



# Annual Report

---

**Fiscal Year**

2013-2014

LEGAL AID AND ADVISORY AUTHORITY  
MINISTRY OF THE ATTORNEY GENERAL AND LEGAL AFFAIRS

**REPUBLIC OF TRINIDAD AND TOBAGO**



**LEGAL AID**

**AND**

**ADVISORY AUTHORITY**

**ANNUAL REPORT**

**2013-2014**

**REPORT**

**OF THE**

**LEGAL AID AND ADVISORY AUTHORITY**

**FISCAL YEAR 2013-2014**



**MISSION**

***“To make our legal services accessible to persons of moderate means through loyal and competent staff, in a timely and professional manner within an environment where staff and clients are highly valued and advancing and fostering linkages and networks with relevant social service providers.”***

# TABLE OF CONTENTS

CONTENTS	Page
<b>Introduction</b> .....	<b>1</b>
<b>Chapter 1: Establishment of the Legal Aid and Advisory Authority</b> .....	<b>2</b>
1.1. Legal and Social Framework .....	2
<b>Chapter 2: Summary of Review for Fiscal 2013-2014</b> .....	<b>3</b>
<b>Chapter 3: Policy and Management Framework</b> .....	<b>5</b>
3.1. Ministerial Responsibility for Legal Aid .....	5
3.2. Policy-making.....	5
3.3. Composition of the Authority .....	5
3.4. Membership of the Authority.....	6
3.5. Organizational Structure.....	7
3.6. Issues Pertaining to Staff of the Authority.....	7
3.6.1. A Strategic Plan.....	7
<b>Chapter 4: Operations</b> .....	<b>8</b>
4.1. Offices.....	8
4.2. Decentralization of Legal Aid Services .....	8
4.3. Services .....	9
4.3.1. Number of Persons in Receipt of Legal Aid.....	9
A. Aid Granted through the Offices of the Authority .....	10
B. Aid Granted through the Prison System .....	11
4.3.2. Consideration of Civil Matters by the Authority.....	12
4.3.3. Comparison of Number of Applications for Legal Aid .....	13
4.3.4. Special Meetings of the Authority.....	13
<b>Chapter 5: Funding for the Authority</b> .....	<b>14</b>
5.1. Subvention and Expenses.....	14
<b>Chapter 6: Other Administrative Matters</b> .....	<b>14</b>
6.1. Duty Counsel Scheme.....	14
6.2. Legal Aid Outreach .....	16
6.3. General Matters .....	16
<b>Chapter 7: Financial Statements</b> .....	<b>16</b>
7.1. Audited Financial Statements.....	16
<b>Chapter 8: Statistics</b> .....	<b>27</b>
<b>APPENDIX 1 – (LAAA Organizational Structure)</b> .....	<b>36</b>
<b>APPENDIX 2 – (Details from Strategic Plan 2013-2016)</b> .....	<b>38</b>



## **Legal Aid and Advisory Authority Report For Fiscal Year 2013-2014**

### **Introduction**

#### **STATUTORY MANDATE**

The Legal Aid and Advisory Authority has from its inception, planned its operations based on its Statutory Mandate, which is “...to make legal aid and advice in Trinidad and Tobago readily available for persons of small or moderate means, to enable the cost of legal aid and advice granted to persons to be defrayed wholly or partly out of moneys provided for by Parliament...”

#### **VISION STATEMENT**

“The leading, dynamic organization, providing quality and easily accessible legal services to valued clients by dedicated staff.”

#### **MISSION STATEMENT**

“To make Our Legal Services accessible to persons of moderate means through...

Loyal, Dedicated and Competent Staff,

In **A** Timely and Professional manner,

Within **An** Environment in which both Staff and Clients are Highly Valued and Respected and Advancing and Fostering Relationships and Networks with Relevant Stakeholders.”

#### **CORE VALUES**

Confidentiality, Integrity, Team Work, Client Care, Quality Service and Efficiency.

## Chapter 1: Establishment of the Legal Aid and Advisory Authority

### 1.1. Legal and Social Framework

The Government of the Republic of Trinidad and Tobago, cognisant of its responsibility towards individuals who, because of limited financial means, would be deprived of the principles of justice and due process under the rule of law, established the Legal Aid and Advisory Authority as a body corporate through the Legal Aid and Advice Act, Chapter 7:07 (Act 25 of 1976) and Amendments thereto.

As prescribed in the Legal Aid and Advice Act, Chapter 7:07 of the Laws of Trinidad and Tobago, the Authority is mandated:-

**“.....to make legal aid and advice in Trinidad and Tobago readily available for persons of small or moderate means, to enable the cost of legal aid or advice granted to persons to be defrayed wholly or partly out of moneys provided by Parliament, and for purposes connected therewith.”**

## Chapter 2: Summary of Review for Fiscal 2013-2014

The Legal Aid and Advisory Authority continued to discharge its statutory responsibilities in meeting the needs of persons who, because of limited financial means, would otherwise have been unable to access legal advice and representation.

The Authority agreed that Minutes were to be taken by a Computer Aided Transcription (CAT) Reporter.

The Authority recognised the passing of a long standing member of staff, Mr Puran Lakhinder.

The Head Office of the Authority moved to the first and third floors of the TTMA Building at 42 10<sup>th</sup> Avenue, Barataria towards the end of the previous fiscal period,

The Authority celebrated the First Anniversary of the relocation of its Head Office in Barataria on August 29<sup>th</sup>, 2014.

The Authority approached the TTMA (Trinidad and Tobago Manufacturer's Association) as to the possibility of purchasing the building at Barataria and a formal request was duly sent to the respective CEO.

The Authority continued to seek out a possible Port-of-Spain Office and a proposed Chaguanas and Sangre Grande Office. A property was eventually identified for Chaguanas and was awaiting finalization.

An awareness programme for the Duty Counsel Scheme was discussed and agreed to be implemented.

The Authority approved D.A.E. Consultants to do a cost/benefit analysis to justify the strategic plan and to conduct the recruitment and selection process and make recommendations for the filling of three (3) posts, Manager ICT, Manager Human Resources and a Communication and Engagement Specialist. Persons to fill the said posts were duly recruited by D.A.E. Consultants and approved by the Authority and received Ministerial approval.

The Strategic Plan continued to be actioned.

The Authority requested that it be upgraded as a Board. They sought to have the Authority upgraded to an "A" Board.

Multi accused matters and fees payable were repeatedly discussed in relation to the Vindra Naipaul Coolman matter and the subsequent cost to the Authority. The meeting of considerable fee payments in this matter became somewhat critical in March/April/May, 2014. Additional funding was required in its midterm review because of the substantial cost of the fees payable.

Head Legal was not retained after a probationary period and a new Head Legal was being sourced.

The Chief Justice in discussion with the Director/Chairman suggested that the Authority consider moving towards including a Public Defenders Department.

Proposed training modules for Legal Officers with Senior Practitioners was discussed and considered.

A request was made for appointments of additional Commissioners of Affidavits at the Authority.

Two (2) Team Lead Positions were created for the Legal Department.

Position of Call Centre Supervisor to supervise the Call Centre Associates who man the 24 hour Duty Counsel line was also created.

The position of Registrar was created and approved by the Authority and duly filled and received Ministerial approval.

A General Public Awareness programme for the Authority was submitted by the Communication and Engagement Specialist.

A full time Legal Officer was assigned to the Arima Office of the Authority and another would be rostered accordingly.

12 Members of the Authority participated in Scotiabank's Heel to Head 16<sup>th</sup> Annual Women Against Breast Cancer 5k that was held on September 13<sup>th</sup>, 2014.

Continuation of Data Entry of Manual files being entered on the open source Case Management System.

The Authority approved the preparation of Annual Reports for 2012/2013 and audit of Financial Statements by Shaffick Hosein & Company.

As at September 2014, most persons who received legal aid accessed this facility through the Barataria, San Fernando, Arima offices and the Golden Grove (Men's) Prison. A total of 14,748 persons were granted assistance under the legal aid programme. For further details please see Section 4.3.1

The Financial Statement of the Authority for the Fiscal year 2013/2014 is incorporated in this Report.



## Chapter 3: Policy and Management Framework

### 3.1. Ministerial Responsibility for Legal Aid

From October 2013 to September 2014, responsibility for the Legal Aid and Advisory Authority was with the Minister of Legal Affairs.

### 3.2. Policy-making

The Legal Aid and Advice Act, Chapter 7:07, states in section 9 that:

**“9. In the exercise and performance of its functions under this or any other written law, the Authority shall act in accordance with any general directions of the Minister; but subject to this section, the Authority shall, when exercising and performing its functions, be subject to the control or direction of no other person or authority.”**

The Authority, therefore, is guided by such provisions in determining policy and executing its responsibilities, as required.

### 3.3. Composition of the Authority

The composition of the Authority and the appointment of its Secretary, respectively, are provided for under the provisions of sections 3 and 3A, respectively, of the Legal Aid and Advice Act, as provided hereunder:

“3...

- (2) **The Authority shall consist of eight members appointed by the President as follows:**
- a) **an Attorney-at-Law of not less than seven years standing who shall be designated Director of Legal Aid and Advice and who shall be Chairman of the Authority;**
  - b) **four Attorneys-at-Law nominated by the Law Association of Trinidad and Tobago, established under the Legal Profession Act, or in default of such nomination, by the Chief Justice, and at least one of whom has a resident practice in Tobago and is also nominated by the Tobago House of Assembly.**
  - c) **the person for the time being holding the office of Chief Probation Officer;**
  - d) **a member of the Board established by the National Insurance Act;**
  - e) **a member, being a public officer attached to the Ministry.**

**(2A) In nominating persons for appointments to the Authority due regard shall be given to regional representation.**

xxx.....xxx.....xxx

**(3A) The Authority shall appoint a suitably qualified person to be its Secretary.”**

**3.4. Membership of the Authority**

The Members of the Authority for the period October 2013 to September 2014 was as indicated hereunder:

Israel B. Khan S.C	Director/Chairman
Mrs. Deborah Moore-Miggins	nominee of the Law Association of Trinidad and Tobago
Mrs Rhonda Parris-DeFreitas	nominee of the Law Association of Trinidad and Tobago
Mr. Kemrajh Harrikissoon	nominee of the Law Association of Trinidad and Tobago
Mr. Anand Singh	nominee of the Law Association of Trinidad and Tobago
Mrs Cecilia Greaves-Smith	Member, Representative of Line Ministry
Ms. Gwendoline McLaren	Member, Representative of the N.I.B
Ms. Claire Blandin	Ex Officio Member, Chief Probation Officer – Retired on 26th February 2014
Mrs. Deokie Sintra Maharaj	Member, Chief Probation Officer (Ag) assumed in March, 2014
Ms. Nancy A. Arneaud	Secretary to the Authority
Mr. Richard Ragoobarsingh	Appointed Assistant Secretary

A quorum of the Authority consists of four (4) members.

Mr. Richard Ragoobarsingh acted for Ms. Arneaud as Secretary when she proceeded on leave in the following periods: 1st to 6th October 2013 and 6th to 18th May 2014.

### **3.5. Organizational Structure**

The responsibilities of the Authority were effectively and efficiently discharged by the administrative entity comprising the following:

1. Legal/Investigations
2. Human Resources
3. Information and Communications Technology
4. Finance and Accounts
5. Administration
6. Communications and Public Engagement Specialist

A copy of the Present Organisational Chart of the Authority, showing the structural relationships, is attached hereto.

For the Present Organisational Charts see Appendix 1.

### **3.6. Issues Pertaining to Staff of the Authority**

#### **3.6.1. A Strategic Plan**

The Strategic Plan for the Authority was approved in August 2013. In fiscal 2013-2014, the first year of the Strategic Plan was actioned and tasks implemented, including recruitment of certain Managerial positions as the Authority sought to enhance its operational efficiency. Managerial positions filled during the period include Manager ICT, Manager Human Resources and Communications and Public Engagement Specialist.

For further details of the strategic plan see Appendix 2.

## Chapter 4: Operations

### 4.1. Offices

During the fiscal year 2013/2014 the operations of the Authority were conducted from its Offices in Trinidad and in Tobago at the following locations.

OFFICE	LOCATION	DAY	TIME
Barataria	TTMA Building 42 Tenth Avenue Barataria	Monday to Friday  (From September 1, 2013)	8:00 a.m. – 4:15 p.m.
San Fernando	6 Harris Street, San Fernando	Monday to Friday	8:00 a.m. – 4:15 p.m.
Arima	1 <sup>st</sup> Floor Pennywise Building, 10-10A Devenish Street, Arima	Monday to Friday	8:00 a.m. – 4:15 p.m.
Couva	Couva Social Services Centre, Camden Road, Couva	Monday to Friday	8:00 a.m. – 4:15 p.m.
Sangre Grande	Social Welfare Office, Cor. Savi St. and Boodooville Circular Rd, Sangre Grande	Mondays	8:00 a.m. – 12:00 noon
Tobago	Caribana Building, Bacolet Street, Scarborough, Tobago	Monday to Friday	8:00 a.m. – 4:15 p.m.

