LEGAL AID SERVICE PROVIDERS' NETWORK

# Annual Report

# Jul. 2009 – Jun. 2010



Submitted to:

Legal Aid Basket Fund DANIDA – HUGGO

Project Number: A-A2J-017 2008

# **Table of Contents**

| 1.           | List of Acronyms   | 3    |
|--------------|--|------|
| 2.           | Project Information  | 4    |
| 3.           | Executive Summary  | 5    |
| 4.           | Achievements made  | 6    |
| 5.           | Challenges faced   | 8    |
|              | a) To mobilise various resources to facilitate budgetary proposals   |      |
|              | b) To set up an independent, fully-fledged and efficient Secretariat   | 8    |
|              | c) To harness working group capacities of the Steering Committee   | 8    |
|              | d) To institute meaningful organisational policies and procedures  | 8    |
|              | e) To initiate a number of ways that address membership affairs  |      |
|              | f) To liaise with key players to improve on stakeholder relations  |      |
|              | g) To design programmes of strategic relevance to legal aid sector   | 8    |
| 6.           | Progress achieved  | 9    |
| 7.           | Recurrent issues   | . 10 |
|              | a) Improving client referral systems and case management   | . 10 |
|              | b) Establishing an Independent and Functional Secretariat  | . 10 |
|              | c) Designing Effective Organisational policies and procedures  |      |
|              | d) Identifying capacity building gaps among service providers  |      |
|              | e) Developing a LASPNET Quality Assessment Mechanism   |      |
|              | f) Defining Roles of Subcommittees of the Steering Committee   |      |
|              | g) Organising Partnership Discussions with Key Stakeholders  |      |
| 8.           | Risk Analysis  |      |
|              | a) Operational   |      |
|              | b) Reputational  |      |
|              | c) Procedural  |      |
|              | <ul><li>d) Managerial</li><li>e) Financial</li></ul>   |      |
|              | <ul><li>e) Financial</li><li>f) Technical</li></ul>  |      |
| •            |  |      |
| 9.           | <ul><li>Recommendations</li></ul>  |      |
|              | <ul><li>a) Organising and engaging in study visits to regions</li><li>b) Strengthening the LASPNET Secretariat</li></ul> |      |
|              | <ul><li>c) Scaling up regional coverage of JCs for referral</li></ul>  |      |
|              | d) Scheduling of Steering Committee meetings   |      |
|              | <ul> <li>e) Partitioning budgetary plan into priority areas</li> </ul>   |      |
|              | f) Establishing a legal aid provider in Western Uganda   |      |
| 10.          | Financial Report:  | .13  |
| 10.          | a) Revenue:  |      |
|              | b) Expenditure:  |      |
| 11.          | Conclusive Remarks   |      |
|              | Appendix   |      |
| ± <b>∠</b> . |  | . 10 |

# 1. List of Acronyms

| AllER:   | All England Law Reports  |
|----------|--|
| CSCHRC:  | Civil Society Coalition on Human Rights and Constitutional Law |
| DIHR:    | Danish Institute for Human Rights                              |
| EALR:    | East African Law Reports                                       |
| EALS:    | East African Law Society                                       |
| EOC:     | Equal Opportunities Commission                                 |
| IDF:     | International Development Fund                                 |
| IRCU:    | Inter-religious Council of Uganda                              |
| JCs:     | Justice Centres  |
| JLOS:    | Justice, Law and Order Sector                                  |
| LABF:    | Legal Aid Basket Fund  |
| LASPNET: | Legal Aid Service Providers Network                            |
| LASPs:   | Legal Aid Service Providers                                    |
| LAPD:    | Legal Action for Persons with Disabilities                     |
| LDC:     | Law Development Centre   |
| NGO:     | Non Governmental Organisation                                  |
| ODS:     | Organisation Development Strategy                              |
| PAYE:    | Pay As You Earn  |
| SAJEA:   | Strengthening Access to Justice in Eastern Africa              |
| TLR:     | Tanzania Law Reports   |
| UHRC:    | Uganda Human Rights Commission                                 |

# 2. Project Information

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Project Accountant: Mr. Martin A., Onen

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**Project Bankers:** Barclays Bank (U) Limited, Kampala Road Branch, P.O. Box 7101, Kampala.

# 3. Executive Summary

The Legal Aid Providers Network (LASPNET) is increasingly becoming a major coordinating institution for promoting the agenda of legal aid service providers in Uganda. LASPNET is now emerging as a key player in enhancing access to justice while working closely with various stakeholders in the Justice, Law and Order Sector (JLOS). A range of successful interventions have been conducted by the Network with support from the Legal Aid Basket Fund (LABF).

