



# LEGAL AID SERVICE PROVIDERS' NETWORK



## ANNUAL REPORT

Jul, 2010 – Jun, 2011

**SETTING LEGAL AID AGENDA IN UGANDA  
THROUGH UTILISING SYNERGIES OF THE  
LASPNET MEMBERSHIP**

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## 1. Acknowledgement

The Legal Aid Service Providers Network-Uganda acknowledges the contribution made by different member organisations, individuals, and stakeholders to promote effective coordination of legal aid service providers in the efforts to enhance access to justice.

We are grateful for the financial and technical support provided by the Legal Aid Basket Fund as well as particular institutions in the Justice, Law and Order Sector whose contribution had tremendous impact on the achievements of the Network.

We pledge our commitment to promoting the legal aid cause in Uganda and eagerly look forward to a good working relationship and development partnership with the Democratic Governance Facility in the coming future.



## 2. Acronyms

CCEDU:	Citizens Coalition for Electoral Democracy in Uganda
CSO:	Civil Society Organisation
DGF:	Democratic Governance Facility
ICT:	Information Communication Technology
IDF:	International Development Fund
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
LDC:	Law Development Centre
NGO:	Non-Governmental Organisation
NSSF:	National Social Security Fund
ODS:	Organisation Development Strategy
PAS:	Paralegal Advisory Services
PAYE:	Pay As You Earn
QuAM:	Quality Assessment Mechanism
SAJEA:	Strengthening Access to Justice in Eastern Africa
TIN:	Tax Identification Number
UCRNN:	Uganda Child Rights NGO Network
ULS:	Uganda Law Society
UNICEF:	United Nations Children Fund
UNNGOF:	Uganda National NGO Forum

## 3. Our Identity

### **Mandate**

To coordinate and harmonise/standardise legal aid services provided by the different service providers.

### **Vision**

An effective and professional legal aid system that is accountable, sustainable and accessible.

### **Mission**

To strengthen the network through utilising the synergies of its membership

### **Objectives**

LASPNET strengthens technical competencies of the members to deliver quality legal aid services to vulnerable people in Uganda to meet the following objectives:

- a) To mobilise various resources to facilitate common objectives of the legal aid service providers
- b) To build and strengthen institutional and human resource capacity of legal aid providers
- c) To improve on cost effectiveness and geographical coverage of legal aid service provision
- d) To facilitate the development, use and monitoring of common standards to eliminate overlaps
- e) To lobby and advocate for issues that are relevant and appropriate to the promotion of access to justice for all
- f) To research, document and disseminate information on best practices in enforcement of human rights
- g) To research, document and disseminate information on best practices in the provision of legal aid

### **Core Values**

- Transparency
- Accountability
- Integrity
- Cooperation
- Team work
- Quality

## 4. The Membership

The membership to LASPNET was 33 organisations at close of June 2010, 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 Uganda Limited (MIFUMI);
- xvii. Defence for Children International (DCI);
- xviii. Facilitation for Peace and Development (FAPAD);
- xix. Uganda Youth Development Link (UYDEL);
- xx. Avocats Sans Frontieres (ASF);
- xxi. Legal Action for Persons with Disabilities (LAPD);
- xxii. Youth Justice Support, Uganda (YJSU);
- xxiii. World Voices Uganda (WVU);
- xxiv. Justice and Rights Associates (JURIA);
- xxv. Human Rights Awareness and Promotion Forum (HRAPF);
- xxvi. Centre for Public Interest Law (CEPIL);
- xxvii. Action for Poverty Reduction & Livestock Modernisation in Karamoja (ARELIMOK);
- xxviii. Action Against Violence (AAV);
- xxix. Kamuli Community Based Paralegals Association (KCOBPA);
- xxx. Kawempe Division Legal Rights Initiative (KDLRI);
- xxxi. Uganda Muslim Supreme Council (UMSC);
- xxxii. Acid Survivors Foundation of Uganda (ASFU); and
- xxxiii. Omaniman Community Development Initiative (OCODI);

During the reporting period, the following organisations applied to join the Network:

- i. Land and Equity Movement in Uganda (LEMU);
- ii. Micro Justice Uganda (MJU);
- iii. Muslim Centre for Justice and Law (MCJL); and
- iv. Abantu for Development (AFOD).

LASPNET has steadily grown and the Secretariat is working on improving supportive mechanisms as well as coordination structures to strengthen the capacity of members. The Network is part of the Citizens Coalition for Electoral Democracy in Uganda (CCEDU), the Uganda National Working Group for the programme on Strengthening Access to Justice in East Africa (SAJEA), the Northern Uganda Land Platform, as well as the JLOS National Legal Aid Task Force.

## 5. Foreword



Dear Reader,

It is said that growth is never by mere chance; it is the result of forces working together.

Since its inception in 2000, LASPNET was operating as a loose network until 2010 when the LASPNET membership elected into office a Steering Committee during the first Annual General Meeting held at Nile Resort Hotel in Jinja. The elected Steering Committee is composed of; the Chairperson, Vice Chairperson, Secretary, Treasurer, Four Regional Representatives and one member on merit.

This was such a remarkable stride in the history of the network because for the first time, the network, through its general assembly created a forum where their membership was able to participate in the governance activities of LASPNET. This period has seen LASPNET concentrate more on defining its internal management structures, policy framework, working tools and processes.

