

Legal Aid
South Africa

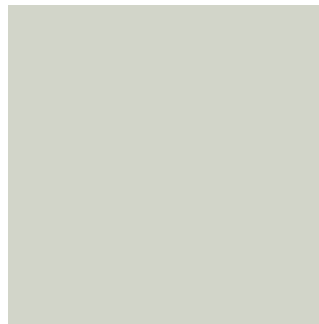
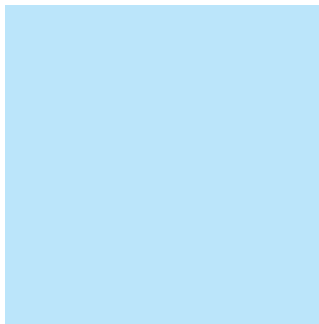
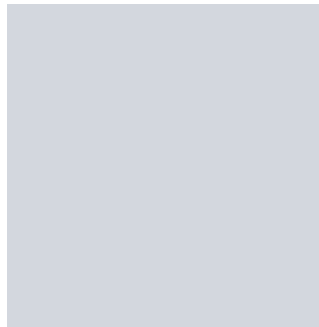
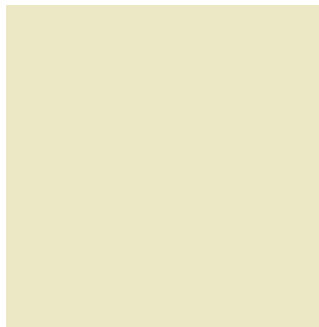
Your voice. For justice.

Independent and within reach.

Integrated Annual Report 2015-2016

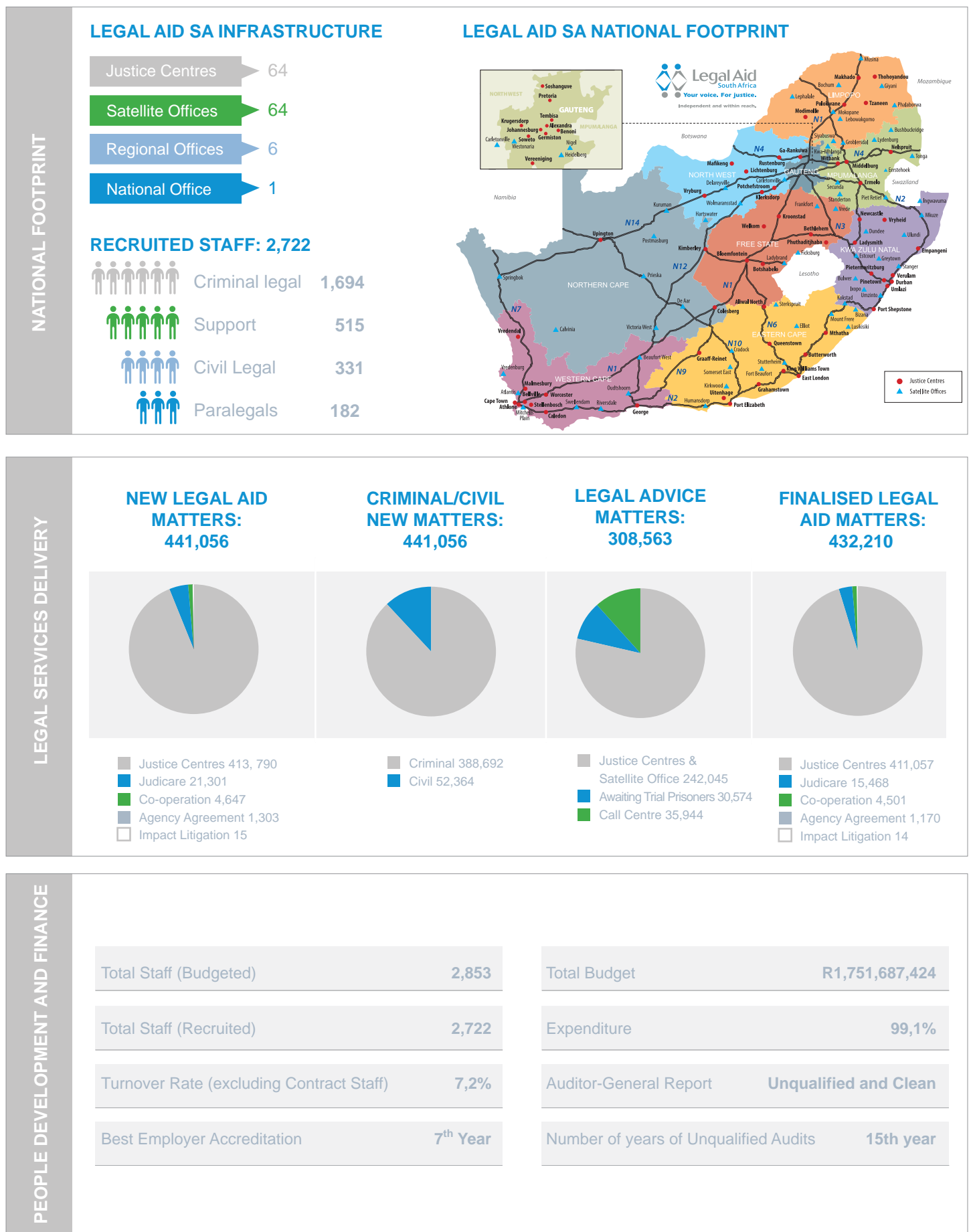
*Celebrating 20 years
of the Constitution*

*Making access to
justice a reality*



Legal Aid Advice Line
0800 110 110

Legal Aid South Africa 2015-2016: At a Glance



Vision

A South Africa in which the rights and responsibilities enshrined in the Constitution are realised to ensure equality, justice and a better life for all.

Mission

To be the leader in the provision of accessible, sustainable, ethical, quality and independent legal services to the poor and vulnerable.

Values

- Passion for Justice and Protection of Human Rights
- Ubuntu
- Integrity
- Accountability
- Service Excellence
- People Centred



PART A: GENERAL INFORMATION

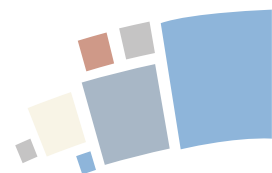
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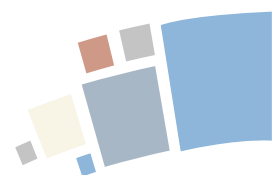
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PART A:
GENERAL INFORMATION





1. Legal Aid South Africa General Information

REGISTERED NAME:	Legal Aid South Africa
PHYSICAL ADDRESS:	Legal Aid House 29 De Beer Street Braamfontein Johannesburg 2017 South Africa
POSTAL ADDRESS:	Private Bag X76 Braamfontein 2017
TELEPHONE NUMBER:	+27 11 877 2000
FAX NUMBER:	+27 11 877 2222
EMAIL ADDRESS:	communications2@legal-aid.co.za
WEBSITE ADDRESS:	www.legal-aid.co.za
EXTERNAL AUDITORS:	Auditor-General South Africa 300 Middel Street Nieuw Muckleneuk Pretoria 0011
BANKERS:	First National Bank 92-94 Jorissen Street Braamfontein Johannesburg 2017
BOARD SECRETARY:	Mr Langa Lethiba

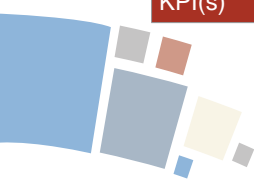


Table 01: List of Abbreviations/Acronyms

This is an alphabetical list of abbreviations and acronyms used. Whilst many are generic in nature, some are specifically used at Legal Aid South Africa.

AFS	Annual Financial Statements
A-G	Auditor-General
ATD	Awaiting Trial Detainees
ATJ	Access To Justice
ATP	Awaiting Trial Prisoners
BAC	Bid Adjudication Committee
BCP	Business Continuity Plan
BP	Business Plan
CA(s)	Candidate Attorney(s)
CARP	Capital Asset Replacement Programme
CAT	Children Awaiting Trial
CBO	Community-Based Organisation
CCMA	Commission for Conciliation, Mediation and Arbitration
CJSR	Criminal Justice System Review
CPI	Consumer Price Index
CPD	Corporation for Public Deposits
CRO	Chief Risk Officer
CSA	Control Self-Assessment
DC	District Court
DoJ & CD	Department of Justice and Constitutional Development
EA	Executive Authority
EE Plan	Employment Equity Plan
ELAA	e-Legal Aid Administration System
ERP	Enterprise Resource Planning
EVP	Employee Value Proposition
FBO	Faith-Based Organisation
FY	Financial Year
GRAP	Generally Recognised Accounting Practice
HC	High Court
HCU	High Court Unit
HDI	Human Development Index
HR	Human Resources
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standards
IJS	Integrated Justice System
IS	Information Services
IT	Information Technology
JC	Justice Centre
JCE	Justice Centre Executive
King III	King III Code on Corporate Governance
KPI(s)	Key Performance Indicator(s)

LAG	Legal Aid Guide
LAN	Local Area Network
LDD	Legal Development Department
Legal Aid SA	Legal Aid South Africa
LQA	Legal Quality Assurance
LQAU	Legal Quality Assurance Unit
LSM	Living Standards Measures
LSSA	Law Society of South Africa
MAR	Matter Activity Report
MIS	Management Information System
MTEF	Medium Term Expenditure Framework
NADCAO	National Alliance for the Development of Community Advice Offices
NEEC	National Efficiency Enhancement Committee
NGO	Non-Governmental Organisation
NT	National Treasury
OCP	Organisational Culture Programme
PA(s)	Professional Assistant(s) (legal)
PFMA	Public Finance Management Act
PEEC	Provincial Efficiency Enhancement Committee
QA	Quality Assurance
RC	Regional Court
RCP	Regional Communications Practitioner
RDs	Remand Detainees
RFAM	Regional Finance Administration Manager
RLM	Regional Legal Manager
ROE	Regional Operations Executive
ROI	Return on Investment
RSPA	Regional Supervisory Professional Assistant
SASLAW	South African Society for Labour Law
SCA	Supreme Court of Appeals
SDGs	Sustainable Development Goals
SCM	Supply Chain Management
SO	Satellite Office
SOP	Standard Operating Procedure
SP	Strategic Plan
SPA	Supervisory Professional Assistant
UNDP	United Nations Development Programme
VCT	Voluntary Counselling Testing
VOIP	Voice Over IP
VPN	Virtual Private Network
WAN	Wide Area Network





2. Scope and Boundary of the Integrated Annual Report

The Integrated Annual Report covers the activities and results of Legal Aid South Africa for the period 1 April 2015 to 31 March 2016. The Integrated Annual Report has been prepared according to Generally Recognised Accounting Practice, the requirements of the Public Finance Management Act (No. 1 of 1999), the recommendations of King III and the National Treasury Guide on the preparation of Annual Reports for Public Entities.

Statement from Governing Board acknowledging its responsibility for ensuring the integrity of the Report

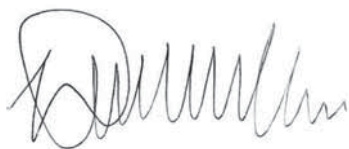
The Board of Directors (Board) acknowledges its responsibility to ensure the integrity of the Integrated Report. The Board has accordingly applied its mind to the Integrated Report and in the opinion of the Board, the Integrated Report addresses all material issues, and presents fairly the integrated performance of the organisation and its impacts. The Integrated Report has been prepared in line with best practice pursuant to the recommendations of the King III Code (Principle 9.1).

The Integrated Annual Report was approved by the Board of Directors on 30 July 2016 and signed on their behalf by:



Vidhu Vedalankar

Chief Executive Officer: Legal Aid South Africa



Judge President Dunstan Mlambo

Chairperson: Board of Legal Aid South Africa



3. Strategic Overview

Legal Aid South Africa implemented the first year of its Strategic Plan 2015-2020 during the 2015-2016 financial year.

