



Evaluation of Justice for All Campaign

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Southern Hemisphere

SUPPORTING MEANINGFUL CHANGE



Acronyms

AU	African Union
CIDA	Canadian International Development Agency
CEO	Chief Executive Officer
CSO	Civil society organisation
FCDO	Foreign, Commonwealth & Development Office
FGDs	Focus group discussions
HLPF	High-level Political Forum
IDRC	International Development Research Center
JFA	Justice for All
KIIs	Key informant interviews
KOICA	Korea International Cooperation Agency
LEF	Legal Empowerment Fund
MEL	Monitoring, evaluation and learning
MoFA	Ministry of Foreign Affairs
OECD	Organisation for Economic Cooperation and Development
OGP	Open Government Partnership
OSF	Open Society Foundation
SDG	Sustainable Development Goal
SSIs	Semi-structured interviews
TOC	Theory of change
UN	United Nations
UNGA	United Nations General Assembly



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1 Background

1.1 Background to the Justice for All Campaign

In September 2015, world leaders adopted a list of 17 sustainable development goals (SDGs) that were created to end extreme poverty, fight injustice and tackle climate change. The SDGs were formally adopted by the United Nations (UN) in January 2016. SDG 16 recognises the importance of legal empowerment and equal access to justice for all, and the contribution thereof to achieving sustainable development.¹ Research indicates that there is a strong link between access to justice, equity, economic growth and social development. However, many people across the world have limited access to justice. This is particularly the case amongst vulnerable and marginalised groups. The poor and women, in particular, encounter serious barriers to access to justice in society.

The inclusion of SDG 16 as part of the 2030 Agenda for Sustainable Development was a step in the right direction, and a great achievement for organisations such as Namati and other actors working in the legal empowerment space. The main challenge, however, is that no funding was dedicated to the justice sector; unlike other SDGs where numerous funding commitments were made. This is not a new phenomenon - the justice sector has long been chronically underfunded. In addition to this, research shows that donor support for justice systems is low in most countries and that such support declined by 40% globally over the period 2014 to 2018 (Manual & Manual, 2018). Consequently, access to justice and legal empowerment work remains severely underfunded compared to other sectors.

Furthermore, grassroots justice defenders are increasingly at risk for carrying out their work, and encounter numerous challenges including harassment and detainment. Many risk their lives on a daily basis and are often subjected to violent attacks, even murder.² In the 2018 annual Legal Empowerment Network survey, 68% of respondents reported that they had been threatened for carrying out legal empowerment work in the course of the previous 12 months (JFA Annual Report, 2018).

To address the issues outlined above, Namati and the Legal Empowerment Network implemented the three-year Justice for All (JFA) Campaign, which was initiated in 2018. The campaign sought to promote the implementation of the SDGs, with a particular focus on SDG 16. The specific objectives of the global campaign are a) to increase financing for access to justice and legal empowerment, and b) to expand protection for justice defenders, who come under threat because of their advocacy and other activities.

1.2 Background to the evaluation

The JFA Campaign was the first global campaign implemented by Namati and the Legal Empowerment Network (hereafter, the Network). Given its global scale and the conceptualisation thereof as a

¹ See <https://namati.org/news-stories/advocacy-justice-sdgs/>

² See <https://www.justiceforall2030.org/tools/a-guide-to-personal-security-for-human-rights-defenders-participants-edition/>



directed network campaign, Namati commissioned an evaluation to draw key learnings and insights from campaign implementation. The evaluation is thus seen as an opportunity to learn about the effectiveness and impact of JFA Campaign strategies while capturing institutional knowledge, given that the three-year campaign period has come to an end.

2 Methodology

2.1 Evaluation objectives

The overall objectives of the JFA Campaign evaluation were to provide information and insights on:

- The outcomes achieved by the JFA Campaign, as well as its broader impact;
- The role that the Network team should play in campaigns and advocacy around justice issues moving forward; including global, regional and national efforts; and
- Key lessons learnt over the course of campaign implementation to guide future decisions made by JFA partners and by the Network team.

2.2 Methodology and process

The JFA Campaign evaluation included the collection of qualitative, primary data and secondary data. The evaluation was highly participatory and included a hybrid approach whereby the evaluation team worked alongside Namati's monitoring, evaluation and learning (MEL) Manager throughout the key phases of the evaluation, as outlined below.

- The **design, planning and preparation phase** included signing the contractual agreement and holding a kick-off meeting. This was attended by the evaluation team and Namati's Policy Director, Legal Empowerment Network Director and MEL Manager. Following the kick-off meeting, the evaluation team and the MEL Manager co-designed the evaluation framework and data collection tools.
- During the **data collection phase**, primary data was collected from a range of different stakeholders, using key informant interviews (KIIs) and semi-structured interviews (SSIs). Namati staff, network members, coalition partners and regional anchors, and policymakers, government officials and funders participated in the evaluation. A detailed sample is provided in the section that follows.
- During the **data analysis phase**, a thematic analysis method was applied. This included the use of NVivo 12 software for data capture and coding. Following data analysis, the evaluation team and MEL Manager held two sensemaking sessions to discuss some of the emerging findings under a set of key themes.
- A **draft report** was then prepared and submitted to the MEL Manager for review and comment. Following receipt of all comments / feedback to the draft report, Southern Hemisphere prepared and submitted a final report on the 31 March 2022.



2.3 Sample

Table 1 below provides an overview of the planned versus actual evaluation sample.

TABLE 1 EVALUATION SAMPLE

Key stakeholders	Interview type	Planned number of interviews	Actual number of interviews
Namati staff	Key informant interviews (KIIs)	5	5
Network members and Namati country offices	Semi-structured interviews (SSIs)	10	12 (including 1 joint interview)
	Focus Group Discussion (FGD)	2	0
Regional anchors and coalition partners	SSIs	8	8
Policymakers and funders	SSIs	7	8
Total		30 interviews; 2 FGDs	33 interviews; 0 FGDs

2.4 Challenges

The following challenges were encountered in the course of conducting this evaluation:

- Challenges in coordinating times for focus group discussions (FGDs) were experienced. Two FGDs with network members were initially planned. Despite efforts to coordinate these sessions according to regions with similar time zones, it was difficult to schedule a time that was appropriate for everyone's schedule. This meant that the FGDs were exchanged for individual interviews.
- There were several delayed responses to interview requests and some interviews had to be rescheduled due to last minute cancellations and conflicting commitments. As a result, fieldwork took longer than initially anticipated and was extended into the week of the 7th February 2022. This impacted on timeframes for data analysis and report writing.
- Some respondents were not able to answer questions about the effectiveness and outcomes of the JFA Campaign. A number of the selected respondents could not distinguish between the strategies undertaken by the campaign and the work of the Network team or of Namati in general. Some of the respondents also indicated that they did not know much about the campaign or that they had not been involved in any campaign activities. As a result, their ability to respond to questions about the effectiveness and impact of the JFA Campaign was limited.
- Some of the respondents failed to provide evidence to substantiate reported outcomes. The evaluation team made efforts to mitigate this challenge by triangulating data sources and including an in-depth document review.

- Although a campaign theory of change (TOC) was outlined in the JFA Campaign strategy document, few short-term and intermediate level changes were articulated within clear pathways of change as part of the broader outcome hierarchy. This meant that there were a limited number of clearly articulated outcomes and indicators against which to assess the often gradual or incremental steps in progress towards advocacy objectives, particularly in relation to the campaign objective of expansion of protection for justice defenders.

