

Legal Aid Service Providers Network

Annual Partner Report

Project Title: Strengthening coordination among legal aid service providers in Uganda

Contract Number: 0064_LASPNET

Grant number should be the one for which the report is submitted

<< July 2012 – June 2013 >>

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Partner Guidelines

For completing and submitting

Annual Project Report

The template is meant for annual reporting and focuses on progress made by partners in implementation and achievement of results.

General approach to the report

The report presents more detail of what has transpired over the last 12 months. At this level there is need for more detail about results achieved so far. Results at this level should be product of systematic efforts to follow up on impact of interventions funded by DGF. We should look beyond the activities that were carried out and try to establish the effects of these activities on the target population. As a result we should be ready to receive feedback as to whether our approaches work or not and as to whether results were destructive or constructive to the target population

If the project/ programme conducted an evaluation, this is the right time to share outcomes (to report about contribution confidently, an organisation should be able to conduct a evaluation during intervals or at the end). Monitoring information is also important and this should be shared in the report as a way of attributing results to DGF support.

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ii. List of Acronyms

CSO	Civil Society Organisation
DGF	Democratic Governance Facility
INGO	International Non Governmental Organization
MDG	Millennium Development Goals

Basic Project Information

Summary of the project:

Profile	
Name of project	Strengthening coordination among legal aid service providers in Uganda
Project goal	To harness and sustain institutional synergies which support the capacity of legal aid service providers in complementing Government of Uganda's efforts for enhancing access to justice.
Project Objectives	<ul style="list-style-type: none"> - To provide data on the geographical distribution of legal aid service providers in Uganda; - To develop mechanisms for nurturing uniform standards in provision of legal aid services; - To improve the capacity of the LASPNET Secretariat for ensuring required coordination; - To support peer review mechanisms in ensuring the delivery of quality legal aid services; - To lobby for an inclusive policy, law, and national strategy for legal aid service provision.
Location of the project	Kampala
Geographical coverage	Nationwide
Contract start date	01 st July 2012 (LASPNET_0006), 01 st September 2012 (0064_LASPNET)
Contract end date	31 st March 2013
Total project lifetime Budget	UGX. 317,934,409
Planned budget for the reporting period	UGX. 317,934,409
Actual expenditure for the reporting period	UGX. 21,088,965
Contact person	Richard Nsumba Muganzi

Executive Summary

The reporting period has been a great opportunity to provide basis for strengthening coordination among legal aid service providers (LASPs) in Uganda in order to harness and sustain institutional synergies which support their capacity in complementing Government's efforts for enhancing access to justice.

It is evident that most of the non-state actors run legal aid clinics, community outreaches, pro-bono schemes, and paralegal initiatives. The majority of these legal aid clinics are established in urban centres with some little community outreach in the rural areas. However, even in rural areas, these services are largely provided by paralegals and volunteers attached to embryonic organisations whose capacity not adequate in sustaining their programmes for needed effectiveness, efficiency and impact. Incidentally, there is little harmonisation of the various efforts by legal aid service providers due to weak institutional synergies.

The project action was undertaken by LASPNET to address the concern among legal aid service providers and stakeholders that meaningful impact or outcomes will only be realised by moving beyond the administrative functions of a national coordinating structure to a proactive intervention for strengthening the capacity of members and exploiting various synergistic opportunities for improved quality of services delivered

The LASPs face a number of operational challenges including inadequate quality of service delivered, limited skills/capacity to meet the demand for legal aid services, poor standards and case management practices in handling clients, as well as the lack of effective strategies for rolling out their services beyond existing actions and/or areas of operation. In addition to these bottlenecks, there are still a few deliberate efforts to strengthen LASPs for shared engagement on legal aid issues. Most of the efforts in place have not addressed the capacity and quality gaps among LASPs so as to improve the services delivered. The current endeavours are still inadequate and the situation is further aggravated by the general lack of a uniform and systematic approach to developing effective guidelines in standards setting.