As per the approved Legal Aid SA Strategic Plan 2015-2020, the organisation's work is guided by the below:

3.1 Vision

A South Africa in which the rights and responsibilities enshrined in the Constitution are realised to ensure equality, justice and a better life for all.

3.2 Mission

To be the leader in the provision of accessible, sustainable, ethical, quality and independent legal services to the poor and vulnerable.

3.3 Values

- i. *Passion for Justice and Protection of Human Rights*
- ii. *Ubuntu*
- iii. *Integrity*
- iv. *Accountability*
- v. *Service Excellence*
- vi. *People Centred*

3.4 Strategic Outcome Orientated Goals

The outcomes and objectives for 2015-2020 are:

Outcome 1: Quality justice for all, focusing on the poor and vulnerable, thus CONTRIBUTING TO BUILDING SAFER COMMUNITIES

(as per the National Development Plan)

Objectives:

O1: Empowered clients and communities making informed choices about their legal rights and responsibilities.

O2: All poor and vulnerable persons able to access quality legal services to protect and defend their rights.

O3: An accessible, fair, efficient, independent and effective justice system serving all in South Africa, contributing to building safer communities.

O4: Delivering on our constitutional and statutory mandate in an independent, accountable and sustainable manner.

Outcome 2: Respected, accessible, high performing and sustainable public entity impacting positively on society, the economy and the environment

Objectives:

O5: An organisation embedding sustainable practice in every segment of the organisation, to positively impact on society, the economy and the environment.

O6: Embedding good governance, high ethical standards and integrity, high performance and accountability.

O7: Revised Legal Aid Act and its subsidiary legislation enacted and implemented.

O8: An effective, efficient, economic and environmentally responsive supply chain management system supporting client services delivery and internal business processes.

O9: An appropriately resourced national footprint reaching the poor and vulnerable persons requiring legal assistance.

O10: Competent, dedicated, motivated and empowered employees capacitated to deliver the constitutional mandate and organisational strategies.

O11: A modern and appropriate, integrated, secure and cost-effective IT Platform supporting the provision of client services and linkages and enabling internal business needs.

The following **Strategies** were implemented to achieve the outcomes and objectives:

S1: *Delivering quality client-focused legal aid in criminal matters, particularly for the poor and vulnerable groups.*

S2: *Delivering quality client-focused legal aid, including to poor and vulnerable groups, in civil matters with a priority focus on constitutional rights.*

S3: *Delivering quality client-focused legal advice services.*

S4: *Delivering client-focused Impact legal aid services, delivering access to justice for poor and vulnerable groups particularly in social justice matters.*

S5: *Contributing to the effective functioning of the justice and legal sector to assist in building safer communities.*

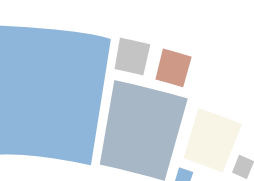
S6: *Accounting to the Department of Justice and Constitutional Development, and Parliament on delivery of mandate, governance and sustainability.*

S7: *Increasing financial sustainability.*

S8: *Maintaining and enhancing good governance.*

S9: *Maintaining a regulatory framework incorporating best practices aligned to constitutional values.*

S10: *Sustain strong financial management, supply chain and asset management practices.*





S11: *Expanding and capacitating the national footprint to increase points of access to legal aid services, especially in rural and remote areas (including the use of technology as well as other low cost service alternatives).*

S12: *Developing and expanding the legal quality and expertise for each segment of the national footprint.*

S13: *Building and maintaining an integrated and service-oriented cutting-edge Information Technology system.*

Progress made towards the achievement of the Objectives, Strategies and Programmes is reported on in Part B.

Legal Aid South Africa has set a strategic shift for the 2015-2020 period.

During the 2015-2020 strategic planning period, Legal Aid SA will focus on making a strategic shift to accomplish the following: *Increasing organisational MATURITY and SUSTAINABLE HIGH PERFORMANCE and EXCELLENCE in all segments of the organisation over the next decade, positively touching the lives of many more South Africans thus ensuring the OUTCOME of QUALITY JUSTICE FOR ALL.*

4. Legislative and other Mandates

Legal Aid South Africa derives its mandate from the Constitution of the Republic of South Africa (Act 108 of 1996), the Legal Aid South Africa Act (39 of 2014) as read with the current Legal Aid Guide - which will be replaced by the Legal Aid Regulations (Policy Provisions) and Legal Aid Manual (Procedural Provisions) - as well as other national legislation which gives effect to the rights and obligations enshrined in the Constitution.

4.1 Constitutional Mandate

Our constitutional mandate relating to criminal trials and appeals, civil children's matters and civil matters derives mainly from the four specific provisions that are highlighted below. These rights are given content particularly in our enabling legislation but also in other national legislation that is reflected in the ensuing paragraphs:

The Constitution of RSA (Act 108 of 1996)

Section 35(2) *"Everyone who is detained, including every sentenced prisoner, has the right -*

(a)...

(c) *to have a legal practitioner assigned to the detained person by the state and at state expense, if substantial injustice would otherwise result, and to be informed of this right promptly; ..."*

Section 35(3) *"Every accused person has a right to a fair trial, which includes the right -*

(a)...

(g) *to have a legal practitioner assigned to the accused person by the state and at state expense, if substantial injustice would otherwise result, and to be informed of this right promptly; ...*

(o) *of appeal to, or review by, a higher court."*

Section 28(1) *"Every child has the right,*

(a)...

(h) *to have a legal practitioner assigned to the child by the state, and at state expense, in civil proceedings affecting the child, if substantial injustice would otherwise result; ..."*

Section 34 *"Everyone has the right to have any dispute that can be resolved by the application of law decided in a fair public hearing before a court or, where appropriate, another independent and impartial tribunal or forum."*

4.2 Legislative Mandate

4.2.1 Legal Aid South Africa Act 39 of 2014

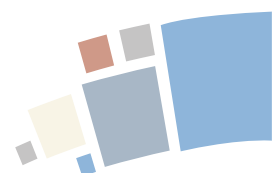
(Assented on 9 December 2014; Date of Commencement 1 March 2015)

The Legal Aid South Africa Act (39 of 2014) (hereafter referred to as the Act) came into operation on 1 March 2015.

Section 26 of the Act makes provision for transitional arrangements and provides that any person who immediately before the commencement of the Act held an office in terms of the Legal Aid Act of 1969, shall be deemed to have been appointed in terms of the Act and remains in that office for a period of 12 months after the commencement of the Act.

The transitional period ended on 29 February 2016 and the final phase of the Act commenced on 1 March 2016. With effect from 1 March 2016, Board members were appointed in terms of Section 6 of the Act together with all its committees which were appointed in terms of Section 13.

The Legal Aid Guide in operation at the time of commencement of the Act also remains active in terms of Section 26(6) of the Act until withdrawn and replaced by regulations made under Section 23(1) and the Legal Aid Manual referred to in Section 24(1), which have to be promulgated by no later than 28 February 2017.



The mandate and objects of Legal Aid SA are aptly described and detailed in the preamble to the Legal Aid South Africa Act (39 of 2014), as follows:

"To ensure access to justice and the realisation of the right of a person to have legal representation as envisaged in the Constitution and to render or make legal aid and legal advice available; for that purpose to establish an entity called Legal Aid South Africa with a Board of Directors and to define its objects, powers, functions, duties and composition; to provide for the independence and impartiality of Legal Aid South Africa; ..."

The objects are defined as follows in the new Act:

3. The objects of Legal Aid South Africa are to—

- (a) render or make available legal aid and legal advice;
- (b) provide legal representation to persons at state expense; and
- (c) provide education and information concerning legal rights and obligations, as envisaged in the Constitution and this Act.

4.2.2 Other legislation impacting on delivery of legal aid

The following laws also require the state to provide legal assistance to the indigent:

- (I) Criminal Procedure Act (Sections 73, 309, 309B, 309C, 309D & 316) – Legal Representation in Trials and Appeals
- (II) Child Justice Act (Sections 82(1) & 83(2)) – Legal Representation for Children in Child Justice Court (No child may be refused legal representation)
- (III) Children's Act 38 of 2005 (Section 55(1))
- (IV) Refugees Act 140 of 1998 (Section 27(b))
- (V) Labour Relations Act 66 of 1995 (Section 149)
- (VI) Mental Healthcare Act 17 of 2000 (Section 15)
- (VII) Restitution of Land Rights Act 22 of 1994 (Section 22)
- (VIII) Prevention of Illegal Eviction from and Unlawful Occupation of Land Act 19 of 1998 (Section 4(5))
- (IX) Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (Section 10(5))
- (X) Protection of Personal Information Act, Act No. 4 of 2013

Legal Aid SA provides assistance in these instances, within the available budget and resources, in accordance with the policy provisions of the Legal Aid Guide, which by 1 March 2017 will be contained in Regulations as per Section 23 of the Legal Aid South Africa Act (39 of 2014). Due to our budget and resource limitations, there are criteria that determine qualification for and exclusions to assistance.

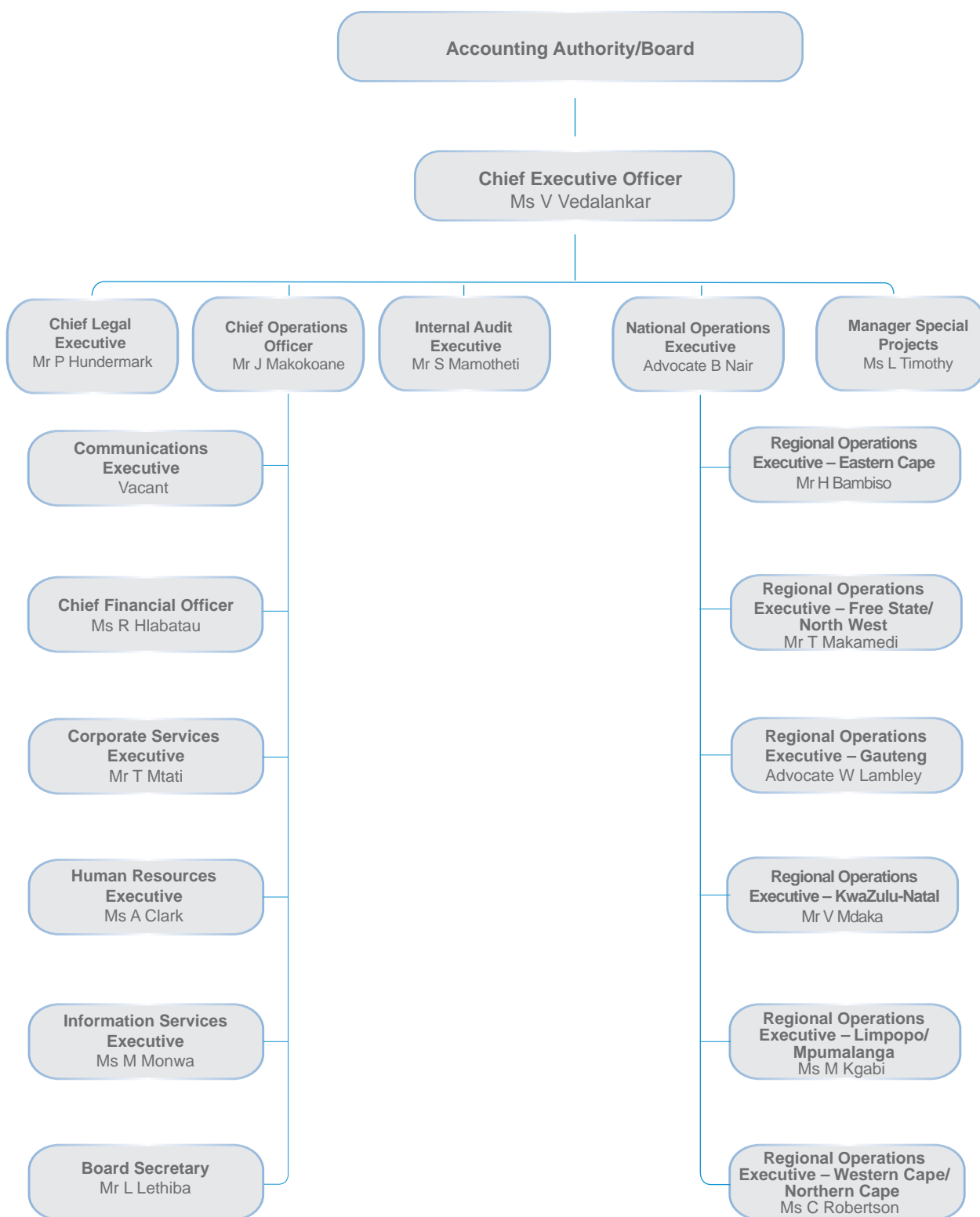
Newly contemplated legislation or proposed amendments to current legislation, in so far as they impact on Legal Aid South Africa's mandate and/or clients' rights, are monitored and responded to as part of the legal research agenda. This is to ensure that clients' rights are protected and the mandate of Legal Aid SA is not extended without concomitant funding.

