

F.No. L/46/2018/NALSA
National Legal Services Authority

12/11, Jamnagar House,
Shahjahan Road, New Delhi
Cont. no. 011-23382778, e-mail: nalsa-dla@nic.in
Dated : 19th February, 2019

Tender Document

Subject: Request for proposal for Evaluation and impact assessment of preventive, strategic and outreach access to justice programmes for marginalized sections of society.

Online bids in two bid system are invited for and on behalf of NALSA from experienced and reputed agencies for **Evaluation and impact assessment of preventive, strategic and outreach access to justice programmes for marginalized sections of society.** Manual bids shall not be accepted.

Tender document may be downloaded from department website www.nalsa.gov.in and Central Public Procurement Portal (CPPP) site <https://eprocure.gov.in/eprocure/app> as per the schedule as given in CRITICAL DATE SHEET as under:

CRITICAL DATE SHEET

Published Date	19 th February, 2019 (17:30 hrs)
Bid Document Download Start Date	19 th February, 2019 (18:00 hrs)
Bid Submission Start Date	19 th February, 2019 (18:00 hrs)
Pre Bid Conference	11 th March, 2019 (11:30 hrs)
Bid Submission End Date	25 th March, 2019 (17:00 hrs)
Bid Opening Date	29 th March, 2019 (11:30 hrs)

SEARCHING FOR TENDER DOCUMENTS

1. There are various search options in-built on the CPP Portal, to facilitate bidders to search active tenders by parameters. These parameters include Tender ID, organization name, location, date etc. There is also an option of advanced search for tenders, wherein the bidders may combine a number of search parameters such as organization name, form of contract, location, date, other keywords etc. to search for a tender published on the CPP Portal.
2. Once the bidders have selected the tender they are interested in, they may download the required documents/ tender schedules. These tenders can be moved to the respective 'My Tenders' folder. This would enable the CPP Portal to intimate the bidders through SMS, e-mail in case there is any corrigendum issued to the tender document.
3. The bidder should make a note of the unique Tender ID assigned to each tender, in case they want to obtain any clarification and help from the Helpdesk.

PREPARATION OF BIDS

1. Bidder should take into account any corrigendum published on the tender document before submitting their bids.
2. The bidder should go through the tender advertisement and the tender document carefully to understand the documents required to be submitted as part of the bid. Please note the number of covers in which the bid documents have to be submitted, the number of documents - including the names and content of each of the document that need to be submitted. Any deviations may lead to rejection of the bid.
3. The Bidder should prepare the bid documents to be submitted in advance as indicated in the tender document / schedule; generally, the document format can be in PDF / XLS / RAR / DWF formats. Bid documents may be scanned with 100 dpi with black-and-white option.

4. To reduce the time and effort required in uploading the same set of standard documents which are required to be submitted as a part of every bid, a provision of uploading such standard documents (e.g. PAN card copy, annual reports, auditor certificates etc.) has been provided to the bidders. Bidders can use "My Space" area available to them to upload such documents. These documents may be directly submitted from the "My Space" area while submitting a bid, and need not be uploaded subsequently

SUBMISSION OF BIDS

1. Bidder should log into the site well in advance for bid submission to enable him upload the bid in time i.e. on or before the bid submission time. Bidder will be responsible for any delay due to other issues.
2. The bidder has to digitally sign the required bid documents and upload them one by one as indicated in the tender document.
3. Bidder must select the payment option as "offline" to pay the tender fee of Rs. 1000/- in the form of Demand Draft in favour of "PAO, Department of Legal Affairs" payable at New Delhi and the EMD of Rs. 57,750/- (5% of the estimated tender value) should be submitted physically. The successful bidder would be required to submit the Performance Security @ 5% on the contract value.
4. Bidder should prepare the EMD as per the instructions specified in the tender document. The original should be posted/couriered/submitted in person to the Tender Processing Section, latest by the last date of bid submission. The details of the DD/any other accepted instrument, physically sent, should tally with the details available in the scanned copy and the data entered during bid submission time, else the uploaded bid may be rejected.
5. The serve time (which is displayed on the bidders' dashboard) will be considered as the standard time for referencing the deadlines for submission of the

bids by the bidders, opening of bids etc. The bidders should follow this time during bid submission.

6. All the documents being submitted by the bidders would be encrypted using PKI encryption techniques to ensure the secrecy of the data. The data entered cannot be viewed by unauthorized persons until the time of bid opening. The confidentiality of the bids is maintained using the secured Socket Layer 128 bit encryption technology. Data storage encryption of sensitive fields is done.

7. The uploaded tender documents become readable only after the tender opening by the authorized bid openers.

8. Upon the successful and timely submission of bids, the portal will give a successful bid submission message & a bid summary will be displayed with the bid no. and the date & time of submission of the bid with all other relevant details.

9. The bid summary has to be printed and kept as an acknowledgement of the submission of the bid. This acknowledgement may be used as an entry pass for any bid opening meetings.

ASSISTANCE TO BIDDERS

- Any queries relating to the tender document & the terms and conditions contained therein should be addressed to the Tender Inviting Authority for a tender or the relevant contact person indicated in the tender
- Any queries relating to the process of online bid submission or queries relating to CPP Portal in general may be directed to the 24x7 CPP Portal Helpdesk. The contact number for the helpdesk is 1800 233 7315.

1. Invitation for tender

1.1 NALSA, hereby invites proposals for conducting **Evaluation and impact assessment of preventive, strategic and outreach access to justice programmes for marginalized sections of society.**

1.2 The purpose of this RFP is to provide interested "bidders" with the necessary information to enable them to prepare and submit their responses for the services to be rendered to NALSA in conformity with the terms and conditions listed in this document (**Annexure-A**).

1.3 Please note that all the information requested to be submitted in specific formats have to be provided only in the form and formats given in the RFP.

1.4 Responses should contain all the necessary information and incomplete information may lead to rejection of bids.

1.5 Bidders must keep watching our website/CPPP during the intervening period before and after submitting response to RFP as subsequent changes/clarifications, if any, related to RFP will only be posted on the web site/ CPPP.

1.6 Bidders must plan for presentation well in advance. NALSA will provide not more than 1 week to bidders for the presentation.

1.7 If you request for additional information, the same shall be provided expeditiously, but any delay in providing such information will not be considered a reason for extending the submission date of your proposal. For any queries you may write to nalsa-dla@nic.in

1.8 The proposal shall be valid for a period of Ninety (90) days only from the due date for receiving the proposal.

2. BACKGROUND AND CONTEXT OF EVALUATION

Towards fulfilling the Preambular promise of securing to all the citizens, Justice – social, economic and political, Article 39 A of the Constitution of India provides for free legal aid to the poor and weaker sections of the society, to promote justice on the basis of equal opportunity. To achieve the said vision of Access to Justice, the Legal Services Authorities Act, 1987 was enacted by the Parliament of India. It came into force on 9th November, 1995.