We believe that with continued institutional development, the network's capacity will be strengthened to enable the participation of its member organizations and major stakeholders; make sufficient stakeholder partnerships; improve on member relations and diversify its sources of funding so as to facilitate future growth and sustainability.

As John F. Kennedy rightfully said, "Change is the law of life. And those who look only to the past or present are certain to miss the future". LASPNET is on its road to being a very vibrant network that strives to utilize the synergies of its membership and therefore needs the collective effort of the secretariat, the Steering Committee, its Membership and the development partners to nurture its growth.

For great steps taken by the LASPNET, I salute the Secretariat for its continued effort in coordinating the network and offering support to the various Legal Aid Service Providers, to our membership for your continued support to the network, to the Justice Law and Order Sector for your continued engagement with the LASPNET

To the members of the Steering Committee, thank you for sharing and offering your technical skills and guidance to the secretariat. And finally to our development partners the Legal Aid Basket Fund (now the Democratic Governance Facility), thank you for your technical and financial support to the Network.

As Avocats Sans Frontières we are pleased to serve you in the position of the Vice Chairperson for the period beginning April 2010 and ending June 2012.

Thank You



Nambi Barbara Bunya  
**For God and my Country**



## 6. The Secretariat



The reporting period has been full of collective activities for the LASPNET Secretariat and member organisations including strategic networking engagements, partnership building initiatives, as well as key programme development and management tasks.

The Legal Aid Basket Fund (LABF) has been as always instrumental in providing financial and technical support so as to facilitate the various programme efforts. However, the funding available has been inadequate to meet the ever-growing budgetary needs of the Network amidst the challenges of an increasing demand for impact-oriented interventions. This has not only required investment in human and other resources but also entailed mobilisation of adequate funding especially for sustaining future programming strategies.

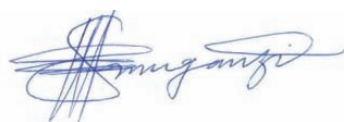
It is planned that the establishment of an independent Secretariat in July 2011 will be an important milestone in addressing the challenges faced in the coordination of legal aid service providers across the Network. Although a number of activities were carried out to build and enhance the capacity of LASPs to effectively provide legal aid services, a more collaborative effort is still required to ensure achievement of meaningful results.

Therefore, the overall expected outcome is a coordinating structure that effectively enables LASPs to collectively harness various opportunities from existing synergies in a harmonised way towards institutionalised and strategic interventions. This will provide a structural and operational platform for better collaboration, networking, and mutual dialogue between the State Actors and a broad base of CSOs/NGOs in a participatory manner.

The Secretariat made follow-up and courtesy visits to some member organisations so as to build consensus and generate ideas about the strategic direction of the Network in relation to various institutional developments proposals on internal policies, programme foci, management structures, working procedures/processes, as well as the members' charter. The consultative process will be an on-going exercise in order to inform key considerations and deliberations for developing a results-oriented and logical framework of the Network.

LASPNET-U has always been mindful of the fact that its mission derives from the expectations of the members who in turn draw their strength from the level of coordinated support through which their institutional and human resource capacity is built.

We feel privileged to have a well-inspired, self-motivated, and competent staff at the Secretariat that works tirelessly under guidance from the Steering Committee members and collectively implements programmes with the support of the Working Group.



**Richard Nsumba Muganzi**  
National Coordinator,  
LASPNET-U



## 7. The national context<sup>1</sup>

Legal aid is a human right and a key ingredient of the right to a fair hearing under Article 14 of the International Convention on Civil and Political Rights. The state as a key duty bearer to respect, protect, promote and fulfill human rights of citizens, is expected to provide legal aid to those who are unable to afford paid legal services to enable them seek legal redress. This obligation calls for a number of strategies including the establishment of functioning institutions and systems and enhancing access to legal aid.

The majority of individuals and communities in Uganda are vulnerable, socially excluded and unable to enjoy and effectively claim their rights by virtue of their circumstances, sex or age among other factors: religious, cultural, political and socio- economic e.g. poverty, unemployment, illiteracy and ignorance. Other communities are disadvantaged and marginalised by virtue of their location and voicelessness, e.g. minority tribes and those in rural settings and far to reach areas.

In the Participatory Poverty Assessment on Safety, Security, and Access to Justice, conducted by the Justice, Law and Order Sector (JLOS) in 2002, poverty was reported to severely constrain safety, security and access to justice, particularly for women. The poor reported that expensive, cumbersome and complex procedures severely reduced their use of formal justice systems. Constraints highlighted by the poor included lack of access to legal services, gender based obstacles and inadequate legal awareness among others. As a consequence of poverty, disempowerment severely constrains access to justice for the poor. On the other hand, failure to realise legal protection through justice delivery agencies results in disempowerment of the users. The intersection between poverty and access to justice is therefore manifested in empowerment.

The provision of legal aid to the indigent has emerged as a dominant intervention in enhancing access to justice for the poor. This comprises legal representation, mediation, advice and counseling, referral as well as legal education. In Uganda legal aid is defined under the Advocates (Legal Aid to Indigent Persons) Regulations as “the provision of legal advice or representation by a lawyer, an advocate or a paralegal, as the case may be, to a client at no cost or at a very minimal cost”.

Legal aid services address the concerns of the poor and vulnerable by focusing on challenges arising from: affordability of user costs, lack of legal representation, alienation due to technicalities and ignorance of legal rights. Legal aid has the potential not only to enable these vulnerable groups resolve their disputes at the family and community level but to enhance awareness of legal and human rights and empower them to claim their rights and advocate for social, policy and legal change at community and national level.

