Review of Strategy of the Free Legal Aid System until 2030

1. **This is a good draft and covers the main strategic directions comprehensively.**
2. **The analyzes underpinning the strategy are based on sound empirical evidence.**
3. **The Vision, Mission and Values are realistic and ambitious. However, they also acknowledge the need to be flexible and to confront mistakes in real time.**
4. **The 2 Strategic Directions are well focused and well defined.**
5. **Strategic Objective 1. To develop a comprehensive system of protection of rights and provision of legal aid to vulnerable categories of persons .**

   This could be improved through including some SMART elements. T (Time Bound) when do they expect to have developed a comprehensive system of protection……? M (Measurable) where are we now and where do we want to be at the end of the Time period?

   The tasks are OK but what impact/change do we expect to result from completing these tasks?
6. **Strategic Objective 2. To develop an effective system of legal aid to restore the rights of citizens violated as a result of the armed aggression of the Russian Federation against Ukraine .**

   This could be improved through including some SMART elements. T (Time Bound) when do they expect to have developed a comprehensive system of protection……? M (Measurable) where are we now and where do we want to be at the end of the Time period?

   The Strategic Objective and the associated Tasks could be more focused as words such as 'develop,' 'introduce,' 'strengthening' need to be better defined to show how things will be 'developed' introduced' 'strengthened.' What do we see changing as a result of these activities.
7. **Strategic Objective 3. To develop an effective system of access to legal information .**

   This Strategic Objective and associated Task are fine but could be improved by adding T and M from the SMART acronym.
8. **Strategic Objective 4. Strengthening the capacity of the FLA system to provide assistance to anyone who is unable to protect their rights and interests on their own, to solve their legal problems in a legal manner, in particular by improving its organizational capacity to provide services .**

   This Strategic Objective is a bit vague and needs to be sharpened up to make it more focused and closer to SMART. For example, where does the FLA system need strengthening? Where does organizational capacity need to be improved?

   Sub Objectives 4.2 to 4.6 inclusive, could be improved by using more precise language as again the use of 'improve' 'develop' 'increase' begs the question how things will be 'developed' 'improved' 'increased.' For example, ' Increase the efficiency of the budget management system ' how? What do we envisage changing if we meet this objective?

9. **Section 5 Expected Results. It is hard to see a direct link between the expected results and the Strategic Objectives or the Sub-Objectives in the previous section. The challenge is to somehow show an explicit link between these elements.**

   The KPI seems to be missing % now and the target % in 2030. It is OK to say the percentage will increase/decrease for X to Y but what will be the expected impact of for example ' *increasing the proportion of people who have used the services of the FLA system and reported that as a result they were able to solve their life problem to x%?*

Notes:

- **Strategic Objectives (Public Sector)**

Long-term goals that guide government departments, agencies, and public institutions in delivering value to citizens.

They are broader than operational objectives and usually align with national development plans, sectoral strategies.

Example:

Strategic Objective	**KPI**
Enhance Public Service Delivery	**By 2030 from baseline X% to Y% of citizens are satisfied with public service delivery**

- **Operational Objective (Public Sector)**

Definition: A short-term, specific target that supports a strategic objective and is usually executed by a department, agency, or unit.

Focus: Service delivery, program implementation, internal processes.

Timeframe: Short-term (monthly, quarterly, annually).

Ownership: Managers, departmental teams, frontline staff."

Example: Operational Objective

Reduce average payment time to lawyers from 20 days to 7 days by the end of 2026.

- **Links between Strategic and Operational Objectives**

Strategic Objective (Education Sector)

Enhance human capital by improving access to quality education.

Operational Objectives

Increase primary school enrollment rate from 85% to 95% by 2027.