3 Findings

3.1 Design

3.1.1 Campaign objectives and strategies

Findings from both interview data and the document review show that the JFA Campaign had two overarching goals. These were a) to increase global and domestic financing for access to justice and legal empowerment, and b) to expand protections for justice defenders both globally and nationally. To achieve these goals, several strategies were implemented by Namati and the Network. These strategies targeted legal empowerment organisations and the community at large, as well as donors, policymakers and government officials. Some of the strategies included:

- The Justice for All petition and public launch of the campaign, where the petition was used as an entry point and a means of mobilising campaign support;
- Monthly coalition calls with members of the network to share information, provide updates on global-level activities and events, and to discuss and plan advocacy efforts;
- Creating strategic partnerships with key stakeholders such as the Elders and the Open Government Partnership (OGP);
- Participation at global justice meetings and conferences, such as the Justice 2030 event during the United Nations General Assembly (UNGA) 73 in New York, the World Justice Forum, the Innovative Justice Forum, and the OGP Annual Meeting;
- Donor meetings and convenings including government and multilaterals, philanthropic organisations and private sector funders; and
- Campaign communications and social media strategies.

3.1.2 Key hypotheses underpinning campaign

An analysis of some of the hypotheses underpinning the JFA Campaign shows that some assumptions held true while others did not. The section below provides additional input in this regard.

- *First, one of the assumptions of the JFA Campaign was that a broad base of network members taking action provides campaign legitimacy in the eyes of global power brokers and decision-makers.*

The evaluation found that this assumption held true to a large extent. Using stories gathered from paralegals and grassroots legal empowerment organisations helped to enhance the credibility and legitimacy of the campaign. Network members were asked to share lived experiences and insights about the numerous challenges that they face in their day-to-day work and efforts to innovate around

access to justice and legal empowerment challenges. This “story telling” strategy helped to re-enforce the global message on access to justice.

- *Second, one of the key hypotheses underpinning the JFA Campaign was that having a directed network campaign with top-down strategic leadership would not, in any way, impede grassroots self-organisation, but would instead open spaces for grassroots movements. In addition, the directed network approach would encourage, enable and empower network members to use the campaign’s global action, momentum and messaging to support local and national advocacy interventions.*

Evaluation respondents, including Namati staff and network members, believed that this assumption did not hold true for the most part. Instead, perceptions are that there was, particularly during the initial phases of the campaign, a limited response in relation to network members’ taking the lead on campaign-aligned advocacy interventions. It was also felt that there was limited uptake of the campaign at national level; that is, via the formulation and implementation of global campaign-aligned local or domestic advocacy efforts.

The formulation and consistent messaging around the two main campaign objectives did provide an overall direction or framework for the campaign. The majority of the evaluation participants also agreed that the two key asks of the campaign were sufficiently broad to allow for the participation of a range of organisations working on diverse issues, such as community land rights, gender-based violence, citizenship, and access to primary health care. Keeping the campaign objectives broad thus enabled multisectoral engagement within the Network. Some of the Namati staff members also noted that the timing of the campaign was appropriate and well-aligned to current events. Thus the overall framing of the campaign was highly conducive to opening up space for grassroots movements.

The limited uptake of the campaign amongst network members was largely attributed to the delay in setting up regional structures to support network member dialogue and conceptualisation of JFA Campaign implementation at national and local level. Similarly, some of the network members reported that they did not know exactly what they were supposed to do as part of the campaign - and how to do it. Interview data shows that there was a need for more practical input and guidance to support network members in their national and local advocacy efforts. Thus the assumption that the campaign would increasingly become network directed³ did not hold true, with network members appearing to be more receptive to a top-down approach.

- *The last hypothesis that was explored was that the necessary “infrastructure” was in place to enable a network directed campaign.*

As noted above, this assumption did not hold true and was largely premature because what was seen as being requisite structures, such as regional hubs, were only established later during the campaign period. Regional hubs would have been instrumental in helping network members to share ideas and good practices, and to conceptualise and plan regional and national level campaigns or actions. As previously mentioned, there was also a need for more practical support on the translation of the campaign’s goals to advocacy at national and local level.

³ A network directed campaign - as opposed to a directed network campaign - is understood to mean that the campaign would be increasingly led by network members in response to the campaign strategy to build network member capacity and leadership through campaign participation.

3.1.3 Network member campaign influence / input

Network member input to the campaign was largely through participation in the monthly coalition calls and an annual network member survey. At least six network members mentioned the survey as their means of providing input to the campaign team.

“Our participation was through the several surveys we filled in on what we would like to see in JFA. This started before 2018, when we did the leadership course and throughout the campaign period. I feel that they used the survey results because the campaign does match our needs, particularly on financing.” (Network member)

3.2 Relevance

3.2.1 How became aware of JFA campaign and why they engaged

The evaluation findings show that respondents learned or were introduced to the JFA Campaign in various ways. This included campaign strategies such as the JFA Campaign public launch, participation in capacity building workshops (the leadership course) and in global and donor events, and via activities implemented through strategic partnerships with the Elders, Pathfinders and OGP, amongst other partners. Some respondents also mentioned that they became aware of the JFA Campaign through their longstanding relationship with Namati.

When asked why they had decided to engage with the campaign, interview respondents cited common interests or their sharing of the campaign’s agenda and goals. This was true for legal empowerment organisations who were implementing access to justice activities in their countries as well as funders and policymakers who had an interest in supporting legal empowerment work, as outlined in the quote that follows:

“Justice is one of our thematic areas and so we had a natural relation with the JFA campaign. The JFA concept and framing is aligned with our mission. We believe that government and governance should be open and available to all citizens and that services should be opened to all people including vulnerable groups. So JFA was a natural partner.” (Policymaker)

3.2.2 Relevance to network members, regional anchors and coalition partners

Network members and regional anchors perceived the campaign as necessary and relevant to their work. This is because it seeks to address what these respondents noted as being critical issues or ongoing challenges in their day-to-day work in the legal empowerment and access to justice space; namely, safety risks and financial constraints.

“I would say that the activities of the JFA Campaign were relevant because if you look at the Eastern European region, we do not have very democratic regimes and therefore it is important to ensure the security of justice defenders.” (Network member)



Some of the regional anchors indicated that they had used campaign material and advocacy messages in their own legal empowerment and access to justice work, because it was so well-aligned to their existing programmes and interventions.

“We have used their punchy advocacy messages in our own publications. What comes to mind is the messaging on the financial implications of lack of access to justice.” (Regional anchor)

Finally, the evaluation findings show that the JFA Campaign was implemented at a time when access to justice issues were gaining momentum in the global arena. Participation in fora such as the United Nations 2019 High-Level Political Forum (HLPF) on Sustainable Development helped to place the JFA Campaign at the forefront of SDG 16 discussions. The HLPF also provided an opportunity to highlight the work of civil society, to advocate for the financing and protection of grassroots justice defenders, and to call on countries and donors to establish commitments to closing the justice gap.⁴

While most respondents perceived the campaign goals and activities as being relevant and aligned to their own work, some of them felt that the campaign did not effectively reach grassroots organisations as its efforts were mainly targeting global leaders, multilaterals, international NGOs and funders.

3.3 Campaign outcomes

The following section of the report provides an overview of reported outcomes related to the JFA Campaign. It includes outcomes for network members as well as Namati and the Network, intermediate level outcomes, and national- and global-level outcomes. The section ends with a discussion of campaign outcomes that were envisaged but not achieved, and unintended outcomes.

The abovementioned challenges experienced amongst respondents in differentiating between the JFA Campaign and the work of the Network and Namati itself, makes it difficult to attribute reported outcomes to the campaign alone. Also noted above is that a number of respondents indicated that they had limited knowledge of the campaign and/or had not been involved in any campaign activities. This also made it difficult to identify outcomes related to the campaign in the course of primary data collection.

3.3.1 Outcomes for network members

A number of outcomes for network members were reported in the course of the evaluation. These can be summarised according to the following key themes.