The membership to LASPNET was 17 organisations at close of June 2009, including:

- i LDC Legal Aid Clinic (LAC);
- ii Public Defender Association of Uganda (PDAU);
- iii Uganda Gender Resource Centre (UGRC);
- iv Foundation for Human Rights Initiative (FHRI);
- v Legal Aid Project of the Uganda Law Society (LAP);
- vi Refugee Law Project (RLP);
- vii Federacion Internacionale de Abogadas (FIDA).
- viii Platform for Labour Action (PLA);
- ix Uganda Land Alliance (ULA);
- x Uganda Network on Law, Ethics, and HIV/AIDS (UGANET);
- xi Uganda Christian Lawyers' Fraternity (UCLF);
- xii Alliance for Integrated Development & Empowerment (AIDE);
- xiii Inter-religious Council of Uganda (IRCU);
- xiv Right to Improved Child Health (RICH Consult);
- xv Teso Legal Aid Project (TLAP);
- xvi MIFUMI; and
- xvii Defence for Children International (DCI)

Currently, 16 more organisations have joined the Network, including:

- i Facilitation for Peace and Development (FAPAD);
- ii Uganda Youth Development Link (UYDEL);
- iii Avocats Sans Frontieres (ASF);
- iv Legal Action for Persons with Disabilities (LAPD);
- v Youth Justice Support, Uganda (YJSU);
- vi World Voices Uganda (WVU);
- vii Justice and Rights Associates (JURIA)
- viii Human Rights Awareness and Promotion Forum (HRAPF);
- ix Centre for Public Interest Law (CEPIL); and
- x Action for Poverty Reduction & Livestock Modernisation in Karamoja (ARELIMOK);
- xi Action Against Violence (AAV);
- xii Kamuli Community Based Paralegals Association (KCOBPA);
- xiii Kawempe Legal Rights Awareness Initiative (KLRAI);
- xiv Uganda Muslim Supreme Council (UMSC);
- xv Acid Survivors Foundation of Uganda (ASFU); and
- xvi Omaniman Community Development Initiative (OCODI).

The membership to the Network has steadily grown and the major challenge faced is to ensure its usefulness to the entire legal aid sector. However, still a number of achievements were successfully achieved during the implementation of different planned activities by the Secretariat during the period of July 2009 and June 2010.

# 4. Achievements made

| chie | vements made                  |  |
|------|-------------------------------|--|
|      | Ongoing Activities            | Achievement  |
| i.   | Develop Human Resources       | <ul> <li>Administration Assistant has acquired a certificate<br/>in Administrative Law at LDC</li> <li>The National Coordinator has completed training<br/>for a Diploma in Law at LDC</li> <li>Recruited a new Legal Officer since the position had<br/>fallen vacant</li> </ul>  |
| ii.  | Establish a Resource Centre   | <ul> <li>Purchased book shelves</li> <li>Purchased a document locker</li> <li>Purchase of the Laws of Uganda - hard &amp; soft copies</li> <li>Purchase of the EALR, AllER, and TLR in soft copies</li> <li>Purchase of Stroud's Judicial Dictionary in soft copy</li> <li>Developed a registry for materials</li> </ul> |
| iii. | Develop Organisation Strategy | <ul> <li>Developed a LASPNET Transport Policy</li> <li>Drafted a Financial Policy for LASPNET</li> <li>Developed a draft manual on Human Resource and Administration</li> <li>Started on the process of registering LASPNET with the NGO Board</li> </ul>  |
| iv.  | Manage and update Website     | <ul> <li>Working with TROCAIRE on improving the database systems for case management as a web-based tool for the member organisations</li> <li>Created member pages as well as email access via LASPNET Website for all member organisations</li> </ul>  |
| v.   | Attend to Membership Affairs  | <ul> <li>Enrolled 16 more organisations giving a current total of 33 members</li> <li>Updated membership directory for contact listing and participation tracking</li> <li>Developed sub-committees to assist as task force arrangements for LASPNET programmes</li> </ul>   |
| vi.  | Engagement with JLOS          | <ul> <li>Participation in the meeting sessions of the JLOS<br/>Criminal Working Group</li> <li>Appointment of a LASPNET representative to the</li> </ul>   |