4.3 Public Finance Management Act

The Public Finance Management Act (PFMA) regulates financial management in all spheres and levels of government to ensure that all revenue, expenditure, assets and liabilities are managed efficiently, effectively and economically. Furthermore, the PFMA provides management with guidelines that must be complied with for the realisation of good governance. Legal Aid South Africa is a Schedule 3A Public Entity.

Legal Aid SA complies with the requirements of the PFMA and National Treasury Regulations which provide guidelines that must be upheld and implemented for the realisation of good governance. Legal Aid South Africa has maintained material compliance with the PFMA and National Treasury Regulations in the year under review.

5. Organisational Structure





Standing at back from L: Mr Vela Mdaka, Advocate Brian Nair, Mr Sethopo Mamotheti, Mr Thembile Mtati, Mr Tshotlego Makamedi, Ms Mpho Kgabi, Ms Mmantsha Monwa
Middle from L: Advocate Wilna Lambley, Mr Patrick Hundermark, Ms Vidhu Vedalankar, Ms Rebecca Hlabatau, Mr Langa Lethiba, Mr Hope Bambiso, Ms Cordelia Robertson
Front seated from L: Ms Amanda Clark, Mr Jerry Makokoane



Ms Lesleigh Timothy

5.1 Composition of the Executive Management

Ms Vidhu Vedalankar – Chief Executive Officer (CEO)

BSc (University of Durban-Westville), Masters in Town and Regional Planning (University of Natal), Executive Development Programme (GIBS, University of Pretoria)

Chief Executive Officer responsible for overall strategic direction of Legal Aid South Africa so as to realise the vision and fulfil the mission.

Mr Jerry Makokoane – Chief Operations Officer (COO)

BCom Economics (University of South Africa), Diploma Data Processing and Systems Analysis (University of Zululand), MBA (Mancosa)

Chief Operations Officer responsible for support operations within Legal Aid South Africa.

Advocate Brian Nair – National Operations Executive (NOE)

BPaed (University of Durban-Westville), BEd (University of South Africa), FDE Computer Studies (University of Natal), Masters in Business Leadership, LLB (University of South Africa)

National Operations Executive responsible for ensuring the delivery of cost-effective, high quality legal services.

Ms Rebecca Hlabatau – Chief Financial Officer (CFO)

BCom, BCompt Honours, CTA (University of South Africa)

Chief Financial Officer responsible for strategically guiding financial matters of Legal Aid South Africa in a manner that will ensure its long-term viability as an upholder of the rights of the people of SA to effective, high quality legal services.

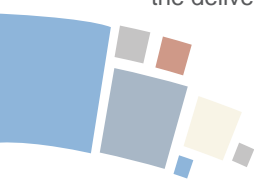
Mr Patrick Hundermark – Chief Legal Executive (CLE)

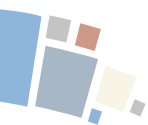
BCom, LLB (Nelson Mandela Metropolitan University - formerly University of Port Elizabeth), Certificate Programme in Leadership Development (WBS, University of the Witwatersrand), Practising Attorney, North Gauteng High Court

Chief Legal Executive responsible for civil legal services delivery, the improvement of quality and range of legal services offered to Legal Aid South Africa's legal aid applicants, impact services, legal training and pilot projects.

Mr Sethopo Mamotheti – Internal Audit Executive (IAE)

BCompt, Post Graduate Diploma in Accounting Science (University of South Africa), HDipTax (University of North West-Potchefstroom), MBA (GIBS, University of Pretoria), CIA (IIA)





Internal Audit Executive responsible for the assessment and evaluation of risk and controls within Legal Aid South Africa including compliance with the Legal Aid South Africa Act (39 of 2014), Public Finance Management Act and Treasury Regulations, and the applicable governance and common law stipulations.

Ms Amanda Clark – Human Resources Executive (HRE)

National Diploma: Housing and Development Management (Technikon SA), B.Tech: Business Management (Technikon Natal), MBA (University of Wales), Certificate: Advanced Diploma in Labour Law (University of South Africa)

Human Resources Executive responsible for the Human Resources Department and ensuring that the Human Resources processes and systems support the delivery of the Legal Aid South Africa strategy.

Mr Mpho Phasha – Communications Executive (CE)

National Diploma: Public Relations Management (Tshwane University of Technology), MAP (WBS, University of the Witwatersrand)

Communications Executive (1 April 2015 to 31 October 2015) responsible for creating awareness about Legal Aid South Africa's services and educating the public regarding accessing such services, as well as building strategic relations with relevant stakeholders.

Ms Lesleigh Timothy – Manager Special Projects (MSP) and Acting Communications Executive (A/CE)

BSocSci, PGDip Social Work (University of Natal), Certificate Programme in Leadership Development (WBS, University of the Witwatersrand)

Mr Thembile Mtati – Corporate Services Executive (CSE)

BProc (University of Fort Hare), Certificate Programme in Leadership Development (WBS, University of the Witwatersrand), Practising Attorney, North Gauteng High Court

Corporate Services Executive responsible for corporate services including corporate legal services.

Ms Mmantsha Monwa – Information Services Executive (ISE)

BSc (University of Limpopo), BSc Honours: Information Systems (University of South Africa)

Information Services Executive (Appointed 1 November 2015; Acting ISE from 1 April 2015 to 31 October 2015) responsible for the Information Technology infrastructure and the provision of support to all users within Legal Aid South Africa.

The following Regional Operations Executives are responsible for ensuring the efficient, effective and economic delivery of legal services as contemplated by the Constitution within their area of jurisdiction:

Mr Hope Bambiso – Regional Operations Executive - Eastern Cape Region

BProc, LLB (University of Fort Hare), LLM (University of South Africa), Practising Attorney

Ms Mpho Kgabi – Regional Operations Executive - Limpopo/Mpumalanga Region

BProc (University of the North West), Higher Diploma in Drafting and Interpretation of Contracts (University of Johannesburg), Practising Attorney

Advocate Wilna Lambley – Regional Operations Executive - Gauteng Region

LLB, B.Luris (University of South Africa), Practising Advocate

Mr Vela Mdaka – Regional Operations Executive - KwaZulu-Natal Region

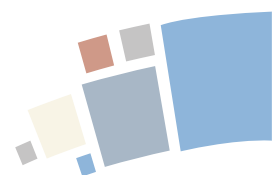
BProc, LLB (University of Zululand), Practising Attorney

Mr Tshotlego Makamedi – Regional Operations Executive - Free State/North West Region

BProc (University of Limpopo), Practising Attorney

Ms Cordelia Robertson – Regional Operations Executive - Western Cape/Northern Cape Region

BCom, BProc (University of South Africa), LLM (University of the Western Cape), Practising Attorney



6. Foreword by the Chairperson



The 2015-2016 financial year saw Legal Aid South Africa continue to make access to justice a reality, both locally and globally. Some of the meaningful achievements I celebrate include our continued exemplary financial management; strong partnerships with stakeholders, especially evident in the work undertaken by the Impact Litigation Unit; the appointment of a new Board, following the implementation of the revised Legal Aid South Africa Act (39 of 2014), and our ongoing partnership with the United Nations Development Programme (UNDP) to improve global access to legal aid.

These achievements are founded upon the first year of implementation of the new Strategic Plan 2015-2020, which seeks to fulfil the following broad outcomes:

1. Quality justice for all, focusing on the poor and vulnerable, thus contributing to BUILDING SAFER COMMUNITIES;
2. Respected, accessible, high performing and sustainable public entity impacting positively on society, the economy and the environment.

The Board's close involvement in the drawing up of the Strategic Plan last year has certainly been rewarded with Legal Aid SA's performance in the year under review. Our activities remain closely aligned with the stated outcomes, particularly in the context of the 20th anniversary of the proclamation of this country's Constitution.

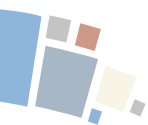
I must first express my sincere thanks to the Transitional Board that was in place for 12 months, until 29 February 2016. They managed their obligations adroitly, and upheld not only the organisation's concerns, but also those of the poor and vulnerable we serve. The new Board came into effect on 1 March 2016, and includes two new Board appointees that we welcome to Legal Aid South Africa. I have every confidence that the newly appointed Board will continue to promote the focus of Legal Aid SA on making the Constitution a living document for the indigent.

The organisation's briefing to the Portfolio Committee on Justice and Correctional Services also deserves mention. Legal Aid South Africa was congratulated by the Committee, specifically regarding commendable service delivery and strong financial management. Of importance to the Committee was Legal Aid SA's preparedness and willingness to address questions and concerns raised by the Committee. I am especially proud of the stability and transparency we represent, more so as a body tasked with upholding an important constitutional mandate.

I must reiterate our support for the initiatives introduced by the Chief Justice to ensure meaningful access to justice for the people of this country. Legal Aid South Africa is involved in the National Efficiency Enhancement and Provincial Efficiency Enhancement Committees that track a number of access to justice related matters in this country. This is one sure way in which our partnership with the Office of the Chief Justice will yield meaningful results for our people.

Our commitment to improving global access to legal aid has sustained our relationship with the UNDP, and we are assisting on a global study on legal aid provision. The United Nations has now adopted Sustainable Development Goals which includes one on the Rule of Law. This is in Goal 16.3, which reads: "Promote the rule of law at the national and international levels, and ensure equal access to justice for all". This goal aligns neatly with the mandate of Legal Aid SA, and I look forward to Legal Aid South Africa partnering with other key Justice Sector Stakeholders to achieve the objectives of this Goal. Indeed, this partnership has already resulted in my attendance of engagements aimed at crafting appropriate indicators for Goal 16.3.

I also had the honour of representing Legal Aid SA at an Informal Expert Group Meeting in Vienna from 1-3 June 2015. The purpose of this Meeting was to review the United Nations Office on Drugs and Crime Model Law on Legal Aid in Criminal Justice Systems. It is through such



discussions that we continue to cement our commitment to increasing global access to legal aid, and contribute to the conversation on developing such access.

Legal Aid South Africa contended with a R61,8 million reduction in our grant allocation during the year under review. Expedient management of our resources ensured that service delivery was not compromised, and we plan to accomplish the same in the next financial year. We are also grateful for the ongoing support of the Minister of Justice and Correctional Services, Advocate Michael Tshililo Masutha, and the Deputy Minister, Mr John Jeffery.