The Legal Services Authorities Act, 1987 creates a framework of Legal Services Authorities across the country. There is a Central Authority by the name of National Legal Services Authority (NALSA) at the National level, State Legal Services Authorities (SLSA) at the State level, District Legal Services Authorities (DLSA) at the District level and Taluka Legal Services Committees (TLSC) at the Taluka/Sub-divisional level. NALSA's Vision and Mission are as follows:

Vision

The vision of NALSA is to promote an inclusive legal system in order to ensure fair and meaningful justice to the marginalized and disadvantaged sector.

Mission

To legally empower the marginalized and excluded groups of the society by providing effective legal representation, legal literacy and awareness and bridging the gap between the legally available benefits and the entitled beneficiaries.

To strengthen the system of Lok Adalats and other Alternative Dispute Resolution mechanisms in order to provide for informal, quick, inexpensive and effective resolution of dispute and minimize the load of adjudication on the overburdened judiciary.

As per the Scheme of the Act, NALSA is a Central Authority – an umbrella body to lay down policies under the Act which are to be implemented by other Legal Services Institutions throughout the country. The State Legal Services Authorities and District Legal Services Authorities are also statutory bodies having their own

composition as laid down in the Act. The broad statutory functions of Legal Services Authorities are as under:

- Providing free legal aid and advice.
- Legal awareness and empowerment.
- Promoting and implementing ADR Mechanism.
- Devising and implementing Preventive and Strategic programmes.
- Intervention through social justice litigation.
- Implementing State funded victim compensation schemes for victims of crime.

Legal Services Authorities are manned by Judges at their respective levels and have empanelled lawyers and para legal volunteers as their workforce. There are about 63757 Panel Lawyers and around 69290 Para Legal Volunteers. Legal Services Authorities at State, District and Taluka level have panels of lawyers.

Preventive and strategic programmes are carried out by Legal Services Authorities across the country. Section 4 of the Legal Services Authorities Act, 1987 provides for the functions of the Legal Services Authorities. Section 4 (e) of Legal Services Authorities Act, 1987 provides as follows:-

‘organise legal aid camps, especially in rural areas, slums or labour colonies with the dual purpose of educating the weaker sections of the society as to their rights as well as encouraging the settlement of disputes through Lok Adalat.’

Similarly, section 4(1) of the Act provides as follows:-

‘take appropriate measures for spreading legal literacy and legal awareness amongst the people and, in particular, to educate weaker sections of the society about the rights, benefits and privileges guaranteed by social welfare legislations and other enactments as well as administrative programmes and measures;’

Accordingly, Legal Services Authorities are carrying out legal literacy and awareness programmes. In the year 2017-18, around 165124 legal awareness programmes were held across the country. In order to not only make people aware about the entitlements, NALSA thought it imperative to devise a camp module to facilitate people get their entitlements under the laws and the

welfare schemes. The Legal Services Camp Module (**Annexure B**) was devised and circulated across the country. The State Legal Services Authorities were asked to conduct legal services camps in accordance with the framework spelt out in the said Legal Services Module.

It marks a departure from the traditional approach of spreading general legal awareness and orchestrates a model of true empowerment with the foundation of need based analysis and focused action. The camps functioned to achieve the three fold objective of spreading awareness about various welfare legislations and schemes, identify target beneficiaries and also to reach out to people individually and address their legal problems.

On the basis of the module, Legal Services Camps were organized across the country by the State Legal Services Authorities. It provided a platform to the beneficiaries and the government departments. Around 1530 Legal Services Camps were held upto October 2018 benefitting around 45.16 lac people.

It is pertinent to mention here that NALSA has the following schemes:-

- NALSA (Victims of Trafficking and Commercial Sexual Exploitation) Scheme, 2015
- NALSA (Legal Services to the Workers in the Unorganized Sector) Scheme, 2015
- NALSA (Child Friendly Legal Services to Children and their Protection) Scheme, 2015
- NALSA (Legal Services to the Mentally Ill and Mentally Disabled Persons) Scheme, 2015
- NALSA (Effective Implementation of Poverty Alleviation Schemes) Scheme, 2015
- NALSA (Protection and Enforcement of Tribal Rights) Scheme, 2015
- NALSA (Legal Services to the Victims of Drug Abuse and Eradication of Drug Menace), Scheme, 2015
- NALSA (Legal Services to Senior Citizens) Scheme, 2016
- NALSA (Legal Services to Victims of acid attacks) Scheme, 2016

These Schemes are broadly the preventive and strategic programmes enhancing Access to Justice for vulnerable and marginalised sections of society. These Legal Services Camps on newly devised Module provided a tool for implementation of the said preventive and strategic schemes.

3. Objectives of Evaluation:

The main purpose of the evaluation and impact assessment is to examine the existing models of organizing legal services programmes and legal services camps with an objective to assess the efficiency, effectiveness and impact of such programmes and camps. The Legal Services Camps being organized on newly devised module is also an area to be examined with respect to its operational framework and its impact in achieving Access to Justice at the grassroots for weaker and marginalised sections of society. It is expected that apart from evaluating the entire framework and the methodology of organising legal services programmes and legal services camps, impact would be documented and the gaps, if any, will be identified. It is expected that the study would also make recommendations for making improvements and restructuring the existing models for effective outreach programmes.

The Evaluation and Impact Assessment has the following objectives:

- i. To evaluate the existing models of organizing Legal Awareness Programmes.
- ii. To evaluate the framework and methodology of newly devised Legal Services Camp Module.
- iii. To assess the impact made at the grassroots by legal awareness programmes and legal services camps.
- iv. To assess the capabilities of legal services authorities at the district level to carry out outreach access to justice programmes.
- v. To assess the implementation of NALSA Schemes through awareness programmes and legal services camps.

It is expected that the evaluation and the impact assessment will generate a knowledge product that can contribute towards improved strategies and policies with regard to effective and meaningful organization of outreach programmes.

4. Scope of the Required Work:

The scope of the evaluation is closely related to the objectives mentioned above. The evaluation shall be conducted in about 9 districts to be selected out of 36 State Legal Services Authorities . The evaluation shall particularly assess the following:

- Approach in selecting the topics and the locations for organizing legal awareness programmes.
- Approach in engaging resource persons for legal awareness programmes.
- Effectiveness of Legal Services Camps in realizing Access to Justice at the grassroots.
- Effectiveness of existing post camp/programme monitoring/evaluation mechanisms.
- Quality of legal awareness programmes.
- Quality of legal services camps.
- Expertise and experience of legal services authorities in carrying out such outreach programmes.

It is expected that the study shall document the impact made at the grass roots, particularly in the lives of weaker and marginalised sections of society by legal awareness programmes and legal services camps.

