 Risk Mitigation Strategy for Communication Implementation

To ensure effective and sustained communication throughout the implementation of the MTDP, this section identifies potential risks that could impede the success of communication objectives. Each risk is paired with its potential impact, along with clear mitigation strategies and responsible divisions. This strategy aims to safeguard inclusive outreach, timely information dissemination, responsive feedback loops, and coordinated messaging across the Legal Aid Commission.

Table 49: Communication Risk Mitigation Matrix

Risk	Potential Impact	Mitigation Measure	Responsible Division
Low literacy levels in target communities	Limits understanding of legal messages	Use audio-visuals, drama, local language radio, and pictorial IECs	Public Education; Regional Offices
Inconsistent message delivery	Confusion among stakeholders	Develop a standardized message guide and conduct orientation for all communicators	Communication Unit; HR Division
Weak stakeholder engagement	Reduced ownership and feedback	Conduct early consultations; offer regular updates and recognition	Planning Unit; RM&E Division
Feedback not acted upon	Erodes public trust	Assign dedicated feedback teams with clear response protocols	Admin; RM&E
Delayed information sharing	Undermines coordination	Automate reporting channels, use M&E dashboards, set deadlines in advance	ICT; RM&E
Limited access to digital platforms	Excludes some client groups	Blend digital with physical outreach (e.g., mobile clinics, posters)	ICT; Regional Officers