### 4.2. Decentralization of Legal Aid Services

The Authority continued its search for suitable office spaces in Chaguanas, Sangre Grande and Port-of-Spain. A possible location for the Chaguanas Office was identified and the Property and Real Estate Division began verifying necessary approvals were in place and began negotiations with the landlord.

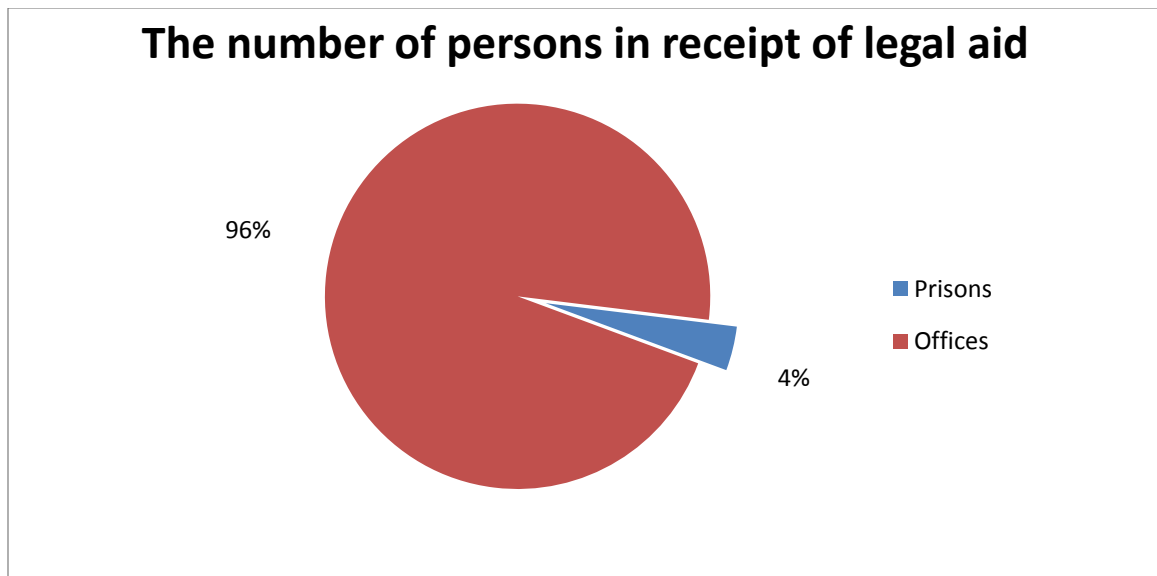
**4.3. Services**

**4.3.1. Number of Persons in Receipt of Legal Aid**

During the fiscal year 2013/2014 (up to September), the combined number of persons who received legal aid through the Offices of the Authority and the Prison System totalled 15,316; (this does not include statistics for persons accessing Duty Counsel Services).

Of these 14,748 (96.3%) received aid through the Offices, while 568 (3.7%) received aid through the Prison System.

Figure 1 refers.

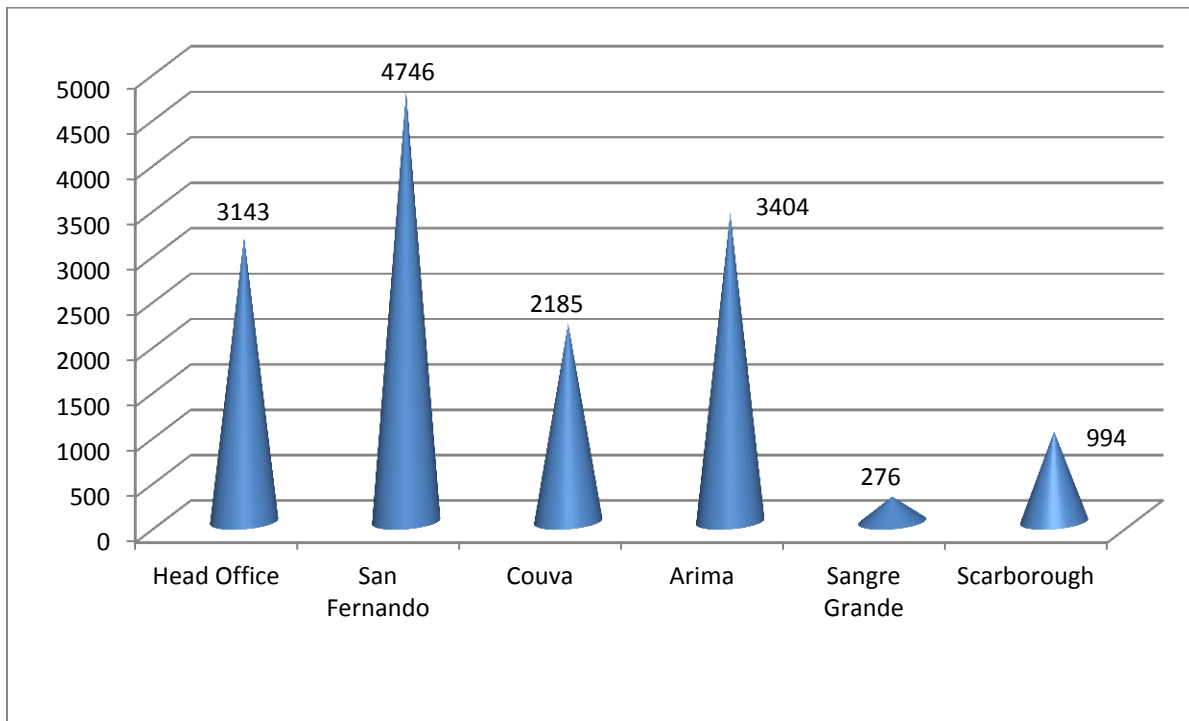


**Fig. 1 Number of Persons in Receipt of aid through the Offices of the Authority and the Prison System – October 2013 to September 2014**

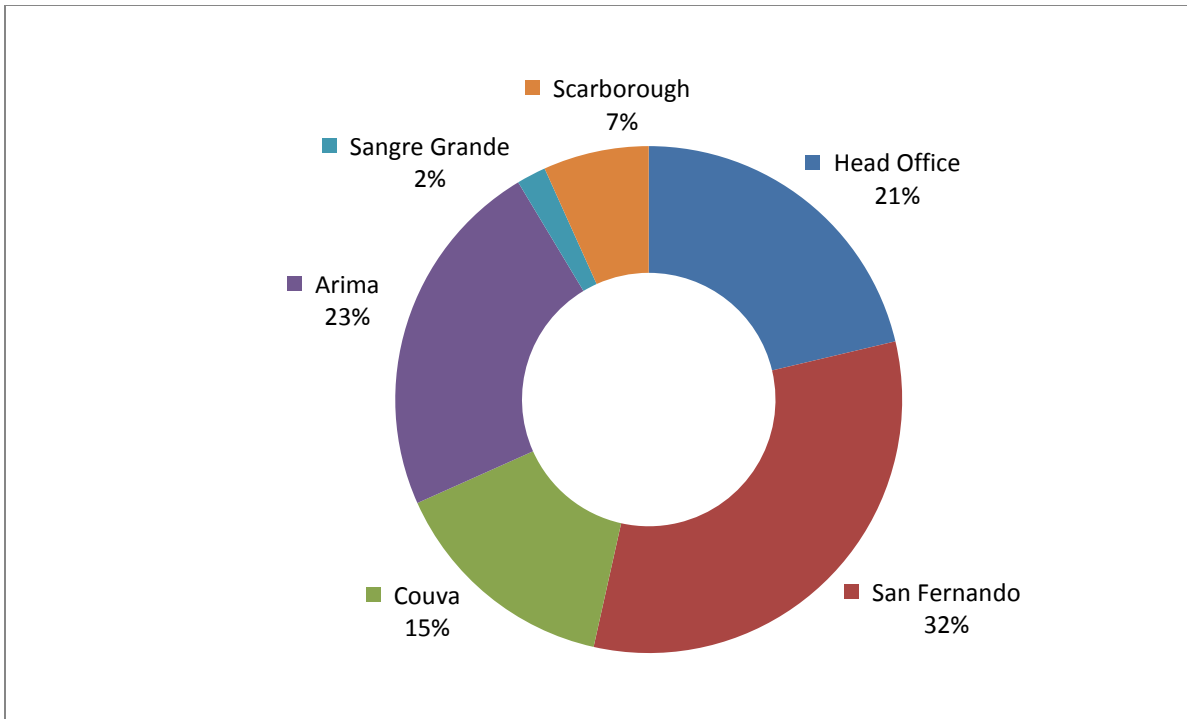
**A. Aid Granted through the Offices of the Authority**

Of the 14,748 individuals who received legal aid through the services of the various Offices of the Legal Aid and Advisory Authority the fiscal year 2013/2014 (up to September), more than half accessed this facility through the Offices located at Head Office / Barataria (21.3%) and San Fernando (32.2%). The Arima/Sangre Grande Office attended to 25% of the Applicants; the Couva Office 14.8% and the Tobago Office 6.7%.

Figure 2 & 3 refers.



**Fig. 2 Number of Persons in Receipt of Legal Aid through the Offices of the Authority – October 2013 to September 2014**

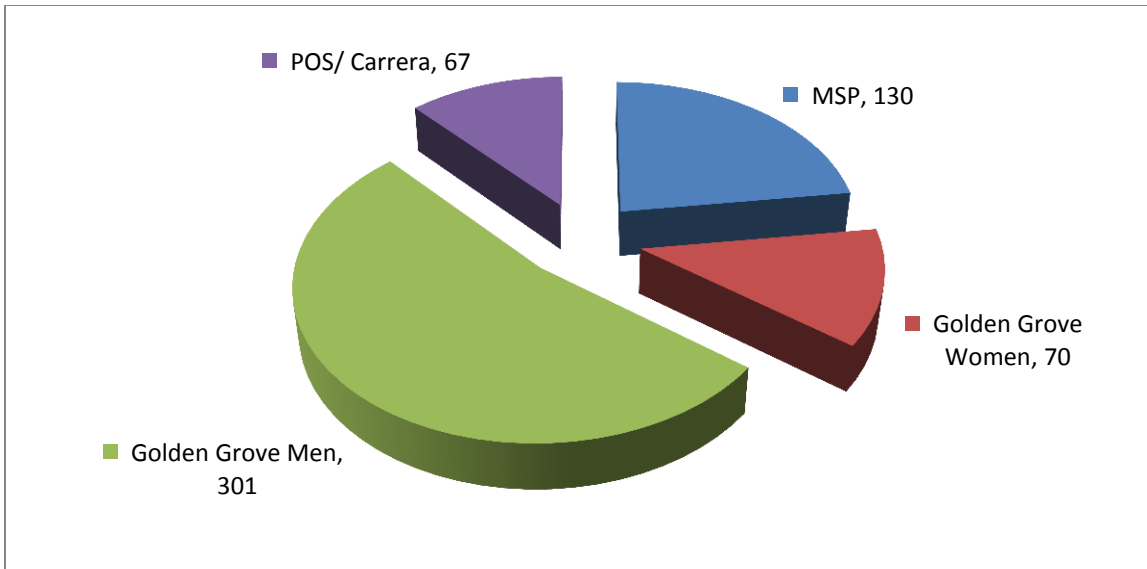


**Fig. 3 Number of Persons in Receipt of Legal Aid through the Offices of the Authority – October 2013 to September 2014**

**B. Aid Granted through the Prison System**

Of the 568 persons who received legal aid through the Prison System, most were inmates of the Golden Grove (Men) Prison (GGM) (301 inmates); followed by 130 persons from the Maximum Security Prison, 70 inmates of the Golden Grove (Women) Prison (GGW) and 67 inmates from the Port of Spain and Carrera Prisons.

Figure 4 refers.