- **Collaboration**

All of the network members that participated in the evaluation reported **an increase in access to - and engagement with - other organisations** working in the legal empowerment and access to justice space. This is linked to campaign-aligned events and the provision of platforms for discussion, such as the monthly coalition calls. It also, however, appears to be linked to network members' general participation in the Network and relationship with Namati. The quotes below refer:

⁴ <https://community.namati.org/t/report-back-the-2019-un-high-level-political-forum-hlpf/69449>

“The JFA Campaign allowed for more engagement amongst network members who were in the South East Asia region. Without this, I honestly think that people would have been working on their own, despite tackling similar issues.” (Network member)

“Namati and JFA have created a connection for us with other organisations in the field around the world. For example, in Brazil and Latin America. We are working on a case study in those areas and the JFA has helped us with convening power.” (Network member)

The majority (9 out of 12) of the network members noted that their access to and engagement with other organisations had led to **some form of collaboration or to the identification of areas for future collaboration**. Examples provided in the course of primary data collection include network member cooperation on the preparation of case studies related to women’s rights and the formation of a consortium with other network organisations to tender for funding from the Legal Empowerment Fund (LEF). In addition, four members noted that - subsequent to their engagement in the campaign - their **networks had broadened** to include government stakeholders and policymakers; legal professionals; other, local civil society organisations (CSOs); and international actors. This has, in turn, facilitated their access to additional funding streams and technical support. Additional details regarding their input are provided below.

- One network member reported that campaign participation had facilitated partnerships and hence collaboration on national advocacy interventions and research. The quote below provides further insights regarding this:

“The campaign also helped to push the agenda for access to justice in our countries. It fostered partnerships with other organisations and we launched a series of national dialogues. These dialogues ran under the theme “people-centred approach”. This also provided an opportunity to develop a national study on the legal needs of informal workers. This has broadened our network and we now have contacts in government, CSOs and with other international partners.” (Network member)

- A second network member referred to the establishment of partnerships with legal institutions. This has facilitated the organisation’s access to legal expertise and thus enhanced its provision of advice on legal issues.
- A third respondent (network member) highlighted a partnership with the Law School at Columbia University that had enabled their access to additional funding and technical support.
- The fourth evaluation respondent that provided input related to this outcome reported receiving technical support from organisations based in India and Bangladesh on advocacy related to national legislation on the provision of legal aid.

Four evaluation respondents felt that the higher levels of collaboration enabled by the campaign events, convenings and online discussions were also contributing towards a **sense of solidarity and of not “being alone”** (Network member) or of working in isolation. This appears to have been of particular significance amongst network members working in areas where there are oppressive regimes.

Some network members alluded to increased levels of **cohesion** amongst network organisations and actors. However, other evaluation participants felt that it was still too early to say if and how much the campaign had contributed towards an increase in network cohesiveness.

- **Knowledge and skills**

Eight of the 12 network members interviewed for the evaluation reported an **increase in their level of knowledge and understanding of legal empowerment**. Other areas where knowledge shifts reportedly took place include knowledge of SDG 16, advocacy and the “*paralegal movement in general*,” (Network member). This outcome was linked, once again, to the opportunities for dialogue and information-sharing, as well as the resources provided by the campaign, the Network and other network members. Technical assistance from Namati was also noted as a key contributor to this outcome.

Input regarding changes in **network member leadership capacity and confidence was mixed**. However, 10 of the interviewees, including six network members, did feel that the JFA Campaign had contributed towards the development of leadership skills as well as a more proactive network member cohort than had previously been in place. This was noted particularly towards the latter half of the campaign. It was, however, unclear as to what extent network members felt a sense of “ownership” of the campaign and that it was theirs to lead and direct. Of interest is that comments regarding network member-driven advocacy planning and strategy design did emerge during discussions regarding the establishment of regional structures. For example, this was noted frequently during discussions with respondents from Guatemala, Myanmar and the Philippines. This indicates that the establishment of regional hubs may be an important catalyst for network member leadership and for network member planning and implementation of regional and national-level campaigns.

- **Increased levels of self-belief, awareness and commitment to addressing access to justice issues**

Six of the network members reported **increased levels of confidence and self-belief**. This may be linked to the abovementioned increase in knowledge and skills. However, a number of the interviewed network members also spoke about a **shift in how they viewed their work** as justice defenders and the importance thereof. This appears to be linked to a sense that there is a growing level of recognition of the work of justice defenders and that this work is increasingly being acknowledged, recognised and valued.

Related to the above, five network members reported **higher levels of motivation and commitment** to their work as well as a more focused integration of justice-related programming into their strategic plans and projects. Other examples of outcomes related to network members’ organisations and programming include the following:

- One network member noted shifts in the organisation’s provision of training and support to community paralegals,
- Another respondent felt that campaign participation had led to changes in their approach to partnership-building and the provision of support to other actors operating in the justice space.

The main contributing factors that led to these shifts are, once again, the convenings, events and provision of platforms for network members to dialogue, exchange ideas and share examples of effective local practices, which could be adopted by other organisations. While such opportunities for discussion and information-sharing were, at times, noted by evaluation respondents as being linked



to the campaign itself, other respondents noted this in relation to the Network and their membership thereof.

- **Increased visibility and heightened reputation**

Five of the 12 network members reported that their engagement in the JFA Campaign had enabled a **higher level of visibility for their organisations**, as well as an enhanced reputation within and beyond the access to justice space. Contributing to this was their participation in campaign-aligned events - both online and in what some of the network members referred to as “high-level convenings”. What led to these perceptions - and what benefits have emerged for network members as a direct result of their increased visibility and standing - were not noted in the course of primary data collection.

3.3.2 Changes for Namati and the Legal Empowerment Network (the Network)

Namati

A number of Namati staff, as well as funders, felt that the campaign had been instrumental in **raising the profile of the organisation as well as the profile of Namati’s in-country, programme teams**. For example, two staff members reported perceptions that the campaign had strengthened Namati’s reputation and credibility. The following quote refers:

“We are now seen as a central player and partner in justice for all; people out there see us as having a network and linkages with a lot of amazing organisations.” (Namati staff)

The strengthening of Namati’s profile and reputation was also viewed as being linked to staff members’ inclusion on the Task Force for Justice.⁵

In addition to the above, a staff member noted that the campaign had “... really helped Namati’s funding pitches. Our citizenship work in Kenya, for example; we got funding for this.” (Namati staff).⁶ Another staff member noted Namati’s collaboration with - and receipt of **funding** from - the International Development Research Center (IDRC) in Canada, as an additional example of Namati’s campaign-related ability to leverage funding.

Of interest is the perception that the campaign’s strengthening of Namati’s profile and reputation possibly allowed the organisation to **attract and enlist high profile partners** for campaign efforts (such as The Elders), as well as organisational leadership positions (for example, board members). This is seen as a means of further strengthening Namati’s profile, its work and its contribution to the access to justice space, as outlined in the quote below:

⁵ The Task Force on Justice is an initiative of the Pathfinders for Peaceful, Just and Inclusive Societies. The task force is “...a multi-stakeholder partnership that brings together UN member states, international organizations, civil society, and the private sector to accelerate delivery of the Sustainable Development Goal (SDG) targets for peace, justice and inclusion.” See *Justice for All: Final report*; www.justice.sdg16.plus.

⁶ For more information regarding Namati’s collaboration with - and receipt of funding from - the International Development Research Center (IDRC) in Canada; see <https://www.idrc.ca/en/project/strengthening-inclusion-participation-and-good-governance-using-kenyas-community-land-act>

“The campaign has allowed Namati to leverage partnerships to bring people on board that are dedicated to access to justice and to the organisation itself.” (Namati staff)

Lastly, a regional anchor noted that the campaign was essentially a continuation of the work that Namati was already undertaking. However, he argued that it had provided an opportunity for Namati to **formalise and structure its work** in a clearer and more coherent way.

The Legal Empowerment Network

Two campaign-related outcomes for the Network emerged in the course of primary data collection for this evaluation. These are outlined below.

- **An increase in the number of network members and organisations**

The perception of a steady increase in network membership over the course of the JFA Campaign was reported by network members as well as Namati staff. This was confirmed by the following statistics, which were provided to the evaluation team.