- Appointment of a LASPNET representative to the Steering Committee of Justice Centres
- Examined the strategy for ensuring an effective client referral system with Justice Centres
- Selected a member on the Steering Committee to develop a partnership proposal to JLOS
- vii. Improve Stakeholder Relations Established networking relations with the Coalition on Electoral Democracy in Uganda
  - Held a meeting with officials from UHRC to share information and experiences

viii. Coordination of activities

- Coordinated LASPs for criminal public defence of the September riot suspects
- Development of the LASPNET Calendar 2010 and publishing quarterly newsletters
- Convened LASPs to represent detainees who have overstayed on remand in Mbarara Prison
- Conducted a legal aid open week in Mbarara, Soroti, Tororo, and Gulu districts with the support of legal officers from the member organisations
- Held a capacity building workshop for members on strategic litigation and advocacy
- Held the first Annual General Meeting of the member organisations
- Administrative oversight at the Secretariat
- ix. Other networking activities
- Attended the Annual conference/AGM for EALS in Rwanda
- Assisted Tanganyika Law Society in developing the code of conduct for LASPs in Tanzania Mainland
- Participating in the consultancy work of EALS and DIHR on access to justice
- Published the Mapping Report on the legal aid service provision in Uganda
- Attended the performance based training workshop conducted by the SAJEA Programme
- Participated in the Dialogue Meeting and Launch of the LAPD Report on Access to Buildings
- Attended the workshop on amending provisions in the EOC Act organised by CSCHRC
- Compiled the final consultancy work on Access to Justice in East Africa with the DIHR/EALS
- Attended the East African Regional Forum for the SAJEA Programme
- Participated in the Dialogue Meeting and Launch of the IRCU Access to Justice Survey Report
- Attended the Stakeholders Meeting for UYDEL on Child Trafficking and Child Sacrifice
- Attended the Review Meeting in Nairobi for a consultancy with DIHR & EALS on Access to Justice
- Attended reception for East African Justice Sector Development Partners hosted by Irish Ambassador

# 5. Challenges faced

The Network is faced with innumerable challenges as a growing membership-based entity while fostering other diverse chain-linked partnerships that provide basis for meaningful institutional development within the legal aid sector as elaborated below.

#### a) To mobilise various resources to facilitate budgetary proposals

Currently the budgetary costs for running LASPNET are mainly met by short-term project funding from Development Partners under LABF. Nevertheless, further efforts are required to solicit for long-term budget funding that will ensure future sustainability. The need to diversify income and/or funding sources is very critical given the high demand for a wider scope of innovative programmes to ensure institutional relevance, e.g. IDF.

#### b) To set up an independent, fully-fledged and efficient Secretariat

A hosting arrangement has precipitated establishment of the LASPNET Secretariat in an endeavour toward developing a coordinating institution for civil society organisations that provide legal aid services in Uganda. But an independent Secretariat is also required for the increased membership so as to retain fully committed staff and ensure own working systems that will foster vital tenets for necessary organisational development.

#### c) To harness working group capacities of the Steering Committee

The LASPNET Steering Committee is composed of sub-committees on Human Resource and Administration, Programming and Technical Assistance, Financial Planning and Accounting Systems, as well as Membership Affairs and Stakeholder Relations. However, an elaborate working relationship has not yet been properly established to enable the Secretariat harness the capacities of the various Board Members on these working groups.

#### d) To institute meaningful organisational policies and procedures

LASPNET has managed to develop a Transport policy as one of its measures toward better organisational development. Similarly, drafts for a Financial Policy and a Human Resource Manual have also been made pending revision. On the other hand, there are a several procedures that have to be developed to ensure clear statement of the actions and measures to be followed in relation to the different policies in place.

#### e) To initiate a number of ways that address membership affairs

The membership to LASPNET has increased to over 30 member organisations and is still growing. It is therefore becoming more critical to create support systems that can uphold member interests and also address pertinent issues within the Network.

#### f) To liaise with key players to improve on stakeholder relations

There has been some engagement with some key stakeholders like the Uganda Law Council, the Uganda Law Society, the Paralegal Advisory Service, the Justice Centres Programme, as well as the JLOS Secretariat. None the less, is been little or no working relationship with the Academia, Private Sector, Corporate Bodies, and renowned Networks.

#### g) To design programmes of strategic relevance to legal aid sector

A number of collective initiatives by the Secretariat have been designed to ensure strategic relevance of LASPNET to the legal aid service providers in the sector. Although a lot has been done within several constraints, more is required in terms of quality services, customer care, case management and referrals, collective advocacy, sector wide partnerships, information sharing and research, capacity building, and good corporate governance.