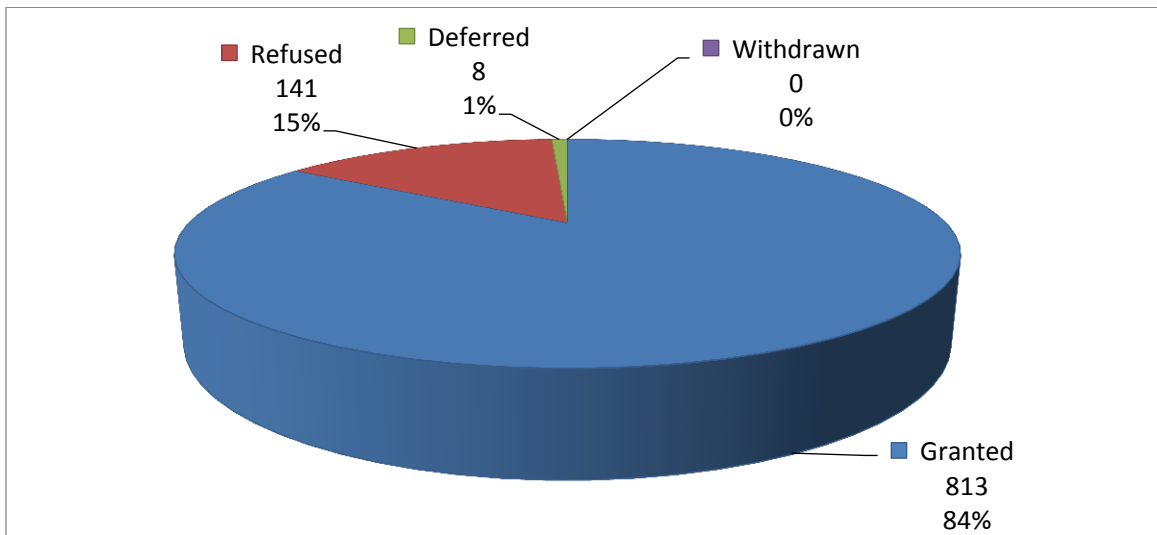


**Fig. 4 Number of Persons in Receipt of Legal Aid through the Prison System – October 2013 to September 2014**

**4.3.2. Consideration of Civil Matters by the Authority**

For the year 2013/2014 (up to September), 969 civil matters were considered by the Authority. Of these, 813 (83.9%) were granted, 141 (14.6%) were refused and 8 (0.8%) were deferred. No civil matters were withdrawn.

Figure 5 refers.



**Fig.5 Number of Civil Matters Considered by the Authority – October 2013 to September 2014**



**BOARD MEETING STATUS REPORT  
FOR THE PERIOD:  
October 2013 to September 2014**

Month	Board Meeting No.	No. of Applicants	Approved	Refused	Deferred	Withdrawn	Remarks
13-Oct	<b>293</b>	76	61	14	0	0	1 REQUEST FOR GUIDANCE
13-Nov	<b>294</b>	74	63	11	0	0	
13-Dec	<b>295</b>	72	64	7	1	0	
14-Jan	<b>296</b>	54	49	5	0	0	
14-Feb	<b>297</b>	93	72	19	1	0	1 REVOKED
14-Mar	<b>298</b>	67	61	6	0	0	
14-Apr	<b>299</b>	92	78	12	1	0	1 BASED ON CONTENTS
14-May	<b>300</b>	71	61	8	0	0	2 REVOKED
14-Jun	<b>301</b>	72	51	19	1	0	1 BASED ON CONTENTS
14-Jul	<b>302</b>	85	74	10	0	<b>0</b>	1 BASED ON CONTENTS
14-Aug	<b>303</b>	107	88	18	1	<b>0</b>	
14-Sep	<b>304</b>	106	91	12	3	<b>0</b>	
<b>TOTALS</b>	<b>TOTALS</b>	<b>969</b>	<b>813</b>	<b>141</b>	<b>8</b>	<b>0</b>	

Table 1

#### 4.3.3. Comparison of Number of Applications for Legal Aid

Table 1 shows the decisions taken by the Authority in Applications for legal aid in Civil High Court Matters. **Table 1 Comparison of Number of Applications for Legal Aid (October 2013- September 2014).**

#### 4.3.4. Special Meetings of the Authority

There was one Special Meeting of the Authority in fiscal 2013-2014 held on Saturday 28th June, 2014.

## **Chapter 5: Funding for the Authority**

### **5.1. Subvention and Expenses**

In the 2013/2014 fiscal year the Authority received its full allocation of \$17,708,000.00. However, this was not sufficient to meet the Authority's operating expenses due to the multi-accused Naipaul-Coolman matter, increased salary expenditure and the steadily increasing expenditure of the Duty Counsel Scheme. As such, the Authority transferred funds from its Legal Aid Fund in the amount of \$3,700,000.00 to sustain this expenditure. In July 2014, the Ministry released a further \$10,600,000.00 to supplement the increased expenditure forecast of the Authority. Though expenditure was supplemented by the Ministry with additional releases the Authority still had a shortfall of funding and as result was caused to transfer further cash from the Legal Aid Fund in the amount of \$500,000.00.

During the fiscal year, the Authority spent the sum of \$31,854,535.81 towards meeting the costs associated with the discharge of its responsibilities and functions. The Authority operated on a deficit budget in this fiscal year, with the shortfall met from the savings of the Legal Aid Fund.

## **Chapter 6: Other Administrative Matters**

### **6.1. Duty Counsel Scheme**

The Duty Counsel Scheme provides legal representation to:

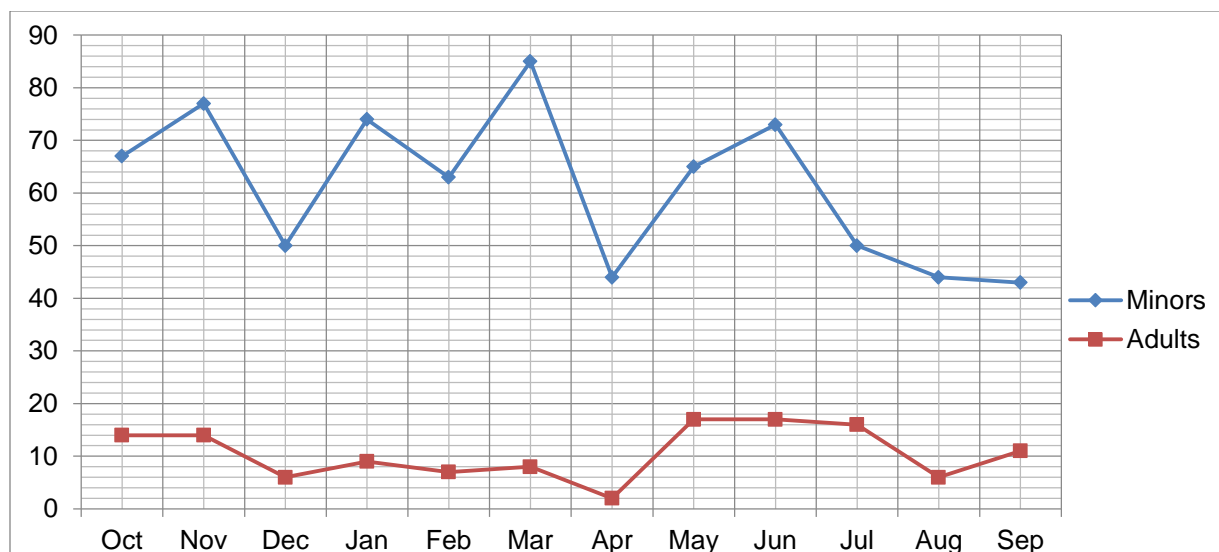
- Adults detained on suspicion of having committed a Capital offence.
- Minors (under eighteen) detained on suspicion of having committed any offence.

The Duty Counsel Scheme continued operations. The 24-hour Call Centre of the Duty Counsel Scheme continues to operate out of the San Fernando office.

**LEGAL AID AND ADVISORY AUTHORITY**  
**DUTY COUNSEL SCHEME**  
**OCTOBER, 2013 TO SEPTEMBER, 2014**

Month	Minors		Adults	
	Male	Female	Male	Female
October	64	3	13	1
November	77	0	13	1
December	50	0	6	0
January	63	11	8	1
February	59	4	7	0
March	85	0	8	0
April	44	0	2	0
May	64	1	17	0
June	56	17	17	0
July	48	2	16	0
August	42	2	6	0
September	35	8	11	0
<b>TOTAL</b>	<b>687</b>	<b>48</b>	<b>124</b>	<b>3</b>

**Table 2: Duty Counsel Assignments for the period  
October 2013 – September 2014**



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Minors - M</b>	64	77	50	63	59	85	44	64	56	48	42	35
<b>Minors - F</b>	3	0	0	11	4	0	0	1	17	2	2	8
<b>Adults - M</b>	13	13	6	8	7	8	2	17	17	16	6	11
<b>Adults - F</b>	1	1	0	1	0	0	0	0	0	0	0	0

**Fig.6 Duty Counsel Assignments for the period October 2013 – September 2014**

**6.2. Legal Aid Outreach**

The new Communications and Public Engagement Specialist worked to foster outreach programs among the diverse public served by the Authority.

**6.3. General Matters**

The Authority approved the Accounting Firm of Shaffick Hosein and Company to complete the Independent Auditor’s Report for the reporting year 2013-2014.

Employee Assistance Programme services were approved for Staff Members to be continued by the selected provider, Dolly and Associates Ltd.

**Chapter 7: Financial Statements**

**7.1. Audited Financial Statements**

The Financial Statement of the Authority for the year ended September 30<sup>th</sup>, 2014, which was audited and certified by Shaffick Hosein & Company, Chartered Accountants, is incorporated into this Report.

**LEGAL AID AND ADVISORY AUTHORITY  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
30<sup>TH</sup> SEPTEMBER, 2014**

**SHAFFICK HOSEIN AND COMPANY  
CHARTERED ACCOUNTANTS  
54 JARVIS STREET  
VISTABELLA  
TELEPHONE: 652-0106 / 653- 6687  
FAX: 653-3484**

**LEGAL AID AND ADVISORY AUTHORITY****CONTENTS**

	<b>Page</b>
1. Auditors' Report	1
2. Statement of Financial Position as at 30 <sup>th</sup> September, 2014	2
3. Statement of Comprehensive Income for the year ended 30 <sup>th</sup> September, 2014	3
4. Accumulated Fund as at 30 <sup>th</sup> September, 2014	4
5. Statement of Cash Flows for the year ended 30 <sup>th</sup> September, 2014	5
6. Notes to the Financial Statements	6 - 7
7. Receipts and Payments Account for the year ended 30 <sup>th</sup> September, 2014	8

# *Shaffick Hosein & Company*

## Chartered Accountants

54 Jarvis Street, Vistabella, Trinidad, West Indies.	Phone: 1-(868) 652-0106 1-(868) 653-6687 Fax: 1-(868) 653-3484
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**INDEPENDENT AUDITORS' REPORT**

**TO THE MEMBERS OF**

**LEGAL AID AND ADVISORY AUTHORITY**

We have audited the accompanying financial statements of Legal Aid and Advisory Authority which comprise the statement of financial position as at 30<sup>th</sup> September, 2014, the statement of comprehensive income, accumulated fund and the statement of cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control, relevant to the preparation and fair presentation of financial statements that are 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.

**Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit 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 financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. 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 financial statements.

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

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Legal Aid and Advisory Authority as of 30<sup>th</sup> September, 2014, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

54 Jarvis Street,  
Vistabella,  
9<sup>TH</sup> MARCH, 2015

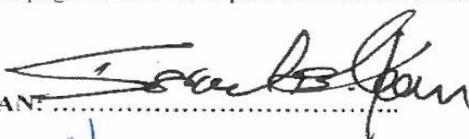
  
SHAFFICK HOSEIN & CO.  
CHARTERED ACCOUNTANTS  
1.

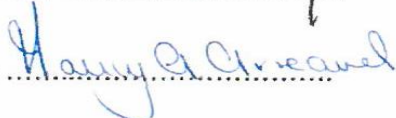
**LEGAL AID AND ADVISORY AUTHORITY  
STATEMENT OF FINANCIAL POSITION  
AS AT 30TH SEPTEMBER , 2014**

	<u>NOTES</u>	<u>2014</u>	<u>2013</u>
<b>FIXED ASSETS (NET)</b>	3	<u>6,681,982</u>	<u>6,942,926</u>
<b><u>CURRENT ASSETS</u></b>			
Cash in Hand		500	500
Cash at Bank		5,832,907	616,865
Investment	4	26,534	4,201,877
Prepayments		290,335	253,677
Employee Loan		-	29,162
		<u>6,150,276</u>	<u>5,102,081</u>
<b><u>CURRENT LIABILITIES</u></b>			
Creditors and Accruals		<u>1,124,800</u>	<u>1,579,130</u>
		<u>1,124,800</u>	<u>1,579,130</u>
<b>TOTAL NET CURRENT ASSETS</b>		<u>5,025,476</u>	<u>3,522,951</u>
<b>TOTAL NET ASSETS</b>		<u>\$11,707,458</u>	<u>\$10,465,877</u>
<b><u>REPRESENTED BY:</u></b>			
<b>ACCUMULATED FUND</b>		<u>\$11,707,458</u>	<u>\$10,465,877</u>

On the 9th March, 2015, the Board of Directors of Legal Aid and Advisory Authority, authorised these financial statements for issue.

The notes on pages 6 to 7 form part of these financial statements.

