# LEGAL AID SERVICE PROVIDERS' NETWORK

# Annual Report

July 2008 – June 2009



Submitted to:

Legal Aid Basket Fund DANIDA - HUGGO

# **Table of Contents**

1.	Lis	t of Acronyms	3
2.	Pro	pject Information	4
3.	Exe	ecutive Summary	5
	a)	Project Background	5
	b)	Project Vision	6
	c)	Project Mission	6
	d)	Project Goal	6
	e)	Project Purpose	6
	f)	Eligible Activities	6
4.	Str	ategic Objectives	7
5.	Ide	entified Outputs	8
	a)	Strengthening of the LASPNET Secretariat	8
	b)	Development of the institutional structures	8
	c)	Increase of the LASPNET membership	8
	d)	Improved relations with various actors	8
	e)	Engagement of members in activities	8
	f)	Consultation on best practices	8
6.	Ma	ajor Outcomes	9
	a)	Legal aid open week	9
	b)	Regional Mapping exercise	9
	c)	Establishing of Secretariat	9
	d)	Developing Strategic plan	9
	e)	Increasing Membership	9
	f)	Stakeholders' Forum	10
	g)	Developing IEC materials	10
	h)	Steering Committee meetings	10
7.	Ke	y Challenges	10
	a)	Creation of a well governed umbrella organisation	10
	b)	Networking and partnering with all other LASPs	10
	c)	Financing difficulties for future sustainability	10
	d)	Bridging of the various capacity gaps	11
8.	Re	commendations	11
	a)	Legal aid open week	11
	b)	Regional Mapping exercise	11
	c)	Establishing of Secretariat	11
	d)	Developing Strategic plan	11
	e)	Increasing Membership	11
	-	Stakeholders' Forum	
	g)	Developing IEC materials	12
		Steering Committee meetings	
9.	-	tivities in Progress	
			16

# 1. List of Acronyms

AIDE: Alliance for Integrated Development & Empowerment

DCI: Defence for Children International

FHRI: Foundation for Human Rights Initiative

FIDA: Association of Women Lawyers

IRCU: Inter-religious Council of Uganda

JCs: Justice Centres

JLOS: Justice, Law and Order Sector

LABF: Legal Aid Basket Fund

LAC: Legal Aid Clinic

LAP: Legal Aid Project of the Uganda Law Society

LASPNET: Legal Aid Service Providers Network

LASPs: Legal Aid Service Providers

LDC: Law Development Centre

NSSF: National Social Security Fund

PAYE: Pay As You Earn

PDAU: Public Defender Association of Uganda

PLA: Platform for Labour Action

RLP: Refugee Law Project

TLAP: Teso Legal Aid Project

UCLF: Uganda Christian Lawyers' Fraternity

UGANET: Uganda Network on Law, Ethics, and HIV/AIDS

UGRC: Uganda Gender Resource Centre

ULC: Uganda Law Council

ULA: Uganda Land Alliance

# 2. Project Information

## **Physical Address:**

LDC Legal Aid Clinic, Makerere Hill Road, P.O. Box 7117, Kampala.

Chairperson/Project Director: Mrs. Theo B., Webale

National Coordinator: Mr. Richard N., Muganzi

Project Accountant: Mr. Martin A., Onen

#### **Project Bankers:**

Barclays Bank (U) Limited, P.O. Box 7101, Kampala.

## 3. Executive Summary

In Uganda, the Justice, Law and Order Sector(JLOS) under its second strategic plan (SIP II) provides for justice for all by developing strategies that can counter bottlenecks to accessing justice in the physical, financial and technical planes. But legal aid is mainly provided by non-governmental organisations that are largely dependant on outside funding to carry out their programme of activities.

The Legal Aid Providers Network (LASPNET) was established in Uganda to link up all the NGOs providing legal aid services as a forum of networking ideas and promoting the legal aid sector agenda.

The report below provides an assessment of progress with regard to the achievements made, challenges met, remedial actions taken, as well as the proposed way forward against the stated project objectives.

## a) Project Background

The idea of establishing the Legal Aid Service Providers' Network in Uganda (LASPNET) was conceived in early 2001 as a means of involving the private sector players in addressing the issues directly affecting the poor and their access to justice.