# 6. Progress achieved

A number of achievements have been realised in fulfilment of the planned targets and as such several activities have been successfully completed. However, some activities are still in progress and will be completed in course of the financial year 2010/11.

Below are the planned targets and the activities completed or in progress.

| Planr | ned Targets                              |   | Achievement   |   | Progress  |  |  |
|-------|--|---|---|---|---|--|--|
| i.    | Retain Secretariat<br>staff              | • | Recruited a new Legal Officer<br>as position had fallen vacant<br>Trained staff in relevant<br>courses at LDC   | • | To review salary scales and staff contracts   |  |  |
| ii.   | Establish a Resource<br>Centre           | • | Purchased book shelves and a document locker  | • | To secure and organise<br>space for the Centre<br>To develop an online<br>resource facility                       |  |  |
| iii.  | Develop Organisation<br>Strategy         | • | Utilised internal resources to develop a Transport Policy.  | • | To develop organisation<br>structure<br>To finalise the Financial<br>Policy and HR Manual<br>To register for PAYE |  |  |
| iv.   | Increase on the membership               | • | Increased membership to 33<br>organisations<br>Collected up to 90% of the<br>membership fees  | • | To make follow-up on<br>prospective LASPs for<br>enrolment and ULC<br>registration                                |  |  |
| v.    | Administrative<br>oversight              | • | Held all the planned Steering<br>Committee meetings   | • | To develop a budget<br>and work plan for<br>2010/11<br>To report on criminal<br>public defence by LASPs           |  |  |
| vi.   | Engagement with<br>stakeholders          | • | Built some relations with the<br>Coalition on Electoral Reform<br>Established relations with the<br>JLOS Secretariat<br>Participated in the Task Force<br>meetings to develop the legal<br>aid policy | • | To liaise with National<br>Coordinator of the JCs<br>on referrals   |  |  |
| vii.  | Improve on the<br>networking initiatives | • | Conducted open week in<br>Mbarara<br>Held capacity building<br>workshop<br>Attended events organised<br>by member organisations   | • | To solicit funding for<br>future networking<br>initiatives  |  |  |

# 7. Recurrent issues

The following issues have been continually identified as requiring special consideration:

#### a) Improving client referral systems and case management

There is need to devise means that will enable providers to:

- i. Catalogue all the client cases referred to them
- ii. Sustain a referral mechanism at various community levels
- iii. Plan and assess impact in order to improve services in target areas

#### b) Establishing an Independent and Functional Secretariat

The LASPNET Secretariat has operational challenges requiring:

- i. Establishment of a distinct identity and autonomy
- ii. Adequate space to accommodate a fully fledged Secretariat
- iii. Development of interventions beyond institutional development

#### c) Designing Effective Organisational policies and procedures

A number of policies and procedures are needed to:

- i. Improve the existing structures and systems
- ii. Ensure proper guidance in the execution of functions
- iii. Establish professional and institutional work ethics for LASPNET

#### d) Identifying capacity building gaps among service providers

There is increased demand to assess capacity gaps in consideration of:

- i. Structural bottlenecks
- ii. Human resource needs
- iii. Technology deficiencies

#### e) Developing a LASPNET Quality Assessment Mechanism

There is a necessity to assess functioning and quality of LASPs with focus on:

- i. Governance models and organisation practices
- ii. Programme planning and management strategies
- iii. Organisational development and learning techniques

#### f) Defining Roles of Subcommittees of the Steering Committee

There is need to develop T.O.R's for the proposed standing subcommittees on:

- i. Human Resource and Administration
- ii. Programming and Technical Assistance
- iii. Financial Planning and Accounting Systems
- iv. Membership Affairs and Stakeholder Relations

#### g) Organising Partnership Discussions with Key Stakeholders

The LASPNET Secretariat has continually been obliged to partner through:

- i. Attendance of meetings for District Coordination Committee
- ii. Participation in the regional M&E exercises by JLOS Secretariat
- iii. Establishment of funding opportunities from the Private Sector
- iv. International Agencies

# 8. Risk Analysis

Several threats, as detailed below, have been encountered in the last quarter despite successful achievement of several outputs at the LASPNET Secretariat.

#### a) Operational

The current matrix structure under a hosting arrangement still generates delegated or shared functions prone to delays due to unclear responsibilities, conflicting priorities and informal working practices. LASPNET faces the risk of failed systems in absence of a convenient and effective organisational policy framework clearly guiding the modes of employment, patterns of authority, and division of responsibilities.