I offer wholehearted thanks to Ms Vidhu Vedalankar, our Chief Executive Officer, and her highly capable and committed Executive Management team. Their leadership, in conjunction with the work done by staff at the National Office, Regional Offices, Justice Centres and Satellite Offices, exemplifies a commitment to serving the poor and vulnerable in society to the best of their ability. A special word must also be said about the lawyers in our employ. They continue to fly the flag to ensure that those without means experience justice.

In moving beyond the first 20 years of the promulgation of the Constitution of the Republic of South Africa, I have every confidence that Legal Aid South Africa will continue to fulfil its mandate, and offer exceptional assistance to the poor and vulnerable they so willingly serve.

Judge President Dunstan Mlambo

Chairperson: Board of Legal Aid South Africa



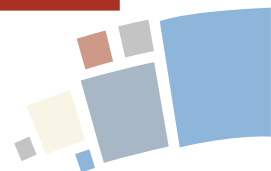
The Board Chairperson at an Informal Expert Group Meeting in Vienna



Representing Legal Aid South Africa in New York



Judge President Dunstan Mlambo with the United States Ambassador to the United Nations, Samantha Power, in New York



7. Chief Executive Officer's Overview



Legal Aid South Africa has developed a successful track record of performance, with the 2015-2016 financial year affirming this yet again. In celebrating 20 years since the promulgation of the Constitution, our sustained successful performance underscores the organisation's commitment to our constitutional mandate to assist poor and vulnerable South Africans to access justice. We assist persons who are accused, charged or detained with legal assistance if substantial justice would otherwise result. We assist children in conflict with the law and in civil matters. We also assist poor and vulnerable South Africans in civil legal and advice matters. This legal assistance to indigent persons makes access to justice a tangible reality for many more South Africans who would otherwise not be able to afford their own legal representation.

The year under review saw legal assistance and advice provided in 749 634 matters. We continued to serve poor and vulnerable persons in South Africa through our network of offices nationwide, ensuring that courts, prisons and rural areas were also serviced. Our toll-free Legal Aid Advice Line enabled us to assist 35 944 people outside of these spaces, thereby increasing the reach of our service delivery.

We are pleased to have been named a Top Employer for the 7th consecutive year by the Top Employer Institute, along with the distinction of being an industry leader amongst public sector organisations. Legal Aid SA was also honoured as a finalist in the inaugural Employment Equity Awards, hosted by the Department of Labour and

the Employment Equity Commission, for having performed well with regard to transformation.

The Legal Aid South Africa Act (39 of 2014) came into effect on 1 March 2015, with a Transitional Board appointed to take over from the previous Board. In terms of the Act, a new Board was appointed with effect from 1 March 2016. I look forward to continuing to work with the new Board to better our outcomes that will impact positively on all our communities.

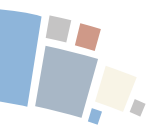
Legal Aid South Africa handled 388 692 new criminal legal matters during the 2015-2016 financial year, as well as 52 364 new civil legal matters. We finalised a total of 432 210 legal matters during the year under review. This figure showcases our mixed-model system of delivery, with the majority of matters finalised through our Justice Centres (JCs), and also through Judicare practitioners, Co-operation Partners, Agency Agreements and our Impact Litigation Unit. Such a system of delivery enables us to serve a much larger portion of the poor and vulnerable in South Africa. We also remain committed to assisting children. At 17 701 new matters for the year, we assisted 7,4% more children than during the last financial year.

Our Impact Litigation Unit took on 13 new civil matters and two criminal matters during the year under review and finalised a total of 14 matters. We were successful in 93% of the finalised matters. The work of the Unit focuses on matters where the outcome of a matter spans wider than just the clients involved, and offers an opportunity to set legal precedent.

The legal services we offer are also monitored by our independent Legal Quality Assurance Unit, which found that our services are in compliance with the organisation's quality requirements.

Legal Aid SA recognises that the proper functioning of the justice system is dependent on the co-ordination of the functions of various role players. Therefore, we have for a number of years now followed an inter-sectoral approach to addressing blockages that negatively affect our clients' right to a fair trial.

The establishment of the National Efficiency Enhancement Committee and its provincial subsidiaries by the Office of the Chief Justice has further strengthened our efforts at ensuring the smooth flow of cases. Senior leadership of all courts and other role players that interact with the justice system are participants at these forums. Legal Aid South Africa plays a leading role in these committees with regard to the tracking of Remand Detainees that are in custody for extended periods of time. This includes an analysis of the causes of delays in each matter so that the relevant stakeholders who are contributing to the delays are required to address this.



At local level, our JCs continue to participate actively in local case flow management committees. We have found these committees to be very effective in addressing and resolving challenges at a local level.

Legal Aid SA is an active participant in the Inter-sectoral Committee on Child Justice, which was established by the Child Justice Act (75 of 2008). The Committee performs important work in ensuring that the purpose of the Child Justice Act is fulfilled when dealing with children in conflict with the law. Legal Aid South Africa also collaborates with a number of other justice role players in order to increase access to justice. This includes events such as Child Protection Week, Access to Justice Week and Wills Week.

Daily, our practitioners deal with matters that impact on the lives of clients. This impact does not only relate to the big cases undertaken for a large group of people, often through our Impact Litigation Unit, but also an individual or family who needs access to a court in order to improve the quality of their lives. We have included a number of case studies throughout the Annual Report to showcase the work our practitioners do. Some of these case studies illustrate the outstanding service our practitioners have given to people who have come into conflict with the law. At times, some of our very serious cases have aroused the emotions of the general public. Legal Aid SA represents accused persons without any fear or prejudice as part of the right to a fair trial. This right forms one of the cornerstones of our Constitution and Bill of Rights and recognises the right to be presumed innocent until found guilty.

The right of an accused person to a fair trial includes the right to appeal. Legal Aid South Africa continues to lead the way with regard to the representation of clients in appeal matters both in the Supreme Court of Appeal (SCA) and in the full benches of the various provincial divisions. In the past year, Legal Aid SA dealt with 27 appeals in criminal matters in the SCA, and was successful in 82% of finalised appeals. The corresponding figure for appeals in criminal matters dealt with by lawyers in private practice was 26 appeals, with a success rate of 68%.

Legal Aid South Africa has in the last financial year ensured that the rights of the poor and vulnerable are upheld, and continued to set precedents for similar matters. The funding provided by Legal Aid SA has enabled a number of matters represented by organisations we fund to advance and in turn, assist a large variety of people in need, thereby achieving a wider impact in South Africa. You can read more about these matters throughout the rest of the Annual Report. These matters demonstrate our commitment to upholding the rights enshrined in the Constitution and to make access to justice a reality for all.

Legal Aid South Africa continues to operate within a strong governance framework as indicated by our application of the principles of the King III Code on Corporate Governance, our compliance with various legislation applicable to us and by an effective and functioning Board which continues to lead and guide the work of the organisation while maintaining oversight of its performance in line with its mandate. This is further elaborated on in Part C of this Report. Our Internal Audit functioned effectively under the oversight of the Audit Committee and completed 99% of its audit coverage plan for the year under review.

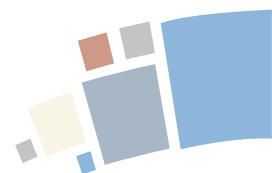
We were very pleased to receive our 15th unqualified audit opinion. In spending 99,1% of the 2015-2016 financial year's budget, we continued to demonstrate prudent financial management. A budget cut during the year under review was funded from cash reserves which are funds reserved to pay for financial commitments that have accrued. By managing the cash flow related to this we were able to limit the impact of this on service delivery. More detailed financial reporting is presented in Part F of this Report.

The Human Resources function of the organisation performed well again this year, with high recruitment levels sustained at 95%. Low turnover rates were also sustained, and staff training and development targets were well exceeded. Our strong people development programmes performance is reported on in Part E of this Report. Legal Aid SA's IT function has also performed well, with maturity levels increasing, and the organisation's legal administration system improved, so as to meet our requirements. Our planned new electronic Legal Aid Administration project had to be recommenced due to difficulties with the service provider. A new tender process was instigated and will be finalised in the new financial year with the project expected to commence in May 2016.

We have successfully implemented the first year of our Strategic Plan 2015-2020, which aims to fulfil the following outcomes:

- I. Quality justice for all, focusing on the poor and vulnerable, thus contributing to BUILDING SAFER COMMUNITIES;
- II. Respected, accessible, high performing and sustainable public entity impacting positively on society, the economy and the environment.

The strategies and programmes that were implemented in order to achieve the outcomes and objectives are further detailed in Section 4 of Part B. More than 90% of these targets have been achieved, ensuring alignment of strategy to delivery.





The implementation of a holistic sustainability strategy is one of the strategic shifts over the 2015-2020 period. We have focused on our sustainability focus areas and the implementation of the sustainability goals. A sustainability report is included separately in this Annual Report.

An important global development is the United Nations Sustainable Development Goals inclusion of access to justice in Sustainable Development Goal 16 as Target 16.3 which reads: *"Promote the rule of law at the national and international levels, and ensure equal access to justice for all"* as part of the global development agenda for 2015 to 2030. This Goal is aligned to the work of Legal Aid South Africa and has been included in our sustainability programmes. This will guide our ongoing partnerships with stakeholders in the justice cluster as we work together on building a national partnership of action and finalisation of the indicators related to Goal 16.

Budget cuts remained a key challenge the organisation faced in the 2015-2016 financial year. Aside from the budget cuts mentioned earlier, additional budget challenges were experienced as a result of higher cost of living increases to salaries approved by government relative to the grant allocations. The latter has been managed through reducing staff recruitment and Judicare budgets, as well as implementing cost efficiency measures for operating expenditures and increasing the life expectancy of capital assets throughout the organisation. We have thus managed to minimise the effect of these budget cuts on service delivery.

This year is a significant milestone, not only for South Africa, but also for Legal Aid SA, as we can celebrate the improvement of access to justice since the adoption of the Constitution 20 years ago. We continue to fulfil our constitutional mandate by providing access to legal representation to children, access to justice in civil matters as well as legal aid to arrested, detained and accused persons in terms of Sections 28, 34 and 35 of the Constitution. The number of clients assisted since 2000 has increased from under 200 000 to nearly 750 000 in criminal legal, civil legal and legal advice matters, thus increasing the number of persons accessing justice each year.

We continue to work together with stakeholders on impact litigation matters to change the legal landscape to the benefit of marginalised and poor communities so that their fundamental human rights become a living reality. Impact matters ensure that constitutional rights are enforced or protected and legal precedents impacting on human rights are achieved in order to transform South African society. In the past few years, an average of ten matters are finalised annually by the Impact Litigation Unit. The organisation

also implements community outreach programmes to educate the public about the Constitution and their rights, as well as to provide legal advice so that clients and communities understand their rights and obligations.

Legal Aid South Africa is furthering its influence and participation within the African continent and globally. We continue to work with the United Nations Development Programme (UNDP) and the United Nations Office on Drugs and Crime to promote the United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems. In this regard we have contributed to the compilation of case studies and the global study on legal aid undertaken by the UNDP. In seeking to improve access to legal aid globally, we will continue to develop and maintain relationships with global stakeholders, as a means of extending the work Legal Aid SA is mandated to do.

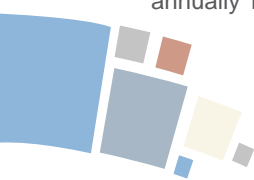
Further, we remain committed to making access to justice a tangible reality for the public, which continues to guide our plans for the next financial year, and beyond.

While this Report highlights our many successes for the year, we are also cognisant of the work that we can still do to improve on our mandate. Legal Aid South Africa remains committed to ensuring access to justice for all.

I thank all Legal Aid South Africa staff for working towards fulfilling our constitutional mandate. My thanks also go to the entire management team whose leadership has enabled us to deliver on our organisational and sustainability outcomes. Collectively our staff and managers continue to excel and raise our bar on performance. For this I thank each one of you! I also acknowledge with appreciation the support of our Chairperson Judge President Mlambo, the Transitional Board and the new Board who continue to support the work of the organisation with keen insight and ongoing enthusiasm. I must also extend my thanks to our stakeholders, who not only assist us with our service delivery, but also help us to reach so many more people that require legal assistance.