LASPNET has faced challenges in supporting its members due to a weak strategic framework, limited staffing, inadequate policies, operating systems and procedures that foster productive use of the existing skills, as well as insignificant and sporadic engagements with LASPs in conducting programme activities. Some members have not been certified by the Law Council to provide legal aid and others lack sufficient funding to sustain their programmes. The majority of embryonic member organisations indicated the need for capacitating initiatives that can help them to engender necessary organisational development practices, systems, and procedures in meeting their operational and strategic ambitions as well as legal and regulatory requirements. On the other hand, the mature member organisations called for a more concerted effort in voicing issues affecting legal aid so that there is a platform of influencing national agenda.

There was a strong concern that emerged during the period in regard to the ability of LASPNET for assessing the capacity needs of members elicit member participation through collective programmes. The demand for concrete deliverables that strengthen linkages and partnerships with other relevant institutions or policy bodies is increasingly high. The majority of member organisations indicate the need for more research-based advocacy to foster a network of innovative organisations that can lend support to one another as they pursue their individual change efforts for shared national outcomes.

On the other hand, a number of LASPs have significant difficulties in client data collection and information management. They also identify the lack of a harmonised mechanism for case handling, referral pathways, and client follow-up. It is evident that an effective mechanism is need to address the lack of knowledge on trends in legal needs, the geographical distribution of legal issues, the average duration for resolving certain case types, as well as other issues in regard to verifiable data or facts for collective policy engagement and programme analysis with regard to legal aid service provision.

This absence in centralised information sharing and analysis causes duplication in service provision, weak programme design, significant loss of time to produce simple data for reports, and a lack of knowledge on where and/or who to target for services.

The forthcoming period is therefore focused on programmes that improve research and advocacy as well as strengthen mechanisms for information sharing, communication, and documentation.

Project Overview

The project was intended to address some of the hindrances and obstacles limiting access to justice for the poor, deprived, and vulnerable in Uganda, by strengthening the capacity of LASPs through shared programme activities. A number of identified limitations in service delivery include: lack of accurate information on the geographical distribution of legal aid service providers; differing practices and standards in legal aid service provision; limited co-ordination among legal aid service providers; various systemic and specific factors affecting the delivery of justice services; gaps in tracking performance and monitoring the quality of legal aid services delivered; as well as the need for a national policy, legal, regulatory and institutional framework for guiding the provision of legal aid services.

The target beneficiaries of the project are the different member organisations to LASPNET who need support in order to ultimately provide meaningful redress to issues affecting the poor, deprived and vulnerable persons who continually seek access the legal aid services in Uganda.

The project action has been implemented for a period of 12 months and the key result anticipated is the improvement in three critical aspects of coordination identified during the mid-term review, as follows;

- i. A collective role bringing together different legal aid service providers for solidarity in strategizing, sharing lessons and experiences, while minimizing duplication.
- ii. A capacitating role for the LASPs through collaborative research and analysis in order to link the international/regional developments on legal aid to national interventions.
- iii. A communicative role by documenting, providing needed feedback, and amplifying voice on key issues regarding access to justice/legal aid at national level.

Operating Environment and its impact on the project

LASPNET operates within a very dynamic setting yet still the various LASPs continually have differing practices and standards in provision of legal aid services. Unfortunately, there is an inadequate national policy, legal, and institutional framework for guiding of legal aid service provision in Uganda.

Some activities were carried out during the period that improved quality of services and strengthened the capacity of LASPs amidst the several challenges faced. However, LASPNET was continually supported by DGF to enable achievement of concrete deliverables in response to the needs of the different legal aid service providers in Uganda.