#### **b)** Reputational

There exists a culture of weak stakeholder partnerships, irregular public campaigns and inadequate interventions for improving member relations as depicted in shared roles, communication patterns, the ways of doing work, and the general attitude or outlook toward investing in reputational goals. These factors pose a threat to the development and survival of LASPNET as a reputable and preferred institutional body for effectively coordinating legal aid service providers in Uganda.

#### c) Procedural

Currently, LASPNET has managed to develop some policy documents and manual to provide guidance on a number of work situations. However, these need to have proper procedures to guide organisational conduct basing on formalised processes and/or standardised series of practises. But LASPNET is still required to ensure that there exists a necessary fit between organisational mandate, programme strategy, structure, human resources, management style and systems to avoid procedural inconsistencies.

#### d) Managerial

LASPNET has an implied institutional mandate within the legal aid sector that creates a managerial vacuum where corresponding administrative oversight in directing, coordinating and organising activities is sporadic. There is a growing demand for a management style that ably involves key stakeholders in major decision making processes while also enabling a performance based monitoring of progress to achieve expected results to avoid an attitude of condoning laxity within the Network.

#### e) Financial

The funding available to the Network is still limited yet the success of the Network is greatly dependent on a strategy to diversify means for future growth and sustainability.

#### f) Technical

The strategic plan for LASPNET has a lot of technical solutions to improve on the existing organisational systems but there is need for a more deliberate effort to identify as well as define the different and appropriate methods of doing work that ensure technological effectiveness lest any apparent bottlenecks cause inefficiencies that may hamper the already attained progress in achieving expected outcomes.

### 9. Recommendations

There are a number of recommendations are proposed as follows:

#### a) Organising and engaging in study visits to regions

There are several proposed interventions such as:

- i. Working with JLOS during the M&E circuits
- ii. Liaising with several LASPs to improve on existing systems
- iii. Meeting the various DCCs for sharing experiences and good practices

#### b) Strengthening the LASPNET Secretariat

It is recommended to have an independent LASPNET Secretariat to ensure:

- i. An adequate working space for better performance
- ii. A visible institutional identity and better public image
- iii. A well-equipped office premise with updated facilities
- iv. An independent environment for self-governing ethos

#### c) Scaling up regional coverage of JCs for referral

Several other regions are proposed for strategic coverage, including:

- i. West Nile (e.g. in Arua)
- ii. Karamoja (e.g. in Moroto)
- iii. Western (e.g. in Fort Portal)
- iv. South Western (e.g. Mbarara)
- v. L. Victoria (e.g. Kalangala)

#### d) Scheduling of Steering Committee meetings

#### The following dates are recommended by the LASPNET Secretariat:

- i. Friday 20, August 2010
- ii. Friday 19, November 2010
- iii. Friday 18, February 2011
- iv. Friday 20, May 2011

#### e) Partitioning budgetary plan into priority areas

These have been proposed to facilitate fundraising strategy for:

- i. Administration costs
- ii. Operational expenses
- iii. Annual General Assembly
- iv. Capacity building and publicity
- v. Open Weeks (in Arua & Fortportal)
- vi. Setting up an independent Secretariat

#### f) Establishing a legal aid provider in Western Uganda

There are over 10 districts in the West requiring at least a clinic to:

- i. Address rampant issues on property rights
- ii. Provide needed legal support on succession issues
- iii. Offer a referral centre for a number of dejected clients

# **10. Financial Report:**

The financial report is for the period Jul 2009 to June 2010.

#### a) Revenue:

The balance carried forward from the previous year as at the 30<sup>th</sup> June 2009 is **Shs 38,724,224** made up as follows:

| Cash at Bank/LASPNET membership fees | Shs | 1,320,555  |
|--------------------------------------|-----|------------|
| Cash at Bank/LABF disbursements      | Shs | 37,403,669 |
| Total                                | Shs | 38,403,669 |

A sum of **Shs 326,521,427** was disbursed to LASPNET from the LABF during the period.