Vidhu Vedalankar

Chief Executive Officer: Legal Aid South Africa



PART B: PERFORMANCE INFORMATION





1. Statement of Responsibility for Performance Information for the year ended 31 March 2016

The Chief Executive Officer is responsible for the preparation of Legal Aid South Africa's performance information and for the judgments made in this information.

The Chief Executive Officer is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the actual achievements against planned objectives, indicators and targets as per the strategic and annual performance plan of the public entity for the financial year ended 31 March 2016.

Legal Aid South Africa's performance information for the year ended 31 March 2016 has been examined by the external auditors and their report is presented on page 108.

The performance information of Legal Aid South Africa set out on pages 34 to 44 was approved by the Board.

Vidhu Vedalankar

Chief Executive Officer: Legal Aid South Africa

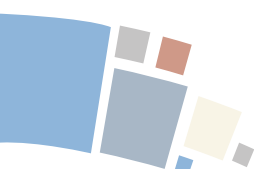
Date: 30 July 2016

2. Auditor's Report: Predetermined Objectives

The role of the Auditor-General South Africa/Auditor is acknowledged as critical to the sustainability of Legal Aid South Africa, as it provides independent assurance that activities being carried out within Legal Aid SA are in accordance with the approved predetermined objectives and mandate.

The audit conclusion on the performance against predetermined objectives is included in the report to management. There were no findings reported under the *Predetermined Objectives* in the *Report on other legal and regulatory requirements*.

Please refer to page 109 of the Report of the Auditor-General, published in *Part F: Financial Information*.





3. Overview of Legal Aid South Africa's Performance

3.1 Service Delivery Environment

During the financial year under review, Legal Aid South Africa continued its excellent record of service delivery by making legal aid services easily accessible to clients in both urban and rural areas throughout the country. We maintained our national footprint of 64 Justice Centres (JCs) and 64 Satellite Offices (SOs), supported by 6 Regional Offices, as well as our National Office. Our JCs and SOs are conveniently located close to the main courts and close to public transport facilities so that they are easily accessible to clients. Our service delivery model is further extended by the use of a mixed model delivery system. This entails entering into strategic partnerships with practitioners in private practice through our Judicare and Agency Agreement model, as well as with legal sector NGOs and University Law Clinics through Co-operation agreements.

Legal Aid SA also conducted an extensive research study of all criminal court rolls in order to better understand the demand for criminal legal aid services in every criminal court. This has greatly assisted us in the efficient provision of staff capacity at all courts. Our Practitioner per Court Model has made it possible for us to extend the delivery of criminal legal aid services to all courts throughout the country. We have also made capacity available to cover all specialised criminal courts such as Commercial Crimes Courts and Sexual Offences Courts. Furthermore, our use of a Practitioner per Court Model has minimised delays as our practitioners are now available to take on all matters requiring legal aid that are on the court roll, thereby improving the flow of cases through the court system.

Legal Aid South Africa implemented a limited relief programme at 33 JCs in the 2015-2016 financial year. We hope to expand this to other JCs when additional funding becomes available. This relief programme ensures that we are able to continue to represent clients even when our regular practitioner becomes unavailable for any reason.

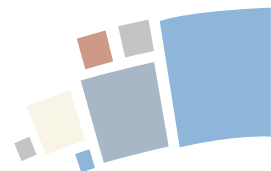
In the year under review, Legal Aid SA achieved its targets in respect of new and finalised matters for both civil and criminal legal services delivery. We have also met our targets in terms of our mixed model ratio for the distribution of our work between our JCs, Judicare practitioners and Co-operation/Agency partners.

In line with our strategy to increase the delivery of civil legal aid services, we have increased both the number of administrative support staff, as well as the number of practitioners who were appointed as civil supervisors. Whereas previously our civil recruitment was geared to finding practitioners with high levels of experience in civil litigation, we have now created a number of posts of junior civil practitioners which, in addition to widening the career path for our practitioners, also increases our civil capacity in a cost effective manner. The operations of our civil units are guided by a set of Standard Operating Procedures. We have also developed new web-based systems to assist civil practitioners in carrying out their work. This includes systems to monitor compliance with prescribed time periods, as well as monitoring all cases which have defined prescription periods.

We have continued to ensure that the Constitution becomes a living document for the poor and vulnerable through the litigation of cases of high constitutional importance by our Impact Litigation Unit. During the financial year, the Unit dealt with a number of cases which had an impact on children's rights, the right to housing, the right to a fair trial, as well as many other issues that impact on the daily lives of ordinary South Africans.

Legal Aid South Africa has dedicated High Court Units (HCUs) at all JCs situated where there is a seat of a High Court. These HCUs are staffed by experienced practitioners with relevant experience, who are dedicated to servicing the High Courts only. We are continuously consulting with stakeholders to improve the way in which High Court rolls are compiled, so that clients can be allocated a legal representative timeously, thereby affording the legal practitioner, whether internal or Judicare, sufficient time to prepare for their cases. Our systems have been improved in order to give early notification to our HCUs of all trial cases that have been transferred from the lower courts for trial in the High Court. We have also developed an automated web-based system to notify our HCUs of all matters in which we have successfully applied for leave to appeal in the lower courts, so that they are aware and ready for the ensuing appeal.

As part of our commitment to participate in all projects to improve the efficient finalisation of cases, Legal Aid SA participated in the Case Backlog Project, conducted by the Department of Justice and Constitutional Development, at identified courts. However, rather than deal with the finalisation of backlog cases as an ad hoc project, Legal Aid South Africa has utilised all funding previously provided





for the Case Backlog Project to create permanent posts. This has enabled the organisation to increase its capacity and to include backlog courts as part of our normal court coverage programme.

General legal advice is an integral part of our service delivery programme. General advice is provided by dedicated paralegals who are stationed at all 128 of our offices, as well as at our Call Centre, through the Legal Aid Advice Line. The Legal Aid Advice Line makes it possible for clients, particularly those in rural areas, to access instant legal advice through a toll-free telephone service.

Legal Aid SA also continued with its programme to monitor Remand Detainees (RDs) and Children Awaiting Trial in custody. The monitoring of RDs in custody for periods of over two years has been receiving special attention in the Criminal Justice System Cluster. Legal Aid South Africa is currently playing the lead role within the Cluster in the monitoring of this category of RDs in order to establish the reasons for the delays in finalising their matters, as well as devising means to bring their cases to finalisation. The RDs are tracked by our JCs on an individual basis. Reports are then provided by Legal Aid SA at all National and Provincial Efficiency Enhancement Committee meetings for discussion and intervention by stakeholders. One such report details the top 20 longest serving RDs per province.

To ensure the delivery of services of the highest standard to our clients, Legal Aid South Africa has continued to review and refine our Quality Management Programme. The Programme is fully implemented at all JCs. The Legal Quality Assurance Unit, located within the Internal Audit Department, conducts independent quality audits of our practitioners. The reports from this Unit have confirmed and given assurance that our practitioners are reaching their quality targets. The quality assurance programme has been extended to include a review of the work of all practitioners handling cases on behalf of Legal Aid SA clients, including Judicare practitioners, Co-operation Agreements and fixed-fee Agency Agreements.

The current global economic climate continues to pose a major challenge to the provision of legal services by Legal Aid South Africa, as it impacts negatively on our funding. As a result, we frequently encounter challenges in providing the required level of practitioner capacity at many of our criminal courts. A major challenge in our court coverage programme and one which has attracted criticism, especially in our coverage of the lower courts, has been the absence of a relief component to substitute for our practitioners when they become unavailable for

any reason. We have managed to implement a limited court relief programme at 33 of our JCs and are hopeful that resources will become available in future to enable us to extend this programme to more courts.

Legal Aid SA continued to contribute to and implement the recommendations of the Criminal Justice System Review (CJSR). The organisation is represented in all meetings of the CJSR Committee as well as the Development Committee of the Department of Justice and Constitutional Development. We have also implemented all recommendations and protocols that affect our operations, as well as monitored and provided input to proposed legislative changes and other relevant proposals.

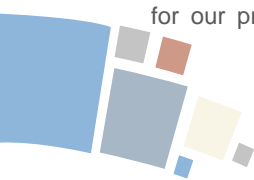
The organisation remains committed to providing a range of legal aid and advice services that allow us to make access to justice a reality in South Africa.

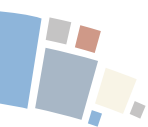
3.2 Organisational Environment

Sound financial management and good governance remain an integral part of the Legal Aid South Africa environment. Strong internal controls and robust risk management practices have enabled the organisation to extend and sustain access to Legal Aid SA services in an efficient and effective manner. Astute financial management has positioned the organisation to buffer the unfavourable fiscal environment and despite significant budget cuts, Legal Aid South Africa has ensured consistent service delivery across its national footprint.

During the year under review the organisation shifted its property portfolio strategy to incrementally introduce the purchase of property as a mitigation against rental cost inflation exceeding national inflation and the non-compliance of landlords in respect of the Public Finance Management Act. The implementation has displayed a slower than expected augmentation due to escalated property asking prices. In the interim the rental portfolio has been efficiently managed with all Legal Aid SA offices being suitably accommodated.

Legal Aid South Africa has continued in its social responsibility contribution to the Small Claims Court. One hundred and fifty-nine of Legal Aid SA's lawyers have been appointed as Commissioners countrywide. The organisation's ongoing commitment to the process has ensured that the Small Claims Court has continued to be a viable mechanism for disputes to be settled between parties without the use of legal representation.





Turning to the Human Resources function, the key priorities for the year over and above maintaining the standard talent management programmes, focused on maintaining a competitive Employment Value Proposition, ongoing Leadership Development, developing the 2015-2020 Employment Equity Plan and embedding the HR Sectoral Strategy. Noteworthy performances were recorded in all talent management areas including sustaining high recruitment levels, low turnover and the exceeding of training and development targets. The main focus for the year was embedding the Sectoral Human Resources Strategy and reinforcing competency-based talent management.

During 2015-2016, the Information Technology (IT) platform was maintained with relative stability. The legacy legal administration system, Ad Infinitum, was moderately enhanced in functionality to meet growing business requirements. This maintenance strategy has been deployed in anticipation of the development of a new electronic Legal Administration System in the new financial year. The maturity of the IT Platform was assessed by an independent consultant using Gartner Maturity levels. As compared to the previous assessment in 2011-2012, Legal Aid South Africa's IT maturity value has shifted from the functional level at 1,5 to the contributing level at 2,5 where IT uses technology proactively to enhance business operations and raise business performance. This positive shift has positioned the IT platform in readiness for the next transition to support and sustain the competitive advantage of Legal Aid SA.

The organisational environment has continued to demonstrate high standards of performance and excellence through ongoing benchmarking against best practice. Legal Aid South Africa received the following awards during 2015-2016:

- i. Recognition as a Top Employer SA for the 7th consecutive year and awarded Public Sector Industry Leader by Top Employer SA.
- ii. Recognition by the Department of Labour and the Employment Equity Commission as one of six finalists in the Public Sector category for its contribution to employment equity in the Inaugural Employment Equity Awards.
- iii. A Certificate of Merit in the Public Sector category of the Integrated Reporting Awards of Chartered Secretaries Southern Africa/JSE Limited.
- iv. A Certificate of Excellence from the Auditor-General South Africa for achieving a clean audit opinion.

Overall, the organisational environment has continued to mature during 2015-2016. The support platform has continued to gear itself to consistently add value to the business by proactively enhancing the performance of business operations in the delivery of legal aid services to the poor and vulnerable.