TABLE 2 LEGAL EMPOWERMENT NETWORK GROWTH - MEMBERS AND ORGANISATIONS

	2017	2018	2019	2020	2021
Member growth by year (# of new members per year)	928	1720	1570	1543	1881
# of total network members	4,657	6,239	7,600	9,292	10,707
Organisation growth by year (# of new organisations)	243	408	401	317	431
# of organisations represented in Network membership	1,194	1,753	2,100+	2,400+	2,800+

As outlined in the table above, the total number of network members, and organisations represented within the network, more than **doubled over the campaign period**. While the extent to which (and exactly how) the campaign facilitated this considerable change in network numbers is not clear, network members that participated in the evaluation felt that it had provided an important impetus for conversations, information exchange and exploration of collaboration amongst network members, which had rippled into and across the network members’ own, local networks.⁷ This, it might be argued, could have incentivised those operating within network members’ national or local networks to also join the Network.

- **Shift towards a decentralized / regional model for network member leadership**

Namati staff and regional anchors also noted a shift towards “diving deeper at a regional and thematic level” (Namati staff). This involved the recruitment of regional anchors from amongst particularly active and well-established network member organisations, together with the establishment of **regional groupings**. As outlined in the section above, this approach is possibly a key enabler of network member leadership, convening and mobilisation of other network members located within the region.

⁷ This is discussed in section 3.3.1 in greater detail.

Although a fairly recent shift in Namati’s operational model, this decentralised approach appears to be working well and evaluation input indicates that some results are already visible. As reported by a Namati staff member:

“We set up regional anchors and core groups that could constantly activate and convene other network members. Now, in Latin America, we have a member that we actually sub-grant to that convenes learning events. They also convene to discuss regional priorities and we provide money for this; money and technical support and expertise. At the beginning of the campaign, we were a very flat network. We would host all of the meetings, etc and the network was this big pool of organisations across the world that would dip into events; but then we shifted to a different model. We realised that we were not empowering the leadership that we needed.” (Namati staff)

Further examples of the positive impact of this model were provided in the course of primary data collection. For example, regional anchors reported the following current and planned activities:

- Information gathering to inform the design of a regional advocacy campaign
- Identification of areas of common interest or focus to facilitate the establishment of regional coalitions and thematic sub-groups
- Hosting of regional events and learning exchanges
- Research on the impact of three developmental law approaches in Indonesia, Malaysia and Thailand, including use of paralegals, strategic litigation, and support in policy reform processes

Although some evaluation respondents perceived the establishment of regional anchors and structures as being linked to the JFA Campaign⁸, two Namati staff reported that the decision to decentralise was taken within the Network as a whole and that it was not related to the campaign specifically. However, it appears as though the campaign provided the impetus for this shift to take place, particularly because it aligned with the campaign objective of encouraging and enabling network member leadership. The quote below elaborates:

“The decision to decentralise may have been tangentially informed by the JFA, but more by the mission of the network to build a global movement that is self-sustaining and self-energising. We were not seeing what we wanted to see; we did not see leadership emerging amongst the network members so we felt that maybe we were stifling it. The JFA campaign was more symptomatic of the greater problem.” (Namati staff)

Another successful mechanism of empowering and potentially enabling network member leadership is the inclusion of **network member organisations / actors in decision-making and advisory bodies**, such as the selection committee for the COVID-19 Grassroots Justice Fund and the Network Advisory Committee.

⁸ This may be due to the overlap in the campaign timeframes and the setting up / establishments of these structures.

3.3.3 Intermediate advocacy outcomes⁹

One of the main intermediate advocacy outcomes of the campaign, raised by many respondents, is that it **changed the language and discourse on legal empowerment and justice-related issues**. For example, one respondent noted that the campaign had introduced the concept of the ‘grassroots justice defender’ and, following her collaboration with the campaign, Mary Robinson of The Elders used the term during a UN meeting. A number of respondents concurred that the campaign had led to a shift in terminology noting, for example, a change in the use of the term ‘human rights defenders’ to ‘grassroot justice defenders’. One network member noted that the term ‘access to justice’ is also **more widely accepted** now. Of note is the number of respondents that commented on these shifts in language, the campaign’s contribution to enabling a level of conceptual clarity, and the importance of having a shared and widely recognised language to discuss and debate the nature and value of their work. It might be argued that this outcome has contributed towards the increased levels of engagement and collaboration amongst network members. It may also be contributing towards the increased sense of solidarity and cohesion, as discussed in section 3.3.1.

Two network members reported perceptions that the campaign has not only informed and shifted language related to justice issues, but that it has also **raised the profile of such issues amongst international actors**. This is laying the foundation for advocacy efforts at regional and national level. The quote below refers:

“My belief is that the international community and international organisations increasingly use the language of legal empowerment and the campaign and this allows organisations at national level to leverage those dynamics in their own work.” (Funder)

Thus, the campaign appears to have placed access to justice and legal empowerment firmly on the **global agenda**. It was noted that the campaign influenced the framing of legal empowerment in The Pathfinders’ Taskforce on Justice *Justice for All* report, as outlined in the quote below:

“If we ask did the campaign change the narrative around financing for legal empowerment groups and if we look at the way that the campaign influenced some of the global conversations, then I think it was profoundly important. The work of the Pathfinders was deeply enriched by the JFA campaign and by the voices of the frontline organisations that Namati could bring to them and to facilitate those conversations. The JFA report would look very different without the JFA campaign engagement.” (Coalition partner)

Respondents also asserted that the campaign has influenced the work of the OGP, which has adopted access to justice as its fourth pillar. This demonstrates that the OGP has embraced justice as one of the central pillars or contributors to the overall concept of “open government”. The OGP’s adoption of justice as a pillar will hopefully lead to more justice-related commitments in the national action plan of individual member countries.

Furthermore, a Namati staff member noted that the Organisation for Economic Cooperation and Development (OECD) now has an event where access to justice issues are discussed. The same respondent reported that the African Union (AU) is showing an increasing level of interest in the topic

⁹ Including increased political will, awareness and agenda setting



of legal empowerment and access to justice. The respondent did not provide any further information on how the campaign influenced the OECD's or the AU's uptake of these issues. The quote above, however, indicates that, apart from shifting the narrative and language related to justice and legal empowerment, the **"story-telling" strategy**; that is, bringing the voices of grassroots and frontline organisations into high profile and/or global events, is also of significance in creating interest and momentum around justice and legal empowerment issues. Another possible enabler was the campaign's success in **bringing strategic partners on board**, including members of The Elders and Pathfinders. As outlined in section 3.3.2, this strengthened Namati's reputation and credibility - and hence its ability to bring access to justice and legal empowerment issues into high level discussions. The quote below provides some additional insights in this regard.

"Namati was there representing the voice of civil society. Also having The Elders backing them and supporting their vision; this made it a very sophisticated effort in my opinion. Being able to participate in conversations with government and international actors - this was key and a great effort and great success. At the end of the process everyone agreed on the key operative element for access to justice, that it was legal empowerment. I mean these were international organisations and NGOs - and there was a high level of consensus and agreement amongst all of them. That diplomacy was amazing and critical."
(Policymaker)

3.3.4 National-level campaign outcomes

A slower degree of progress was noted in relation to the achievement of national level outcomes. However, a few pockets of progress were noted in Nepal, Kenya, Indonesia, Ukraine, Sierra Leone and Argentina. The sections below provide some additional details:

- In **Nepal**, network members have successfully built a paralegal movement. It was reported that paralegals are more accepted by government now, and that paralegals operating in the country have been connected with key decision makers.

A network member also reported forming a caucus of parliamentarians on justice for all and utilising this as a platform to encourage accountability on the meeting of SDG targets. There has also reportedly been an increase in the level of debate about financing of justice defenders and a Legal Aid Bill has been drafted. Lastly, it was noted that a declaration is imminent on what government can do to ensure that women and children in the caste system have access to justice. The quote below refers:

"We have networked in Nepal on JFA Campaign issues. We have contributed to the reform of the Legal Aid Act through discussion and interactions with network members and network members have provided evidence-based advocacy work. There is greater acceptance by government of paralegals. I created a caucus of 15 parliamentarians who will monitor the work of ministries on the implementation of SDGs. They will also see that SDG 16 is included for provincial and local governments." (Network member)

Enablers for these outcomes were similar to those outlined in relation to outcomes for network members; namely, gaining knowledge and a renewed sense of motivation and commitment to work on issues related to legal empowerment. These outcomes were, in turn, enabled by the campaign via



the sharing of resources and information, including the policy briefs^{10 11} and through enabling engagement and collaboration with other network members.