The balance carried forward for the LASPNET membership fees is Shs 1,320,555 and the overall fees collected during the period amount to Shs 2,800,000 giving a total of **Shs 4,120,555**.

| No. | Revenue Source                             | Date                      | Amount in Shs |
|-----|--|---------------------------|---------------|
| 1   | Legal Aid Basket Fund                      | 22 <sup>nd</sup> Sep 2009 | 68,139,202    |
|     |  | 14 <sup>th</sup> Oct 2009 | 44,645,200    |
|     |  | 09 <sup>th</sup> Feb 2010 | 76,070,000    |
|     |  | 11 <sup>th</sup> May 2010 | 137,667,025   |
| 2   | Avocats Sans Frontieres                    |                           | 200,000       |
|     | Human Rights Awareness and Promotion Forum |                           | 200,000       |
|     | Legal Aid Project                          |                           | 200,000       |
|     | World Voices Uganda                        |                           | 200,000       |
|     | MIFUMI                                     |                           | 200,000       |
|     | Uganda Land Alliance                       |                           | 200,000       |
|     | Justice and Rights Associates              |                           | 200,000       |
|     | Uganda Muslim Supreme Council              |                           | 200,000       |
|     | Acid Survivors Foundation of Uganda        |                           | 200,000       |
|     | Facilitation for Peace and Development     |                           | 200,000       |
|     | Uganda Youth Development Link              |                           | 200,000       |
|     | Action Against Violence                    |                           | 200,000       |
|     | Foundation for Human Rights Initiative     |                           | 200,000       |
|     | Action for Poverty Reduction and Livestock |                           | 200,000       |
|     | Modernisation in Karamoja                  |                           |               |
|     |  | Total                     | 329,321,427   |

#### Summary of the overall project funds received by LASPNET

| Balance brought forward | Shs | 38,724,224  |
|-------------------------|-----|-------------|
| Revenues to LASPNET     | Shs | 329,321,427 |
| Total                   | Shs | 368,045,651 |

#### **b)** Expenditure:

A total of **Shs 320,891,501** was spent during the period as indicated in the Expenditure Statement, under the appendix section, leaving a bank balance of **Shs 44,354,150<sup>1</sup>** at close of the 30<sup>th</sup> day of June 2010.

#### **New Line Items**

Two new line items were introduced, i.e., legal advisory services by a temporary staff, as well as legal training for the Secretariat's managerial staff. The expenditures incurred on these line items were mainly balanced with surplus from the Legal Officer's salary that was not utilised during the period.

#### **PAYE and NSSF**

The unpaid amount on PAYE comes to Shs 20,915,500 made up as follows:-

| (i)  | Jul 08 to Jun 09 | Shs | 9,387,500  |
|------|------------------|-----|------------|
| (ii) | Jul 09 to Jun 10 | Shs | 11,528,000 |
|      | Total            | Shs | 20,915,500 |

The unpaid NSSF amount from the previous financial year is Ush 5,197,500 and Ush 5,400,000 from this financial year which adds up to **Shs 10,597,500**.

#### **Member contributions**

A total amount of **Shs 750,000** was used from the membership fees as follows:

| Item                    | Account<br>Code | Approved<br>Budget<br>Jul'08-Jun'09<br>Shs | Total<br>Expenditures<br>Jul'08-Jun'09<br>Shs | Available<br>Balance<br>Jul'08-Jun'09<br>Shs |
|-------------------------|-----------------|--|---|--|
| Income Receipts         |                 |  |   |  |
| Balance brought forward |                 | -  | 1,320,555                                     | -  |
| Membership fees         |                 | -  | 2,800,000                                     | -  |
|                         |                 | -  | 4,120,555                                     | -  |
| Fund utilisation        |                 |  |   |  |
| Vehicle repair          |                 | 400,000                                    | 400,000                                       | -  |
| NGO registration        |                 | 350,000                                    | 350,000                                       | -  |
| Surplus carried forward |                 | 3,370,555                                  | -   | 3,370,555                                    |
| Total                   |                 | 4,120,555                                  | 750,000                                       | 3,370,555                                    |

#### FUND BALANCES (As on 30/06/2010)

| Cash at Bank/LABF          | Shs | 44,354,150 |
|----------------------------|-----|------------|
| Cash at Bank/LASPNET       | Shs | 3,370,555  |
| Un-presented salary cheque | Shs | 400,000    |
| Total                      | Shs | 48,124,705 |

<sup>&</sup>lt;sup>1</sup> The amount of fees contributed by members is not included in order to match the balance with that of the Audit report which also excludes it for purposes of consistency with the LABF fund accountability statement.

# **11. Concluding Remarks**

LASPNET has achieved a number of results in the period of July 2009 to June 2010 in terms of organisational development and coordination of legal aid service providers to engage in efforts that enhance access to justice for indigent persons in Uganda.

The Legal Aid Basket Fund (LABF) has continually given financial support to the LASPNET Secretariat in order to facilitate these various efforts. But the funding for the budgetary proposals of the financial year commencing in July 2010 is largely insufficient and requires very proactive fundraising strategies so as to meet the estimated costs of transforming the Network into an institutional entity capable of supporting member effectiveness as well as providing sector-wide relevance. As a result, the member organisations to LASPNET have increased by an additional 16 organisations to reach a total of 33 by close of the June 2010.