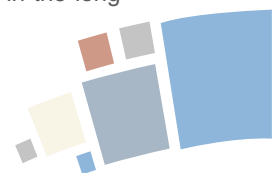
3.3 Key Policy Developments and Legislative Changes

Due to the promulgation and implementation of the Legal Aid South Africa Act (39 of 2014), the organisation was led by a Transitional Board for 12 months, beginning 1 March 2015. During this time, a new Board was constituted and appointed by the Executive Authority, in accordance with the Act. The new Board members took office on 1 March 2016 and were duly inducted in March 2016 before they attended their first Board meeting. All the relevant transitional arrangements were operationalised and all governance structures continued to function efficiently and effectively.

The Transitional Board took measures to effect a handover to the new Board. The 2014 Legal Aid Guide remained in effect during the 2015-2016 financial year and will remain in effect until replaced by the Legal Aid Regulations (Policy) and Legal Aid Manual (Procedures), as stipulated in Sections 23 and 24 of the new Legal Aid South Africa Act (39 of 2014). The new Board approved the Regulations with comments and amendments and this has been submitted to the Executive Authority for actioning in terms of the Act. It is envisaged that both the Regulations and Manual will be brought into effect before the legislated deadline of 1 March 2017.

With Part 1 and 2 of Chapter 10 of the Legal Practice Act being brought into operation on 1 February 2014 as well as the constitution of the Interim Legal Practice Council in February 2015, the Council has met regularly and delegated different aspects to various committees. Legal Aid SA is represented on the Interim Legal Practice Council and is actively contributing to the development of an independent and unified legal profession that understands the need for poor and indigent persons to be able to access justice as contemplated in our Constitution.

As the Legal Practice Act did not include the provisions that were contemplated for the Regulation of Community Based Paralegals, this sector, which plays an important role in ensuring access to justice and legal empowerment for poor and indigent communities, requires the attention of the legislature to ensure their sustainability in the long term.





The adoption of the United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems continues to play a critical role internationally to pave the way for the development of legal aid systems and increased access to justice by indigent persons in all member countries. The Johannesburg Declaration, adopted in 2014, has taken legal aid to the forefront of the international agenda and was utilised to motivate for the inclusion of access to justice in the United Nations Sustainable Development Goals (SDGs). As a result, at the United Nations Sustainable Development Summit held on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 SDGs (or Global Goals) to end extreme poverty and fight injustice and inequality for the next 15 years.

Global Goal 16.3 calls upon countries to: “Promote the rule of law at the national and international levels, and ensure equal access to justice for all”. What is required now is

the establishment of a common set of indicators that can be used to track progress and monitor the actions taken to achieve the SDGs. The organisation and its partners will give further attention to the establishment of these indicators in the year going forward to achieve the goal of ending extreme poverty and to fight the injustice and inequality that pervades South Africa and the rest of the world.

3.4 Strategic Outcome Oriented Goals

The strategic outcome oriented goals of Legal Aid South Africa as per the Strategic Plan 2015-2020, are stated in Part A, Section 3.4 of this Annual Report, and progress made towards achievement of the Objectives, Strategies and Programmes is reported on in Section 4, Performance Information by Programme, as follows.

Rights of immigration detainees clarified

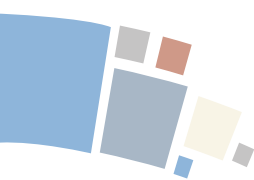
Section 35 of the Constitution details the rights of arrested, detained and accused persons.

Section 9 of the Constitution details the right to equality.

Section 10 of the Constitution: Everyone has inherent dignity and the right to have their dignity respected and protected.

Legal Aid South Africa through its Impact Litigation Unit has funded Lawyers for Human Rights (acting on behalf of persons detained under the Immigration Act and Refugees Act) to challenge the lawfulness of the detention provisions under Section 34(1)(b) of the Immigration Act (Act 13 of 2002) and its accompanying regulations. The main thrust of the challenge is the failure of the Act and the Department of Home Affairs to bring immigration detainees before a court in person within 48 hours of arrest as well as the 30 day period for an extension of the detention period. The constitutional challenge was that Section 34(1)(b) read with sub-regulation 33(3) does not afford a detainee an automatic right to have the lawfulness of his/her detention confirmed by a court

nor does it provide for an appearance in court. Section 34(1)(d) read with sub-regulation 33(4) provides for an extension of the period of detention of a detainee without affording a detainee a right to appear in court to challenge the request for an extension. These sections are in conflict with the provisions of Section 35(1)(d) or 35(2)(d) of the Constitution which provide that the accused has a right to be brought to court within 48 hours. On 3 February 2016, the North Gauteng High Court handed down judgment in favour of the application. The importance of this judgment puts the treatment of persons detained in terms of the Immigration Act on par with any person detained on suspicion of having committed an offence. Furthermore, such persons must be brought before a court of law within a period of 48 hours as enshrined in the provisions of Section 35 (1)(d) read with Section 35(2) (d) of the Constitution of the Republic of South Africa (Act 108 of 1996). As a declaration of unconstitutionality was made, the matter has been referred to the Constitutional Court for confirmation. The respondents also filed an application to appeal the decision.



4. Performance Information by Programme

On 18 March 2015 the Minister of Justice and Correctional Services approved Legal Aid South Africa's Annual Performance Plan for the 2015-2016 financial year.

The following are the delivery statistics for the organisation nationally and per province for the 2015-2016 financial year and the detailed performance information against the approved 2015-2016 Annual Performance Plan.

Best interest and well-being of children at the forefront

Section 35 of the Constitution details the rights of arrested, detained and accused persons.

Section 10 of the Constitution: Everyone has inherent dignity and the right to have their dignity respected and protected.

The rights and well-being of children is of the highest priority to us. This was demonstrated once again in a recent case where our Durban JC represented an accused person who gave birth while in custody at Westville Correctional Centre. The baby was eight months old when the trial commenced. The Department of Correctional Services insisted that our client should

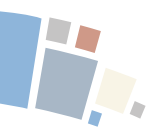
bring the child along to court, at each appearance. Our practitioner brought an application to the court for the Department to make a child minder available during the proceedings. Having subpoenaed the Head of the female section at Westville Correctional Centre, and after a formal enquiry, the court ordered the Department of Correctional Services to make a child minder available to take care of the accused's baby for the duration of the trial. The Department complied with this order. The steps taken by the practitioner in this case have created a precedent on how to treat mothers with babies in custody.



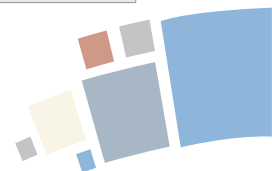
Legal Aid South Africa at a community outreach event

Table 02: Legal Aid South Africa Corporate Dashboard

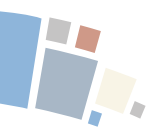
No	INDICATOR	PERFORMANCE - 2015-2016					Performance prior years		Variance FY 2015-2016 compared to FY 2014-2015
		Annual Target		YTD			2014-2015	2013-2014	
		Number	%	Number	%	Variance against Target	Number / %	Number / %	
OVERALL PERFORMANCE									
	Delivery of Business Plan								
1	Client Community					Achieved	Achieved	Achieved	
2	Financial Sustainability					Achieved	Achieved	Achieved	
3	Business Processes					Achieved	Achieved	Achieved	
4	Employee & Organisational Capacity					Achieved	Achieved	Achieved	
EXECUTIVE AUTHORITY ACCOUNTABILITY									
5	Quarterly/Annual Report/s	5		5			5	5	0
6	Parliamentary Briefings			2			2	2	0
CLIENT COMMUNITY									
7	New Legal Delivery Matters/ Instructions (ie number of instructions to legal practitioners) (excl Pro Bono)			441,056			448,195	447,301	-1.6%
				% in YTD Column represent split across delivery systems					
7.1	Justice Centres - New matters	382,726		413,790	94%	8% positive variance to target	421,527	424,679	-1.8%
7.2	Judicare - new matters			21,301	5%		20,674	16,035	3.0%
7.3	Co-operation Partners - new matters			4,647	1%		4,777	5,546	-2.7%
7.4	Agency Agreements			1,303	0.3%		1,199	1,041	8.7%
7.5	Impact Litigation			15	0.0%		18		-16.7%
7.6	Pro Bono			247	-		156		58.3%
8	Finalised Delivery Matters/ Instructions (excl Pro Bono)			432,210			444,630	433,532	-2.8%
				% in YTD Column represent split across delivery systems					
8.1	Justice Centres - Finalised matters	382,726		411,057	95%	7% positive variance to target	425,199	417,137	-3.3%
8.2	Judicare - Finalised matters			15,468	4%		13,300	10,718	16.3%
8.3	Co-operation Partners - Finalised matters			4,501	1%		5,065	4,867	-11.1%
8.4	Agency Agreements			1,170	0%		1,057	810	10.7%
8.5	Impact Litigation			14	0%		9		55.6%
8.6	Pro Bono			62	-		7		785.7%
				% in YTD Column represent split between criminal/civil					
9.1	Criminal Total new matters			388,692	88%		394,172	390,118	-1.4%
9.2	Civil Total new matters			52,364	12%		54,023	57,183	-3.1%



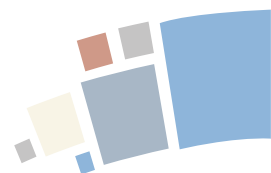
No	INDICATOR	PERFORMANCE - 2015-2016					Performance prior years		Variance FY 2015-2016 compared to FY 2014-2015
		Annual Target		YTD		Variance against Target	2014-2015	2013-2014	
		Number	%	Number	%		Number / %	Number / %	
10	General Advice	337,303		308,563		8.5% negative variance to target	321,241	328,979	-3.9%
10.1	Justice Centres & Satellite Offices	259,247		242,045		6.6% negative variance to target	246,902	243,548	-2.0%
10.2	Call Centre	45,030		35,944		20.2% negative variance to target	42,886	55,623	-16.2%
10.3	ATP - Paralegals	33,026		30,574		7.4% negative variance to target	31,453	29,808	-2.8%
11	Children Awaiting Trial (as per DCS monthly reports)								
11.1	New			475	-		605	353	-21.5%
11.2	Finalised			533	-		506	330	5.3%
11.3	Pending (> 1 month in custody)			64			103	62	-37.9%
				% in YTD Column represent split between criminal/civil					
12	Children - Total matters			17,701			16,483	16,858	7.4%
12.1	Children - new criminal matters			11,978	67.7%		11,651	11,689	2.8%
12.2	Children - new civil matters			5,723	32.3%		4,831	5,169	18.5%
13	Pending Matters								
13.1.1	Pending Matters - JC			171,165	-		174,725	183,784	-2.0%
13.1.2	Total Backlog matters (JC)			29,875	17%		31,144	32,525	-4.1%
13.2.1	Pending DC - Total (JC)			92,729	-		87,760	90,130	5.7%
13.2.2	DC Matters > 6month		20%	9,155	10%	10% positive variance to target	7,262	8,362	26.1%
13.3.1	Pending RC - Total (JC)			27,050	-		28,901	31,508	-6.4%
13.3.2	RC Matters > 9 months		25%	8,326	31%	6% negative variance to target	8,081	8,425	3.0%
13.4.1	Pending HC- Total (JC)			3,968	-		3,820	3,254	3.9%
13.4.2	Pending HC - Excl Appeal Matters			573	-		687	640	-16.6%
13.4.3	HC Matters >12 months (excl appeal matters)		30%	192	34%	4% negative variance to target	241	214	-20.3%
13.5.1	Pending Civil - Total (JC)			47,418	-		54,244	58,892	-12.6%
13.5.2	Civil Matters >18 months		30%	12,202	26%	4% positive variance to target	15,560	15,524	-21.6%
14	Legal services delivery - Quality Monitoring								
14.1.1	CAs - IA(LQAU) File Audit score		80%		86%	6% positive variance to target	87%	88%	-1.1%
14.1.2	CAs - IA(LQAU) Court Observation Score		80%		90%	10% positive variance to target	90%	90%	0.0%
14.2.1	PAs - IA(LQAU) File Audit score		85%		90%	5% positive variance to target	90%	90%	0.0%