- As outlined above, partnerships have been fostered around legal empowerment in the **Ukraine** and network members collaborated on a series of dialogues regarding the people-centred approach. A study has also been produced on the legal needs of informal workers. The campaign enabled these outcomes by creating opportunities and an impetus for collaboration with other network members and with CSOs working in the access to justice space, both within and outside the Ukraine.
- Two funders, a coalition partner and a network member noted that members of the Network have, as a result of the JFA Campaign, worked with **OGP** to ensure that governments in Kenya, Sierra Leone, Argentina, Bangladesh and Liberia make commitments related to access to justice. Although it was raised that it was mostly the OGP itself that contributed to such changes, it was also acknowledged by a funder and a policymaker that the national action plans would have looked very different without the JFA Campaign. This is elaborated on in the following quote.

“We collaborated in Kenya where Namati participated in a multi-stakeholder engagement. They convened other CSOs and facilitated convening power to pressurise government to take action. We were well coordinated – they managed to get government commitment and they shared experience and learning with other OGP participants. The government agreed to start a process on reform on informal justice system and funding. Namati has a strong network in few places and created in interest in a few countries.” (Policymaker)

As indicated above, **Namati’s convening power** was instrumental and was leveraged to apply pressure on government. Another enabling factor, noted specifically in relation to Indonesia and Argentina, was Namati’s relationship-building with key government stakeholders, who not only agreed with Namati’s approach to access to justice, but also sought the organisation’s endorsement and legitimisation of policy decisions. This speaks to the power of cultivating long-term relationships with champions in key positions and establishing oneself as a credible and highly respected actor within the access to justice space. The quote below elaborates:

“So even though I was convinced already about legal empowerment, having their voice and having those conversations about what they were advocating for and having that perspective in my own decision-making process, this was all critical. I remember key moments where I was aware that they were watching and could say good or bad things about me and my policies and I cared about that. A lot. Having them there was critical in my own decision-making process - how I framed initiatives and so on.” (Policymaker)

- In **Kenya**, network members took part in the development of the Legal Aid Act, as outlined in the quote that follows.

¹⁰ See [cornerstone JFA policy brief](#)

¹¹ See [JFA covid policy brief](#)



“At a certain point we were not able to get legal aid – but we engaged the legal fraternity through social media and had public litigation and it gave us an avenue to engage. Throughout the development of the Legal Aid Act, we were engaged from beginning. The Act came into operation in 2016 and operationalisation started in 2018. The National Legal Aid Services got established in 2020 but we have not received any funding from Legal Aid yet.”
(Network member)

Here it was noted that the JFA Campaign enabled access to a wide and well-established network. Other enablers included the campaign’s convenings and provision of platforms for discussions and information-sharing, and the Network’s gathering and sharing of information.

- In **Indonesia**, the Ministry of Justice has committed to enable higher levels of access to paralegals. A new ministerial decree and a governors’ decree provide for the use of local government budgets for legal aid. The quote below refers:

“We have commitment from the Ministry of Justice in terms of financing access to justice and wider access to paralegals. However, the challenge is with the Ministry of Finance. We have a Ministerial decree on legal aid. We use the local government budget for legal aid since we have had challenges with the Ministry of Finance.” (Coalition partner)

- In **Sierra Leone**, a dedicated budget line for access to justice was included in the 2020 national budget. However, the respondent was unsure if this had been repeated in the 2021 budget.

“In 2020, there was a commitment with a dedicated budget line for access to justice in the national budget; but I don’t recall seeing it in the 2021 budget.” (Network member)

Enabling factors identified in the course of discussions about these outcomes were, once again, the inclusion of grassroots organisations and justice defenders in global forums and high level events to provide insights into realities on the ground. The monthly call by the JFA Campaign team and the provision of opportunities for information-sharing were also cited as enabling factors.

There was very little reporting on progress achieved in relation to the **protection of justice defenders at national level**. The main area of progress related to such protection was Namati and the JFA Campaign’s support of the Escazú Agreement. Here, Namati joined forces with the Defend the Defenders Coalition to advocate for broad ratification of the agreement. However, it was acknowledged by respondents that the campaign did not play a key role in influencing government decisions in this regard.

Thus, the protection of justice defenders remains a key concern. Some of the network members and coalition partners included in the evaluation noted that the COVID-19 **pandemic** has led to a number of challenges related to their work, including increased levels of state repression and intimidation. To highlight these issues, some countries have started to provide for online reporting of arrests. One of the regional anchors reported on the impact of the pandemic and resulting lockdowns, as outlined below:

“COVID really impacted on our ability to have hearings. We had to switch to online hearings, but grassroot organisations often don’t have access to internet. There was a lot of arrests

during COVID. We had to initiate an online reporting of arrests during COVID-19. There was a lot of public humiliation and check points.” (Regional anchor)

3.3.5 Global-level outcomes

The section below provides some details related to global-level outcomes.

- **Financing**

One of the main global wins of the JFA Campaign was the **establishment of the Legal Empowerment Fund (LEF)**. The aim of this fund is to provide financing to legal empowerment grassroots organisations. The LEF was launched in September 2021 and the first call for proposals has taken place, for the provision of core and unrestricted funds. The target for the fund is 100 million USD and 15 million USD had been raised at the time of data collection. The donors to this fund are, thus far, Namati, the Hewlett Foundation and Mott Foundation.

An overwhelming majority of respondents (29 out of 33) agreed that the JFA Campaign contributed to the establishment of the LEF. In the lead up to the establishment of the fund, the Open Society Foundation (OSF), IDRC and Pathfinders also played a role, with Pathfinders considered a strategic partner, OSF recognised as the key convenor and IDRC viewed as a learning partner. A key enabler is Namati leadership and campaign staff convening and influencing of the donor community around the establishment of the fund. This element of Namati’s work was considered particularly impressive in the current, shrinking donor space for access to justice funding. It should be noted that although the Hewlett Foundation initiated the pooling of funds, the JFA Campaign managed to influence the Mott Foundation to contribute to legal empowerment; an area that they had not funded previously.

The JFA Campaign also **contributed to establishing the COVID-19 Grassroots Justice Fund** to support those organisations that had lost funding during the pandemic. This fund was implemented in response to the needs identified by network members via the annual survey. It was funded by the Ford Foundation, Korea International Cooperation Agency (KOICA) and Mott Foundation.

- **Protection of grassroots justice defenders**

Evaluation participants agreed that the campaign was **less successful in influencing the protection of justice defenders at global level**. This is similar to the reporting on the protection of justice defenders at national level and, once again, the main area of progress in relation to protection was the campaign’s support of the Escazú Agreement.

A few of the respondents did, however, note that the JFA Campaign has contributed to **raising the profile of this issue** and to triggering many **important conversations** about the need to ensure that justice defenders are themselves defended and protected. However, respondents also observed that the conditions for many justice defenders have worsened since the start of the campaign. This may, as previously mentioned, be the result of increasing government restrictions and lockdowns in response to the pandemic.

Some of the respondents also felt that this area of the campaign had lacked the clarity and focus of the call for increased funding. For example, one of the respondents noted that the campaign seemed to lack a coherent set of ideas on how to go about achieving this outcome, while another respondent perceived that efforts directly related to this objective were limited - and that more should have been done to achieve this outcome. Comments like this highlight the need to craft a clear and comprehensive campaign theory of change that includes envisaged outcomes at a short-, medium- and long-term level. Clearly articulating change processes related to advocacy interventions - and how

one anticipates these will unfold - allows for effective monitoring and assessment of early achievements and levels of progress; important considerations in the highly complex field of advocacy. Lastly, one of the respondents suggested that the negative narrative of **naming and shaming** governments of countries where justice defenders are attacked and murdered is ineffective, noting that "...it is dramatising and leads to polarisation of government and grassroots activists..." (Coalition partner). Instead, this respondent suggested the crafting of a more positive narrative and messaging around the issue.