CHAIRMAN: 

SECRETARY: 

ACCOUNTANT: 



**LEGAL AID AND ADVISORY AUTHORITY  
STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED  
30TH SEPTEMBER, 2014**

	<u>NOTES</u>	<u>2014</u>	<u>2013</u>
<b><u>INCOME</u></b>			
Court Award and Award of Costs (Net)	5	126,610	102,000
Government Grant		32,734,275	20,567,750
Interest - Abercrombie Fund Account		24,657	90,444
Interest – Employee Loan		5,636	9,662
Legal Advice		71,050	77,757
Legal Aid Contribution		906	5,288
Miscellaneous Income		-	8,507
		<u>32,963,134</u>	<u>20,861,408</u>
<b><u>EXPENDITURE</u></b>			
<b><u>PERSONNEL</u></b>			
Ex Gratia		23,000	-
National Insurance Scheme		688,774	549,103
Pension Contribution		15,960	15,806
Salary and Cola (A)		11,420,462	9,549,994
Salary and Cola (Call Centre)		205,548	162,000
Overtime		79,500	54,459
		<u>12,433,244</u>	<u>10,331,362</u>
<b><u>ADMINISTRATIVE</u></b>			
Advertising		994	-
Audit Fees		24,150	25,185
Bank Service Charges		6,303	7,228
Books		310	7
Counsel Fees and Contingent Expenses		8,783,035	3,552,324
Counsel Fees and Contingent Expenses-Duty Scheme		886,103	639,600
Court Award and Award of Cost		122,500	99,310
Depreciation		1,073,954	1,014,810
Entertainment		243,838	266,982
Fees for Protective Services		1,409,272	1,264,158
Fuel, Light and Water		295,922	409,236
Furniture and Equipment		11,519	-
Group Health Plan		83,524	73,764
Insurance		116,448	138,850
Loss on Asset Disposal		1,546	169
Miscellaneous		-	28,677
Office Supplies		354,291	311,808
Official Overseas Travel		202,305	54,983
Out of Pocket Allowance		280,919	201,287
Professional Fees		173,249	156,498
Publicity and Information		162,530	110,636
Rent		2,710,022	2,871,945
Repairs and Maintenance		187,022	250,528
Subscriptions		468,606	362,798
Telephone		775,774	641,000
Training		86,700	231,405
Travelling and Subsistence		1,437,534	1,165,299
Uniforms		8,437	24,633
		<u>19,906,807</u>	<u>13,903,120</u>
<b>TOTAL EXPENDITURE</b>		<u>32,340,051</u>	<u>24,234,482</u>
<b>(EXPENDITURE) OVER INCOME</b>		<u>\$623,083</u>	<u>(S3,373,074)</u>

The notes on pages 6 to 7 form part of these financial statements.

**LEGAL AID AND ADVISORY AUTHORITY  
ACCUMULATED FUND  
AS AT 30TH SEPTEMBER , 2014**

	<u>2014</u>	<u>2013</u>
Accumulated Fund at 01.10	10,465,877	13,227,883
Net Surplus/(Deficit)	623,083	(3,373,074)
Accruals adjustment	-	(2,626)
Over Provision of prior year's audit fees	-	25,625
Grant - fixed assets and expenses	<u>618,498</u>	<u>588,069</u>
Accumulated Fund at 30.09	<u>\$ 11,707,458</u>	<u>\$ 10,465,877</u>

The notes on pages 6 to 7 form part of these financial statements.

**LEGAL AID AND ADVISORY AUTHORITY  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED  
30TH SEPTEMBER, 2014**

	<u>2014</u>	<u>2013</u>
Net (Deficit)/Surplus	623,083	(3,373,074)
Adjustments for:		
Depreciation	1,073,954	1,014,810
Grant - fixed assets and expenses	618,500	588,069
Loss/(Profit) on disposal of fixed asset	1,546	169
Accruals adjustment	-	(2,626)
Overprovision of prior year's audit fees	-	25,625
Prior year's adjustments	-	-
Operating (expenditure)/income before changes in working capital	<u>2,317,083</u>	<u>(1,747,027)</u>
Decrease/(Increase) in Prepayments	(36,658)	(11,201)
Decrease in Employee loan	29,162	49,992
Increase/(Decrease) in Creditors and Accruals	<u>(454,330)</u>	<u>1,203,347</u>
Net Cash (used)/generated from operations	<u>1,855,257</u>	<u>(504,889)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Asset in transit	(12,512)	(173,456)
Purchase of fixed assets	(804,962)	(2,063,574)
Disposal of fixed asset	<u>2,916</u>	<u>2,464</u>
Net cash used in investing activities	<u>(814,558)</u>	<u>(2,061,110)</u>
<b>NET DECREASE IN CASH AT BANK</b>	1,040,699	(2,739,455)
CASH AT 01.10	<u>4,819,242</u>	<u>7,558,697</u>
CASH AT 30.09	<u><u>\$5,859,941</u></u>	<u><u>\$4,819,242</u></u>
<b><u>CASH AND CASH EQUIVALENTS:</u></b>		
<b>Represented by:</b>		
Cash in Hand	500	500
Cash at Bank	5,832,907	616,865
Investment	26,534	4,201,877
	<u><u>\$5,859,941</u></u>	<u><u>\$4,819,242</u></u>

The notes on pages 6 to 7 form part of these financial statements.

**LEGAL AID AND ADVISORY AUTHORITY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
30<sup>TH</sup> SEPTEMBER, 2014**

**1. INCORPORATION AND PRINCIPAL ACTIVITY**

The Legal Aid and Advisory Authority was established by Act No. 25 of 1976 as amended by Act No. 46 of 1979 and No. 18 of 1999 for the purpose of making legal aid and advice in Trinidad and Tobago readily available for persons of small or moderate income.

**2. ACCOUNTING POLICIES**

**(i) Basis of Accounting**

These financial statements are prepared under the historical cost convention and in accordance with generally accepted accounting principles.

**(ii) Reporting Currency**

These statements are stated in Trinidad and Tobago dollars.

**(iii) Fixed Assets**

Fixed assets are carried at cost less accumulated depreciation. Depreciation on furniture, equipment and motor vehicle is charged on the reducing balance basis beginning in the year following the year of purchase at the following rates:-

Signs	10.0%
Security Systems	20.0%
Computer Equipment	20.0%
Computer Software	20.0%
Furniture and Equipment	12.5%
Motor Vehicle	25.0%
Air Condition	20.0%
Property Improvement	10.0%

No depreciation is provided on books purchased and used by the Authority over time.

LEGAL AID AND ADVISORY AUTHORITY  
 NOTES TO THE FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED  
 30TH SEPTEMBER, 2014

CONTINUED.....

3. FIXED ASSETS

	<u>SIGNS</u>	<u>SECURITY SYSTEM</u>	<u>PBX SYSTEM</u>	<u>COMPUTER EQUIPMENT</u>	<u>COMPUTER SOFTWARE</u>	<u>FURN AND EQUIP</u>	<u>MOTOR VEHICLES</u>	<u>BOOKS</u>	<u>AIR COND</u>	<u>PROPERTY IMPROV</u>	<u>TOTAL 2014</u>	<u>TOTAL 2013</u>
<b>COST AT 1ST OCTOBER</b>	-	86,373	-	2,508,661	85,313	4,498,310	1,593,370	198,743	36,003	1,584,599	10,591,372	8,532,193
ADDITIONS	61,376	42,213	-	360,663	25,650	180,167	-	39,765	16,060	79,068	804,962	2,063,574
IN PROGRESS	12,512	-	173,456	-	-	-	-	-	-	-	185,968	173,456
DISPOSALS	-	-	-	(8,750)	-	-	-	-	-	-	(8,750)	(4,395)
<b>COST AT 30TH SEPTEMBER</b>	<u>73,888</u>	<u>128,586</u>	<u>173,456</u>	<u>2,860,574</u>	<u>110,963</u>	<u>4,678,477</u>	<u>1,593,370</u>	<u>238,508</u>	<u>52,063</u>	<u>1,663,667</u>	<u>11,573,552</u>	<u>10,764,828</u>
<b>ACCUMULATED DEPRECIATION AS AT 1<sup>ST</sup> OCTOBER</b>	-	864	-	871,326	19,375	1,905,216	822,801	-	4,875	197,445	3,821,902	2,808,854
DEPRECIATION FOR YEAR	2,226	20,138	-	357,597	13,316	325,959	192,642	-	14,326	147,750	1,073,954	1,014,810
DISPOSALS	-	-	-	(4,288)	-	-	-	-	-	-	(4,288)	(1,762)
<b>ACCUMULATED DEPRECIATION AS AT 30TH SEPTEMBER</b>	<u>2,226</u>	<u>21,002</u>	<u>0</u>	<u>1,224,635</u>	<u>32,691</u>	<u>2,231,175</u>	<u>1,015,443</u>	<u>-</u>	<u>19,201</u>	<u>345,195</u>	<u>4,891,568</u>	<u>3,821,902</u>
<b>NET BOOK VALUE AT 30TH SEPTEMBER</b>	<u>571,662</u>	<u>5107,584</u>	<u>5173,456</u>	<u>51,635,939</u>	<u>578,272</u>	<u>52,447,302</u>	<u>5577,927</u>	<u>5238,508</u>	<u>532,862</u>	<u>51,318,472</u>	<u>56,681,984</u>	<u>56,942,926</u>

4. INVESTMENT

The amount of \$4,201,877 is held in an Abercrombie Fund with fluctuating monthly interest income at First Citizens Bank Limited, Corner Park and Henry Streets, Port of Spain

5. COURT AWARD AND AWARD OF COSTS (NET)

This represents the surplus or deficit arising from court awards and disbursements made to applicants

6. VAT EXEMPTION

By virtue of Section 5A of the Legal Aid and Advice Act the Authority is exempt from the payment of Value Added Tax



**LEGAL AID AND ADVISORY AUTHORITY  
RECEIPTS AND PAYMENTS ACCOUNT  
FOR THE YEAR ENDED  
30TH SEPTEMBER, 2014**

	<b>2014</b>	<b>2013</b>
<b>RECEIPTS</b>		
Contributions	906	5,288
Court Award and Award of costs	126,610	102,000
Disposal of Fixed Asset	-	2,464
Employee Loan Interest	5,636	9,662
Government Grant	32,734,275	20,567,750
Interest Received	24,657	90,444
Legal Advice	71,050	77,757
Miscellaneous Receipts	8,156	8,507
Reimbursements	17,282	37,972
Repayments of Employee Loans	29,162	49,992
	<u>33,017,734</u>	<u>20,951,836</u>
<b>PAYMENTS</b>		
Advertising	994	-
Audit Fees	24,150	25,185
Bank Charges	7,554	5,218
Books and Literature	40,075	7
Counsel Fees	9,268,106	2,771,307
Counsel Fees - Duty Scheme	689,300	556,600
Court Award and Award of Costs	122,500	99,310
Creditors and Accruals	-	5,700
Entertainment	244,238	266,982
Ex Gratia	23,000	-
Fees for Protective Services	1,431,995	1,163,473
Fuel, Light and Water	346,593	399,950
Furniture, Furnishings and Property Improvement	248,978	1,359,934
Group Health Plan	91,680	74,242
Insurance	114,274	122,136
Miscellaneous	-	29,191
National Insurance Scheme	688,774	549,103
Office Equipment	27,645	21,075
Office Supplies	325,965	324,704
Official Overseas Travel	195,705	55,615
Out of Pocket Allowance	280,919	201,287
Overtime	63,061	46,737
Pension Contribution	15,960	15,806
Professional Fees	214,233	147,878
Publicity and Information	174,943	105,756
Rent	2,710,022	2,904,145
Repairs and Maintenance	188,253	253,663
Salary and Cola	11,606,136	9,711,994
Subscriptions	473,598	361,551
Telephone	824,006	684,045
Training	86,700	231,405
Travelling and Subsistence	1,439,283	1,172,659
Uniform	8,437	24,633
	<u>31,977,077</u>	<u>23,691,291</u>
<b>NET DEFICIT</b>	1,040,657	(2,739,455)
<b>CASH BALANCE AS AT 01.10</b>	4,819,242	7,558,697
<b>CASH BALANCE AS AT 30.09</b>	<u>\$5,859,899</u>	<u>\$4,819,242</u>

## Chapter 8: Statistics

### Summary of Fees Paid by Court Type 2013 - 2014

HIGH COURT		MAGISTRATE COURT		DUTY COUNSEL		TOTALS	
NO. OF CASES	\$	NO. OF CASES	\$	NO. OF CASES	\$	NO. OF CASES	\$
574	8,368,656.34	639	899,450.00	374	689,300.00	1587	9,957,406.34

### Summary of Fees Paid by Courts 2013 – 2014

HIGH COURT					
CIVIL		CRIMINAL		TOTAL	
NO. OF CASES	\$	NO. OF CASES	\$	NO. OF CASES	\$
256	1,005,739.72	318	7,362,916.62	574	8,368,656.34
MAGISTRATE'S COURT					
CIVIL		CRIMINAL		TOTAL	
NO. OF CASES	\$	NO. OF CASES	\$	NO. OF CASES	\$
257	280,700.00	382	618,750.00	639	899,450.00