LASPNET was then registered and formalised its status in April 2004 so as to promote access to justice in close working relationship with the Justice, Law and Order Sector (JLOS) and through support from the Legal Aid Basket Fund (LABF). At its onset, the network was composed of the following legal aid service providers:

- 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); and
- vii Association of Women Lawyers (FIDA).

Currently, more organisations have joined the network including:

- 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).

#### b) Project Vision

Although this will be redefined in the forthcoming strategic plan, it is envisaged that LASPNET becomes a network of legal aid service providers committed to enhancing access to justice for the poor.

#### c) Project Mission

The mission of LASPNET for the next five years will be refined in the forthcoming strategic plan but is broadly to coordinate member organisations and other LASPs to improve legal aid service provision in Uganda.

#### d) Project Goal

To establish a functional and effective coordinating institution for the Legal Aid Service Providers (LASPs) in Uganda

#### e) Project Purpose

To provide strategic linkages and a collaboration framework for Legal Aid Service Providers (LASPs) in Uganda and a common front to interface with the different institutions in the Justice, Law and Order Sector (JLOS).

#### f) Eligible Activities

There are a number of planned outputs that were set with a number of underlying activities for implementation by the LASPNET Secretariat during the previous one year period, described as follows:

Planned Outputs	Activity Description
i. Establish a Secretariat	<ul> <li>Retention of LASPNET Coordinator at the hosting organisation</li> <li>Training of LASPNET Coordinator</li> <li>Recruitment of more staff</li> </ul>
ii. Establish a Resource Centre	<ul><li>Develop list of resource materials</li><li>Secure funding for the proposed materials</li></ul>
iii. Develop a Strategic Plan	<ul><li>Conduct a strategic planning workshop</li><li>Development of LASPNET Strategic Plan</li></ul>
iv. Establish a Database	<ul> <li>Hire a consultant for developing a database</li> <li>Compile information to feed database</li> <li>Create access via LASPNET website</li> </ul>
v. Increase on membership	<ul> <li>Enrol more organisations to include at least 50% of LASPs in year one</li> <li>Develop a consensus on member benefits and incentives</li> </ul>
vi. Engagement with JLOS	<ul> <li>Engagement of JLOS on key issues relating to Legal Aid in Uganda</li> </ul>

Planned Outputs	Activity Description
vii. Coordination of activities	<ul> <li>Convening governance meetings and workshops for members</li> <li>Development of IEC materials</li> <li>Administrative oversight</li> </ul>
viii. Other activities	<ul> <li>Legal aid open weeks</li> <li>Regional mapping exercise</li> <li>National Stakeholders Forum</li> <li>Steering committee meetings</li> </ul>

# 4. Strategic Objectives

These are yet to be defined and developed following the development of a strategic plan for LASPNET. However, the members are currently committed to the following more generic objectives as a Network:

# a) To mobilise various resources to facilitate common objectives

LASPNET has secured financial resources from the LABF and coordinated a number of events with member organisations, like the legal aid open week, the regional mapping exercise, the National Stakeholders Forum, etc., to ensure realisation of common interests for the member organisations as well as stakeholders in the legal aid sector. But there is still a major challenge of devising more financial sources for future sustainability of LASPNET.

# b) To build and strengthen institutional and human resource capacity

There has not been enough activity in terms of building the institutional and human resource capacity of members but it is planned that consideration will be given to this item in the ongoing budget review for the year 2009/10. Unfortunately, the members have also not shown enough interest in defining their own capacity gaps in these areas.

# c) To improve on cost effectiveness and geographical coverage

The Network has recently conducted a regional mapping exercise to determine the nature and scope of services provided by LASPs. It is hoped that the findings will inform the ongoing process for development of a strategic plan to eventually come up with suggestions to improve on cost effectiveness and geographical coverage of legal aid service provision. The final mapping report is yet to be published.

# d) To facilitate development, use and monitoring of common standards

There is a code of conduct for LASPNET members to ensure common standards in service provision but the Uganda Law Council is also working with the Secretariat to certify that LASPs who are registered as service providers adequately meet the minimum requirements in line with the set legal aid regulations.