The following are some of the deliverables/quantifiable products achieved during the period:

- The Steering Committee meetings were frequently held to provide financial oversight, strategic decision setting, and internal policy direction.
- Collaborative linkages and engagements were fostered in the provision of legal aid services between the LASPs, government, and other key stakeholders
- Field visits were made to member organisations as a means of identifying key expectations, drawing lessons, and providing feedback on pertinent issues/concerns
- Coordination frameworks for involving members in activities of LASPNET were enhanced through a theme-based clustering approach to programming
- Consensus-building workshops with LASPs in Northern Uganda for improved case handling and client follow-up through an integrated Information Management System
- Increased public awareness of the work of LASPs, including the draft legal aid policy, through publications and radio talk shows
- LASPNET members validated the mid-term review report that made significant recommendations regarding the future strategic direction of the Network
- Systemic and operational bottlenecks hindering the internal policy framework of the Secretariat were improved in order to meet acceptable standards

Project progress

Give a high level (purpose, outcome) progress that the project has made. The report should present significant successes and major breakthroughs of the project. This should be based on: evidence that is available through the normal monitoring process; key events and studies that may have been conducted during the reporting period.

Emphasis should be given to results/outcomes backed by evidence in form of statistical data and narrative description of indicators especially those that are due for reporting to give a picture about the progress being made.

rtrb

Illustration of progress

Case Study:

At this level make use of the **case study (ies)** that may be selected from studies conducted or collected during monitoring. The study should be picked following the criteria of: coverage; impact and; relevance to the project. The case should be able to:

- i. Tell what happened before (what was wrong?)
- ii. Mention intervention(s) carried out to bring about this change.
- iii. Describe the results. This is the gist of the matter and as such the dimensions of these results (coverage of impact, duration etc) should be included.
- iv. Include photos and excerpt(s) to support the case being presented

rtrb

Progress towards project objectives

Other than case studies above, the report should present key outputs descriptively accompanied with illustrations. Care should be taken not to recount activities but rather what the organisation has been able to fulfil as a result of the activities that were funded. This can be divided into intended and unintended outputs. Where there are unintended outputs effort should be made to delineate these from the intended outputs and explain their implications to the programme.

Cross-cutting Issues

This should focus on how the Programme/project has deliberately integrated the crosscutting themes such as gender. Other cross cutting themes include land, environment, human rights, youth, conflict prevention. At this level the report should present the uniqueness of findings arising out of mainstreaming crosscutting themes: the value addition arising out of mainstreaming cross cutting themes.

Challenges and lessons learned

Include challenges that the project is facing and implications of the same to the continuation of the project and possibly achievement of results.

Include lessons if any that have been learned (positive or negative) during the reporting period. It is important to focus on lessons that help DGF partnership to improve its effectiveness.

rttb

Priorities for the following year

The report should summarise the plans and focus for the following year. This should be a summary of the strategic direction of the organisation in partnership with DGF. It should be linked to the multi year plan for the organisation and if changes have been made justification to this change should be summarised here.

Report on Budget

The following budget items were not implemented during the period:

- i. **LASPNET Secretariat staff training:** T.O.Rs for the training has been developed for review by the Steering Committee and the activity will be conducted by close of July 2013.
- ii. **Conduct gender mainstreaming audit:** A bid analysis was completed and submitted to DGF for needed approval before the activity can be carried out.
- iii. **Procurement of computer and accessories:** A bid analysis was completed and submitted to DGF for needed approval before the activity can be carried out.

Some additional costs have been incurred to cover bank charges, internet connection, office rent, and security services for the period 1st April 2013 to 30th June 2013.

Appendices

financial report

Particulars	FINANCIAL YEAR JULY 2012 - JUNE 2013			Comments
	Total Income	Total Expenditure	Variance	
Programme costs under Objective 1				
Regional field visits to members - Per diem for 3 pax	9,375,000	9,375,000	-	
Fuel for regional field visits to members	3,006,250	3,006,250	-	
Airtime for regional support tasks	600,000	600,000	-	
Consultancy to refine evaluation tool	1,000,000	1,000,000	-	
Steering Committee meeting costs	2,110,000	2,110,000	-	
ULS - semiannual symposiums to set legal aid agenda	2,092,000	2,092,000	-	
Review meetings for steering committee manual	250,000	250,000	-	
Publish the approved manual	750,000	750,000	-	
Publish updated brochure	250,000	250,000	-	
Publish the amended constitution	1,000,000	1,000,000	-	
Publish the amended membership charter	1,250,000	1,250,000	-	
JLOS Secretariat Dialogue	565,000	565,000	-	
Development of financial policy manual	1,500,000	1,500,000	-	
Review of staff Job Descriptions	1,200,000	1,200,000	-	
Recruitment process for FAO	1,700,000	1,700,000	-	
Build a Financial Management System	2,500,000	2,500,000	-	
Steering committee Orientation	7,383,000	7,383,000	-	
Strategic plan review/MTR validation	7,970,000	7,970,000	-	
Sub-total	44,501,250	44,501,250	-	