3.3.6 Outcomes not achieved - and barriers

One of the outcomes not achieved was to on-board **bilateral donors** for the LEF such as development agencies from Canada (CIDA), the United Kingdom (FCDO) and the Netherlands' Ministry of Foreign Affairs (MoFA). The JFA Campaign was in close contact with the Dutch MoFA but lost momentum on this during the COVID-19 pandemic. The campaign was also unable to **gain broader traction and engagement** from organisations like Avaaz as they found the objectives of legal empowerment financing and protection too narrow. Limited outcomes were also reported in relation to **national commitments to fund justice-related work**. The following barriers were noted in the course of primary data collection:

- A number of evaluation respondents reported the perception that the expectation of **global norm setting influencing national level outcomes** did not necessarily hold.
- Furthermore, it was ambitious to expect that national level outcomes could be achieved in the course of a **three-year campaign**. The quote below elaborates:

"I wish I could say that we had a great victory at national level and that 3-6 countries increased their funding for access to justice but I don't think it happened. We were hoping that the network members could work at this level but this did not happen as planned. It takes a long time for government to be persuaded and increase their domestic budget for access to justice. We had too short time to really see this type of shift." (Namati staff)

- A number of respondents felt that they could not comment on the achievement of national outcomes as they were **unclear regarding indicators or measures of success and targets** for fulfilment of the campaign objectives.
- There has been a deterioration of political circumstances and a **closing of democratic space** in many of the countries since the start of the campaign. This has been exacerbated by the advent of **COVID-19**.

Internal barriers to the achievement of objectives, as noted by two Namati staff and one regional anchor, include that the JFA Campaign team at Namati had a limited number of staff¹², that there was limited campaign buy-in amongst Namati leadership, and the limited integration of the JFA Campaign into other areas of Namati's work; for example, the leadership training.

¹² Including one full time staff, one staff member that went on maternity leave after the first year, and ad hoc support from other Namati staff; for example, the campaign manager reportedly contributed approximately 10% of allocated working hours to the JFA Campaign.

3.3.7 Unintended outcomes

The following **positive, unintended outcomes** were reported:

- The JFA Campaign facilitated linkages between donors and partners; for example, The Pathfinders were linked with the Hewlett Foundation.
- Donors noted that the campaign has led to better articulation and framing of the discourse about legal empowerment, better coordination amongst themselves, and an increased level of collaboration with partners, such as The Elders, as a result of the campaign. One donor even said that the campaign has served to amplify their work.
- A donor reported that the JFA Campaign statistics and framing were utilised during their recent strategy design process, while another reported that the narratives and stories gathered from local organisations in relation to the JFA Campaign has influenced their work in the access to justice and legal empowerment sectors.

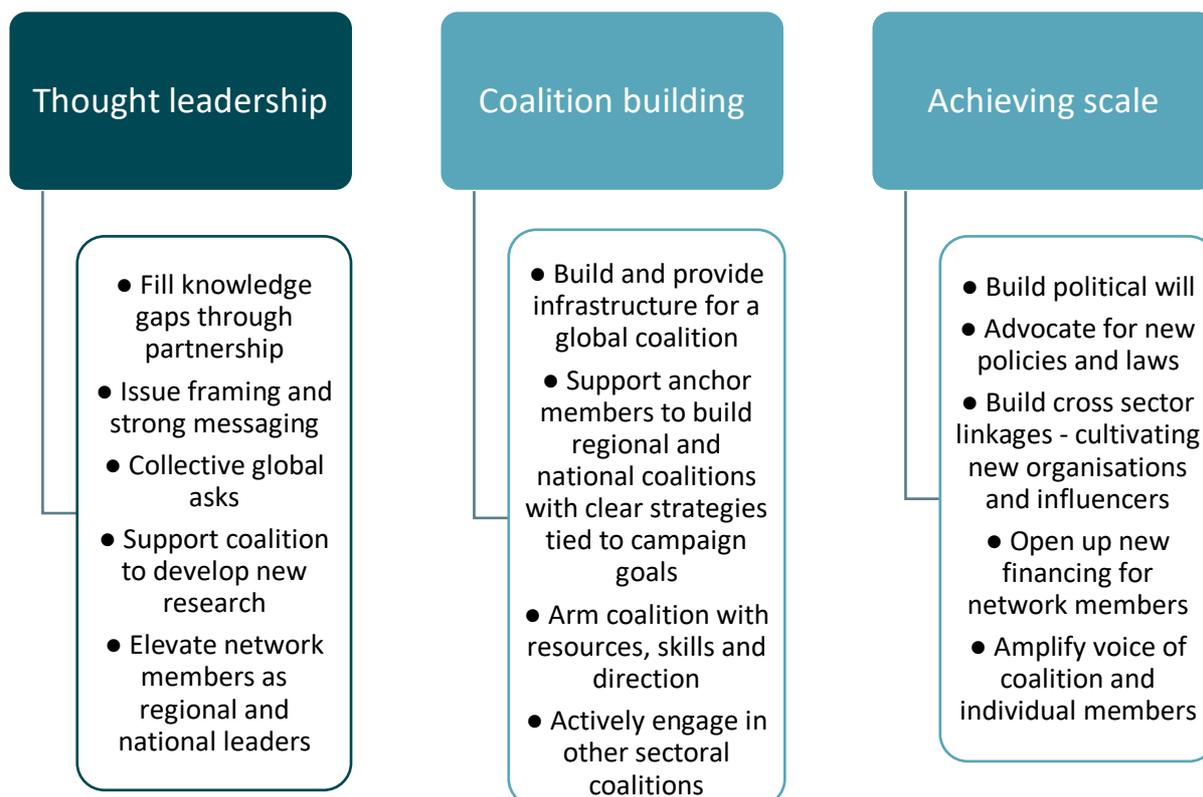
An **unintended, negative outcome** is that Namati might be perceived as competing with some of their network members (particularly in Africa) for the newly implemented funding mechanisms. However, it was noted that Namati has navigated such challenges well in the past, including complex discussions on how allocated funds could be used.

3.4 Effectiveness

This section outlines the evaluation findings regarding the effectiveness of the JFA Campaign. It is aligned to the discussion regarding outcomes above, and to the findings regarding key enablers or contributing factors to the listed outcomes. The findings are presented according to the three “pressure points”¹³ in the campaign theory of change, as outlined in the strategy document¹⁴. These “pressure points” are illustrated in the diagram below.

¹³ The term “pressure point” is not defined in the campaign strategy document. However, as they are depicted in Figure 1, and in the strategy document, the pressure points appear to refer to the campaign’s key strategies through which it aimed to set “...the stage for an eventual movement...”, thereby achieving scale in advocacy efforts for increased funding for - and protection of - justice defenders. (See Justice for All Campaign - strategy (undated); p5).

¹⁴ Justice for All Campaign - strategy (undated); p5



3.4.1 Thought leadership

The section below outlines successes and challenges of campaign interventions related to the “pressure point” of thought leadership, as well as the value add of network partners, Namati and the Network to this particular area.

A key enabler of a number of the abovementioned outcomes was the **provision and sharing of resources and information**. This points to the success of the campaign’s contribution towards the gathering and sharing of evidence. During the campaign, network members contributed information through their preparation and/or sharing of research, case studies, stories and experiences related to work on the ground. This information was shared with other network members to inform their thinking and practice. It also provided important insights into the work of justice defenders, their successes and the numerous challenges and threats that they face, which could be utilised for campaign advocacy purposes. Here, the campaign strategy of “story-telling” and the use of real life examples and case studies of work on the ground was seen as being particularly powerful and impactful amongst the evaluation participants.

Another frequently reported strength was the **variety of information resources** that were produced over the course of the campaign. In particular, it was noted that these included conceptual or theoretical input as well as practical examples of effective models or modes of work. As noted by one network member, the campaign provided the network with access to an “intellectual knowledge bank.” Much of this was the result of the network members’ in-depth knowledge and extensive experience of working on the ground and/or with grassroots organisations. However, Namati, the Network and the campaign team played a crucial role in the synthesis, formulation and presentation of the gathered data.