# e) To lobby and advocate for issues of access to justice for all

The need for collective advocacy is still critical for LASPNET since there has not been enough lobbying except by the individual member organisations for issues of access to justice in their own thematic areas. It is hoped that in the future LASPNET will be able to engage its members to have a single voice while supporting each other's campaign.

#### f) To research, document and share information on best practices

There are some funds already secured by LASPNET to develop a resource centre as a starting point for disseminating information on best practices in enforcement of human rights and provision of legal aid services. The Secretariat plans to mainly engage in policy issues and research after recruitment of a legal officer in the near future.

# 5. Identified Outputs

The implementation of LASPNET activities has yielded some key outputs during the previous one year in respect to the above objectives as listed below:

#### a) Strengthening of the LASPNET Secretariat

A secretariat was established under a hosting arrangement with LDC Legal Aid Clinic during the first year and a National Coordinator was recruited. The functional Secretariat has therefore been able to mobilise several resources to facilitate the common objectives of member organisations through implementation of LASPNET activities.

#### b) Development of the institutional structures

Although there has not been enough activity in terms of building the human resource capacity of LASPNET during the past one year, there has been an ongoing process of institutional building by way of enlivening public image and responding to the members' concerns on issues of good governance.

#### c) Increase of the LASPNET membership

The membership of LASPNET has increased from seven to seventeen in the last one year out of the targeted total number of thirty prospects. It is anticipated that LASPNET will be able to carryout cost effective interventions at regional level since these member organisations are from various geographical locations around the country. This may also ease the working linkages with the proposed Justice Centres. A seat has been reserved and occupied for a LASPNET representative on the Steering Committee of these proposed Justice Centres.

#### d) Improved relations with various actors

The various state actors like the Uganda Law Council (ULC) and various JLOS institutions are now working with LASPNET as an essential body within the legal aid sector. There is a working relation with the ULC towards registration of all the LASPs subscribed to LASPNET in order to enable effective monitoring of their adherence to the regulations of legal aid service provision.

#### e) Engagement of members in activities

Collective advocacy is not yet ensured but numerous activities have been carried out during the previous year with full participation of representatives from member organisations.

#### f) Consultation on best practices

LASPNET has already secured funds and a consultant will be engaged to develop a good practice guide book to include in the proposed resource centre. Further research will be conducted and documented by LASPNET following recruitment of a legal officer.

## 6. Major Outcomes

The outcomes of LASPNET have been identified by mainly analysing the following activities:

#### a) Legal aid open week

This event has been successful over the last one year period with a recent one conducted in the Eastern region that yielded results like:

- i. Knowledge on legal issues affecting indigents in the region to improve services
- ii. Information to the public about the different services provided by the LASPs
- iii. On-spot legal assistance to the public in a number legal problems they face
- iv. Involvement of community based expertise to provide practical solutions

#### b) Regional Mapping exercise

This event has been successful over the last one year period with a recent one conducted in the Eastern region that yielded findings like:

- i. Various forms of legal aid services provided by LASPs in the different regions
- ii. Existing/potential partners to increase service scope and geographical coverage
- iii. Available resources in the regions for sustainable multi-faceted referral systems
- iv. Service gaps and new thematic issues, e.g. elderly, labour issues, health rights
- v. Capacity of existing LASPs to address the basic legal needs of their communities
- vi. Effectiveness of partnering with community-based and sector-wide mechanisms

## c) Establishing of Secretariat

The establishment of the LASPNET Secretariat has been a key result for members with several outcomes including:

- i. Physical location of the Secretariat accessible to members and the public
- ii. Availability of office space wherefrom to coordinate various activities
- iii. Legitimacy of LASPNET as a functional coordination entity of LASPs
- iv. Provision of a focal point for information sharing among LASPs

#### d) Developing Strategic plan

A Consultant has been engaged to lead a process of developing a strategic plan whereby some benefits have been realised such as:

- i. Focus of strategy on practical outcomes beyond the key outputs
- ii. Redefinition of strategic objectives to improve service provision
- iii. Establishment of an action and monitoring plan for LASPNET

#### e) Increasing Membership

There has been an ongoing follow-up of prospective organisation to join LASPNET and this has eventually resulted in:

- i. Increased service scope by members in the various thematic areas
- ii. Increased geographical coverage of LASPs under the Network
- iii. Improved influence as a much stronger voice for civil society
- iv. Improved interface with a larger number of indigents

#### f) Stakeholders' Forum

The Forum involved meaningful discussions and presentations from the participants that led to several outcomes like:

- i. A list of what LASPNET should do to become a more relevant network
- ii. Proposals of how the LASPs can improve institutional management
- iii. A consideration of what items the legal aid policy should include
- iv. The role of LASPNET in supporting development of the policy

#### g) Developing IEC materials

There are a number of IEC proposals that were developed to consequently result in:

- i. Developing a LASPNET brochure
- ii. Publishing of desk calendars 2009
- iii. Printing of placards and banners
- iv. Newspaper supplements on activities
- v. LASPNET newsletter concept design

# h) Steering Committee meetings

The meetings have been very productive as a means of facilitating the decision making process for LASPNET towards the realisation of various outcomes such as:

- i. Work plans for various events that involve members' input to ensure ownership
- ii. Progress reports to inform members of the progress on the different activities
- iii. Insights and queries from the members on several pertinent networking issues

# 7. Key Challenges

During the regional mapping exercise four key challenges were identified to be facing most of the service providers under the membership of LASPNET. These challenges were also proven to similarly affect the LASPS at output level as faced by LASPNET Secretariat at outcome level.

# a) Creation of a well governed umbrella organisation

It is continually becoming critical to find ways of improving the engagement of members in the decision making process as an increasingly expanding network of LASPs. A number of organisational reforms need to be made in an exemplary manner to ensure that principles of good governance are adhered to.

#### b) Networking and partnering with all other LASPs

There is need to develop effective networking strategies to involve all key stakeholders as well as improving on information flow among members. This is even made more difficult by the limited human resource to implement the Secretariat's work plan.

#### c) Financing difficulties for future sustainability

LASPNET is largely expected to devise means of increasing support options within the membership as strengthened by diverse linkages with development partners. The funds available to the Network are limited and the success of the project is greatly dependent on the strategy to diversify future sources of funds.

#### d) Bridging of the various capacity gaps

The member organisations are increasingly highlighting the need to improve their capacity to cope with different constraints they face in provision of services to communities. Training is required in a number of skills, committing experienced or qualified personnel to legal aid is very difficult, and several tools of work are still inadequate.

#### 8. Recommendations

There are a number of recommendations made in relation to the various outputs as follows:

## a) Legal aid open week

The evaluation came up with several suggestions for the future, such as:

- i. To involve the LASPs in planning for the event within ample time
- ii. To put in place means of developing documents for case disposal
- iii. To engage all legal officers effectively without any thematic bias

#### b) Regional Mapping exercise

The recommendations especially made by members on the mapping exercise include:

- i. To periodically carry out the exercise every about 2-3 years
- ii. To include an analysis of LASPs by location and services provided
- iii. To improve the findings by also conducting a nationwide baseline survey

#### c) Establishing of Secretariat

Several suggestions have been put forward in this regard, including:

- i. To establish an independent Secretariat for LASPNET
- ii. To develop a clear mechanism for election of the leadership
- iii. To improve on the human resource capacity at the Secretariat
- iv. To put in place relevant and operational management systems
- v. To establish a resource centre accessible by LASPNET members

#### d) Developing Strategic plan

Most suggestions made are to develop a plan whose strategy is:

- To devise means of strategic networking and collective advocacy
- ii. To strengthen linkages and strategic partnerships with various actors

#### e) Increasing Membership

There are a number of recommendations made, but largely:

- i. To develop partnerships with all actors and strengthen the referral system
- ii. To determine incentives for members and develop a directory of all LASPs

#### f) Stakeholders' Forum

The participants came up with a number suggestion for LASPNET, such as:

- i. To strengthen capacity of members in institutional management
- ii. To establish regional presence in ways that increase service coverage
- iii. To research, document and disseminate information on legal aid issues
- iv. To act as peer review mechanism to improve legal aid services delivery