5. Approach and Methodology:

The Legal Services Authorities Act, 1987 along with various Rules and Regulations are available on the websites of NALSA and almost all the State Legal Services Authorities. This may be used as a guide during the course of evaluation. The evaluation approach will combine methods such as interviews, field visits, documentation review, group discussion etc. to assess all the aspects of outreach

Access to Justice programmes including the impact made at the grassroots by outreach programmes and as to whether the current models of outreach programmes have resulted into accomplishing the objectives of Legal Services Authorities Act. The Legal Services Authorities at various levels will cooperate in providing the documents relating to the various legal services activities. It is expected that evaluator will conduct interviews with all the relevant stake holders including the beneficiaries.

6. Deliverables:

The Evaluators are expected to deliver the following:

- The Report should objectively evaluate the relevance of outreach programme in achieving Access to Justice with specific findings and evidence.
- The evaluation is also expected to assess the impact made by outreach programmes at the grassroots by spreading awareness amongst people about their entitlements under the law and welfare schemes and facilitating to actualize their rights.
- Recommendations are expected to suggest course corrections, additions or any other improvements to the existing operational framework with regard to outreach programmes.
- Recommendations on best practices followed by various legal services authorities to further strengthen the rendering of legal services in an effective and competent manner through outreach programmes.
- Quality of outreach programmes in making people aware and empowering them is expected to be delved into intensively, and the suggestive framework for better design touching upon this aspect is expected in report.
- Evaluation is expected to assess the entire framework with regard to the planning, implementation and assessment of outreach programmes.

7. Format of Technical Proposal

7.1 The duly signed technical proposal is to be submitted in the following format only:

1. Project Title
2. Name of the Organization
3. Head of the organization
4. Contact Details including email
5. Introduction of the organization, indicating past experience in the subject area (in not more than 1 page)
6. Information pertaining to the registration of the organization; attach a copy of the organization's Registration Certificate
7. Justification for applying for this project
8. Description of team (team leader, team members) with brief backgrounds of team members in the following format (also attached detailed CV of each team member)

Name	Designation	Qualifications	Experience (No. of Years)	Description of the tasks to be performed

9. The proposed methodology of the evaluation. The methodology must include the following elements:

- Criteria for identification of Sample.
- Collection of Data
- Primary data
- Secondary data
- Analysis of data through the questionnaire

10. Achieving desired objectives as mentioned at Section 3 as above.

11. A table of deliverables/results against the proposed activities, outputs and objectives for the survey

12. The time schedule with milestones / performance targets/ Work Plan. **In any case, the Project is to be completed within three months.**
13. Justification to fulfilment of technical selection criteria.
14. Provide information on whether the project will be sub-contracted
15. Provide the names and contact details (including the name of the person-in-charge) and telephone numbers of 2 funding agencies that have supported the work of the organization in the last 3 years
16. Provide the following information:
 - Has the agency submitting the proposal or any of its collaborating partners been penalized by any organization for poor quality of work or breach of contract in the last five years? (Yes/No)
 - Has the agency submitting the proposal or any of its collaborating partners ever failed to complete any work awarded to it by any public entity/ Government Organization in last five years? (Yes/No)
 - Has the agency submitting proposal or any of its collaborating partners been blacklisted by any Government Department/Public Sector Undertaking in the last five years? (Yes/No)
17. Statement expressing that the applying agency and its collaborating partners, if any, unconditionally accept all the terms of this RFP.

8. Eligibility Criteria:

S.No.	Criterion	Supporting documents to be submitted as Proof
1	Agency (consulting, research institution, policy research institution, academic institution, registered societies, market research agency etc.) should have been operating in India for a period of at least 5 years out of which 2 years must be in evaluation/assessment of access to justice on the date of the proposal submission with registered/fully operational office in Delhi /NCR	
2	Agency should have annual turnover of at least Rs. 5.00 Crores or more in each of the last four financial years (2017-18, 2016-17,2015-16,2014-	Copy of the audited profit and loss account/balance

	15). This will not be applicable to the govt. research institutions/academic institutions, universities, etc. and non-profit organisations.	sheet for the last three Financial Years
3	Agency should have completed at least 5 empirical assessment studies in the last 5 years. Work orders of such studies of more than 3 lacs with regard to it be also submitted along with the tender documents.	

9. Pre-Bid meeting

- To clarify issues and to answer questions on any matter that may be raised at that stage, the pre-bid meeting shall be held at Conference Hall, National Legal Services Authority, Jam Nagar House, Shahjahan Road, New Delhi as per critical date sheet.
- Designated representative from the bidding agency may attend the pre-bid meeting. The bidder is requested, as far as possible, to submit any questions in writing/email, to reach the Department not later than two days before the meeting. It may not be practicable at the meeting to answer questions received late, but responses will be transmitted over email for questions received late.
- Any modification of the bidding documents that may become necessary as a result of the pre-bid meeting shall be made by the Department exclusively through the issue of a Corrigendum and not through the minutes of the pre-bid meeting

10. Bid Evaluation

- The online Technical bids will be opened in presence of competent authority on behalf of National Legal Services Authority, 12/11 Jamnagar House, New Delhi. The bidders or their authorized '-' representatives may be present, if they so desire.

- The NALSA, through bid evaluation committee, shall evaluate, and shortlist technically qualified offers. The technically qualified bidders will make a presentation on their methodology & execution strategy, the date and venue of which will be communicated separately. The cut off for technical bids is 75%. The financial bids will be opened later in a pre-decided date and venue in the presence of competent authority of the NALSA and successful bidder is selected for the placement of contract through the bid evaluation committee.
- The weights given to Technical and Financial proposals will be in the ratio of 60:40.
- NALSA reserves the right to accept or reject any offer without assigning any reason whatsoever.

11. Technical evaluation criteria: (Max marks: 100)

S.No.	Technical Evaluation	Max Marks	Marks system	Mark Reference
1	Relevant experience evaluating projects.	25	5 marks for each similar assignment	A self-attested certificate listing [assignment of similar nature executed in the past along with the Work orders for each assignment confirming year, area of activity and contact details of the client.(In case of all conditions are not met, a certificate from the bidder mentioning any missing detail should be provided.)
2	Experience of working with government agencies	15	Number of Projects executed for .Central/ State Government /PSU. Three marks for each assignment	A self-attested certificate listing the details of the project executed (Name, Area, Location, period, each details of client etc.)
3	Experience qualifications & of the proposed team members	20	Team members who would be working on the assignment have M.B.A or bachelors qualification or Post-	CV of the team members. As per Rule 171 (v) of GFR, bid evaluation Committee of the NALSA shall be reviewing the CVs and will interview the Team