While legal aid interventions do not in principle transform the poverty situation of the recipients of services, they contribute to the empowerment of individuals and communities – a key ingredient of poverty reduction efforts. The Government of Uganda as the key duty bearer to provide legal aid recognizes that access to justice is an important aspect of poverty eradication and central to all processes in the Justice, Law and Order Sector. This is contained in various Government documents including the National Development Plan.

Due to lack of a national legal aid policy and a comprehensive legal framework to guide legal aid service provision, legal aid services in Uganda are currently provided in an adhoc manner by state and non state actors. These actors

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<sup>1</sup> Excerpts from a paper presented by Justice HELLEN OBURO at the 8th East African Judicial conference



use various models of service delivery that may not easily be categorized under the commonly known models in Africa such as the public defender, judicare and contract system.<sup>2</sup>

Non-state actors providing legal aid include Civil Society Organisations, faith based organisations, humanitarian agencies, UN agencies, Community Based Organisations (CBOs), and International Non Government Organisations (INGOs). Most of the legal aid service providers are largely issue or theme based depending on their mandate e.g. FIDA- rights of Women, Children; Platform for Labour Action- on rights of workers and labourers; Public Defender Association of Uganda- on rights of prisoners charged with capital offences.

The different models of service delivery used by non state actors include: legal aid clinics, out reaches, pro bono, and paralegal. Most of the providers offer both the primary and secondary legal aid under these models.

Non-state legal aid providers have been beset with a number of challenges which have limited their effectiveness, efficiency and impact. They include: inadequate funding, high staff turnover, limited capacity to conduct M&E, poor documentation of both financial records and activities, donor dependency, limited geographical outreach with no strategy for taking the services beyond the existing areas of operation and addressing quality issues coupled with lack of standards on legal aid which compromises quality of services delivered.

Despite being a human right and a State obligation, legal aid service delivery in Uganda has remained dominated by non-state actors with very little participation by the Government which is the key duty bearer. This situation combined with the lack of a consolidated national legal aid policy and institutional framework has impacted negatively on the strategy for delivery and quality of services provided.

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<sup>2</sup>As reported in Access to Justice in Africa and Beyond, Making the Rule of Law a Reality, Compiled by Penal Reform International and Bluhm Legal Clinic of the Northwestern University School of Law, 2007

## 8. Programme activities

The reporting period which started on 1st July 2010 and ended on 31st June 2011 was the first year of implementing programme activities under the current 5-year Strategic Plan of LASPNET. The activity scope is mainly categorised in four areas as described below:

### a) Coordination of Research and Advocacy

- Liaised with the consultant to improve on the format of the field research report
- Attended and participated in Task force meetings to appraise the work of the consultant
- Shared with the consultant information on the available literature on legal aid schemes
- Participated in the needs assessment survey of the SAJEA programme in Bundibugyo
- Engaged with UYDEL and the National Council for Children over a study on child rights

### b) Human and Institutional Capacity Building

#### *i. Set up key tools for ensuring organisational development*

- Developed a draft Quality Assessment Mechanism for the Network
- Developed a draft manual on Human Resource and Administration
- Developed a members' charter and a draft manual on Financial Management
- Started on the process of registering LASPNET with the NGO Board
- Accomplished the registration process of LASPNET for a TIN with Uganda Revenue Authority
- Accomplished employee and employer registration of the LASPNET Secretariat with NSSF
- Developed central themes for LASPNET's strategy

#### *ii. Establish basic frameworks for coordination of roles*

- Drafted T.O.Rs for the hosting organisation of the LASPNET Secretariat
- Drafted T.O.Rs for the various sub-committees of the Steering Committee

#### *iii. Implementation of organisation development strategy*

- Incorporated wide-ranging aspects into the existing LASPNET logical framework matrix to guide the strategic direction of running the different on-going Secretariat activities.
- Established an organisation structure to streamline hierarchies and relationships among different management levels within LASPNET.
- Made a 5-year budgetary plan for implementing the LASPNET strategic objectives and programmes.
- Developed comprehensive job descriptions for all the staff positions at the Secretariat.
- Submitted proposal to Commonwealth Foundation on promoting the participation of civil society in Uganda's legal aid policy developments

### c) Membership and Programme Support

#### *i. Running of planned activities at the Secretariat*

- Improved filing systems at the LASPNET Secretariat to facilitate good records keeping practices.
- Gathered numerous IEC materials to stock the resource centre.
- Designed a new brochure concept to reflect the developments made within the Network.
- Compiled various information resources to post on the LASPNET website.
- Initiated monthly staff meetings to monitor and evaluate performance toward set targets.
- Provided institutional support to members, e.g. recommendation to Development partners, and establishment of linkages with JLOS Secretariat.

#### *ii. Focus on membership affairs and relations*

- Enrolled 3 more organisations giving a current total of 36 members.
- Developed a more detailed membership directory to improve on contact listing and ensure effective



participation tracking.