Since its establishment in the early 2001, LASPNET had never held an Annual General Meeting of its members. But, the first event of this kind was successfully held at Jinja Nile Resort from Thursday 11<sup>th</sup> March 2010 to Friday 12<sup>th</sup> March 2010. The major objectives of this event were: to make necessary amendments to the existing LASPNET Constitution; to elect new members to the Steering Committee; to discuss a plan for collective advocacy and effective case management; to approve all the newly subscribed member organisations to the Network; and to share achievements as well as propose any future plans. A capacity building workshop for legal aid service providers was conducted in strategic litigation and advocacy while legal aid open weeks were successfully conducted in western Uganda (Mbarara) and northern Uganda (Gulu).

LASPNET has now started working on the various organisation development strategies such as policy documentation using member and staff resources as well as establishing meaningful partnerships with key players in the legal aid sector for sharing experiences. A transport policy has been finalised while draft copies have also been developed for the human resource manual as well as the finance policy. There is however a challenge of establishing proper procedures to facilitate a number of organisational practices and personnel duties.

Although the financial year, July 2009 to June 2010, has been very challenging in general there is also a lot of success to count on. It is good that a new recruit has come on board to fill the position of Legal Officer as it had fallen vacant. This will definitely enable the Secretariat to get back on course in terms of creating impact among member organisations as well as partners. However, a Legal Advisor was temporarily recruited from May 2010 until July 2010 to relieve the Secretariat of several activities that fell under the duties of a Legal Officer. He has been instrumental during the registration process of LASPNET with NGO Board, conducting of the legal aid open week in Mbarara, and holding a capacity building workshop for members.

By and large, there is a strong and committed effort at the Secretariat to ensure a functional coordinating entity with support of the Steering Committee and key identified partners for sustainable growth toward achievement of the various planned goals of the Network. Key focus for the next year is on promoting collective and relevant participation of non-state actors alongside state agencies in cross-institutional and sector-wide initiatives that enhance access to justice for all.

# 12. Appendix

#### EXPENDITURE STATEMENT: Period: Jul 2009 to Jun 2010

| Item                              | Account Adjusted |               | Total         | Available     |  |
|-----------------------------------|------------------|---------------|---------------|---------------|--|
|                                   | Code             | Budget        | Expenditure   | Balance       |  |
|                                   |                  | Jul'09-Jun'10 | Jul'09-Jun'10 | Jul'09-Jun'10 |  |
|                                   |                  | Shs           | Shs           | Shs           |  |
| Income Receipts                   |                  |               |               |               |  |
| Balance brought forward           |                  | -             | 37,403,669    | -             |  |
| Programme Funding                 |                  | -             | 326,521,427   | -             |  |
| Total Funding                     |                  | -             | 363,925,096   | -             |  |
| Fund utilisation                  |                  |               |               |               |  |
| Material Development              | 34503            | 2,000,000     | 265,500       | 1,734,500     |  |
| Newspaper Supplements             | 34503            | 2,400,000     | -             | 2,400,000     |  |
| PAYE                              | 34202            | 12,282,500    | -             | 12,282,500    |  |
| NSSF Contribution                 | 34202            | 3,300,000     | -             | 3,300,000     |  |
| Stationery                        | 34008            | 1,669         | -             | 1,669         |  |
| Website Development               | 34007            | 1,719,500     | 1,200,000     | 519,500       |  |
| Printing of Mapping Report        | 34010            | 2,000,000     | 2,000,000     | -             |  |
| Consultant - Guide Book           | 34310            | 3,200,000     | -             | 3,200,000     |  |
| Resource Centre/Library           | 34402            | 5,000,000     | 6,200,000     | (1,200,000)   |  |
| Strategic Plan (Consultant)       | 34456            | 5,500,000     | 5,061,917     | 438,083       |  |
| Brochures                         | 34503            | 2,000,000     | -             | 2,000,000     |  |
| Business cards                    | 34503            | 500,000       | 495,000       | 5,000         |  |
| Envelopes                         | 34503            | 80,000        | -             | 80,000        |  |
| News Letter Production            | 34503            | 8,000,000     | 4,000,000     | 4,000,000     |  |
| Salary of Coordinator incl. Tax   | 34202            | 36,000,000    | 26,130,000    | 9,870,000     |  |
| Salary of Legal officer incl. Tax | 34202            | 20,000,000    | 4,432,500     | 15,567,500    |  |
| NSSF Contribution                 | 34202            | 5,600,000     | -             | 5,600,000     |  |
| Staff medical insurance           | 34204            | 4,184,202     | 4,527,900     | (343,698)     |  |
| Coordinator's transport           | 34009            | 5,880,000     | 5,880,000     | -             |  |
| Recruitment costs                 | 34405            | 1,000,000     | 1,346,000     | (346,000)     |  |
| Salary contributions              | 34402            | 10,800,000    | 10,800,000    | -             |  |
| Welfare and Sundries              | 34017            | 1,440,000     | 1,344,100     | 95,900        |  |
| LASPNET Assets - Digital Camera   | 34306            | 300,000       | 290,000       | 10,000        |  |
| Equipment Maintenance             | 34009            | 800,000       | 770,000       | 30,000        |  |
| Fuel                              | 34005            | 3,000,000     | 2,850,000     | 150,000       |  |
| Communication (Tele)              | 34007            | 2,400,000     | 2,400,000     | -             |  |
| Amount carried forward            |                  | 139,387,871   | 79,992,917    | 59,394,954    |  |