			Graduate degree in Economics or Statistics or social science. In addition, Legal advisors in the team will be preferred. 5 Marks for each qualified team member subject to maximum of 20 marks.	Leaders and the 5 leading Members of the evaluating team as shortlisted by the evaluators.
4	Quality of the proposal submitted & alignment of the proposal with the ToR, project objectives & deliverables	15	Understanding, expertise & the experience, as mentioned in the proposal shall be reviewed and scored.	Based on proposal, evaluation shall be done by the bid evaluation Committee of NALSA
4	Methodology	25	The methodology for sampling, selection of establishments and the process for conducting the said study. Coverage pattern also to be assessed.	Based on proposal, evaluation shall be done by the bid evaluation Committee of NALSA

12. Financial evaluation criteria: (Max marks: 100)

- Financial bid should be duly signed and should list all costs associated with the Assignment for both midterm and end term evaluation. These normally cover; remuneration for staff (in the field and at headquarters), accommodation (per diem, housing), transportation (for mobilization and demobilization), equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys etc.; The Financial bid must broadly separately provide all the above heads and the taxes, duties (factoring in any future changes in nature of taxes) etc. Along with the grand total in one consolidated figure written as Indian Rupees in words and figures. The grand total will be considered for the financial evaluation.
- At the first instance, the technical bids shall be opened and evaluated by a bid evaluation committee of the NALSA. Financial bids of only the shortlisted

technically acceptable offers shall be opened for further evaluation and ranking before awarding the contract.

- The proposal with the lowest cost will be given a financial score of 100 and other proposals will be given the financial scores that are inversely proportional to their prices. The financial proposal shall be allocated a weightage of 20%. For working out the final score, NALSA shall be using the following formula:
 - Final Score: $\{60\% \text{ of } 100 \times [(\text{Technical score}) / (\text{Max Technical score})]\} + \{40\% \text{ of } 100 \times [(\text{Min Financial Bid}) / (\text{Financial quote})]\}$
- The proposal will be ranked in terms of total points. The proposals with total highest points will be considered for award of contract.

General Terms of Contract

1. Legal status

The agency/contractor shall be considered as having the legal status of an independent contractor vis-a-vis NALSA. The agency's personnel, collaborating partners and sub-contractors shall not be considered in any respect as being the employees or agents of NALSA.

2. Source of instructions

The agency shall neither seek nor accept instructions from any authority external to NALSA in connection with the performance of its services under this contract. The agency shall refrain from any action which may adversely affect NALSA and shall fulfil its commitments with the fullest regard to the interests of NALSA.

However, the feedback from the Secretaries DLSA, Panel Lawyers and beneficiaries will be taken by face-to-face interview or with other effective methodology for making assessment.

3. Agency's responsibility for employees

The agency shall be responsible for the professional and technical competence of its employees and will select, for work under this contract, reliable individuals who will perform effectively in the implementation of this contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4. Assignment

Apart from the consortium/ tie-ups existing at, the time of tendering and specified in the proposal, the agency shall not assign, transfer, pledge or make other disposition of this contract or any part thereof, or any of the contractor's rights, claims or obligations under this contract except with the prior written consent of NALSA.

5. Sub-contracting

In the event the agency requires the services of sub-contractors, the agency shall obtain the prior written approval and clearance of NALSA for all sub-contractors. The approval of NALSA of a sub-contractor shall not relieve the agency of any of its obligations under this contract. The terms of any sub-contract shall be subject to and conform with the provisions of this RFP.

6. Officials not to benefit The agency warrants that no official of NALSA has received or will be offered by the agency any direct or indirect benefit arising from this contract or the award thereof. The agency agrees that breach of this provision IS a breach of an essential term of this contract.

7. Regular functioning of Courts

The evaluation by the evaluators shall be carried out courteously without causing any impediments in the smooth functioning of DLSAs Officers or courts etc.

8. Indemnification

The agency shall indemnify, hold and save harmless, and defend, at its own expense, NALSA, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the agency, or the agency's employees, officers, agents or sub-contractors, in the performance of this contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the agency, its employees, officers, agents, servants or sub-contractors. The obligations under this article do not lapse upon termination of this contract.

9. Encumbrances/liens

The agency shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with NALSA against any monies due or to become due for any work done or materials furnished under this contract, or by reason of any other claim or demand against the agency.

10. Title to equipment

Title to any equipment and supplies that may be furnished by NALSA shall rest with NALSA and any such equipment shall be returned to NALSA at the conclusion of this contract or when no longer needed by the agency. Such equipment, when returned to NALSA, shall be in the same condition as when delivered to the agency, subject to normal wear and tear. The agency shall be liable to compensate NALSA for equipment determined to be damaged or degraded beyond normal wear and tear.

11. Use of name, emblem or official seal of NALSA, GOI

The agency shall not in any manner whatsoever use the name, emblem or official seal of NALSA or NALSA in connection with its business or otherwise, without written approval from the concerned party.

12. Confidentiality and terms of use

All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the agency under this contract shall be the property of NALSA, shall be treated as confidential.

(a) Confidentiality clause: the agency (and its subcontractors) agrees and accepts that the technology, ingredients, information, software and expertise deployed under the project shall be treated as the exclusive property of the NALSA.

(b) Any information about the legal cases, litigants, judiciary, processes, ingredients supplied by Department, Judiciary and associated parties are to be solely utilized by the Agency for the evaluation purposes only. The Agency shall not under any

circumstance reveal any information related to project and its evaluation to any third party without prior written permission of the NALSA.

(c) The Agency further agrees and undertakes to not Copy, distribute, reveal, modify, disassemble, decompile, or reverse engineer the information and process related to NALSA, without the written consent of the NALSA.

(d) In the event that agency comes into knowledge of proprietary or intellectual property information in any form related to the project it undertakes to keep confidential all such information.

(e) That the Agency unconditionally agrees that the intellectual property, information, ingredients or processes and information about the project cannot be sold, revealed or shared with to any third party without prior approval of the NALSA.

(f) The agency may not communicate at any time to any other person, government or authority external to NALSA, any information known to it by reason of its association with NALSA which has not been made public except with the authorization of NALSA nor shall the agency at any time use such information to private advantage. These obligations do not lapse upon termination of this contract.

13. Settlement of disputes

Amicable settlement

The parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this contract or the breach, termination or invalidity thereof.

Arbitration

Unless, any such dispute, controversy or claim between the parties arising out of or relating to this contract or the breach, termination or invalidity thereof is settled

amicably under the preceding paragraph of this clause within sixty (60) days after receipt by one party of the other party's request for such amicable settlement, such dispute, controversy or claim shall be referred by either party to arbitration in accordance with the Indian Arbitration and Conciliation Act, 1996.

The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute. The Parties shall jointly appoint a Sole Arbitrator whose decision the parties shall recognize and respect as final and binding. The venue of arbitration proceedings shall be New Delhi. Any or all disputes arising out of this Agreement shall be subject to the exclusive jurisdiction of the courts in Delhi.

14. Copyright

The study will be the property of NALSA. Appropriate logos will be used and copyright information will also be accordingly mentioned stating that the material may be used after acknowledgement.