- Compiled data from member organisations to be incorporated in the JLOS semi-annual report for the period July 2010 to December 2010.
- Developed a membership charter to define roles, obligations, expectations, and benefits of member organisations to the Network.
- Drafted a quality appraisal tool for enabling each member organisation to conduct an internal self-assessment which may eventually develop into a peer review mechanism.
- Made courtesy calls and follow-up visits to some member organisations.
- Held consultative meetings on likely development partnership foci with IDF to build the capacity of legal aid service providers.
- Had dialogue meetings with TROCAIRE about the prospect of developing an integrated system of case management and reporting among LASPs.
- Engaged with TROCAIRE on development of a Case Management System.
- Held a meeting with ULS Pro bono Project Manager on collaboration and improvement of the referral mechanism among LASPs.
- Initiated discussions for possible partnerships with PLAN, UNICEF, and World Vision so as to offer institutional support in collaboration with LASPs in Uganda.
- Participated in Monitoring and Evaluation meetings of the Justice Centres Project.
- Engaged in meetings with UNNGOF in the National CSO Fair that will showcase the value and contribution of Civil Society in Uganda's development

### ***iii. Carry out routine coordination activities at the Secretariat***

- Held a Steering Committee meeting to review staff contractual terms and other policy issues
- Organised members to participate in the Irish Aid Training Fellowship
- Submitted the budget proposal and developed a work plan for 2010/11
- Organised a roundtable discussion for the LASPs to review LABF into the next phase

## **d) Sector-wide Collaboration and Networking**

### ***i. Involvement in key networking opportunities***

- Participated in the Strategic Planning Workshop for the Plan (U) ACCES Project.
- Attended the launch of a report by Plan (U) on Case Studies of the Legal Rights Project for People living with HIV and AIDS.
- Contributed to the review process of the SAJEA programme in liaison with ULS as well as the Canadian Bar Association so as to focus on access to justice for youth and children.
- Engaged with UYDEL, National Council for Children, and the Ministry of Gender, Labour, and Social Development over a study on child economic and sexual exploitation.
- Participated in a number of meetings to determine a strategy for combining efforts among organisations that have developed interventions to amend the Succession Laws.

### ***ii. Build and strengthen essential stakeholder relations***

- Attended the national working group meetings of the SAJEA Programme in Uganda
- Created linkages with Legal Aid Forum in Rwanda to share information and best practices
- Participated in conducting an orientation training for staff of the Justice Centres Project
- Attended the SAJEA national working group meetings in collaboration with JLOS Secretariat, ULS, PAS, Judiciary, and Law Council.
- Attended Steering Committee meetings of the Justice Centres Project.

## 9. Risk Analysis

Several threats, as detailed below, have been encountered in the reporting period despite successful achievement of several outputs.

### a) Operational

The Network has grown to over 30 organisations and the Secretariat is overwhelmed by the level of tasks required to ensure effective coordination of the members while also expected to collaborate with stakeholders. It is necessary to develop a future strategy that will enable retention of a Programmes Officer and an ICT Officer. The hosting arrangement supports delegated or shared functions for these positions but these are prone to delays due to unclear responsibilities, conflicting priorities, and informal working practices.

### b) Reputational

The need to focus on the development and survival of LASPNET as a reputable and preferred institutional body for effectively coordinating legal aid service providers in Uganda is always on the increase. The Network has not been able to make sufficient stakeholder partnerships, and improve on member relations yet even its campaigns to increase publicity are rather irregular and inadequate to create expected impact. This largely affects the shared roles, communication patterns, and the general attitude or outlook toward its visibility.

### c) Procedural

LASPNET is now developing an internal policy framework to provide guidance on a number of work situations. However, these also require consensus from the membership to agree on formalised processes and/or standardised series of practices that will encourage acceptable conduct. There is need to ensure existence of a necessary fit between organisational mandate, programme strategy, structural design, human resources, management style, and operating systems to avoid procedural inconsistencies.

### d) Managerial

The current management structures do not adequately facilitate participation of member organisations and major stakeholders in the Network. Similarly, the Secretariat has limited capacity to coordinate or manage these relations and structures. It is becoming very difficult to maintain transparent and accountable ethos where all those concerned do not participate and contribute toward achieving the Network's goals.

### e) Financial

The funding available to the Network is still limited to the Legal Aid Basket Fund with little supportive alternatives. The success of the Network is at stake unless there is increased prospect for diverse means of funding to facilitate future growth and sustainability.

### f) Technical

LASPNET has to devise technical solutions to improve on the existing organisational systems in order to enable improved effectiveness and inclusiveness of legal aid service providers across the country. The absence of such technical innovation creates bottlenecks in shared reporting, integrated monitoring, coordinated referrals, and the like.

## 10. Challenges faced

The Secretariat has made several strides to define the Network's internal management structures, policy framework, working tools and processes, including other outcomes intended for institutional development. However, the achievements were set back by several challenges during the course of programme implementation.

The Secretariat has been involved in a number of workshops, meetings, and such other similar events while also using its internal human resource capacities to conduct a number of organisational development activities. It has been difficult to allocate sufficient time to other activities like website management, rigorous fundraising, proposal writing, and timely reporting since the available staff are generally inadequate.

The LASPNET Steering Committee is composed of subcommittees on Human Resource and Administration, Programming and Technical Assistance, Financial Planning and IT Systems, as well as Membership Affairs and Stakeholder Relations. But a working group mechanism is also required to involve members in programme implementation with the goal of nurturing ownership, participation, cooperation, commitment and contribution.

The internal policies, procedures, and guidelines to support the structural, systematic, strategic, and functional goals of the Network are not adequately in place. It is necessary to develop a quality assessment mechanism, human resource manual, financial manual, membership charter, as well as terms of reference for the subcommittees of the Steering Committee and the hosting organisation. The involvement of members in the formulation process is important but definitely makes it even more challenging.