Two key factors were seen as **enabling the creation and utilisation of the abovementioned “knowledge bank”**. One of the most frequently mentioned factors¹⁵ was the high level of trust in Namati and in the Network as credible and highly respected actors in the legal empowerment space. Namati is also considered a leader in the legal empowerment approach and in the provision of credible and well-crafted knowledge products related to this field.

Secondly, evaluation participants noted Namati and the Network’s access to an **extensive network of organisations**, many of whom are well-known and highly regarded in the access to justice space. Although there was some debate regarding the extent to which the Network includes grassroots organisations and actors, the majority of those that provided input on this issue agreed that the Network included a number of well-established intermediary or “grass tops” organisations¹⁶, through which access to grassroots actors and organisations could be facilitated. Hence the information produced and shared over the course of the campaign was perceived as being inclusive of a diverse range of perspectives, including those of grassroots movements. It was also viewed as being an authentic and credible reflection of the realities of those working on the ground.

A **challenge** noted in relation to the gathering and sharing of evidence was the use of English as the primary language. Discussions with members of the Network team indicate that this is something that Namati and the Network team members are aware of - and will address going forward. The abovementioned inclusion of intermediary organisations within the network also provides a means of addressing language barriers - and could be explored further, in preparation for future, similar work.

3.4.2 Coalition building

The section below outlines successes and challenges of campaign interventions related to the “pressure point” of coalition building.

Another frequently mentioned enabler was the campaign’s **provision of opportunities for engagement or discussion, information-sharing and collaboration**. This particular campaign strength was noted by coalition partners, regional anchors and network members. As noted by one network member, “Convening and conversation are strengths of Namati.” Specific campaign strategies that were highlighted include the hosting of the monthly coalition calls. However, internal capacity constraints meant that these calls could not be hosted over the latter campaign period.

Key contributors to this particular campaign area is Namati’s emphasis on **partnership building** and what one coalition partner referred to as the organisation’s “...generosity in sharing space...” with other actors and organisations in campaign-affiliated platforms and events. Another evaluation respondent spoke about Namati’s careful and ongoing **consideration of power dynamics** within the network, and its deliberate and thoughtful attempts to address the level of power embedded in its role as network convenor and campaign strategic lead, as a positive step towards coalition building.

Some of the main **challenges** noted in relation to network member campaign participation and coalition building include gaps in network leadership (as outlined in section 3.1), as well as challenges related to network members’ access to resources, capacity levels and practical know-how on how to link global campaign asks with national or local action. A key assumption underpinning the campaign

¹⁵ Noted by coalition partners, regional anchors, policy makers, staff and network members

¹⁶ These might be defined as intermediary organisations, that provide grants / funding and technical support to justice defenders working in communities.

was that some of the network members had the capacity and resources to step into leadership and convening roles. However, the decentralisation of campaign leadership and subsequent envisaged “trickle down” of campaign-aligned action to national and local level did not emerge spontaneously as hoped. This played out within the campaign in a variety of ways, from the limited response to requests for network member input during the coalition calls to limited take up of suggestions regarding in-country, campaign-aligned initiatives.

The Network and campaign teams’ proactive identification of strong network members to serve as campaign champions, the identification and recruitment of regional anchors, and the establishment of regional and thematic hubs¹⁷ were viewed by a number of evaluation respondents as an important means of addressing this gap - and something to be further explored and strengthened going forward.

Namati’s allocation of grants¹⁸ to network organisations (as outlined above in this section) also helped in addressing this challenge to some extent, as did the use of policy windows to motivate for and support national-level action; for example, during Open Government Partnership national action plan review processes.

However, a number of evaluation participants felt that the formulation and provision of **practical guidelines and toolkits for national / local level advocacy**, plus the provision of **mentoring** of those organisations who express a need for technical support, would be a valuable means of strengthening what has been achieved thus far. The production of two policy briefs with a list of asks for adaptation to advocacy initiatives at national and local level was noted by Namati staff as a measure taken to provide such guidance. However, none of the network members indicated that this had, in any way, supported their possible formulation of local and national advocacy efforts.

Other ways of developing network member leadership and advocacy skills could also be explored; for example, through the use of case studies for practical application and participant engagement on these issues during capacity strengthening sessions, such as Namati’s leadership training course.

3.4.3 Achieving scale

The section provides some last points and reflections related to the “pressure point” of achieving scale.

A frequently mentioned campaign-linked enabler of outcomes was the ongoing effort by the Network, campaign and country teams to **include and amplify the voices of network members and organisations, particularly those working at local level**, through their participation in regional events, global fora and at high-profile convenings. This was noted across all evaluation participants, including Namati staff, policy makers, coalition partners and regional anchors, and network members, with some making specific mention of the very deliberate attempts by the Network, campaign and country teams to ensure that network member inclusion and “story-telling”, particularly on global and regional

¹⁷ This is discussed in greater detail in the section on network member outcomes above (see 3.3.1).

¹⁸ Input obtained in the course of primary data collection indicates that the grants allocated to network members did enable their participation in campaign activities. It also allowed the network members to conduct their day-to-day work and campaign-aligned activities. However, input on the specific impact of the grant-making in relation to the campaign and how such grants were used for network members’ own advocacy initiatives did not emerge in the course of this evaluation.

platforms, was based on partnership-building, not tokenism. The quote below provides some insight into the thinking around issues of power and inclusion:

“We tried to see constantly who is participating and how many organisations are participating, how do they feel about the network, do they see the advantage of their participation in the campaign? Making sure that the campaign work was not only led by one or two organisations. Also need to see what are the barriers to their participation? Language? If you see that they are not participating and just sitting quietly then we would hire independent interpreters to ensure that people can speak in their own languages and participate fully in the discussions. We need to think about the local issues and local requirements around the world so that people can really participate. Can speak in their own language and to their own experiences. So, we really need to think carefully about the power dynamics and how to ensure full participation of the network members.” (Regional anchor)

4 Conclusion

The three year JFA Campaign was initiated in 2018, with two key objectives; namely, a) to increase global and domestic financing for access to justice and legal empowerment, and b) to expand protections for justice defenders both globally and nationally.

Over the course of its implementation, the campaign has contributed to a number of outcomes. These include, at global level, the establishment of the LEF and the COVID-19 Grassroot Justice Fund. In addition, a number of outcomes were reported amongst the legal empowerment network members. These included an increase in engagement and collaboration with other network members as well as with professional bodies, other CSOs operating in the justice sector, government officials, and international actors. This has facilitated network member access to additional funding streams and technical support. Other reported outcomes for network members include an increase in knowledge and understanding of legal empowerment and advocacy, as well as a sense of solidarity and increased commitment to their work in legal empowerment and access to justice.

Despite these gains at global and network level, the evaluation found that there has been limited progress in the achievement of national commitments to funding and protection of justice defenders. Where some progress has been achieved, this has taken place mainly within the OGP space.

Three key enablers were noted across all reported outcomes. These include the campaign / Namati / the Network’s provision of platforms for dialogue and the exchange of information, ideas and good practices. Such platforms include high level convenings, online events and the campaign-specific monthly coalition calls. Secondly, the production and dissemination of knowledge products coupled with technical assistance played a key role in enabling the abovementioned outcomes. The third key enabler was the campaign strategy of “story-telling”; that is, the inclusion of the voices, perspectives and lived experiences of grassroots organisations and justice defenders in global and high-profile events. This helped to enhance the credibility, legitimacy and traction of the campaign.

Barriers to the achievement of campaign objectives include the short campaign timeframes and the impact of the COVID-19 pandemic, which greatly curtailed the campaign team’s ability to convene events. The pandemic also contributed to the closing or diminishing of democratic spaces as a result of the national lockdowns. The slow progress in achieving network member leadership and



independent advocacy action at national and local level is another barrier to the achievement of campaign objectives. However, the Network's switch to a regional model and its creation of regional and thematic hubs during the latter campaign period holds much promise for future regional- and national-level advocacy on justice for all.