No	INDICATOR	PERFORMANCE - 2015-2016					Performance prior years		Variance FY 2015-2016 compared to FY 2014-2015
		Annual Target		YTD			2014-2015	2013-2014	
		Number	%	Number	%	Variance against Target	Number / %	Number / %	
14.2.2	PAs - IA(LQAU) Court Observation Score		85%		93%	8% positive variance to target	93%	93%	0.0%
14.3.1	HCU PAs - IA(LQAU) File Audit score		90%		93%	3% positive variance to target	94%	95%	-1.0%
14.3.2	HCU PAs - IA(LQAU) Court Observation Score		90%		95%	5% positive variance to target	97%	95%	-2.0%
14.4.1	PA - Civil - IA(LQAU) File Audit score		85%		91%	6% positive variance to target	90%	89%	1.0%
14.4.2	PA - Civil - IA(LQAU) Court Observation Score		85%		95%	10% positive variance to target	-	96%	
15	Community Outreach Programmes								
15.1	- Prison Cells (total 245) Branding	245	100%	395	161%	Positive variance to target	382	393	3.4%
15.2	- Police Cells (total 911) Branding	546	60%	1,118	205%	Positive variance to target	869	837	28.7%
15.3	- Court (total 671) Branding	671	100%	964	144%	Positive variance to target	826	763	16.7%
15.4	- Community Events at Government key points	260	100%	802	308%	Positive variance to target	594	374	35.0%
FINANCIAL SUSTAINABILITY									
16	Budget			1,751,687,424			1,638,622,972	1,468,047,424	6.9%
16.1	MTEF Allocation			1,522,986,000			1,504,708,000	1,375,442,000	1.2%
16.2	Expenditure (% of budget)		98%	1,728,523,001	99.1%	1.1% positive variance to target	1,596,124,628	1,456,520,928	8.3%
16.3	Payments (%) within 30 days								
16.3.1	Judicare				99.99%	On target	99.9%	99.1%	0.1%
16.3.2	Creditors				99.37%	On target	99.1%	97.2%	0.3%
17	AFS reporting issues								
17.1	Fraud detected/ reported			1	-		6	0	-83.3%
17.2	Unauthorised, Irregular, Fruitless, Wasteful Expenditure			61	-		39	26	56.4%
17.3	Financial Misconduct			41	-		41	26	0.0%
18	Supply Chain Management								
18.1	BAC Meetings	12 or as required		13	-	On track	10	10	30.0%
18.2	Business Continuity/ Crisis contingency plan - Meetings	2		3	-	On track	4	1	-25.0%
19	Board								
19.1	Meetings	4		4	-	On track	4	4	0.0%
19.2	Training	2		1	-	Lower than target	2	2	-50.0%
19.3	Board positions filled	20		20	-	On track	16	14	25.0%
20	Auditor-General Report								
20.1	A-G Overall Report (2014-2015)	Unqualified					Unqualified	Unqualified	



No	INDICATOR	PERFORMANCE - 2015-2016					Performance prior years		Variance FY 2015-2016 compared to FY 2014-2015
		Annual Target		YTD		Variance against Target	2014-2015	2013-2014	
		Number	%	Number	%		Number / %	Number / %	
20.2	A-G Matters of Emphasis/mention (2014-2015)	0		0	-		-	0	-
21	Internal Audit Reports								
21.1	IA Coverage - completed reports	152	95%	150	99%	No variance against target	164	120	-8.5%
BUSINESS PROCESSES									
22	System availability (%)		99%		99.3%	0.3% positive variance to target	99.7%	98.5%	-0.3%
23	User support (% calls within agreed time)		90%		92.5%	2.5% positive variance to target	96.5%	95%	-4.0%
23.1	IT Security - viruses blocked at firewall		95%		100%	On target	99%	100%	1.0%
23.2	Business Intelligence - available				100%	On target	100%	100%	0.0%
23.3	Disaster Recovery - tested successfully			Completed			100%	100%	
EMPLOYEE & ORGANISATIONAL CAPACITY									
							11308		
24	Infrastructure								
24.1	Justice Centres (JC)	64		64		Maintained	64	64	0
24.2	Satellite Offices (SO)	64		64		Maintained	64	64	0
25	Legal Staffing (Only JCs)								
25.1	PAAs (100% = 1108 PAAs)		96%	1,042	94.0%	2% negative variance to target	957	922	9%
25.2	CAAs (100% = 584 CAAs)		96%	580	99.3%	3.3% positive variance to target	581	610	0%
25.3	Legal Managers (100% = 340 posts)		96%	320	94.1%	1.9% negative variance to target	324	290	-1%
25.4	Paralegals (100% = 172 posts)		96%	168	97.7%	1.7% positive variance to target	164		2%
26	Staffing								
26.1	Establishment (budgeted posts)			2,853	-		2,797	2,707	2%
26.2	Number of staff (recruited)		96%	2,722	95.4%	0.6% negative variance to target	2,619	2,586	4%
26.3	Number of Legal Staff (incl paralegals) (budgeted)			2,265	-		2,210	2,132	2%
26.4	Number of Legal Staff (incl paralegals) as % of total staff (recruited)			2,160	79.4%		2,071	2,039	4%
26.5	Turnover excluding CAAs & Temporary/Contract Staff			-	7.2%		-	-	-
27	Employee Relations								
27.1	Grievances	51	2% of total staff	22	0.8%	Less grievances than target	20	11	10%
27.2	Disciplinary hearings	64	2.5% of total staff	16	0.8%	Less disciplinary hearings than target	25	21	-36%





No	INDICATOR	PERFORMANCE - 2015-2016					Performance prior years		
		Annual Target		YTD			2014-2015	2013-2014	Variance
		Number	%	Number	%	Variance against Target	Number / %	Number / %	FY 2015-2016 compared to FY 2014-2015
27.3	Disciplinary Matters	64	2.5% of total staff	42	1.6%	Less disciplinary matters than target	35	38	20%
27.4	New Labour disputes	26	1% of total staff	8	0.7%	On track	21	10	-62%
	Staff Training								
28.1	Legal Development (training hours)	hours							
28.1.1	Legal staff (15 hours per legal Staff - excl CAs)	15,869		20,923		Higher than target	11,308	20,640	85%
28.1.2	Paralegals (10 hours per paralegal)	1,651		7,066		Higher than target	-	-	-
29	Legal staff (JC training hours)								
29.1	- CA(36 hours per CA)	20,390		26,475		Higher than target	41,619	45,416	-36%
29.2	- PA(Subject to needs profile)	17,108		24,584		Higher than target	20,694	33,732	19%
30	Health & Safety								
30.1	Injury on Duty	26	1% of total staff	17	0.6%	Better than target	19	19	-11%
30.2	HIV/AIDS - Voluntary Counselling and Testing (% staff tested)		30%	-	36%	-	37%	28%	-1%
31	Employment Equity								
31.1	Overall total staff (includes contract and temporary staff)								
31.1.1	Blacks		91%	2,456	88.4%	2.6% negative variance to target	87.7%	87.8%	0.8%
31.1.2	Africans		77%	1,982	71.4%	5.6% negative variance to target	69.6%	69.1%	2.6%
31.1.3	Women		45%	1,448	52.1%	7.6% positive variance to target	51.2%	50.9%	1.9%
31.1.4	People with disabilities		2%	47	1.7%	0.3% negative variance to target	1.7%	1.7%	-2.9%
31.2	Senior Management								
31.2.1	Blacks		91%	91	81.3%	9.8% negative variance to target	80.0%	78.4%	1.6%
31.2.2	Africans		77%	69	61.6%	15.4% negative variance to target	58.2%	57.7%	5.9%
31.2.3	Women		45%	42	37.5%	7% negative variance to target	36.4%	35.1%	3.1%

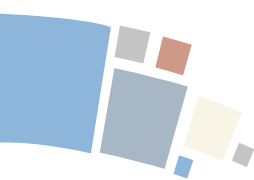


Table 03: Legal Aid South Africa Corporate Dashboard Provincial Split

No	INDICATOR	PERFORMANCE - 2015-2016												Full Year		
		Annual Target		Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Limpopo	Mpumalanga	North West	Northern Cape	Western Cape				
		Number	%	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number		
1	JC PERFORMANCE MONITOR															
	JCPM National Average		90%	96%	97%	97%	96%	97%	97%	97%	95%	95%	96%	97%		
	CLIENT COMMUNITY															
2	New Legal Delivery Matters/ Instructions (i.e. number of instructions to legal practitioners)												95,623	441,056		
2.1	Justice Centres - Total New matters	382,726		56,879	30,331	74,369	71,339	19,452	27,143	25,594	18,762	89,921		413,790		
2.2	Judicare - Total New matters			2,541	2,586	4,320	3,837	615	763	1,863	1,079	3,697		21,301		
2.3	Co-operation Partners - Total New matters			902	-	1,474	242	-	295	50	-	1,684		4,647		
2.4	Agency Agreements - Total New matters			-	534	-	-	89	-	-	359	321		1,303		
2.5	Impact Litigation			-	-	-	-	-	-	-	-	-		15		
2.6	Pro Bono			20	21	39	44	12	16	61	2	32		247		
2.7	Justice Centres - New Criminal matters			49,517	25,477	65,987	63,686	16,648	24,051	22,492	16,636	83,578		368,072		
2.8	Judicare - New Criminal matters			2,197	1,739	3,456	3,552	540	710	1,690	1,065	3,651		18,600		
2.9	Co-operation Partners - New Criminal matters			6	-	-	-	-	-	-	-	713		719		
2.10	Agency Agreements - New Criminal matters				534			89			355	321		1,299		
2.11	Impact Litigation - New Criminal matters													2		
2.12	Pro Bono - New Criminal matters			7		22	25	11	9	28		13		115		
2.13	Justice Centres - New Civil matters															
2.14	Judicare - New Civil matters			7,362	4,854	8,382	7,653	2,804	3,092	3,102	2,126	6,343		45,718		
2.15	Co-operation Partners - New Civil matters			344	847	864	285	75	53	173	14	46		2,701		
				896	-	1,474	242	-	295	50	-	971		3,928		
2.16	Agency Agreements - New Civil matters			-	-	-	-	-	-	-	4	-		4		
2.17	Impact Litigation - New Civil matters													13		
2.18	Pro Bono			13	21	17	19	1	7	33	2	19		132		