Currently, LASPNET receives short-term project funding from Development Partners under LABF complemented by membership fees. 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 outreach programmes to ensure institutional relevance.

The audit has been completed successfully but the process has been implemented at a time when the Secretariat is still soliciting for extension of funding for its programmes. It is therefore becoming difficult to reconcile the audit delays with the need for budget approval in ways that avoid drawbacks in programme implementation.

There has been some engagement with key stakeholders such as 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, there is still little or no working relationship with the Academia, Private Sector, Corporate Bodies, and renowned Networks.

Although some strategic networking was done within several constraints, more is required in terms of case reporting and client referrals, collective advocacy, sector-wide partnerships, collaborative and research information sharing, as well as institutional building.

Currently LABF has continued to provide financial support to the LASPNET Secretariat in form of bridging funds to mainly facilitate operational costs. However, the disbursement was delayed and some proposed budget items that are considered instrumental in running the Secretariat were not approved. This resulted in difficulties to reconcile audit queries for expenditure that could not be foregone in running the Secretariat.

A number of overheads, i.e. hosting fee, meeting costs, staff training, sundries, equipment repair and maintenance were incurred yet there was insufficient or no funding available from LABF during the period. It has been difficult to mobilise funding opportunities for covering some of these operating costs but there has been agreement that the available surplus be reallocated as earlier advised by the LABF Coordinator.





The Secretariat has had a busy work schedule in developing various proposals for internal organisation policies, programme foci, management structures, working procedures and processes, as well as a draft for the members' charter and other routine activities. However, the available resources were insufficient for holding planned Steering committee meetings and working group sessions in offering support to the Secretariat staff.

The funding for items in the budget was under estimated resulting in the insufficiency of resources to cover key operation costs like telephone expenses, fuel, stationery, and bank charges. There was need for very stringent cost cutting measures so as to ensure that activities are implemented on budget and yet still achieve results that create positive impact for the member organisations across the sector.

The approved budget was very limited and the need for generating a surplus out of it was indeed necessary. The Secretariat considerably reduced its expenditure by foregoing or at least minimising expenditure on sundries, meetings, internet, and telephone calls.

There were earlier plans to conduct monitoring visits to member organisations, develop an integrated case management system, and also hold working group sessions to involve the membership in collective engagements. Unfortunately, these proposals were not adequately funded in the current period but had to be substituted by innovative strategies.

The LASPNET Secretariat is hosted by a member organisation that provides an office attendant, receptionist, driver, and accountant. In addition, other amenities are provided including office space, conference facilities, furniture, and utilities. Currently, the hosting fee which serves as contribution to these costs was only paid from July 2010 to December 2010 and there is need to secure additional funds for January 2011 up to June 2011.

The proposed activities in the LASPNET work plan for July 2010 to June 2011 were not completed due to several constraints such as time, equipment, facilities, and funding.



## 11. Measures taken

A number of measures were taken in responding to the challenges faced so as to ensure minimal set back in achieving the planned targets. However, the some budgeted cost items were not met due to inadequacy in the available funding options.

Below are the details on some actions taken to minimise the challenges faced:

Challenge faced	Action taken
i. To address various semi-annual audit queries raised by LABF	<ul style="list-style-type: none"> <li>Submitted a progress report to LABF for the queried period</li> <li>Developed a variance report to support the fund accountability statement</li> <li>Generated a bank reconciliation report</li> </ul>
ii. To reconcile suspense overheads incurred by the Secretariat	<ul style="list-style-type: none"> <li>Minimised costs incurred on the unfunded but critical overheads for running the Secretariat</li> <li>Identified suspense balances and determined equivalent surplus amounts for any possible reallocation</li> </ul>
iii. To manage and accomplish the workload on Secretariat staff	<ul style="list-style-type: none"> <li>Utilised the internal capacities to accomplish organisation development tasks.</li> <li>Ensured recurrent monthly staff meetings and well-thought work plans</li> </ul>
iv. To deal with the budgetary deficits in running the Secretariat	<ul style="list-style-type: none"> <li>Encouraged volunteerism within the Network to forego some facilitation payments</li> <li>Devised innovative programming strategies for minimal spending on available resources</li> </ul>
v. To devise a strategy for cost-cutting on operational expenses	<ul style="list-style-type: none"> <li>The Steering Committee members agreed to provisionally forego facilitation for meetings</li> <li>Implemented such coordination activities that involve little or no cost implications</li> </ul>
vi. To adequately engage members in joint programme activities	<ul style="list-style-type: none"> <li>Sustained member relations through frequent web-based interaction and dialogue</li> <li>Enhanced strategic networking opportunities for member organisations in the sector wide partnership developments</li> </ul>
vii. To sustain financial contribution for the hosting arrangement	<ul style="list-style-type: none"> <li>Secured financial support from LABF for July 2010 until December 2010.</li> <li>Made some payment for January 2011 and February 2011 anticipating possible allocation of funds from sources such as the subscription by member organisations or cost-savings made from other budget items.</li> </ul>

## 12. Recommendations from lessons learnt

There are a number of recommendations proposed as follows:

### a) Establishing major functions for LASPNET

Several interventions have been proposed to include:

- i. Publicity and information management
- ii. Collaborative research and collective advocacy
- iii. Human and institutional capacity building/development
- iv. Strategic networking and sector-wide collaboration/dialogue

### 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) Improving on the logical framework matrix

Several aspects of the matrix will be reviewed, including:

- i. Determining expected results from strategic objectives
- ii. Estimating the required inputs to facilitate activities
- iii. Establishing appropriate performance indicators
- iv. Determining means of verifying achievement
- v. Ascertaining the major assumptions made

### d) Soliciting for diverse funding opportunities

The following benefits are anticipated:

- i. Commitment to more impact-oriented than budget-restricted results
- ii. Investment in organisational transformation over a long period
- iii. Encouragement of action learning and innovative research
- iv. Improvement on support for critical project overheads

### e) Diversifying options for fundraising

These organisations are being targeted to complement current funding sources:

- i. UNICEF Uganda
- ii. PLAN Uganda
- iii. World Vision
- iv. European Commission
- v. Open Society Initiative of East Africa

### f) Establishing collaborative advocacy campaigns

There are at least three potential partners identified, namely:

- i. UCRNN
- ii. Human Rights Network
- iii. Uganda National NGO Forum



### **g) Managing project funds more proactively**

There is need to develop strategies for improved financial management such as:

- i. Open separate bank accounts for disbursements from major donors
- ii. Address audit queries more promptly to avoid delay in budget approvals
- iii. Verify and comply to procedural arrangements with development partners

### **h) Reconciling the suspense payments made**

It is recommended to implement a multi-faced approach, including:

- i. Dialogue with the Steering committee to use some membership fees
- ii. Negotiate with donors to identify any possibility for making reallocations
- iii. Make various cost-cutting attempts to generate some reconcilable surplus

### **i) Providing support to the Secretariat staff**

Several support options are proposed for the staff, among which include:

- i. Implementing a working group arrangement for the key project areas
- ii. Recruiting an additional staff to provide the required programme support
- iii. Exploiting capacities of the Steering committee in providing policy direction
- iv. Holding monthly staff meetings to concretise proposals of the working groups
- v. Including a 15% cost contribution in funding proposals for member engagement

### **j) Addressing the current budgetary deficits**

There is need to devise sources of future funding for the following items:

- i. Routine meeting expenses
- ii. Vehicle/Equipment maintenance
- iii. Staff training/orientation
- iv. Documentation and publicity
- v. Welfare and sundries
- vi. Travel and networking

### **k) Engaging members in collective activities**

The following activities have been proposed to facilitate collaboration:

- i. Development of integrated case management and reporting
- ii. Frequent follow-up and courtesy visits to member organisations
- iii. Bi-monthly working group meetings on various project undertakings
- iv. Periodic self-assessment to inform a potential peer review mechanism
- v. Knowledge management to capture and share experiences for action learning

### **l) Establishing a viable institutional frame**

The institutional frame requires several improvements such as:

- i. Formalised cooperation agreements with the JLOS
- ii. Well-defined coordination structures with stakeholders
- iii. Suitable mechanisms in communication of vital information
- iv. Definition of a coherent and well-designed management structure
- v. A participatory organisation evaluation tool to assess quality of services
- vi. Appropriate policy and legal framework to steer operations of the Network

### 13. Financial Report:

The financial report is for the period July 2010 to June 2011.

#### a) Revenue:

The balance carried forward for the disbursements made by LABF to LASPNET in the previous period as at 30<sup>th</sup> June 2010 is **Shs 44,354,150<sup>3</sup>** made up as follows:

Cash at Hand	Shs	NIL
Cash at Bank	Shs	44,354,150
<b>Total</b>	<b>Shs</b>	<b>44,354,150</b>

The balance carried forward for the LASPNET membership fund is Shs 3,370,555 and the overall fees collected during the period add up to Shs 4,400,000 giving a total of **Shs 7,770,555**.

The total revenues to LASPNET during the period are as follows:

No.	Revenue Source	Date	Amount in Shs
1	Legal Aid Basket Fund	17 <sup>th</sup> Sep 2010	3,362,900
		25 <sup>th</sup> Nov 2010	99,158,970
		04 <sup>th</sup> May 2011	25,049,100
2	Payment for the membership fees:	LAPD	200,000
		PDAU	200,000
		KCOBPA	200,000
		KDLRI	200,000
		CEPIL	200,000
		FIDA	200,000
		OCODI	200,000
		LEMU	200,000
		MJU	200,000
		MCJL	200,000
3	Payment of annual subscription fees		2,400,000
<b>Total amount</b>			<b>131,970,970</b>

#### Summary of project funds available to LASPNET

Balance brought forward	LABF	Shs	44,354,150
	FEES	Shs	3,370,555
Revenues to LASPNET	LABF	Shs	127,570,970 <sup>4</sup>
	FEES	Shs	4,400,000
<b>Total</b>		<b>Shs</b>	<b>179,695,675</b>

#### b) Expenditure:

A total of **Shs 171,925,120** was spent during the period as indicated in the Annual Audit Report, under the appendix section below, leaving a **NIL** cash book balance for the funds received from LABF as at close of the 30<sup>th</sup> day of June 2011.

<sup>3</sup> The balance carried forward excludes the membership fees of Ush 3,370,555 and an unpaid salary cheque of Ush 400,000. The actual bank account balance was therefore Ush 48,124,705 in consideration of the various collections from members and the unliquidated obligations as at 30<sup>th</sup> June 2010.

<sup>4</sup> The amount includes Ush 18,000,000 retained by LABF in exchange for a vehicle given to the Secretariat.