In terms of the limited progress in relation to global and national protection of justice defenders; the evaluation also found that the outcomes, progress markers or indicators of success, and activities related to this objective were not as clearly conceptualised and articulated as the call for increased global and domestic financing for access to justice and legal empowerment.

Lastly, a key win was the JFA Campaign's success in changing the language and global narrative on legal empowerment and access to justice. In its provision of conceptual clarity on these terms, and its achievement of widespread understanding and recognition of the importance of legal empowerment and access to justice, the campaign has managed to place these issues firmly on the global agenda. This creates opportunities and leverage points for future, similar campaigns.

5 Lessons learned

The following list provides an overview of the key lessons learned.

- Establishing regional networks allows for contextually-grounded priorities that are related or linked to global work to be identified, discussed and addressed.
- Establishing regional networks also contributes towards network member interest, confidence and motivation to participate in campaign-aligned activities.
- Linked to the above, a key lesson learned is that the establishment of regional networks or hubs and the inclusion of network members in decision-making structures enables higher levels of leadership amongst such members.
- The global-level successes and achievements have laid the foundation for a matching up of grassroots organisation's - and local and national advocacy efforts - with a more receptive global audience. This provides organisations operating at regional and national level a number of opportunities to leverage global positions and narratives to enhance their work.
- Namati's linkages with grassroots actors and organisations allowed for the collection and sharing of concrete and credible examples of the work of justice defenders and the daily challenges that they face. This was an important and impactful addition to global conversations that respondents agreed needs to be continued; at global, regional and national level.
- Building and maintaining capacity to advocate, convene and communicate around justice issues through practical guidance and the provision of mentoring is a key consideration in facilitating regional, national and local level advocacy efforts - as well as sustaining what is achieved.
- Identifying champions at regional and national level - and establishing relationships and partnerships with these champions - is a key enabler of advocacy outcomes.
- Advocacy interventions require a well-conceptualised and clearly articulated theory of change to guide the design and implementation of advocacy strategies, plus allow for the monitoring and assessment of progress towards advocacy objectives and outcomes achieved.

6 Reflections for further discussion

The following section provides some ideas for further discussion and reflection:

- **At national level:**
 - Provide additional technical support to network members operating in those contexts where it might be considered strategic; that is, where there is a clear alignment between global and local level work, or where policy windows present opportunities, or where there is a positive and enabling domestic policy environment.
 - Identify a champion in government or specific policymakers and national actors who can push the advocacy agenda.
- **For Namati and the Network and campaign teams:**
 - Integrate advocacy campaign-related learning opportunities across the work of Namati; that is, into other capacity strengthening opportunities, events and discussions.
 - Set sufficient time aside for planning with regional partners and anchors, who can then support national planning processes, with funding and technical support from Namati.
 - Support the establishment of regional and national platforms for peer-to-peer information exchange and learning, as well as resource hubs (devolving these to regional and national level will help to address any language barriers).
- **For consideration for future campaigns:**
 - The global campaign should be continued with the aim of providing a general or broad framework; that is, it should be seen as providing the *roadmap*.
 - Global asks should then be contextualised at regional level - and evidence gathered and shared on regional priorities should be used to plan and structure regional-level campaigns.
 - National level campaign strategies and interventions can then be crafted within the global - regional framework provided.
 - Regional anchors could be supported through the establishment of thematic sub-groups at both regional and national level. These can support discussions and guide thinking around how the campaign can be adapted by organisations working in different sectors - to ensure the relevance and coherence of their actions in relation to the overarching campaign goal/s.
- **Role of Namati and the Legal Empowerment Network:**
 - Network and campaign teams at Namati should play to their strengths, identified as the three key enablers in this evaluation; that is, the Network and campaign teams should focus on their facilitative, intellectual and convening role. A number of evaluation participants amongst coalition partners, funders and policymakers felt that Namati should not focus on global advocacy but should rather play a crucial bridging and supportive role.
 - This means that Namati should consider engaging in global campaigns by doing what they do best; that is, by playing the catalytic, convening, and knowledge synthesis and sharing role. Here Namati's role could include:



- The gathering and documentation of local stories and lived experiences as well as national success stories to support advocacy at global level.
 - Creating linkages between global advocacy efforts and local grassroots organisations, by facilitating global actor access to local voices and stories in support of advocacy initiatives, and by linking local actors to global-level advocacy initiatives.
- **Supporting a network-directed campaign**
 - The following list outlines some broad guidelines for supporting a network-directed campaign:
 - **Identify leaders** or find what Heimans and Timms refer to as the “connected connectors”¹⁹
 - Create a clear **framework** for the campaign and make sure that everyone is knowledgeable of the key objectives and how and when these will be achieved; for example, by defining key strategies and milestones or indicators of success
 - Encourage campaign buy-in via a structured **onboarding process**
 - **Lower the barriers to campaign participation**, by, for example, allocating resources or building local capacity
 - Provide **clear examples of what to do** and who to reach out to, including the formulation and sharing of specific and actionable steps that individuals and/or organisations can take
 - Set up **support mechanisms, platforms and structures** for campaign partners and participants, including resource hubs, coaching sessions and peer-to-peer learning exchanges
 - Have **key campaign moments** such as days of action and collective projects scheduled at specific intervals

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See <https://www.ic.org/new-power/> and <https://static1.squarespace.com/static/56d2723560b5e9ac212f4318/t/60e8a376cfc83862d32b136b/1625858934565/New+Power.pdf>



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Annexure B: Evaluation plan

Evaluation criteria	Evaluation questions	Interviewee	Data collection methods
Relevance	<ul style="list-style-type: none"> Whether the hypotheses underpinning the network-directed campaign held true and whether the hypotheses about network directed campaigning would be more applicable now that the network and its structures are more mature? 	<ul style="list-style-type: none"> Namati staff 	<ul style="list-style-type: none"> Key informant interviews (KII) and document review Document review
	<ul style="list-style-type: none"> Whether the JFA campaign was relevant to the work of network members, coalition partners and regional anchors, and government officials and policy makers? 	<ul style="list-style-type: none"> Network members Coalition partners and regional anchors, Government officials and policy makers 	<ul style="list-style-type: none"> KIIs Semi-structured interviews (SSI) Document review
Effectiveness	<ul style="list-style-type: none"> As a Network-directed campaign, what strategies were effective at mobilizing different partners and members? Which strategies were the most impactful / effective? What comparative advantages did Namati and the Network bring to the campaign? Did the campaign help the Network mature, in terms of 1) collaboration among its members and 2) leadership in the campaign? 	<ul style="list-style-type: none"> Namati staff, Network members, Coalition partners and regional anchors 	<ul style="list-style-type: none"> KII, Focus group discussions (FGD), Semi-structured interviews (SSIs) Document review
Outcomes	<ul style="list-style-type: none"> What were the most significant outcomes achieved by the campaign? <ul style="list-style-type: none"> For individual network members 	<ul style="list-style-type: none"> Namati staff Network members Coalition partners 	<ul style="list-style-type: none"> KIIs, FGDs, SSIs Document review

Evaluation criteria	Evaluation questions	Interviewee	Data collection methods
	<ul style="list-style-type: none"> ○ At intermediate advocacy outcome level ○ National and global campaign wins • Which interventions contributed to these changes? • What outcomes did the campaign fail to achieve? • Did the outcomes that were achieved help to further the high-level strategic goals of the campaign? E.g., did new global norms lead to improvements in national contexts? 	<ul style="list-style-type: none"> and regional anchors, • Government officials and policy makers 	
Lessons learned and recommendations	<ul style="list-style-type: none"> • What potential avenues, pathways, and opportunities are appropriate for Namati in future advocacy efforts in light of progress over the last three years and lessons from JFA? • What role(s) makes sense for Namati and the Network members in these efforts? 	<ul style="list-style-type: none"> • Namati staff • Network members • Coalition partners and regional anchors • Government officials and policy makers 	<ul style="list-style-type: none"> • KIIs, FGDs, SSIs