| Item                             | Account | Approved      | Amount        | Total         |
|----------------------------------|---------|---------------|---------------|---------------|
|                                  | Code    | Budget        | Advanced      | Expenditures  |
|                                  |         |               |               |               |
|                                  |         | Jul'09-Jun'10 | Jul'09-Jun'10 | Jul'09-Jun'10 |
|                                  |         | Shs           | Shs           | Shs           |
| Amount brought forward           |         | 139,387,871   | 79,992,917    | 59,394,954    |
|                                  |         |               |               |               |
| Vehicle Maintenance              | 34005   | -             | 660,500       | (660,500)     |
| Stationery                       | 34008   | 2,125,000     | 2,030,000     | 95,000        |
| Committee meeting expenses       | 34451   | 1,200,000     | 1,390,000     | (190,000)     |
| Committee transport refund       | 34004   | 600,000       | 600,000       | -             |
| Committee per diem costs         | 34006   | 1,200,000     | 1,200,000     | -             |
| LASPNET Assets - Filing cabinet  | 34302   | 500,000       | 370,000       | 130,000       |
| Stipend - Volunteers             | 34202   | 4,000,000     | 4,000,000     | -             |
| Website Development              | 34007   | 1,000,000     | 1,000,000     | -             |
| Bank Charges                     | 34030   | -             | 466,000       | (466,000)     |
| Legal Aid Open Week - Northern   | 34501   | 44,645,200    | 54,432,000    | (9,786,800)   |
| Legal Aid Open Week - Western    | 34501   | 58,504,000    | 53,391,000    | 5,113,000     |
| AGM                              | 34501   | 39,881,625    | 39,986,625    | (105,000)     |
| Letter Heads                     | 34008   | 600,000       | 600,000       | -             |
| Calendars                        | 34503   | 3,000,000     | 3,000,000     | -             |
| Strategic Planning Workshop      | 34501   | 18,359,400    | 18,358,900    | 500           |
| CPD intervention on riots        | 34505   | -             | 4,066,000     | (4,066,000)   |
| Conference and networking        | 34004   | -             | 2,547,824     | (2,547,824)   |
| Staff Training                   | 34502   | -             | 1,835,000     | (1,835,000)   |
| Capacity Building                | 34502   | 33,522,000    | 45,104,180    | (11,582,180)  |
| Radio Talk shows                 | 34503   | 3,000,000     | -             | 3,000,000     |
| Newspaper supplements            | 34503   | 10,000,000    | -             | 10,000,000    |
| Legal Advisor - Stipend          | 34202   | -             | 2,000,000     | (2,000,000)   |
| LASPNET Assets - Water dispenser | 34503   | 400,000       | 400,000       | -             |
| LASPNET Assets - Utensils        | 34503   | -             | 190,000       | (190,000)     |
| LASPNET Assets - Book shelves    | 34503   | 2,000,000     | 1,950,000     | 50,000        |
| Total amount                     |         | 363,925,096   | 319,570,946   | 44,354,150    |

Shs 363,925,096

# PROJECT FUND BALANCE AS AT JUNE 30, 2010:

Available funding (Jul 2009 – Jun 2010)

| Less:                               |                 |
|-------------------------------------|-----------------|
| Total expenditure during the period | Shs 319,570,946 |
| Cash at the Bank/LABF               | Shs 44,354,150  |