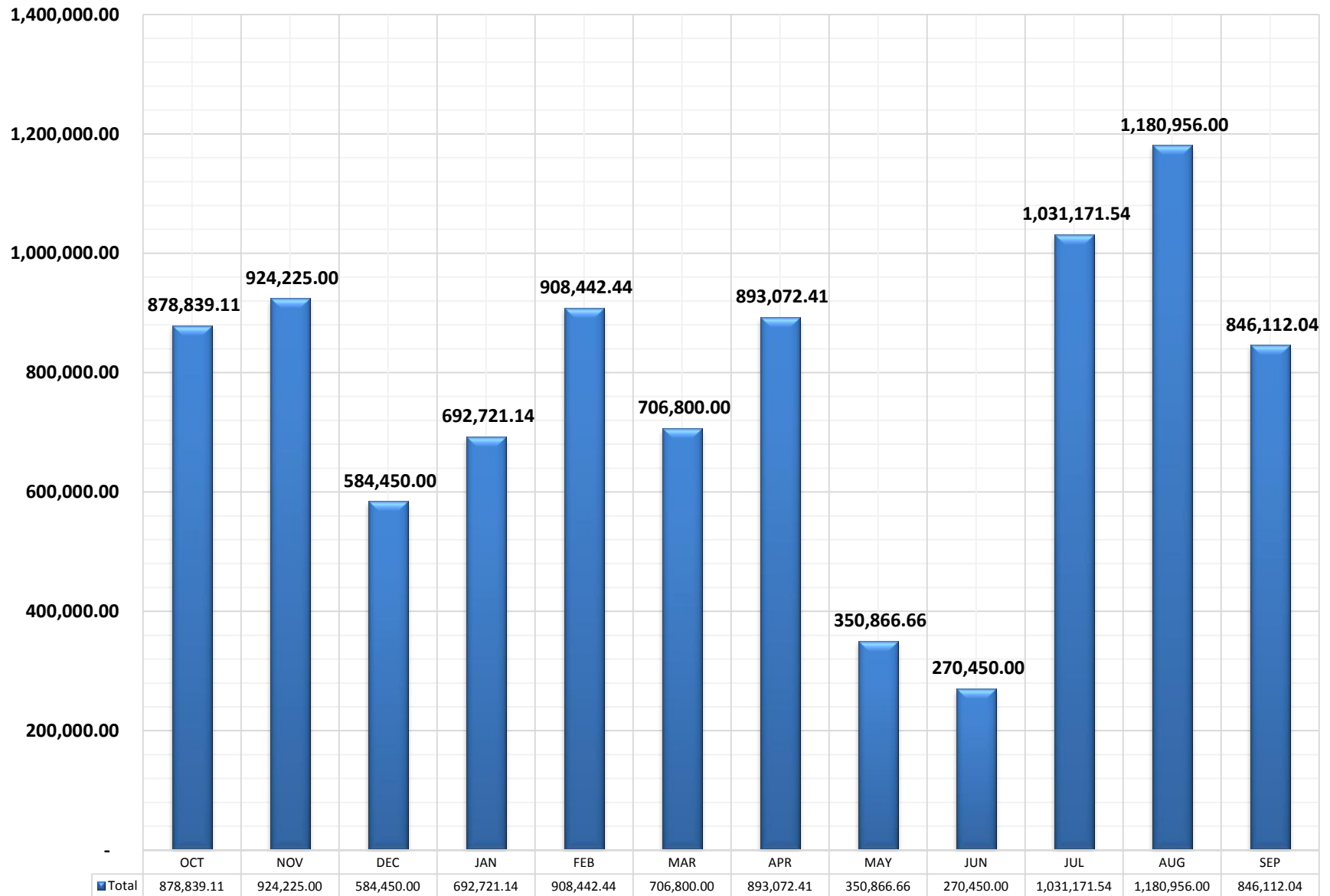
### Summary of Fees Paid by Type of Matters 2013 – 2014

CIVIL		CRIMINAL		DUTY COUNSEL		TOTALS	
NO. OF CASES	\$	NO. OF CASES	\$	NO. OF CASES	\$	NO. OF CASES	\$
513	1,286,439.72	700	7,981,666.62	374	689,300.00	1587	9,957,406.34

### Fees Paid in Multi Accused Matters Naipaul-Coolman Case

YEAR	NO. OF CASES	\$
2013-2014	1	5,317,500.00

### Attorney Payments 2013 - 2014





### Attorney Payments 2013 - 2014

PAYMENTS TO ATTORNEYS FOR FISCAL YEAR 2013-2014														
NO.	ATTORNEY'S NAME	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
1	ADAPHIA NEKIBA TRANCOSO										3,000.00			3,000.00
2	AFREEN MOHAMMED-KHAN								200.00		3,000.00			3,200.00
3	AJAY MAHARAJ											750.00	750.00	1,500.00
4	AKHAIL KHAN										7,000.00			7,000.00
5	ALANA ALEXANDER DEVONSHIRE										750.00	1,000.00	2,500.00	4,250.00
6	ALEXEI N MC KELL						5,000.00							5,000.00
7	ALEXIA LAURA ROMERO									20,000.00	20,000.00	40,000.00	10,000.00	90,000.00
8	ALEXIA ROMERO							5,000.00						5,000.00
9	ALISHA MOHAMMED	1,000.00												1,000.00
10	ALLANNA RIVAS							4,000.00	3,500.00					7,500.00
11	ALVES CLARKE & COMPANY		7,000.00											7,000.00
12	AMANDA LA CAILLE		2,000.00			3,000.00								5,000.00
13	AMERELLE T.S. FRANCIS					20,000.00	1,500.00				30,000.00	20,000.00		71,500.00
14	AMITA GOBERDHAN										10,000.00			10,000.00
15	ANCIL W MOSES					3,500.00								3,500.00
16	ANISAH MOHAMMED		5,500.00			7,250.00					4,500.00	10,750.00	1,500.00	29,500.00
17	ANJANI RAM							4,500.00					4,500.00	9,000.00
18	ANN MARIE CARTER	3,000.00												3,000.00
19	ANNA YEARWOOD												3,000.00	3,000.00
20	ANNALEE C.M. GIRWAR										700.00			700.00
21	ANNE MARIE PHILLIP				4,000.00	1,000.00		1,155.75						6,155.75
22	ANN-MARIE CARTER				6,000.00		500.00	22,500.00						29,000.00
23	ANTHONY ARNOLD		500.00	2,500.00		7,000.00							10,286.81	20,286.81
24	ANTHONY JACK										500.00			500.00
25	ARIF RAHMAN	40,000.00	30,000.00	20,000.00	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00		20,000.00	40,000.00	10,000.00	250,000.00
26	ASA G. ARCHIE		1,500.00		4,000.00			3,000.00						8,500.00
27	ASHA WATKINS-MONTSERIN				8,000.00				2,666.66					10,666.66
28	ASHTON DINANATH				10,000.00	3,000.00					3,000.00		5,000.00	21,000.00
29	ASTERLING D. JOHN										400.00			400.00
30	AUGUSTUS THOMAS										1,500.00			1,500.00
31	AURA I. MARTIN												3,000.00	3,000.00
32	AYANNA HUMPHERY					10,000.00	3,000.00				3,000.00			16,000.00
33	BHACEPATTI SINGH					5,000.00								5,000.00
34	BHACEPATTI SINGH & COMPANY							5,000.00						5,000.00
35	BINA MAHARAJ				3,500.00	4,000.00		6,000.00			3,500.00		7,500.00	24,500.00
36	BINDRA DOLSINGH						1,000.00				10,000.00		15,000.00	26,000.00
37	CAROL B. MAPP						3,000.00				1,500.00	1,500.00		6,000.00
38	CAROL-ANNE FIDERINGHAM			7,000.00	17,000.00									24,000.00
39	CARYLE-ANNE TANYA HERBERT						2,000.00	2,000.00			500.00			4,500.00

PAYMENTS TO ATTORNEYS FOR FISCAL YEAR 2013-2014														
NO.	ATTORNEY'S NAME	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
40	CASANDRA SEETAHAL						1,500.00	5,500.00			1,500.00	3,500.00	400.00	12,400.00
41	CELESTE JULES								2,500.00					2,500.00
42	CHANDRICA SHARMA												1,000.00	1,000.00
43	CHARLENE KALLOO							1,000.00			500.00	1,000.00	700.00	3,200.00
44	CHASE PEGUS					750.00	8,500.00				4,000.00		1,000.00	14,250.00
45	CHRISTIAN CHANDLER	40,000.00	30,000.00	20,000.00	10,000.00	20,000.00	21,500.00	26,000.00	20,000.00		22,000.00	40,000.00	13,000.00	262,500.00
46	CHRISTINA MORRISSA CARTER												7,000.00	7,000.00
47	CHRISTINE ANDERSON-SEALY			1,000.00	2,000.00						2,500.00		6,000.00	11,500.00
48	CHRISTINE SAHADEO										500.00			500.00
49	CINDY FELICIA DANIEL	8,300.00	3,000.00		7,400.00	2,750.00	500.00	5,000.00			5,050.00	2,000.00	3,450.00	43,450.00
50	CLYDENE CREVELLE	40,000.00	30,000.00	20,000.00	10,000.00	20,000.00	20,000.00	20,000.00		20,000.00	20,000.00	40,000.00	10,000.00	250,000.00
51	COLIN SELVON	60,000.00	45,000.00	30,000.00	15,000.00	30,000.00	30,000.00	30,000.00	30,000.00		30,000.00	60,000.00	15,000.00	375,000.00
52	D. ALLISON PROWELL & CO		4,125.00		4,800.00							3,000.00	3,000.00	26,925.00
53	DANE LEROY HALLS	2,000.00		4,700.00		3,000.00	1,500.00				8,700.00	6,600.00	3,000.00	29,500.00
54	DANIEL KHAN	7,000.00				8,000.00	2,500.00				1,000.00		18,000.00	36,500.00
55	DARA ESTRADA					500.00							2,000.00	2,500.00
56	DAVE MAHARAJ												6,000.00	6,000.00
57	DEBBIE JURAWAN										1,000.00			1,000.00
58	DEBRA W.C. JAMES											4,000.00		4,000.00
59	DEKE ROHLEHR											11,000.00	5,000.00	16,000.00
60	DELICIA HELWIG				10,000.00	20,000.00	20,000.00	20,000.00		20,000.00	20,000.00	40,000.00	10,000.00	160,000.00
61	DENYSE F GOUVEIA					1,500.00								1,500.00
62	DEXTER BAILY			4,000.00	3,500.00									7,500.00
63	EARLA NYACK				1,000.00				4,000.00		1,500.00	800.00	3,108.57	10,408.57
64	EARLE MARTIN JAMES											2,500.00		2,500.00
65	EMERSON JOHN-CHARLES	3,000.00					3,500.00						4,500.00	11,000.00
66	ESAN IRVIN GRANDERSON												4,000.00	4,000.00
67	ESTHER FORBES					2,577.50								2,577.50
68	EVANS WELCH							20,000.00						20,000.00
69	EVERARD DAVIDSON	500.00	4,000.00	1,500.00	1,000.00	4,000.00	5,500.00	6,500.00			11,300.00		4,500.00	38,800.00
70	FAREED ALI						3,000.00				2,250.00			5,250.00
71	FRANK PETERSON		45,000.00								10,000.00			55,000.00
72	FULTON O.J. WILSON					10,000.00		10,000.00						20,000.00
73	FYARD HOSEIN										20,000.00			20,000.00
74	GABRIELLE FIGARO	4,000.00												4,000.00
75	GERARD GRAY		6,000.00	1,500.00		2,500.00		10,250.00			6,500.00	2,500.00	2,500.00	31,750.00
76	GIDEON MC MASTER										5,500.00		5,000.00	10,500.00
77	GIZELLE RUSSELL		3,500.00											3,500.00
78	GRACE DENISE BUTCHER				7,000.00	3,500.00	1,500.00	1,000.00						13,000.00
79	GRETEL E. BAIRD												8,000.00	8,000.00