## g) Developing IEC materials

Several members have pointed out the need to improve on the IEC materials of LASPNET as listed below:

- i. To develop a new brochure concept
- ii. To publish a better quality of calendars
- iii. To develop educational materials on legal aid
- iv. To ensure regular publication of the LASPNET newsletter
- v. To post all the developed IEC materials onto the LASPNET website

#### h) Steering Committee meetings

The Steering Committee of LASPNET is the major decision-making body for the member organisations subscribed to the Network. Several recommendations to improve these meetings have been made as listed below:

- i. To rotate venues among member organisations for every subsequent meeting
- ii. To ensure regular and timely communication of minutes to all the members
- iii. To observe LASPNET constitution, e.g. hold annual elections of the Chairperson; hold the annual general meetings; rotate the hosting of the Secretariat, etc.

#### 9. Activities in Progress

A number of achievements have been realised in fulfilment of the planned targets and as such several activities have been successfully completed. However, the completion of some activities is still expected following the request for a no-cost extension of their implementation. Below is the table indicating the achievements and pending activities towards completion.

Planned Targets	Achieved	In Progress		
i. Establish a Secretariat	<ul> <li>Hosted Secretariat at LDC Legal Aid Clinic</li> <li>Recruited a National Coordinator</li> </ul>	<ul> <li>To recruit more administration staff</li> </ul>		
ii. Establish a Resource Centre	<ul> <li>Secured funding for resource materials</li> <li>Developed a list of the resource materials</li> </ul>	<ul> <li>To obtain quotation for proposed materials</li> <li>To secure and organise space for the Centre</li> <li>To purchase the proposed resource materials</li> </ul>		
iii. Develop a Strategic Plan	<ul> <li>Conducted a strategic planning workshop</li> <li>Reached consensus on strategic issues</li> </ul>	<ul> <li>To make a report on the workshop</li> <li>To develop a LASPNET 5-yr Strategic Plan</li> </ul>		

<b>Planned Targets</b>	Achieved	In Progress
iv. Establish a Database	<ul> <li>Engaged consultant to develop the database</li> <li>Compile information to feed database</li> </ul>	<ul> <li>To test the database for loophole analysis</li> <li>To suggest any additional functionalities</li> </ul>
v. Increase on the membership	<ul> <li>Enrolled more than 50% of all the identified LASPs in year one</li> <li>Collected about 40% of membership fees</li> </ul>	<ul> <li>To develop a consensus on member benefits and incentives</li> <li>To follow-up on all the prospective LASPs for enrolment</li> </ul>
vi. Coordination of activities	<ul> <li>Convening governance meetings and workshops for members</li> <li>Developed IEC materials like the brochures, newsletter, and calendars.</li> <li>Developed a LASPNET website including member pages</li> <li>Provided administrative oversight</li> </ul>	<ul> <li>To engage a consultant and develop a good practice guide book</li> <li>To continue providing the administrative oversight</li> <li>To teamwork with other recruited staff</li> </ul>
vii. Engagement with JLOS	<ul> <li>Attended several working group meetings of the JLOS technical committee</li> </ul>	<ul> <li>To jointly carry out a baseline survey as a way of engagement with JLOS on key issues relating to Legal Aid in Uganda</li> </ul>
viii. Other activities	<ul> <li>Conducted legal aid open weeks in Eastern Uganda, i.e., Soroti and Tororo</li> <li>Carried out a regional mapping exercise for LASPs in Uganda</li> <li>Held a National Stakeholders Forum and presented draft mapping report</li> </ul>	<ul> <li>To publish a final Mapping Report</li> <li>To hold Steering committee meetings</li> </ul>

# 10. Financial Report:

The financial report is for the period July 2008 to June 2009.

#### a) Revenue:

The balance carried forward from the previous year as at the 30<sup>th</sup> June 2008 is **Shs 320,555** as detailed below:

Cash at Bank/LASPNET membership feesShs320,555Cash at Bank/LABF disbursementsShs0TotalShs320,555

A sum of **Shs 202,467,800** was disbursed to LASPNET from the LABF during the period.