15. Adherence to timelines

The agency understands and agrees that this research study is to be conducted in a time bound manner and any delay on its part may impact the funding for the research study being given to them. Funding will not be released beyond 31st March 2019. NALSA will not be responsible for any release of monies after this date.

16. ENTIRE AGREEMENT:

This Agreement and the Annexures hereto represent the entire Agreement as to the subject matter hereof and supersedes any prior understandings between the parties on the subject-matter hereof.

17. FORCE MAJEURE:

Notwithstanding anything to the contrary herein contained, nothing herein shall apply if either party is prevented from discharging its obligation hereunder due to any cause arising from or related to any act of God, war, riot, fire, civil commotion, strike lock out or any or orders of quasi governmental or Courts, local authority or any similar cause.



“Legal Services Camp Module”

NATIONAL LEGAL SERVICES AUTHORITY

12/11 JAM NAGAR HOUSE, SHAHJAHAN ROAD, NEW DELHI

Website: www.nalsa.gov.in, E-mail: nalsa-dla@nic.in

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1. INTRODUCTION:

Access to justice is essential for rule of law. Access to justice, enable citizens to have their voices heard, exercise their rights and challenge discrimination. Access to Justice is not confined to court based legal services. It extends to making people aware about their entitlements under various enactments and welfare schemes and programmes and strengthening their access to the same. Some Legal Awareness Camps are being held by the State Legal Services Authorities to make people aware about their entitlements and apprise them about the availability of free legal services. In most of the camps, it has been observed, only creating of awareness is focussed on. There is a need to effect paradigm shift from awareness to empowerment. For this to happen, a new Model of holding Legal Services Camp is required which would not only make people aware about their entitlements and procedural aspects relating to the same but also connect them to the welfare schemes meant for them. Delivery based Model for holding Legal Services Camp is required.

2. STATUTORY MANDATE

Legal Services Authorities Act, 1987 was passed with an objective to provide free and competent legal services to weaker sections of the society so that they do not remain deprived of justice due to economic or other disabilities. This Act has created Legal Services Authorities primarily with an aim to provide legal

services to weaker and marginalised sections of the society.

Section 4 provides the various functions of the Central Authority. One of the functions spelt out in Section 4(l)

“take appropriate measures for spreading legal literacy and legal awareness amongst the people and, in particular, to educate weaker section of the society about the rights, benefits and privileges guaranteed by social welfare legislations and other enactments as well as administrative programmes and measures” .

This itself reflects that apart ensuring Access to lawyers and legal advice, the mandate of the Legal Services Authorities also extends to educate the weaker sections of the society about the rights, benefits and privileges guaranteed by social welfare legislations and other enactments as well as administrative programmes and measures.

In view of the Section 4(b) of the Legal Services Authorities Act, NALSA has promulgated the following schemes as strategic and preventive programmes and to educate the weaker sections of the society about their entitlements and empower them to get redressed their grievances in accordance with the law of the land.

One of the functions as per Section 4(e) of National Legal Services Authority is to organise Legal Aid Camps especially in rural areas, slums, labour

colonies with the dual purpose of educating weaker sections of the society as to their right as well as encouraging the settlement of disputes through Lok Adalats.

3. OBJECTIVES OF LEGAL SERVICES CAMP:

The Legal Services camp must aim to achieve the following objectives:-

3.1 To spread awareness about welfare legislations and schemes, and strengthen the community's access to the schemes being implemented by the Legal Services Authority and other departments of government.

3.2 Identifying and connecting people to welfare schemes to ensure that fruits of welfare schemes are passed to eligible people.

3.3 To understand legal needs of people and address legal problems of people by giving appropriate legal advice and taking other necessary steps.

4. SUGGESTED THEMES/ ISSUES WHICH MAY BE COVERED IN A LEGAL SERVICES CAMP

4.1 Labour

- Connecting unorganised sector workers to welfare schemes.
- Issues of construction / agricultural labour.
- Availing benefit under Centre and State Schemes.
- Legal Services in any other issues relating to entitlements under labour laws.

4.2 Persons with disabilities

- Addressing disconnect between welfare schemes and persons with disabilities.
- Taking steps to connect beneficiaries with schemes such as Niramaya and Gyan Prabha run by National Trust.
- Ensuring legal services in any other issues.

4.3 Children related issues

- Addressing educational rights of children aged between 6-14.
- Child Marriage.
- Child Labour.
- Issues related to rights under Food Security Act.
- establishment of Legal Literacy Clubs in Higher Secondary and Senior Secondary Schools.

4.4 Transgenders

- Ensuring benefits of welfare legislations/schemes. Issues dealt in NALSA vs. Union of India & Ors. (W.P.(C) No.400/2012).

4.5 Prisoners

- Ensuring representation before court.
- Availability of legal services for inmates.
- Digitisation of legal services clinics in jails.
- Adoption of E-Prison Portal by Jails.

4.6 Issues relating to SC/STs

- Ending discrimination.
- Partnering with State Commission of SC/ST on all issues pertaining to them.

4.7 Senior Citizens

- Ensuring benefits of welfare legislations/schemes.
- Availability of legal services including issues relating to Maintenance and Welfare of Parents & Senior Citizens Act, 2007.
- Senior Citizens Pension issues, if any.
- Elderly abuse, neglect and abandonment.

4.8 Beggars and homeless

- Exploring facilities available for them.
- Identifying abuse, trafficking etc.

4.9 Road Safety and accident

- Awareness about road safety signs.
- Protection to good Samaritans.

4.10 Victims of Disasters

- Problems/legal issues faced by people affected by drought/flood/industrial

disasters. Short term and long term planning.

- Minimizing the impact of flood etc. A mechanism for drought stricken and sustenance to victim.

4.11 Victims of Trafficking

- Identifying causes/areas.
- Rehabilitation and repatriation issues.
- Helping to connect with schemes such as Ujjawala run by Ministry of Women and Child.
- Addressing legal issues relating to victims, particularly under Immoral Traffic (Prevention) Act, 1956 or any other law.

4.12 Any other eligible/category.

5. PRE-CAMP STEPS

5.1 Identification of target population

State Legal Services Authority shall identify cluster of villages in any particular district where categories of persons coming within the ambit of any particular NALSA Scheme are living. After identifying cluster of such villages, the scheme sought to be implemented shall form the core theme for the camp. The core theme, as per the conditions prevailing in the area and to touch particular section of society, may be further broken down to specific themes such as labour rights or rights of senior citizens or rights of women etc.

5.2 Formation of team for connecting with the intended beneficiaries

Teams of Panel Lawyers and Para Legal Volunteers be formed. NGOs working in the field of selected core theme , be identified. NGOs having credible reputation only to be identified and associated with teams. Any other

expert having expertise in the subject matter of core theme can also be associated with the teams to connect with the target population so as to make

them aware about the organisation of Legal Services Camp and to ensure that benefits arranged at the Camp reaches them.