PAYMENTS TO ATTORNEYS FOR FISCAL YEAR 2013-2014														
NO.	ATTORNEY'S NAME	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
80	H HORACE BROOMES					5,000.00								5,000.00
81	H.STEPHEN BOODRAM			4,500.00	4,000.00	3,500.00	4,000.00							16,000.00
82	HANRSAJ BHOLA		10,000.00											10,000.00
83	HANS MANWARING	2,600.00			7,300.00	6,100.00					1,800.00		2,000.00	19,800.00
84	HARRIKISSOON AND COMPANY							2,500.00				2,650.00		5,150.00
85	HASINE SHAIKH												4,000.00	4,000.00
86	HEIDI BOOS										1,000.00			1,000.00
87	HELEN LOCHAN				4,500.00							500.00	4,000.00	9,000.00
88	HUGH JACOB							1,000.00			2,000.00	1,200.00	16,200.00	20,400.00
89	HUMAUTY MARY RAMCHARITAR	1,000.00		3,500.00		2,000.00							9,750.00	16,250.00
90	IAN BROOKS	60,000.00	45,000.00	30,000.00	15,000.00	30,000.00	30,000.00	30,000.00	30,000.00		30,000.00	60,000.00	15,000.00	375,000.00
91	IVAN DAMIAN DANIEL						2,000.00							2,000.00
92	J.B. KELSHALL & COMPANY					591.48								591.48
93	J.CLARENCE- GUAMINA & CO.				5,500.00									5,500.00
94	JAGDEO SINGH				10,000.00	16,000.00					22,000.00		8,000.00	56,000.00
95	JAI P. NARINE	2,700.00									2,000.00	1,000.00		5,700.00
96	JANETTE M. JAMES-SEBASTIEN								14,000.00					14,000.00
97	JANICE M. GEORGE	5,000.00	1,200.00			5,000.00		14,300.00			22,825.81			48,325.81
98	JASON E.JACKSON			3,500.00				1,500.00						5,000.00
99	JENNA BERTRAND					1,500.00	1,500.00	4,000.00			3,500.00		1,500.00	12,000.00
100	JERRY HOLDER										3,500.00		1,000.00	4,500.00
101	JO-ANNE SOOKDEO-NUNEZ	3,000.00			4,500.00						4,000.00			11,500.00
102	JOHN HEATH		1,500.00											1,500.00
103	JONELL SOOKDEO												8,000.00	8,000.00
104	JOSEPH CARLOS GEORGE							10,000.00						10,000.00
105	JOSEPH OTTLEY			4,000.00				7,500.00						11,500.00
106	JOSEPH PANTOR	60,000.00	45,000.00	30,000.00	35,000.00	30,000.00	30,000.00	30,000.00		30,000.00	30,000.00	60,000.00	15,000.00	395,000.00
107	JOSEPH SOOKOO						6,000.00						2,500.00	8,500.00
108	JOSEPH TONEY				4,000.00									4,000.00
109	JOY PHILLIP				18,750.00			8,000.00						26,750.00
110	JULIET ANN ROBERTS-ANTOINE		3,500.00								862.92			4,362.92
111	KALANA PRINCE-WILSON							500.00						500.00
112	KAMINI PERSAUD				16,000.00									16,000.00
113	KAREN REID				500.00			1,000.00						1,500.00
114	KAREN Y. SINGH	1,000.00			2,000.00	6,000.00								9,000.00
115	KATHLEEN PILGRIM-THORNILL	4,000.00						4,000.00						8,000.00
116	KAVITA PERSAD							1,500.00						1,500.00
117	KEITH SCOTLAND					23,500.00	10,000.00						7,500.00	41,000.00
118	KEN W. WRIGHT												7,500.00	7,500.00
119	KENNETH SHAWN MAHASE								1,500.00		500.00			2,000.00

PAYMENTS TO ATTORNEYS FOR FISCAL YEAR 2013-2014														
NO.	ATTORNEY'S NAME	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
	KELISHA BELLO								1,000.00					
120	KENYA M. MURRAY											1,750.00		1,750.00
121	KERN SANEY						3,500.00	3,000.00			11,500.00	5,000.00		23,000.00
122	KERRY PANTIN											2,500.00	3,500.00	6,000.00
123	KEVIN RAMCHARAN							7,500.00						7,500.00
124	KEVIN RATIRAM	7,000.00												7,000.00
125	KINGSLEY WALESBY		2,500.00			5,000.00			1,500.00		15,000.00			24,000.00
126	KRISTOFF RAMBERT		6,700.00	750.00	3,750.00	9,750.00	6,500.00	500.00			8,500.00	2,500.00	20,000.00	58,950.00
127	KRYSTLE AHYE				1,000.00	3,000.00	10,500.00	6,000.00			6,500.00		4,800.00	31,800.00
128	KWASI BEKOE	60,000.00	45,000.00	30,000.00	15,000.00	30,000.00	30,000.00	30,000.00	30,000.00		15,000.00			285,000.00
129	KWEKU A WILSON		1,000.00			900.00		4,000.00						5,900.00
130	LARRY WILLIAMS					30,000.00								30,000.00
131	LEA ALLISON JACOB				4,500.00								3,000.00	7,500.00
132	LEMUEL MURPHY				4,000.00		4,500.00	1,000.00			3,000.00	4,406.00		16,906.00
133	LENA BABOOLAL-SUBIAH												1,000.00	1,000.00
134	LENNOX SANGUINETTE					5,000.00	30,000.00							35,000.00
135	LENNOX SANKERSINGH	60,000.00	45,000.00	30,000.00	15,000.00	30,000.00	30,000.00	30,000.00	30,000.00		30,000.00	60,000.00	15,000.00	375,000.00
136	LINDA A. GREENE				7,500.00									7,500.00
137	LISA FRANCIS							8,500.00						8,500.00
138	MANDAVITIWARY										500.00			500.00
139	MANSERGH GRIFFTH						1,500.00	1,500.00			1,500.00			4,500.00
140	MARIO MERRITT			30,000.00	30,000.00	60,000.00	30,000.00	30,000.00		60,000.00	60,000.00	150,000.00	45,000.00	555,000.00
141	MARISSA I. BUBB					10,450.00	5,000.00	1,000.00			7,583.33	3,750.00	18,500.00	46,283.33
142	MARLON A MOORE					9,035.84					4,216.15			13,251.99
143	MARSHA A. CHASSEAU		4,000.00				2,000.00				18,000.00			24,000.00
144	MARTHA D. ST.HILLAIRE-NOEL										1,000.00			1,000.00
145	MARTIN JOSEPH												6,000.00	6,000.00
146	MAURICE FERGUSSON				2,252.94		2,500.00							4,752.94
147	MELANIE A. ABDULAH-DEVENISH	6,000.00			14,000.00	4,000.00		4,000.00			5,000.00		12,000.00	45,000.00
148	MERLIN A. BOYCE	1,089.11	10,000.00	4,500.00	6,900.00				3,500.00		3,500.00		15,500.00	44,989.11
149	MICHAEL ROOPLAL				17,000.00	2,000.00		10,000.00						29,000.00
150	MICKEY DINDIAL		2,000.00											2,000.00
151	MOHANIE MAHARAJ-MOHAN			7,000.00			3,500.00							10,500.00
152	NAKISHA ALI				684.88									684.88
153	NEPTUNE & NEPTUNE ATTORNEYS AT LAW	3,000.00			10,000.00	5,000.00					8,000.00		4,500.00	30,500.00
154	NIGEL ALLSOP						1,000.00	11,500.00	3,000.00		5,000.00			20,500.00
155	NIGEL C. PILGRIM	500.00												500.00
156	NIGEL TRANCOSO		30,000.00	20,000.00	10,000.00	20,000.00		35,000.00						115,000.00
157	NIZAM MOHAMMED										5,000.00			5,000.00
158	ORRIN KERR		4,500.00		1,000.00			4,750.00					6,500.00	16,750.00

**PAYMENTS TO ATTORNEYS FOR FISCAL YEAR 2013-2014**

NO.	ATTORNEY'S NAME	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
159	OWEN HINDS JR					3,000.00								<b>3,000.00</b>
160	PAMALA MARAJ			3,500.00	4,500.00	3,220.36		2,000.00	2,500.00		2,500.00	6,500.00		<b>30,720.36</b>
161	PATRICIA DINDYAL											5,000.00		<b>5,000.00</b>
162	PETER CARTER					6,000.00	3,000.00				18,000.00			<b>27,000.00</b>
163	PETRONILLA BASDEO										1,200.00	2,000.00	1,000.00	<b>4,200.00</b>
164	PRAKASH MAHARAJ										4,000.00			<b>4,000.00</b>
165	PREYA SOOKHAN						2,500.00							<b>2,500.00</b>
166	QUINCY MARSHALL	2,000.00	600.00		3,500.00		3,800.00				500.00		1,000.00	<b>11,400.00</b>
167	RAJIV PERSAD												7,500.00	<b>7,500.00</b>
168	RAMESH DEENA				10,000.00									<b>10,000.00</b>
169	RAPHAEL MORGAN							6,666.66					6,666.66	<b>13,333.32</b>
170	RATTANLAL GOOL BUNSEE		3,200.00		1,600.00						1,200.00			<b>6,000.00</b>
171	RAVI RAJCOOMAR					10,000.00							15,000.00	<b>25,000.00</b>
172	REEYAH CHATTERGOON AND ASSOCIATES												4,000.00	<b>4,000.00</b>
173	REKHA RAMJIT				30,000.00	14,000.00	33,000.00	8,000.00			4,000.00			<b>89,000.00</b>
174	RENEE D.M. JOSEPH		2,000.00											<b>2,000.00</b>
175	RHONDA A.COLLYMORE		3,000.00		4,500.00							3,000.00		<b>10,500.00</b>
176	RIA R. JOSEPH											4,000.00	3,500.00	<b>13,500.00</b>
177	RIA REYES						3,000.00				1,500.00		3,000.00	<b>7,500.00</b>
178	RIAD J. RAMSARAN												3,000.00	<b>3,000.00</b>
179	RICARDO LOPEZ				3,250.00									<b>3,250.00</b>
180	RICHARD VALERE	26,000.00	45,000.00	34,000.00	45,000.00	30,000.00	30,000.00	30,000.00	30,000.00		33,000.00	60,000.00	15,000.00	<b>378,000.00</b>
181	ROAMAR ACHAT-SANEY						2,500.00							<b>2,500.00</b>
182	ROBET VINCENT CHARLES			10,000.00		10,000.00	20,000.00	20,750.00		20,000.00	20,000.00	40,000.00	10,000.00	<b>150,750.00</b>
183	ROGER RAMGOOLAM												7,500.00	<b>7,500.00</b>
184	ROMA PAUL							700.00						<b>700.00</b>
185	ROOPNARINE & CO					10,000.00								<b>10,000.00</b>
186	RUSSELL WARNER												2,500.00	<b>2,500.00</b>
187	RYAN G. CAMERON							3,500.00						<b>3,500.00</b>
188	SAIRA LAKHAN		4,000.00		6,666.66	1,200.00						3,500.00		<b>15,366.66</b>
189	SAMANTHA SINGH				6,666.66									<b>6,666.66</b>
190	SARAH SIEUNARINE										4,500.00			<b>4,500.00</b>
191	SASHA FARRAH FRANKLIN					1,000.00	3,000.00					12,500.00		<b>16,500.00</b>
192	SAVATORY LOPEZ	3,150.00	2,700.00			1,000.00		6,500.00			10,500.00			<b>23,850.00</b>
193	SEL'WYN RAMLAL	60,000.00	45,000.00	30,000.00										<b>135,000.00</b>
194	SEL'WYN RUSSELL MOHAMED	60,000.00	45,000.00	30,000.00	15,000.00	30,000.00	30,000.00	30,000.00	30,000.00		30,000.00	60,000.00	15,000.00	<b>375,000.00</b>
195	SEMONE CUDJOE										3,000.00			<b>3,000.00</b>
196	SHALINI KHAN										7,000.00			<b>7,000.00</b>
197	SHANE JURA'WAN										500.00			<b>500.00</b>
198	SHARMELA MICHELE RAMPAL		1,200.00					2,000.00	3,500.00		8,500.00		5,000.00	<b>20,200.00</b>