The balance carried forward for the LASPNET membership fund is Shs 320,555 and the overall fees collected during the period amount to Shs 2,000,000 giving a total of **Shs 2,320,555** as follows:

The overall revenues are as follows:

No.	Revenue Source	Date	Amount in Shs
1	Legal Aid Basket Fund	08 <sup>th</sup> Aug 2008	47,380,000
		12 <sup>th</sup> Dec 2008	5,249,000
		21 <sup>st</sup> Apr 2009	106,804,000
		15 <sup>th</sup> May 2009	43,034,800
2	Membership fees from:		
	Uganda Christian Lawyers Fraternity		200,000
	Platform for Labour Action		200,000
	Defence for children International		200,000
	Alliance for Integrated Development		200,000
	LDC Legal Aid Clinic		200,000
	Right to Improved Child Health (RICH Consult)		200,000
	Inter Religious Council of Uganda		200,000
	Refugee Law Project		200,000
	Teso legal Aid Project		200,000
	Uganda Network on Law, Ethics, and HIV/AIDS		200,000
		Total	204,467,800

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

Balance brought forward Shs 320,555
Revenues to LASPNET Shs 204,467,800
Total Shs 204,788,355

#### b) Expenditure:

A total of **Shs 165,064,131** was spent during the period as indicated in the Expenditure Statement, under the appendix section, leaving a bank balance of **Shs 38,724,244**<sup>1</sup> at close of the 30<sup>th</sup> day of June 2009. This balance includes the fees contributed by members.

#### Over expenditure

There was significant over expenditure on the following:

Item Description	<b>Budget Amount</b>	<u>Expenditure</u>	Major Reason
Regional Mapping	6,000,000	8,071,700	Fuel fluctuations
Legal Aid Open Week	49,080,000	55,294,139	Increased membership
National Stakeholders Forum	44,124,000	46,572,381	Exchange rate increases

**N.B:** The deficit incurred was reallocated according to the approval given by the LABF Coordinator.

#### **PAYE and NSSF**

Deductions for PAYE have not yet been paid and the unpaid amount is **Shs 9,387,500.** Similarly, there is no remittance made to NSSF so far and the unpaid amount adds up to **Shs 5,197,500.** 

#### **Member contributions**

A total amount of **Shs 1,000,000** was used from the membership fees as follows:

Item	Account Code	Approved Budget Jul'08-Jun'09 Shs	Total Expenditures Jul'08-Jun'09 Shs	Available Balance Jul'08-Jun'09 Shs
Income Receipts				
Balance brought forward		-	320,555	-
Membership fees		-	2,000,000	-
		1	2,320,555	•
Fund utilisation				
Open week in Kampala		500,000	500,000	-
LASPNET account books		380,000	380,000	-
Member application forms		120,000	120,000	-
Surplus carried forward		1,320,555	-	1,320,555
Total		2,320,555	1,000,000	1,320,555

#### **FUND BALANCES (As on 30/06/2009)**

 Cash at hand
 Shs
 34,100

 Cash at Bank/LABF
 Shs
 37,369,569

 Cash at Bank/LASPNET
 Shs
 1,320,555

 Total
 Shs
 38,724,224

<sup>1</sup> The amount includes Ush 1,320,555 as fees contributed by the members during the period.

#### 11. Concluding Remarks

The programme of activities carried out by the Legal Aid Service Providers' Network in the previous one year period (2008/09) have generally been successful. Financial support from the Legal Aid Basket Fund (LABF) helped a lot to enable the achievement of the planned targets.

The development of a Case Management Database for LASPNET was begun and more functionality is being added to the trial product. It is designed as web-based tool accessible via the LASPNET website and it is hoped that the launch will be by close of the year 2009.

Membership has also increased from 7 member organisations to 16 organisations and the number is expected to reach about 30 organisations in the next one year period. This has strengthened the Network as a bigger voice across the country. Some of the other targeted organisations include: Avocats Sans Frontieres, Land and Equity Movement, Justice and Rights Associates, Acid Survivors' Foundation of Uganda, Legal Action for Persons with Disabilities, Association of Human Rights Organisations, and the Uganda Human Rights Activists.

A number of activities like the legal aid open week, the stakeholders' forum, and the strategic planning process, were carried out jointly by the member organisations in a way that improved on working relations at organisational and individual levels.