5.3 Identification of specific welfare schemes and departments implementing them

Welfare Schemes and legislations pertaining to core theme be identified. Government departments related to the said core theme be identified. Departments who are even remotely related to the sections of people of core theme be also identified so that multi-dimensional and holistic approach is adopted to ensure access to justice in a meaningful and effective manner. For instance, if the core theme is rights of labourers then, regarding that core theme, the relevant departments/entities would be Department of Labour, Department of Social – Welfare, Department of Health, Department of Women and Child, Ministry of Skill Development, Common Services Centres. These said departments/entities would be the main Departments. Main focus of the camp shall be to connect people with the schemes being run by the main departments related to core theme. Apart from those main departments, other entities and departments which can provide benefit to labourers on the day of camp be also identified. In the given illustration, another department can be department of education to take care of the

educational rights of children of labourers etc. Services at Common Services Centres may be availed.

5.4 NALSA Schemes

1. Scheme for Para-Legal Volunteers
2. Schemes for Legal Services to Disaster Victims through Legal Services Authorities
3. NALSA (Victims of Trafficking and Commercial Sexual Exploitation) Scheme, 2015
4. NALSA (Legal Services to the Workers in the Unorganized Sector) Scheme, 2015
5. NALSA (Child Friendly Legal Services to Children and their Protection) Scheme, 2015
6. NALSA (Legal Services to the Mentally Ill and Mentally Disabled Persons) Scheme, 2015
7. NALSA (Effective Implementation of Poverty Alleviation Schemes) Scheme, 2015
8. NALSA (Protection and Enforcement of Tribal Rights) Scheme, 2015
9. NALSA (Legal Services to the Victims of Drug Abuse and Eradication of Drug Menace), Scheme, 2015
10. NALSA (Legal Services to Senior Citizens) Scheme, 2016
11. NALSA (Legal Services to Victims of acid attacks) Scheme, 2016

5.5 Holding of pre-camp preparatory meetings with stakeholders

Before conducting camp, workshop for teams be conducted to make them aware about the camp design and government welfare schemes and the method to connect sections of community related to core theme with welfare

schemes /programmes. In the said workshop, officials of the government departments and NGOs be also requested to participate so that coordinated efforts are made to benefit the marginalized sections of the society. They be apprised about the objectives of the legal services camp, pre-camp steps and activities during camp etc.

5.6 Identification of venue for the camp

Open Space be also identified where legal services camp can be held for identified villages. It should be kept in view that the space must be large enough to accommodate around 1500/2000 people and setting up of stalls, LED screen etc.

5.7 Field visits by outreach teams in the district/adjoining areas

Teams in association with NGOs, if any, shall make field visits to identify people related to the core theme. Field visits must start at least fifteen days prior to holding of camp. Teams must identify targeted people related to core them. They must also interact with those people to apprise them about the welfare schemes/programmes related to them. Teams shall disseminate information about camp such as its importance/objectives and relevance to their lives to let people know about the importance of camp. People be also told to bring necessary identity documents required for filling up forms related to schemes. Sarpanches/ Panchayat members of the identified villages be also requested to come on the day of camp. They be also requested to mobilise

people related to core theme of the camp. Presence of Sarpanches

and Panchayat members is also required as while submitting forms identification of applicant is required to be made.

5.8 Publicising the organisation of legal services camp

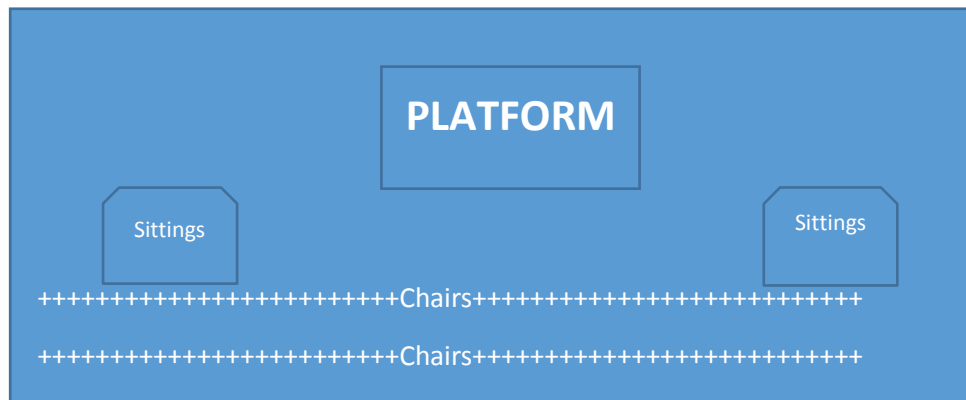
Before holding camp, mobilization be also done through community meetings and by door-to-door visits of field teams to disseminate information about camp. Information about details of the camp through loud speakers and community radio be also disseminated. Adequate number of hoardings be also placed at public places to give information to public about the venue and date of legal services camp.

5.9 Identifying of presenters by participatory government departments/ministries during the camp

Meetings with the Officers of the concerned departments be held to chalk out strategies for conducting Legal Services Camp on the core theme. They be apprised about the objectives of the camp, pre-camp steps etc. They be also requested to have adequate pamphlets, booklets, application forms etc. relating to welfare schemes/programmes of their departments in vernacular language on the day of camp. They be also requested to nominate presenting officers who will give very brief presentation about the welfare schemes to people on the day of camp in local language.

5.10 Physical lay-out of the Camp

Camp's physical lay- out be also designed for the convenience of the villagers/participants. Separate registration stalls for males and females be put. Stalls for different departments including that of Legal Services Authority be also planned in coordination with the government departments. Two/three stalls be kept for NGOs and team members to fill up the forms for getting people connected with schemes. Arrangement for photocopier and adequate stationary be made in the said two/three stalls of the team members and NGOs. Power supply be also ensured to those stalls and LED. LED be placed at a place visible to participants. LED Screen is required so that the NALSA theme song and any other documentary relating to legal services authorities may be shown. The suggested camp design is as follows:



**Stalls of Legal services authority
Govt. Department/NGOs/teams**



Registration Desk
for Men

Help
Desk

Registration Desk
for Women

Fire
Team

Medical
Team

Toilet
for
Women

Toilet
for Men

Drinking
Water
and
Refreshm
ents

6. DURING CAMP

6.1 Short presentation by the Departments/Ministries

The main Departments relating to core theme shall give presentation in local language about the relevant welfare schemes of their Department. They shall briefly spell out the eligibility criteria under the Schemes. Each Department shall not take more than five minutes for the said purpose.

6.2 Real time registration of beneficiaries during the Camp.

After overview by Departments about various schemes, people shall be visiting the stalls of Departments including that of Legal Services Authority. The Officers of Departments at the stalls shall not only apprise people about the welfare schemes and distribute pamphlets regarding the same but shall also fill up the forms so that the same are processed further for getting people connected with the schemes.