## Membership account

The funds include membership fees and annual subscription which contributed to the AGM costs, hosting fee, staff training, and office overheads.

No.	Item	Adjusted Budget	Total Expenditure	Available Balance
<b>1.00</b>	<b>Income Receipts</b>			
<b>1.01</b>	Balance brought forward	3,370,555	-	-
<b>1.02</b>	Add membership fees	2,000,000	-	-
<b>1.03</b>	Add annual subscription	2,400,000	-	-
		7,770,555		
<b>2.00</b>	<b>Fund utilisation</b>			
<b>2.01</b>	Operation costs	67,000	67,000	-
<b>2.02</b>	Contribution to staff training	412,050	412,050	-
<b>2.03</b>	Annual General Meeting 2010	1,906,000	1,906,000	-
<b>2.04</b>	Secretariat hosting contribution	1,800,000	1,800,000	-
<b>2.05</b>	Surplus forward on 30/06/2011	3,585,505	-	3,585,505
	<b>Total</b>	<b>7,770,555</b>	<b>4,185,050</b>	<b>3,585,505</b>

## PAYE deductions

All the payments to Uganda Revenue Authority have been fully made to date.

## NSSF remittances

All the outstanding staff and employer contributions have been remitted.

### FUND BALANCES (As on 30/06/2011)

Sum approved for the project	Shs	127,570,970
<b>Less:</b>		
Disbursements to LASPNET	Shs	127,570,970
<b>Balance (to be disbursed)</b>	<b>Shs</b>	<b>0</b>
<b>Add:</b>		
Cash at Bank/LABF	Shs	0
Cash at Bank/LASPNET	Shs	3,585,505
<b>Total</b>	<b>Shs</b>	<b>3,585,505</b>

## 14. Appendix

### The Steering Committee:

	<p>Ms. Hilda Akabwai <b>(Chairperson)</b></p>		<p>Mrs. Barbara Nambi Bunya <b>(Vice Chairperson)</b></p>
	<p>Ms. Cynthia Mukasa <b>(Hon. Secretary)</b></p>		<p>Ms. Laura Kanushu <b>(Treasurer)</b></p>
	<p>Mr. John Isingoma <b>(Western Region Representative)</b></p>		<p>Mr. Jude Ogik <b>(Northern Region Representative)</b></p>
	<p>Mr. Aaron Besigye <b>(Central Region Representative)</b></p>		<p>Mr. Adrian Jjuuko <b>(Member on Merit)</b></p>
	<p>Ms. Berna Bakkidde <b>(Eastern Region Representative)</b></p>		

Legal Aid Basket Fund II  
Legal Aid Service Providers' Network  
Audited Fund Accountability Statement  
For The Year Ended 30<sup>th</sup> June 2011



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**2.0 INDEPENDENT AUDITORS' REPORT TO THE LEGAL AID BASKET FUND II DONORS ON THE LEGAL AID SERVICE PROVIDERS' NETWORK PROJECT FUND ACCOUNTABILITY STATEMENT FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2011**

We have audited the Fund Accountability Statement of the Legal Aid Service Providers' Network for the period 01<sup>st</sup> July 2010 to 30<sup>th</sup> June 2011 and a summary of significant accounting policies and other explanatory notes.

**Management's Responsibility for the Fund Accountability Statement**

Management is responsible for the preparation of the Fund Accountability Statement, which gives a true and fair view of the Fund. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the Fund Accountability Statement that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

**Auditor's Responsibility**

Our responsibility is to express an independent opinion on the Fund Accountability Statement based on our audit and to report our opinion to you. We conducted our audit of the Fund Accountability Statement in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the Fund Accountability Statement is free of material misstatements.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Fund Accountability Statement. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Fund Accountability Statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the Fund Accountability Statement in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the Fund Accountability Statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Basis of preparation of the Fund Accountability Statement**

The Project's policy is to prepare the accompanying statement on the cash receipts and disbursements basis. On this basis, the Project's receipts are recognized when received rather than when earned, and expenses are recognized when paid rather than when incurred.

**Opinion**

In our opinion, the Fund Accountability Statement gives a true and fair view of the Funds received and expenditure incurred by the Legal Aid Service Providers' Network for the period 01<sup>st</sup> July 2010 to 30<sup>th</sup> June 2011 in accordance with the terms of the agreements and complies with the basis of accounting described above.



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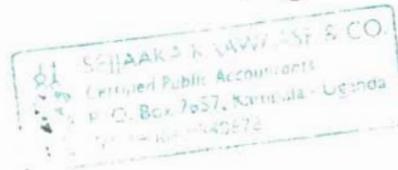
**Report on the Other Legal and Regulatory Requirements**

The terms of the agreements require that in carrying out our audit we consider and report to you on the following matters. We confirm that:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- In our opinion proper books of account have been kept by the Project, so far as appears from our examination of those books and;
- The Project's Fund Accountability Statement is in agreement with the books of account.