Although there have been a lot of achievements, several challenges have also been encountered along the way. Human resource needs have been very paramount especially for skilled programme assistance and other programmatic support services. Moreover, the budgetary limitations have also restricted timely and innovative outcomes during the implementation of some activities resulting in compromise of programmatic quality. A lot of effort is seemingly put in cost saving on activities with little focus on investing in quality and efficiency. But this has been in a way counteracted by developing budget addenda to support any incomplete, or seldom, newly proposed critical inputs.

It is however envisaged that over the forthcoming period, LASPNET will be able to improve in many spheres especially in regard to improving its organisational structures and practices as well as building its own capacity together with that of the member organisations.

The ongoing process of developing a strategic plan is expected to assist greatly in defining and redirecting the strategic direction of LASPNET towards achievement of its mission, goals, and objectives.

# 12. Appendix

## **EXPENDITURE STATEMENT: Period: Jul 2008 to Jun 2009**

Item	Account	Approved	Total	Available
	Code	Budget	Expenditure	Balance
		Jul'08-Jun'09	Jul'08-Jun'09	Jul'08-Jun'09
		Shs	Shs	Shs
Income Receipts		3113	3113	3113
·				
Balance brought forward		-	-	-
Programme Funding		-	202,467,800	-
Total Funding		-	202,467,800	-
Fund utilisation				
Regional Mapping	34453	6,000,000	8,071,700	(2,071,700)
Strategic Plan (Consultant)	34456	5,500,000	-	5,500,000
Validation Workshop	34456	1,080,000	600,000	480,000
Material Development	34503	5,200,000	3,200,000	2,000,000
News Letter Production	34503	6,000,000	-	6,000,000
Newspaper Supplements	34503	2,400,000	-	2,400,000
Salary Coordinator incl. Tax	34202	35,307,500	23,025,000	12,282,500
NSSF Contribution	34202	3,300,000	-	3,300,000
Contributions	34402	8,100,000	10,800,000	(2,700,000)
Welfare and Sundries	34017	1,200,000	1,219,000	(19,000)
Equipment Maintenance	34009	400,000	630,000	(230,000)
Fuel	34005	4,800,000	1,902,000	2,898,000
Internet	34007	1,200,000	-	1,200,000
Telephone Communication	34007	2,400,000	1,658,000	742,000
Vehicle Maintenance	34005	800,000	706,000	94,000
Stationery	34008	1,800,000	2,245,911	(445,911)
Steering Committee Meeting	34451	600,000	213,000	387,000
Amount carried forward		86,087,500	54,270,611	31,816,889

Item	Account	Approved	Total	Available
	Code	Budget	Expenditures	Balance
		Jul'08-Jun'09	Jul'08-Jun'09	Jul'08-Jun'09
		Shs	Shs	Shs
Amount brought forward		86,087,500	54,270,611	31,816,889
St Committee Fuel Refund - Kla	34005	1,440,000	400,000	1,040,000
St Committee Transport - UpCntry	34004	1,200,000	-	1,200,000
St Committee Per Diem - UpCntry	34006	1,560,000	-	1,560,000
Furniture (Cabinet File)	34302	-	390,000	(390,000)
Stipend - Volunteers	34202	-	900,000	(900,000)
Website Development	34007	5,249,000	3,529,000	1,720,000
Bank Charges	34030	127,300	308,000	(180,700)
Legal Aid Open Week - Eastern	34501	49,080,000	55,294,139	(6,214,139)
Stakeholders Forum	34501	44,124,000	46,572,381	(2,448,381)
Letter Heads	34008	400,000	400,000	-
Calendars	34503	3,000,000	3,000,000	-
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	-	5,000,000
Sub Total		202,467,800	165,064,131	37,403,669 <sup>2</sup>

## PROJECT FUND BALANCE AS AT JUNE 30, 2009:

Available funding (Jul 2008 – Jun 2009) Shs 202,467,800

Less:

Total expenditure during the period Shs 165,064,131

Cash at the Bank/LABF Shs 37,403,669

 $^{\rm 2}$  Amount excludes Ush 1,320,555 which is the fees contributed by the member organizations.