6.3 For the purpose of filling up forms under different schemes, people may be referred to the stalls of NGOs/teams who shall fill up forms and attach necessary documents with the form. The teams/NGOs at the end of the programme shall submit the said forms to the different concerned departments.

7. AFTER CAMP ACTIVITY

7.1 Preparation of Camp Report

A detailed report be prepared regarding the Legal Services Camp. It shall, inter-alia, spell out the activities done at the different stalls, application forms filled up with regard to different schemes etc. Lessons learnt from the camp also be clearly indicated so that improvements are made in upcoming camps to effectively reach out to people and getting them connected with the welfare schemes/legislations.

7.2 Follow up of all registrations done during the Camp.

Follow up action be taken on the various application forms submitted during the camp and the applications/representations written of the visitors relating to various issues.

7.3 Clearance of Camp Bills.

Bills of agencies whose services are taken for arranging the camp be cleared preferably within a week. Bills of Panel Advocates and PLVs associated in pre-camp activities and also during camp be also cleared within a week.

7.4 Maintenance of Cleanliness

Clearance of garbage etc. at the place where camp was held be also ensured.

8. SOME OTHER IMPORTANT POINTS

- 8.1 The duration of the camp shall be of 4-6 hours.
- 8.2 The time for opening Legal Services Camp be decided keeping in view weather condition and any other local conditions.
- 8.3 Adequate Drinking Water arrangements be made at the camp.
- 8.4 Refreshments including tea/biscuits be arranged for participants/villagers.
- 8.5 To deal with any emergency, Medical Team and Fire Fighting Team be also kept on standby.
- 8.6 Local police be also requested to put adequate number of policemen on duty at the camp site to avoid any chaos at the spot and to deal with any emergency.
- 8.7 Legal Services Camp should not be given the shape of a seminar, and, hence, inaugural sessions/speeches must be avoided. The focus should be to deliver by connecting people with the identified schemes and redress their problems.
- 8.8 Arrangements be also made for cord-less mics and standing mics.
- 8.9 Help Desks be also set up to help people during the camp by guiding them to the different stalls.
- 8.10 Adequate number of Registration Stalls be put up so that long queues are not formed and delay is avoided in registration of the participants.



Follow-up in Legal Services Camp

Guidelines

NATIONAL LEGAL SERVICES AUTHORITY

Legal Services Camp

Follow-up Guidelines

1. Background and Rationale

Legal Services Camp Module, devised by NALSA, spells out delivery based Model of legal services camp with an objective to bring empowerment of weaker sections of society. The operational framework of legal service camp, as per the Module, consists of three parts i.e. Pre-Camp stage, Activities during Camp and Post-Camp Activities. All the three parts are inter-related and integral to success of legal services camp. The fruitful organization of legal services camp depends upon the successful completion of all the three parts. In the Legal Services Camp Module, under the head, ‘After-Camp Activities’ follow-up action is stipulated. Follow-up action is imperative to ensure that identified beneficiaries get what they are entitled to under welfare laws and various Central and State schemes. The objective of empowering the disadvantaged by using the tool of Legal Services Camp can be fulfilled only if effective follow-up action is undertaken systematically and expeditiously. In the absence of follow-up, the entire exercise of organizing camp may fail to deliver desired results.

2. Follow-up on what?

During Pre-Camp stage, teams formed by Legal Services Authorities visit the selected villages/areas for identifying beneficiaries in consonance with the selected theme. During the course of said visits, beneficiaries are identified, applications, forms etc. are filled up in order to connect identified beneficiaries with welfare schemes being implemented by various departments. Apart from this, some of the applications pertain to seeking of legal advice or pursuing of legal remedies in the courts of Law. Data is supposed to be maintained of the identified beneficiaries and their applications, forms etc. Some of the applications/forms are submitted during pre-camp activities itself with the various departments so that the departments may be able to process the said applications/forms and deliver the benefits on the day of the camp. Some forms/applications need more documentation which includes attaching copies of identity documents, etc., without which it cannot be submitted/processed during the pre-camp stage. The said applications/forms are submitted with the various departments either on the day of camp or after the camp. Apart from this, applications/forms are received on the day of the camp by the various participating government departments who put up stalls at the camps. Applications/forms are also received on the day of the camp at the stall of Legal Services Authority. PLVs and panel lawyers deputed at the stalls help visitors in drafting applications and filling up forms. Participating NGOs also receive applications etc. from people.

2.1 Keeping in view the aforesaid, follow-up action is required on the following aspects:

- a) Applications/Forms submitted of identified beneficiaries to the various departments at the pre-camp stage, but benefits were not delivered on the day of the camp to said beneficiaries.
- b) Beneficiaries identified at pre-camp stage but their applications/forms not submitted to the various departments at pre-camp stage.
- c) Applications/forms received of intended beneficiaries at the stalls of Legal Services Authority on the day of camp.
- d) Applications/forms received and registrations entered by various departments at their stalls on the day of camp.
- e) Applications received by participating NGOs but benefits not delivered on the day of camp.

3. How to carry out follow up:

For effective and proper follow-up, a team may be constituted which shall focus on follow-up points. The team may consists of members who were engaged during the pre-camp activities and who were deputed on the day of the camp. The said team may be headed by a responsible officer who may be a Secretary, District Legal Services Authority. The suggestive follow-up action is mentioned in the table below:

S.No.	Follow-up points	Follow-up action required
1.	Applications/Forms submitted of identified beneficiaries to the various departments at the pre-camp stage, but benefits were not delivered on the day of the camp to said beneficiaries.	<ul style="list-style-type: none"> a) Matter be pursued with the relevant departments to know about the status of applications/forms. b) If further processing of the applications/forms requires some documents then the follow up team must get in touch with the beneficiaries so that copies of the relevant documents are submitted to the concerned departments. c) Feedback be given to the beneficiaries about the status of their applications/forms. d) Follow up shall continue till such time the benefit actually reaches the intended beneficiary.
2.	Beneficiaries identified at pre-camp stage but their applications/forms not submitted to the various departments at pre-camp stage.	<ul style="list-style-type: none"> a) Forms/applications be submitted to the concerned departments. If before submission, copies of documents are required from the beneficiaries then they be contacted and apprised of the same. b) After submitting forms/applications with various departments, feedback be given of the said step to the beneficiaries.
3.	Applications/forms received at the stall of the Legal Services Authority on the day of the camp.	<ul style="list-style-type: none"> a) If the applications/forms relate to the welfare schemes being implemented by the Government Departments, the said applications be submitted to the concerned departments. b) If before submission, copies of documents are required from the beneficiaries, then they may be