*Sejjaka Kaawaase & Co*  
SEJJAAGA, KAAWAASE & CO.  
CERTIFIED PUBLIC ACCOUNTANTS  
*23rd August*  
.....2011

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## FUND ACCOUNTABILITY STATEMENT

	Notes	Actual 2011 UGX	Budgeted 2011 UGX	Utilization 2011 %	Actual 2010
Balance Brought Forward		44,354,150	-	-	38,724,224
		<u>44,354,150</u>			<u>38,724,224</u>
Income/Receipts					
Funding	3.2	109,570,970	-	-	326,521,427
Total Funding		<u>153,925,120</u>	<u>-</u>	<u>-</u>	<u>365,245,651</u>
Fund Application					
Administration Assistant's Net Salary		6,282,500	6,282,500	100	-
Annual General Meeting		17,595,000	17,595,000	100	39,986,625
Assorted Office Stationery		743,400	743,400	100	-
Bank Charges		550,000	286,000	192	466,000
Business Cards		-	-	-	495,000
Calendars		-	-	-	3,000,000
Capacity Building		-	-	-	45,104,180
Capacity Building - Certificates		128,020	128,020	100	-
Communication		-	-	-	2,400,000
Conferences / Networking		-	-	-	2,547,824
Contribution - Accountant		-	-	-	10,800,000
Contribution - Clinic Manager		-	-	-	4,432,500
Coordinators' salary		27,247,150	27,247,800	100	26,130,000
Coordinators' Training fees from LABF		587,950	-	-	-
Coordinators' Transport		-	-	-	5,880,000
Criminal Public Defender Programme		-	-	-	4,066,000
Domain renewal		300,000	300,000	100	-
Equipment maintenance		435,000	435,000	100	770,000
Fuel		1,580,000	1,580,000	100	2,850,000
Internet Charges		410,000	925,000	44	-
Laspnet Assets		-	-	-	3,200,000
Laspnet Membership Fund		-	-	-	1,150,000
Laspnet Subscription expensed		-	-	-	170,555
Legal Advisers		1,000,000	1,000,000	100	2,000,000
Legal Aid Week - Gulu		-	-	-	54,432,000
Legal Week - Mbarara		-	-	-	53,391,000
Letter Heads		-	-	-	600,000
Mapping		-	-	-	2,000,000
Medical Care		-	-	-	4,527,900
National Social Security Fund		17,182,800	17,182,800	100	-
Newsletters		-	-	-	4,000,000

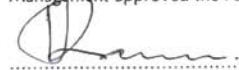


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Certified Public Accountants

## FUND ACCOUNTABILITY STATEMENT (CONTINUED)

	Actual 2011 UGX	Budgeted 2011 UGX	Utilization 2011 %	Actual 2010 UGX
Justice Centers Launch in Mbale, Lira and Tororo	1,510,000	1,510,000	100	-
LABF Review Round Table	3,362,900	3,362,900	100	-
Legal Officer's Net Salary	15,133,500	15,133,500	100	-
Meeting for North Uganda Land Platform in Lira	350,000	-	-	-
Open week T - Shirts	3,980,000	3,980,000	100	-
Operational Costs (Parking, Newspapers and carwash)	530,900	441,200	120	-
Pay As You Earn	38,388,000	38,388,000	100	-
Recruitment / Advert - Legal Officer	-	-	-	1,346,000
Resource Center (Library)	-	-	-	6,200,000
Season Cards	-	-	-	265,500
Secretariat Hosting fee from LABF	5,400,000	5,400,000	100	-
Staff Medical Scheme	7,911,000	8,687,000	91	-
Stationery	-	-	-	2,030,000
Steering meetings - Kampala	177,000	177,000	100	-
Transport Refund	-	-	-	4,000,000
Stipend	-	-	-	5,061,917
Strategic Plan - Consultant	-	-	-	18,358,900
Strategic Plan Workshop	-	-	-	-
Telephone and Airtime	900,000	900,000	100	-
Training	-	-	-	1,835,000
Vehicle Maintenance	260,000	260,000	100	660,500
Website Design	-	-	-	2,200,000
Website Hosting Fees	700,000	700,000	100	-
Welfare and sundries	-	-	-	1,344,100
<b>Total Fund Application</b>	<b>(153,925,120)</b>	<b>(153,925,120)</b>	<b>100</b>	<b>(320,891,501)</b>
<b>Surplus Carried Forward</b>	<b>3.3</b>	<b>NIL</b>		<b>44,354,150</b>

Management approved the Fund Accountability Statement on its behalf by:

 Treasurer Date *22nd of* 2011

 National Coordinator Date *22/8/* 2011



**Sejaaka, Kaawaase & Co.**  
Certified Public Accountants

## Notes to the Fund Accountability Statement

## Basis of accounting

The Fund Accountability Statement is prepared on a cash basis. Funding is recorded when received and all expenses are recorded when paid.

## Funding

Programme Funding represents amounts received from HUGGO – DANIDA Legal Aid Basket Fund II and members' contribution.

	Date received	Amount 30 <sup>th</sup> June 2011 UGX
Legal Aid Basket Fund II Disbursement	17 <sup>th</sup> September 2010	3,362,900
Legal Aid Basket Fund II Disbursement	25 <sup>th</sup> November 2011	81,158,970
Legal Aid Basket Fund II Disbursement	04 <sup>th</sup> May 2011	25,049,100
		109,570,970

## Surplus Carried Forward

Cash at Barclays Bank – Kampala Road Branch; Account Number 0341187621	NIL
	NIL

## Unliquidated obligations

There were no unliquidated obligations of as at 30<sup>th</sup> June 2011.

## Reporting Currency

The Fund Accountability Statement is presented in Uganda Shillings.

## Country of operation

HUGGO is resident in Uganda and was formed in the year 2000 to operate under the Royal Danish Embassy. The Danish operational guidelines and the laws of the Republic of Uganda govern it.



*Seijaaka, Kaawaase & Co.*  
*Certified Public Accountants*