Particulars	FINANCIAL YEAR JULY 2012 - JUNE 2013			Comments
	Total Income	Total Expenditure	Variance	
Balance brought forward	44,501,250	44,501,250	-	
Programme costs under Objective 2			-	
Server internet connection	2,700,000	3,600,000	(900,000)	Internet April 2013 to June 2013
Domain renewal/web hosting	250,000	250,000	-	
Uganda Law Library online access	1,875,000	1,875,000	-	
Publication of bi-annual newsletters	600,000	600,000	-	
Develop annual reports and calendars	1,000,000	1,000,000	-	
LASPNET Secretariat staff training	5,000,000	-	5,000,000	To be done in Jul 13 on approval of T.O.Rs
Working group - Institutional Development	1,000,000	1,000,000	-	
Hold theme based meetings for LASPs - 7 clusters	1,750,000	1,750,000	-	
Programme costs under Objective 3	-	-	-	
Conduct regional talkshows on the A2J concerns	4,000,000	4,000,000	-	
Conduct gender mainstreaming audit among LASPs	20,250,000	-	20,250,000	Pending approval of bid analysis by DGF
Salaries & benefits				
Salaries for programme staff	81,337,150	81,337,150	-	
Pay As You Earn	35,359,900	35,359,900	-	
NSSF employer's contribution (15%)	21,109,950	21,109,950	-	
Staff medical scheme	25,817,259	25,817,259	-	
Sub-total	202,049,259	177,699,259	-	
Balance carried forward	246,550,509	222,200,509	24,350,000	

Particulars	FINANCIAL YEAR JULY 2012 - JUNE 2013			Comments
	Total Income	Total Expenditure	Variance	
Balance brought forward	246,550,509	222,200,509	24,350,000	
Procurement items				
Heavy-duty power inverter	3,000,000	3,000,000	-	
Database Server and UPS	5,000,000	5,000,000	-	
Heavy-duty LaserJet Printer-copier	1,125,000	1,125,000	-	
Server monitor and wireless card	480,000	480,000	-	
Upgrade Database Server HDD and RAM	750,000	750,000	-	
Kaspersky antivirus for server - Enterprise edition	675,000	675,000	-	
Heavy-duty inverter batteries	2,394,600	2,394,600	-	
Desktop Computer and accessories	5,671,000	1,875,000	3,796,000	Pending approval of bid analysis by DGF
Dell DLP/LCD Projector unit - S300W	1,900,000	1,900,000	-	
Administrative costs				
Salaries for administration staff	16,999,300	16,999,300	-	
Operations and sundries	9,595,000	9,992,035	(397,035)	Bank charges to be reversed
Vehicle Insurance/ repairs/servicing	1,614,000	1,614,000	-	
Vehicle fuel	2,800,000	2,800,000	-	
Office rent	15,300,000	20,400,000	(5,100,000)	Office rent April 2013 to June 2013
Security services	4,080,000	5,640,000	(1,560,000)	Office Security April 2013 to June 2014
Sub-total	71,383,900	74,644,935	(3,261,035)	
TOTAL AMOUNT	317,934,409	296,845,444	21,088,965	

Indicator tracking table

Guidance Note:

Hierarchy of results	Indicators	Baseline	Target	Achieved	Variance	Way forward (in case of variance)	Participation by Gender			
							Youth Female	Youth Male	Adult Female	Adult Male
Goal	Indicator	76%	77%	Not measured	N/A					
Purpose	Indicator		33%	27%	6%					
Objective	Indicator		1883	1500	383					
Output		0	250	320	70		50	100	50	50
Activity			150	0	-150	Postponed to June 2013				