		<p>contacted and apprised of the same.</p> <p>c) After submission of the forms/applications with various departments, feedback be given of the said step to the beneficiaries.</p> <p>d) If the applications pertain to the filing or defending any case in the court or seeking of some legal advice, the same without delay be dealt with by the office of DLSA, and action taken on the said application be intimated to the beneficiary.</p> <p>e) Follow up shall continue till such time the benefit actually reaches the intended beneficiary</p>
4.	Applications/forms received by various departments at their stalls on the day of the camp.	<p>a) Data be collected from the Government Departments, who had put up stall on the day of the camp, about applications/forms received and registrations entered by them.</p> <p>b) Regarding those applications/forms matter be pursued with the departments as to the action taken by those departments on the said applications/forms.</p> <p>c) Feedback be given to the beneficiaries about the status of their applications/forms.</p> <p>d) Follow up shall continue till such time the benefit actually reaches the intended beneficiary.</p>
5.	Application received by participating NGOs but benefits not delivered on the day of the camp.	<p>a) Matter be pursued with the NGOs and if required micro follow-up camp for delivering the benefits may be organized so that NGO delivers the benefits in the said</p>

		<p>follow-up micro camp. This is primarily necessitated in case of NGO providing prosthetic limbs.</p> <p>b) Applicants be accordingly informed of the said follow-up and organization of micro level follow-up camp.</p>
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4. Methods of feedback

1. If the intended beneficiary has a phone then feedback may be given through a telephonic call.
2. If the intended beneficiary does not have a phone, as is particularly the scenario in remote areas, then the team members of the follow-up team may visit the villages and give face to face feedback.

5. Format

Separate format sheets can be used for different Ministries/Departments. The suggestive format for maintaining data including follow-up action is as follows:

FORMAT

S.No.	Name of beneficiary	Address and phone number of beneficiary	Action taken on application/form	Follow-up action	Feedback to beneficiary (Yes/No)

Submission of Report to NALSA:

The report in the following format be submitted to NALSA after the conclusion of the camp which necessarily includes follow-up action:

1.	Name of SLSA	
2.	Venue of Legal Services Camp	
3.	Number of villages/ urban areas covered	
4.	Number of beneficiaries identified at the pre-camp stage	
5.	Number of beneficiaries whose applications were dealt/forwarded at pre camp stage to concerned departments.	
6.	Number of beneficiaries to whom benefit given on the day of the camp	
7.	Number of new beneficiaries who submitted applications/forms on the day of the camp to legal Services Authority or other participating departments	
8.	Number of beneficiaries whose applications were dealt with including forwarding of applications to various departments during and after the camp	
9.	Number of beneficiaries qua whom follow-up action was taken.	
10.	No. of applications who are yet to be delivered desired benefits.	

POST CAMP ASSESSMENT

A suggestive framework

NATIONAL LEGAL SERVICES AUTHORITY

POST CAMP ASSESSMENT

1. Rationale

Legal Services Camps are being organized by State Legal Services Authority by following the operational framework spelt out in the Legal Services Camp Module devised by NALSA. It is quite imperative to assess as to whether Legal Services Camps are achieving the contemplated objectives or not. After completion of the camp, assessment is also required to identify and learn from successes and failures. Primarily, with this in view, a post camp assessment framework is required so that post camp assessments are carried out by Legal Services Authorities to capture the lessons learnt from past success and failures, with the goal of improving future performance.

2. About the Post Camp Assessment

Organizational learning requires that there is continuous assessment of performance to identify and learn from successes and failures. Post Camp Assessment is a tool that facilitates this assessment with regard to Legal Services Camps. It is a structured approach for reflecting upon the Legal Services Camp and identifying strength, weaknesses and areas for improvement.

Post Camp Assessment shall revolve around the following:-

- What was expected to happen?

- What actually occurred?
- What went well and why?
- What can be improved and how?

3. Steps in Post Camp Assessment

3.1 STEP 1 - PLANNING A POST CAMP ASSESSMENT

The success of meeting for post camp assessment often depends upon the amount of time spent in planning for the meeting.

- (i) Schedule the Post Camp Assessment, ideally, within two weeks of completion of Legal Services Camp.
- (ii) Select the facilitator who may be the Secretary, DLSA.
Facilitator's job is to keep the meeting focussed and moving.
- (iii) For best results:
 - Plan to conduct the team meeting in person, rather than by phone.
 - Ensure participation of all team members.
 - It is recommended that a time equal to 10 minutes per team member is set aside. If necessary, the assessment can be continued on second day meeting.
- (iv) **Note taker:** Assign a team member to take notes on the flip charts. If the Post Camp Assessment is an hour or longer,

consider having team members rotate this job so everyone can participate fully.

- (v) **Timekeeper:** Assign times to the sections of the Post Camp Assessment in advance and ask someone to play the role of time keeper *(this is important- it is easy for groups to get lost in conversation and not have time to cover all sections of the assessment).*

3.2 STEP 2 – CONDUCTING POST CAMP ASSESSMENT

- (i) Introducing the Post Camp Assessment-

The task of the facilitator is to guide the group through assessment of the Legal Services Camp, using a standard set of questions:

- What was expected to happen?
- What actually occurred?
- What went well and why?
- What can be improved and how?

Start by reminding the team of the purpose and context of the meeting. The following points need to be kept in view:

- The Post Assessment Camp does not grade success or failure.
- There are always weaknesses to improve and strengths to sustain.
- Participants should share honest observations about what actually happened (objective data) without assigning blame or praise.
- No one has all the information or answers. Everybody has something important to contribute.
- Set an atmosphere of openness. If necessary facilitator can introduce ground rules or expectations for the session.

(ii) Closing the Post Camp Assessment

- a. To close the Post camp assessment, summarise key points identified during the discussion. The session should end on a positive note, linking observations to recommendations for future improvements.
- b. Assign roles for follow up: The Facilitator should discuss in advance the process for writing up the post camp assessment report.

3.3 STEP 3: PREPARING REPORT & SHARING THE POST CAMP ASSESSMENT

Report shall be prepared. The following points may be kept in view:

- (i) Provide a clear summary of concrete and actionable recommendations that will improve the process.
- (ii) Identifying tasks and topics requiring leadership attention.
- (iii) Share the Post Camp Assessment Report with DLSAs.

The greatest benefit of a Post Camp Assessment comes from applying the lessons learned to future work and teams. The conclusions drawn must be applied in future camps so as to make them more effective.

4. KEY POINTS AND PRACTICAL TIPS

- ✓ Post the questions on flipchart sheets prior to the session. Write answers on the sheet as the session progresses.
- ✓ The Facilitator should prepare some lead-in questions and may have to directly solicit answers.
- ✓ If there are issues with either openness or time, it may be worthwhile to gather individual ideas first and then facilitate a group discussion.
- ✓ Actionable recommendations should be as specific as possible.
- ✓ Participants of a Post Camp Assessment should include all members of the team.
- ✓ Post Camp Assessment should be carried out immediately, while the team is still available and memories are fresh.