PAYMENTS TO ATTORNEYS FOR FISCAL YEAR 2013-2014														
NO.	ATTORNEY'S NAME	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
199	SHARON A RAMOUTAR				4,500.00									4,500.00
200	SHERLANNE A. PIERRE									450.00				450.00
201	SHERYON NORIEGA	41,000.00	32,000.00	20,000.00	10,500.00	20,000.00	20,000.00	20,500.00		20,000.00	24,250.00	43,500.00	19,500.00	271,250.00
202	SHIVANAND DUBAY	1,200.00			4,000.00		1,000.00		4,000.00				15,000.00	25,200.00
203	SHONTEL HINDS							3,000.00						3,000.00
204	SHURLAND AUGUSTINE	2,000.00	1,000.00											3,000.00
205	SHYLINE BARLOW					750.00								750.00
206	SIANA DAISAN GOOLJAR										4,700.00	2,500.00		7,200.00
207	SORRELLE AUSTIN												3,000.00	3,000.00
208	SPARKLE KIRK	1,800.00			10,500.00	1,250.00		5,000.00			2,850.00		3,000.00	30,400.00
209	ST. HILLAIRE NOEL AND COMPANY												6,500.00	6,500.00
210	ST. CLAIR MICHAEL O'NEIL												1,500.00	1,500.00
211	STACY A. BENJAMIN-ROACH	83,500.00	70,000.00	40,000.00	20,000.00	40,000.00	40,500.00	40,000.00	20,000.00	20,000.00	40,000.00		100,000.00	514,000.00
212	STERLING DWAYNE JOHN	1,500.00			1,000.00						5,000.00			7,500.00
213	SUBHAS PANDAY				10,000.00			3,000.00			11,000.00		500.00	24,500.00
214	SURIJDEO NANAN												3,000.00	3,000.00
215	SUSAN KALIPERSAD			7,000.00		6,666.66					3,333.33		7,000.00	23,999.99
216	TEMPU NEFERTARI MOHENI											1,000.00		1,000.00
217	THALIA MEGAN-FRANCIS	40,000.00	30,000.00	20,000.00	10,000.00	20,000.00	20,000.00	20,000.00	20,000.00		20,000.00	40,000.00	10,000.00	250,000.00
218	THANDIWE HOYE MASAISAI						1,500.00				1,000.00			2,500.00
219	THE GOOD SHEPHERD AND COMPANY LIMITED	7,500.00			14,500.00	7,500.00	3,500.00	9,000.00	13,500.00		6,000.00	10,300.00	24,000.00	95,800.00
220	THEREA HADAD				6,500.00							15,000.00		21,500.00
221	TITILOLA ULIEM				700.00	4,700.00							4,500.00	9,900.00
222	TONI PIERRE	3,500.00	7,500.00								9,500.00			20,500.00
223	TREVOR K. CLARKE				8,000.00								8,500.00	16,500.00
224	TRISTLE KHAN LEU					20,000.00								20,000.00
225	ULRIC SKERRITT	60,000.00	45,000.00	30,000.00	15,000.00	30,000.00	30,000.00	30,000.00	30,000.00		30,000.00	60,000.00	15,000.00	375,000.00
226	VEENA BADRIE-MAHARAJ		5,000.00		3,000.00									8,000.00
227	VIVEKA PARGASS		30,000.00	20,000.00	10,000.00									60,000.00
228	WAYNE STURGE		75,000.00	30,000.00	30,000.00	60,000.00	60,000.00	60,000.00		60,000.00	60,000.00	120,000.00	30,000.00	585,000.00
229	WILSTON E.J. CAMPBELL		3,000.00								15,000.00		5,000.00	23,000.00
230	ZENOBI A.O. CAMPBELL-JAMES										19,200.00			19,200.00
	<b>TOTAL</b>	<b>878,839.11</b>	<b>924,225.00</b>	<b>584,450.00</b>	<b>692,721.14</b>	<b>908,442.44</b>	<b>706,800.00</b>	<b>893,072.41</b>	<b>350,866.66</b>	<b>270,450.00</b>	<b>1,031,171.54</b>	<b>1,180,956.00</b>	<b>846,112.04</b>	<b>9,267,106.34</b>



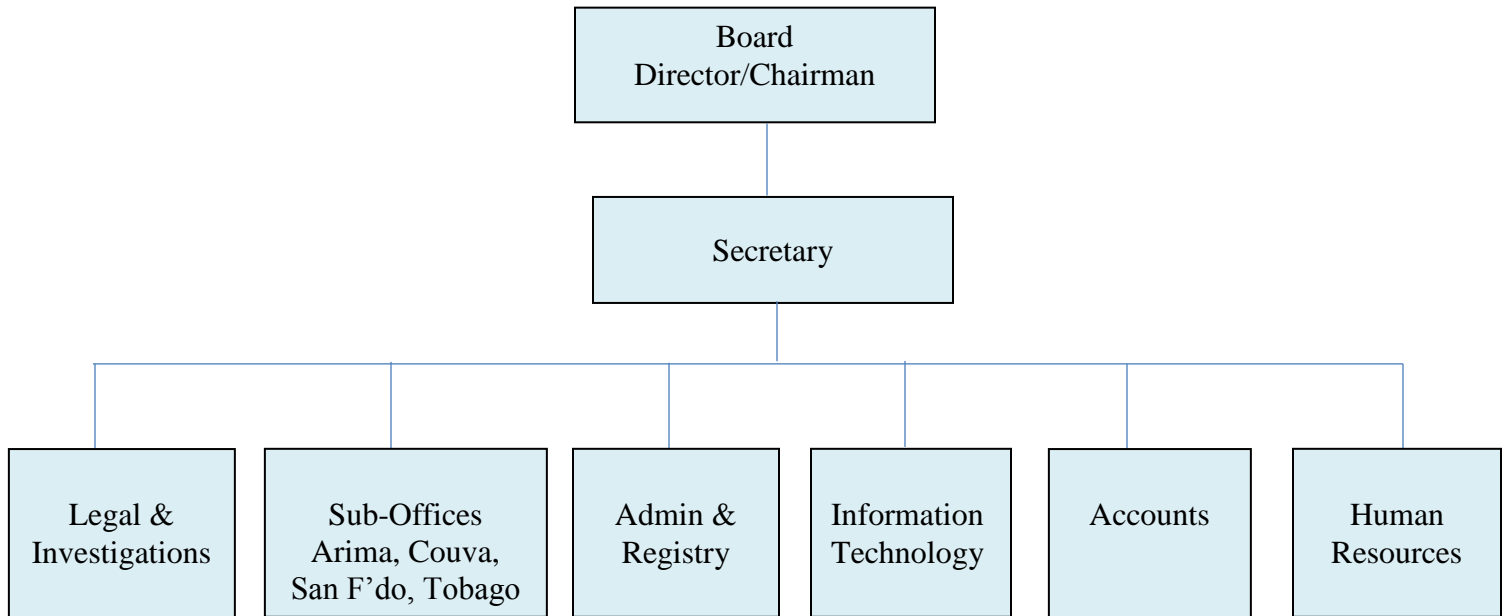
## MONTHLY FEES PAID FOR THE PERIOD 2013-2014

PERIOD	NO. OF CASES	TOTAL PAID	MAGISTRATE COURT			HIGH COURT				DUTY COUNSEL		
			CIVIL	\$	CRIMINAL	\$.	CIVIL.	\$..	CRIMINAL	\$...	NO. OF CASES.	\$....
Oct-13	59	878,839.11	7	8,100.00	21	36,450.00	13	41,289.11	18	793,000.00	21	34,000.00
Nov-13	75	924,225.00	21	24,500.00	19	31,600.00	12	60,125.00	23	808,000.00	40	66,500.00
Dec-13	44	584,450.00	2	3,000.00	10	12,950.00	10	41,500.00	22	527,000.00	26	43,400.00
Jan-14	120	692,721.14	7	8,100.00	26	32,150.00	52	206,137.82	35	446,333.32	34	69,000.00
Feb-14	121	908,442.44	17	16,850.00	34	48,250.00	28	104,425.78	42	738,916.66	30	53,700.00
Mar-14	88	706,800.00	26	42,300.00	34	66,500.00	5	18,000.00	23	580,000.00	44	91,200.00
Apr-14	139	893,072.41	43	51,000.00	34	60,000.00	31	107,905.75	31	674,166.66	19	39,500.00
May-14	31	350,866.66	0	0.00	4	5,700.00	14	50,000.00	13	295,166.66	36	71,400.00
Jun-14	12	270,450.00	1	450.00	0	0.00	0	0.00	11	270,000.00	0	0.00
Jul-14	212	1,031,171.54	56	57,400.00	88	145,000.00	30	131,604.88	38	697,166.66	28	53,700.00
Aug-14	103	1,180,956.00	24	20,750.00	37	45,350.00	20	79,856.00	22	1,035,000.00	33	61,500.00
Sep-14	209	846,112.04	53	48,250.00	75	134,800.00	41	164,895.38	40	498,166.66	63	105,400.00
<b>TOTAL</b>	<b>1213</b>	<b>\$ 9,268,106.34</b>	<b>257</b>	<b>\$ 280,700.00</b>	<b>382</b>	<b>\$ 618,750.00</b>	<b>256</b>	<b>\$ 1,005,739.72</b>	<b>318</b>	<b>\$ 7,362,916.62</b>	<b>374</b>	<b>\$ 689,300.00</b>

MAGISTRATE COURT	639	899,450.00
HIGH COURT	574	8,368,656.34
<b>TOTAL</b>	<b>1213</b>	<b>\$9,268,106.34</b>

CIVIL	513	1,286,439.72
CRIMINAL	700	7,981,666.62
<b>TOTAL</b>	<b>1213</b>	<b>\$9,268,106.34</b>

### APPENDIX 1 – (LAAA Organizational Structure)





## APPENDIX 1 - CONTINUED

### LAAA'S EXISTING COMPLEMENT

	POSITION	NO OF POSITIONS	DEPARTMENT	POSITION COMPLEMENT
1	Secretary/Asst. Secretary	1	Authority	1
2	Legal Officer/Junior Legal Officer	30	Legal	30
3	Investigator	3	Investigations	5
4	Legal Aid Assistant	2		
5	AOII	1	Admin/ Sub-Offices	13
6	Admin Support Officer	1		
	General Asst/Maid/Cleaner/Driver/Mail, Messenger	11		
7	Snr Clerical Asst I/II (POS, S F'do, Arima, Couva, T'go)	3	Admin & Registry	3
8	Clerk 1	1	Registry	3
	Clerk III Ag./Office Coordinator	2		
9	Clerical Asst (POS, S F'do, Arima, Couva, T'go)	15	Registry & Sub-Offices	15
10	Clerk Typist, Clerk Steno, Clerical Asst/Typist (POS, S F'do, Arima, T'go)	7	Admin & Registry & Sub-Offices	7
11	CSR (4) (POS, S F'do, Arima, T'go, Call Centre (4)	8	Registry & Sub-Offices	8
12	Office Managers	3	Sub-Offices	3
13	IT/Network Asst (3)/Data Entry (3)	6	Information Technology	6
14	Acct II	1	Accounting	2
15	Accounting Asst.	1		
16	HR Specialist	1	Human Resources	2
17	HR Assistant	1		
	TOTAL	98		98

## APPENDIX 2 – (Details from Strategic Plan 2013-2016)

### VISION STATEMENT:

***“The leading, dynamic organization, providing quality and easily accessible legal services to valued clients by dedicated staff”***

### MISSION STATEMENT:

*“To make Our Legal Services accessible to persons of moderate means through...”*

- *Loyal, Dedicated and Competent Staff,*
- *In A Timely and Professional manner,*
- *Within An Environment in which both Staff and Clients Are Highly Valued and Respected and*
- *Advancing and Fostering Relationships and Networks with Relevant Stakeholders.”*

### CORE VALUES:

- Confidentiality
- Integrity
- Team Work
- Client Care
- Quality Service
- Efficiency.

### LAAA STRATEGIC GOALS FOR 2013 - 2016

LEGAL AID AND ADVISORY AUTHORITY	
STRATEGIC GOALS	
FOR PERIOD 2013 - 2016	
STRATEGIC GOALS	
<b>FINANCIAL</b>	<b>To maintain the efficiency and effectiveness of the budgetary process</b>
	<b>Increase the efficiency of the financial process</b>
	<b>To fully implement ICT financial operated systems</b>
	<b>Ensure prudent management of funds</b>
<b>CLIENTS &amp; STAKEHOLDERS</b>	<b>To improve and further extend the services of the LAAA</b>
	<b>Increase Client Satisfaction</b>
	<b>Increase Client Base</b>
	<b>To educate and inform the public of the services of the Authority</b>
<b>BUSINESS PROCESS</b>	<b>To improve, monitor and evaluate the efficiency of the Business Processes of the organization</b>
	<b>To develop and implement the Business Continuity Plan</b>
	<b>To identify/reduce business risk and establish a Risk Management Plan</b>
<b>HR, LEARNING &amp; TEAM</b>	<b>To strengthen the HR capacity of LAAA</b>
	<b>Promote and enhance employee well-being</b>
	<b>To build a strong team environment</b>
	<b>To ensure consistent decision making in HR functions</b>

## **STRATEGIC OBJECTIVES OF LAAA DEPARTMENTS FOR 2013 - 2016**

### **HUMAN RESOURCES**

#### **HUMAN RESOURCES UNIT - STRATEGIC GOALS**

- *To strengthen the HR capacity of LAAA*
- *To promote and enhance employee well being*
- *To ensure consistent decision making in HR functions*
- *To build a strong team environment*

### **INFORMATION AND COMMUNICATIONS TECHNOLOGY**

#### **ICT STRATEGIC GOALS**

- *To have implemented recommended Departmental structure*
- *To update ICT Plan to include proposed new District Offices*
- *To set up a LAAA website*
- *To source and have installed Case Management Software*

### **COMMUNICATIONS**

#### **Communications STRATEGIC GOALS**

- *To educate and inform the public of the services of the LAAA*
- *To ensure effective branding of the LAAA*
- *To improve internal and external communications*
- *To ensure Quality Client Care*

### **ADMINISTRATION**

#### **ADMINISTRATION UNIT STRATEGIC GOALS**

- *To monitor, improve and evaluate the efficiency of the Business Processes of the LAAA*
- *To identify/reduce business risk and establish a Risk Management Plan*
- *To ensure that the offices of the LAAA are comfortable and OSH compliant*
- *To provide support to the Accounts Department in ensuring the prudent management of funds*

## **LEGAL**

### **LEGAL UNIT STRATEGIC GOALS**

- *To provide efficient and effective representation and cogent legal counsel to clients*
- *To improve and further extend the services of the LAAA*
- *To raise the profile and public image of the LAAA and the Legal Unit*
- *To ensure regular monitoring and effective management and control of external Attorney/Client*

## **ACCOUNTS**

### **ACCOUNTING UNIT -STRATEGIC GOALS**

- *To maintain the efficiency and effectiveness of the budgetary process*
- *To increase the efficiency of the financial process*
- *To ensure the prudent management of funds*

## **INVESTIGATIONS:**

### **INVESTIGATIONS UNIT -STRATEGIC GOALS**

- *To improve and further extend the services of the LAAA*
- *To increase client satisfaction*
- *To support the implementation of a Public Information Programme*

**LAAA  
OPERATIONAL PLAN  
OCTOBER 2013 – SEPTEMBER 2014  
ADMINISTRATION & REGISTRY**

<b>BUSINESS &amp; FINANCIAL RESULTS</b>		
<b>LAAA STRATEGIC GOALS:</b>		
<ul style="list-style-type: none"> <li>▪ To maintain the efficiency and effectiveness of the budgetary process;</li> <li>▪ Increase the efficiency of the financial process;</li> <li>▪ To fully implement ICT financial operated systems;</li> <li>▪ Ensure prudent management of funds.</li> </ul>		
<b>Department’s Strategic Objectives:</b>		
<ul style="list-style-type: none"> <li>▪ Increase budgetary efficiency by 15 % over the next 3 years;</li> <li>▪ Develop systems to track progress of budgetary achievements;</li> <li>▪ Obtain Cost Savings on goods and services;</li> <li>▪ Delegate greater autonomy to Office Managers over the 3 year period;</li> </ul>		
<b>Quarter 1: Oct 2013 – Dec 2013 - Major Initiatives/Activities:</b>	<b>Budget</b>	<b>Owner</b>
Liaise with Office Managers/Clerk III to assess their need for equipment and supplies for the respective offices; Establish a network of suppliers of goods and services required for use by the Authority and share information with Office Managers; Establish a comprehensive system utilizing ICT to track progress of budgetary achievements; Establish Scope of Works, tender requirements etc. to outsource project management for major projects and select provider/s;	N/A	AO II
<b>Quarter 2: Jan 2014 – Mar 2014 - Major Initiatives/Activities:</b>		
Compile data received and prepare estimates of expenditure for equipment and supplies utilizing data received from suppliers; Evaluate ICT system to ensure achievements and budgetary targets are met; Monitor and evaluate major projects closely including outsourced projects to ensure efficient and effective completion as planned and budgeted; Establish and implement as needed built-in penalties for late/inefficient completion;		AO11
<b>Quarter 3: Apr 2014 – Jun 2014 - Major Initiatives/Activities:</b>		
Make adjustments to the system, if necessary in achieving targets; Engage in discussion with Office Managers/Clerk III on areas in which authority can be delegated; Continue to monitor and evaluate major projects closely including outsourced projects to ensure efficient and effective completion as planned and budgeted; Prepare Report on discussion with Office Managers/Clerk III regarding delegation of authority for consideration of the LAAA;	N/A	AO11
<b>Quarter 4: Jul 2014 – Sep 2014 - Major Initiatives/Activities:</b>		
Conduct evaluation of the programs implemented, measuring the success rates - compare to previous year/s; Make necessary adjustments to programs for improved efficiency in the future; Communicate and implement decisions taken by the LAAA re delegation of authority to Office Managers;	N/A	AO11

<b>CLIENTS AND STAKEHOLDERS</b> <b>LAAA STRATEGIC GOALS:</b> <ul style="list-style-type: none"> <li>▪ To improve and further extend the services of the LAAA;</li> <li>▪ Increase Client Satisfaction;</li> <li>▪ Increase Client Base;</li> <li>▪ To educate and inform the public of the services of the Authority;</li> </ul>		
<b>Department's Strategic Objectives:</b> <ul style="list-style-type: none"> <li>▪ Ensure Clients are dealt within an average time of 10-15 minutes of entering the door for advice over a 3 year period;</li> <li>▪ To satisfy at least 80% of Clients annually;</li> <li>▪ Increase client intake by 50% over 3 years;</li> <li>▪ To promote LAAA as the people's choice for quality legal representation and make the public knowledgeable about all of the offices;</li> </ul>		
<b>Quarter 1: Oct 2013 – Dec 2013 - Major Initiatives/Activities:</b>	<b>Budget</b>	<b>Owner</b>
Conduct comprehensive review of the processes clients undergo when seeking services; Liaise with Management to develop a Client feedback loop; Liaise with Management/Communication to develop a public education programme aimed at informing and attracting clients to access services offered;	<b>N/A</b>	Clerk III/ Snr Cler/ Ass't II
<b>Quarter 2: Jan 2014 – Mar 2014 - Major Initiatives/Activities:</b>		
Analyze process review data gathered from clients seeking services; Liaise with Management/IT/Communication to finalize Client feedback loop policy and procedure document; Liaise with Management/IT/Communication to finalize public education programme; Liaise with Management, Office Managers to establish and document LAAA's Complaint procedure;	<b>N/A</b>	AO II/ Clerk III/ Snr Cler Ass't II
<b>Quarter 3: Apr 2014 – Jun 2014 - Major Initiatives/Activities:</b>		
Seek final approval for revised procedure in processing clients seeking services and implement policy; Field Client Satisfaction Survey for both internal and external Attorneys; Analyse results and utilize feedback to improve service and processes; Implement Complaint procedure and analyse complaints received to improve service and processes; Seek final approval for Client feedback loop policy and procedure document and implement policy; Obtain approval to conduct public education programme/s and execute programme activities;	<b>N/A</b>	Clerk III/ Snr Cler Ass't II
<b>Quarter 4: Jul 2014 – Sep 2014 – Major Initiatives/Activities:</b>		
Monitor and evaluate revised procedure in processing clients seeking services. Report on findings/recommendations/adjust as necessary to improve efficiency and effectiveness; Monitor and evaluate revised Client feedback loop policy and procedure. Report on findings/recommendations/adjust as necessary to improve efficiency and effectiveness; Monitor and evaluate effectiveness of public education programme/s. Report on findings/recommendations/adjust as necessary to improve efficiency and effectiveness;		Clerk III/ Snr Cler Ass't II

<p><b>BUSINESS PROCESS</b>  <b>LAAA STRATEGIC GOALS:</b></p> <ul style="list-style-type: none"> <li>▪ To improve, monitor and evaluate the efficiency of the Business Processes of the organization;</li> <li>▪ To develop and implement the Business Continuity Plan;</li> <li>▪ To identify/reduce business risk and establish a Risk Management Plan.</li> </ul>		
<p><b>Department's Strategic Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To reduce the operational processing of files by 40% over the 3 year period;</li> <li>▪ Reduce paper by 15% over 3 years;</li> <li>▪ To reduce time taken before meeting with Attorneys;</li> <li>▪ To monitor, evaluate and drive the successful implementation of the Strategic Business Plan and Operational Plans of the LAAA;</li> <li>▪ To ensure that there is an effective Back-up file system to enable timely retrieval of data;</li> <li>▪ To identify/ reduce business risk and establish a Risk Management Plan;</li> <li>▪ To ensure a safe, professional and client friendly working environment;</li> </ul>		
<p><b>Quarter 1: Oct 2013 – Dec 2013 - Major Initiatives/Activities:</b></p>	<p><b>Budget</b></p>	<p><b>Owner</b></p>
<p>Conduct comprehensive review of the processes clients' file/records undergo in assigning matters; Engage IT in discussions to establish soft and hard copies of back-up data and file management systems;                  Liaise with Management to establish a template and process to monitor/evaluate the business/operational plans on a monthly basis initially and thereafter on a quarterly basis;                  Communicate with Management and IT to establish a Risk Management Plan;                  Examine OSHA Legislation and liaise with Management to establish a work health and safety policy;</p>	<p><b>N/A</b></p>	<p>Clerk III/Snr Cler Ass't II                   AO II/ Clerk III/                  Snr Cler Ass't II</p>
<p><b>Quarter 2: Jan 2014 – Mar 2014 - Major Initiatives/Activities:</b></p>		
<p>Analyze data from review of the processes clients' file/records undergo in assigning matters and make recommendation to improve efficiency and effectiveness; Review recommendation/s on establishment of soft and hard copies of back-up data and file management systems and agree on system to be implemented;                  Agree/implement template/process to monitor/evaluate the business/ operational plans;                  Conduct a comprehensive Risk Analysis and finalize the Risk Management Plan;                  Initiate HO move to new premises; Finalize the work health and safety policy;</p>	<p><b>N/A</b></p>	<p>AO II, Clerk III/                  Snr Cler Ass't II</p>
<p><b>Quarter 3: Apr 2014 – Jun 2014 - Major Initiatives/Activities:</b></p>		
<p>Seek approval, communicate to staff and institute revised system for assigning clients' file/records; Implement trial run of IT back-up data and file management systems, commence manual system;                  Complete HO move to new premises; Continue to source premises for Couva;                  Implement agreed template to monitor and evaluate the business and operational plans;                  Implement agreed Risk Management Plan;                  Communicate to Staff and implement agreed work health and safety policy;</p>	<p><b>N/A</b></p>	<p>AO II/Clerk III                   AO II, Clerk III/                  Snr Cler Ass't II</p>
<p><b>Quarter 4: Jul 2014 – Sep 2014 - Major Initiatives/Activities:</b></p>		
<p>Monitor and evaluate revised system for assigning clients' file/records and make changes where necessary; Evaluate trial run of ITs Data back-up and file management systems, amend the processes as necessary and monitor and up-date manual system;                  Implement agreed template to monitor and evaluate the business and operational plans;                  Implement/monitor Risk Management Plan; Continue to source premises for Couva;                  Communicate to Staff, implement and monitor agreed work health and safety policy;</p>	<p><b>N/A</b></p>	<p>AO II/ Clerk III                   AO II/ Clerk III/                  Snr Cler Ass't II</p>



<b>HRM, LEARNING &amp; TEAM</b> <b>LAAA STRATEGIC GOALS:</b> <ul style="list-style-type: none"> <li>▪ To strengthen the HR capacity of LAAA;</li> <li>▪ Promote and enhance employee well-being;</li> <li>▪ To build a strong team environment;</li> <li>▪ To ensure consistent decision making in HR functions.</li> </ul>		
<b>Department's Strategic Objectives:</b> <ul style="list-style-type: none"> <li>▪ Increase the knowledge base of Dept's staff by 15% over the next 3 years ensuring that staff has the knowledge and skills necessary to perform competently;</li> <li>▪ Improve staff well-being, team spirit and morale;</li> </ul>		
<b>Quarter 1: Oct 2013 – Dec 2013 - Major Initiatives/Activities:</b>	<b>Budget</b>	<b>Owner</b>
Conduct staff and accommodation needs assessment for the Admin/Registry Unit; Conduct training needs assessment for the Admin/Registry Unit; Liaise with HR to establish a comprehensive policy document on terms and conditions of employment; Liaise with HR and staff to establish a desk manual for each position in the Admin/Registry Unit; Analyse staff survey results from MOJ; Liaise with HR and staff to discuss training policy and introduce practices to improve employee motivation/well-being within the Authority;	N/A	AO II/ Clerk III  Clerk III/Snr Cler Ass't II Clerk III
<b>Quarter 2: Jan 2014 – Mar 2014 - Major Initiatives/Activities:</b>		
Liaise with HR to ensure the required staff are recruited for the Admin/Registry Unit; Liaise with AO II to address accommodation availability; Submit training plan for the Admin/Registry Unit to HR; Liaise with HR to finalize the training policy for employee' motivation/well-being within the Admin/Registry Unit; Finalize with HR the policy document on terms and conditions of employment; Finalize and distribute respective desk manual to each staff of the Admin/Registry Unit; Give regular feedback and guidance on performance;	N/A	AO II/Clerk III/Snr Cler Ass't II AO II/ Clerk III /Snr Cler Ass't II AO II
<b>Quarter 3: Apr 2014 – Jun 2014 - Major Initiatives/Activities:</b>		
In collaboration with HR, complete recruitment; resolve accommodation issues; Implement training plan for the Admin/Registry Unit; Implement training policy for employees' motivation/well-being within the Admin/Registry Unit; Seek approval for revised policy document on terms and conditions of employment; Communicate to Staff the proposed document; Evaluate the effectiveness of the Desk Manual in ensuring that employees have a clear understanding of how the duties are performed; Give regular feedback and guidance;	N/A	AO II/Clerk III/Snr Cler Ass't II AO II/Clerk III Clerk III/Snr Cler Ass't II AO II
<b>Quarter 4: Jul 2014 – Sep 2014 - Major Initiatives/Activities:</b>		
Evaluate training received and transfer of knowledge and skills into work environment; Complete performance appraisals; Evaluate performance improvement based on training; Monitor staff absenteeism; Conduct survey to evaluate employees' motivation/well-being and adjust policies to enhance results; Evaluate revised policy document on terms and conditions of employment to determine whether it achieved the desired results. Clarify and make adjustments in grey areas;	N/A	AO II/ Clerk III Clerk III/Snr Cler Ass't II AO II/Clerk III