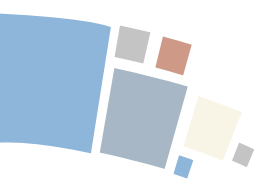
No	INDICATOR	PERFORMANCE - 2015-2016																		Full Year	
		Annual Target	Eastern Cape		Free State		Gauteng		KwaZulu-Natal		Limpopo		Mpumalanga		North West		Northern Cape		Western Cape		
			Number	%	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number		Number
3	Finalised Delivery Matters/Instructions			60,113	33,195	76,240	73,650	20,018	28,136	26,265	19,136	95,443	432,210								
3.1	Justice Centres - Finalised matters		100% of new matters	57,491	30,729	72,305	70,809	19,474	27,233	25,047	17,791	90,178	411,057								
3.2	Judicare - Finalised matters			1,880	2,040	2,523	2,605	419	606	1,132	1,029	3,234	15,468								
3.3	Co-operation Partners - Finalised matters			742		1,412	236		297	86		1,728	4,501								
3.4	Agency Agreements				426			125			316	303	1,170								
3.5	Impact Litigation												14								
3.6	Pro Bono			14	6		12	4			2	4	62								
4.1	Criminal new matters			51,720	27,750	69,443	67,238	17,277	24,761	24,182	18,056	88,263	388,692								
4.2	Civil new matters			8,602	5,701	10,720	8,180	2,879	3,440	3,325	2,144	7,360	52,364								
5	Children - Total matters			2,528	1,540	2,862	2,939	434	771	1,081	869	4,677	17,701								
5.1	Children - new criminal matters			1,724	741	1,416	1,727	346	453	862	669	4,040	11,978								
5.2	Children - new civil matters			804	799	1,446	1,212	88	318	219	200	637	5,723								
6	Pending Matters																				
	Pending Matters - JC			24,234	13,900	28,991	27,853	8,665	12,866	13,105	7,986	33,565	171,165								
EMPLOYEE & ORGANISATIONAL CAPACITY																					
7	Infrastructure																				
7.1	Justice Centres (JC)	64		10	6	10	10	5	4	7	3	9	64								
7.2	Satellite Offices (SO)	64		11	3	4	11	7	10	3	6	9	64								
7.3	National Footprint Expansion - New JCs			-	-	-	-	-	-	-	-	-	-								
7.4	National Footprint Expansion - New SOs			-	-	-	-	-	-	-	-	-	-								
8	Legal Staffing (Only JCs, excludes National Office)																				
8.1	PAs (100% = 1108 PAs)	96%		183	79	187	176	72	76	64	43	162	1,042								
8.2	CAs (100% = 584 CAs)	96%		81	45	122	108	36	35	49	17	87	580								
8.3	Legal Managers (100% = 340 posts)	96%		51	25	57	50	23	22	26	16	50	320								
9	Staffing (Only JCs, excludes National Office)																				
9.1	Establishment (budgeted posts)	2,645		425	214	494	444	184	177	197	111	399	2,645								
9.2	Number of staff (recruited)	2,531	96%	412	204	471	425	179	171	182	102	385	2,531								
10	Budget per province (Total excludes the National Office)			231,236,166	125,100,278	277,545,297	235,672,387	98,968,370	78,445,191	88,351,458	66,529,771	198,928,406	1,400,777,324								

Table 04: Legal Aid South Africa Annual Performance Report

Client, Community, Stakeholder and Shareholder Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Objective 1: Empowered clients and communities making informed choices about their legal rights and responsibilities					
Strategy 1: Delivering quality client-focused legal aid in criminal matters, particularly for the poor and vulnerable groups					
Programme 1: To deliver quality criminal legal aid services that are client-focused					
P1-1	Access to criminal legal aid services	Coverage targets: (1) Average District Court (DC) coverage: ≥ 83% (2) Average Regional Court (RC) coverage: ≥ 93% (3) High Court (HC) coverage: All legal aid matters covered.	Legal aid provided to qualifying accused persons.	JC court coverage plans were reviewed bi-annually to ensure coverage of all criminal courts. A Practitioner per Court Model was used in DCs. Our DC coverage for the 2015-2016 FY was 88%.	Our coverage of DCs was slightly higher than average. This was the result of improved allocation of staff resources due to our better alignment of supply with court demand.
				A Practitioner per Court Model was used in RCs. As at the end of the FY, our RC coverage was 97%.	Our coverage of RCs was slightly higher than target. We have maintained high staffing levels for RC practitioners during the FY. RC coverage has also benefited from the introduction of a relief component.
				A total of 441 056 new matters were taken on during the 2015-2016 FY, of which 388 692 (88%) were new criminal matters.	
				A total of 432 210 matters were finalised during the FY under review, of which 375 526 (87%) were criminal matters. The total number of matters finalised is 98% when compared with the total number of new matters taken on by Legal Aid SA. This decrease of 2% in matters finalised when compared with new matters can be attributed to inefficiencies within the justice system which results in the delays.	



Client, Community, Stakeholder and Shareholder Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
				A central court roll model was in place for HC coverage and representation was provided in all matters that required legal aid. Legal Aid SA High Court Unit practitioners were allocated matters for an average of 82% of the court days during the last court term.	
Objective 2: All poor and vulnerable persons able to access quality legal services to protect and defend their rights					
Strategy 2: Delivering quality client-focused legal aid, including to poor and vulnerable groups, in civil matters with a priority focus on constitutional rights					
Programme 2: Deliver quality civil legal aid services that are client-focused, with a priority for constitutional rights					
P2-1	Access to civil legal aid litigation services	Civil legal aid delivery: (1) JC: ≥90% of civil practitioner target calculated at 95% recruitment; (2) Judicare: ≥4% of JC civil matters; (3) Co-op: Based on budget allocation.	Civil clients assisted within available capacity.	In the 2015-2016 FY the civil target was exceeded by 7%. This however is a 3,8% decrease on the number of new matters from the previous financial year.	Demand for civil legal aid services remains high as we do not turn clients away for lack of capacity in priority matters, even if the target is exceeded.
				A total of 52 364 (12%) new civil matters were taken on, of a total of 441 056 new matters for the financial year. The number of matters allocated to Judicare was 2 701 (6%), which exceeds the target (4%) of total JC civil matters. Co-operation Partners took on 3 928 new civil matters in the financial year which is a 1,7% increase from the previous financial year. This aligns to the budget allocated to Co-op Partners for the financial year.	JCs allocated matters to Judicare in order to ensure that internal civil capacity was not exceeded. The challenge with civil recruitment and particularly with two of the four Labour Court Professional Assistant positions vacant necessitated the increased use of Judicare.



Client, Community, Stakeholder and Shareholder Programmes per Strategy

Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
				A total of 56 684 civil matters were finalised during the year under review, which is 13% of the 432 210 total finalised matters for the organisation. This is 4 320 more finalised matters than new civil matters taken on. This means that 108% of matters were finalised as compared to new matters. The finalisation rate for Judicare is significantly lower than JCs, but 1 090 more new civil matters, mostly in Q4, were allocated to Judicare as compared to the 1 611 finalised matters of the 2015-2016 FY.	

Strategy 3: Delivering quality client-focused legal advice services

Programme 3: To deliver (increase access) quality legal advice services that are client-focused

P3-1	Legal advice services	General advice service available at all Legal Aid SA offices. Growth in legal advice matters: 5% (subject to demand and available capacity).	Increase general advice service provided at all offices.	The total number of consultations for general advice was 308 666 for the 2015-2016 FY. This is 92% of the set target of a 5% growth on the 2014-2015 FY general advice matters. The total new advice consultations through the Legal Aid Advice Line was 35 944, which meets 80% of the set target for the Advice Line.	General advice is demand-based and we do not turn any clients seeking general advice away, as there is no qualification criteria for general advice. The demand for general advice matters has stabilised and so an ongoing increase is not feasible.
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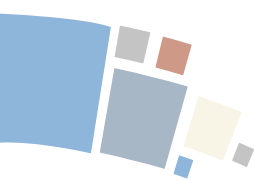
Strategy 4: Delivering client-focused impact legal aid services, delivering access to justice for poor and vulnerable groups particularly in social justice matters

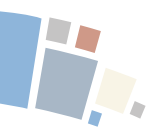
Programme 4: To give content to the Constitution through impact litigation - which is able to address constitutional rights and socio-economic rights and develop jurisprudence on social justice matters

P4-1	Impact litigation addressing social justice	Impact matters as approved by the Constitutional Case Management Committee (CCMC), within budget. ≥90% success.	Legal representation provided in impact matters.	In the 2015-2016 FY a total of 38 impact matters were assessed and 15 new matters were approved by the CCMC, within budget, for litigation/funding. During the FY 14 matters were finalised. There was a 93% success rate in the impact matter outcomes for the finalised matters.	
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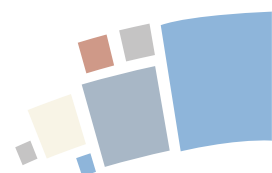


Client, Community, Stakeholder and Shareholder Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Objective 3: An accessible, fair, efficient, independent and effective justice system serving all in South Africa, contributing to building safer communities					
Strategy 5: Contributing to the effective functioning of the justice and legal sector to assist in building safer communities					
Programme 5: To participate in, contribute to and influence structures aimed at improving the functioning of courts and justice system					
P5-1	Participate in National and Provincial efficiency enhancement structures	Participation in efficiency enhancement structures, including the National Efficiency Enhancement Committee (NEEC), Provincial Efficiency Enhancement Committees (PEECs), Dev Comm and local case flow meetings, as per meeting schedules.	Participation in National and Provincial efficiency enhancement structures.	Legal Aid SA ensured attendance at NEEC, PEEC and Dev Comm meetings in order to advance the interests of Legal Aid SA as well as contribute to the efficient operation of the justice system as a whole. During the year under review Legal Aid SA attended 1 NEEC meeting, 25 PEEC meetings and 16 Dev Comm meetings.	
Objective 4: Delivering on our constitutional and statutory mandate in an independent, accountable and sustainable manner					
Strategy 6: Accounting to the Department of Justice and Constitutional Development and Parliament on delivery of mandate, governance and sustainability					
Programme 6: To account and provide assurance to the Department of Justice and Constitutional Development and Parliament on performance and governance					
P6-1	Reporting and accountability to the Executive Authority	Accurate reports submitted timeously to the Executive Authority: (1) Four quarterly performance reports; (2) One Annual Report.	(1) Four quarterly performance reports; (2) One Annual Report.	During the 2015-2016 financial year: (1) Four Quarterly Reports were submitted to the Executive Authority. (2) The Legal Aid SA Annual Report 2014-2015 was submitted to Parliament, the Executive Authority, National Treasury and the Auditor-General by 31 August 2015.	



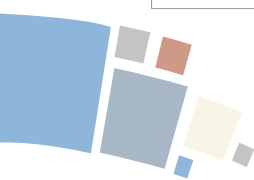


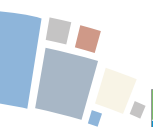
Finance and Sustainability Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Objective 5: An organisation embedding sustainable practice in every segment of the organisation, to positively impact on society, the economy and the environment					
Strategy 7: Increasing financial sustainability					
Programme 7: To improve financial planning (budgeting)					
P7-1	Financial planning	Balanced budget (as per government grant allocation).	Approved balanced MTEF and Budget.	The MTEF 2016-2017 - 2018-2019 was prepared and approved by the Board at its July 2015 meeting. The approved MTEF was submitted to NT and the Department of Justice and Constitutional Development (DoJ & CD) in August 2015. The Budget 2016-2017 was approved by the Board at its November 2015 meeting.	
Programme 8: Ensure strong and best practice financial reporting to ensure unqualified audit and optimum financial maturity					
P8-1	Financial reporting	Financial reporting within a financial year compliant with relevant standards and regulations, resulting in optimum financial maturity.	Annual and mid-year Financial Statements.	Compliant Annual Financial Statements were prepared and submitted to the Auditor-General and NT timeously. No material adjustment was made on the Annual Financial Statements.	
Objective 6: Embedding good governance, high ethical standards and integrity, high performance and accountability					
Strategy 8: Maintaining and enhancing good governance					
Programme 9: To ensure best governance practices (PFMA compliance, King III guidelines and other relevant statutory requirements)					
P9-1	Compliance with statutory requirements	100% compliance with statutory requirements including the Legal Aid South Africa Act (39 of 2014) and the Public Finance Management Act (PFMA).	Monthly statutory compliance reports.	Legal Aid South Africa was compliant with the Legal Aid South Africa Act (39 of 2014). We were materially compliant in all aspects of the PFMA, however there were 25 instances of fruitless and wasteful expenditure and 35 instances of irregular expenditure identified by the organisation.	Legal Aid SA was not 100% compliant but materially compliant with the PFMA and NT regulation due to irregular expenditure amounting to R3,2 million. The main cause of irregular expenditure was transacting with service providers (landlords for office leases) without valid tax clearance certificates.



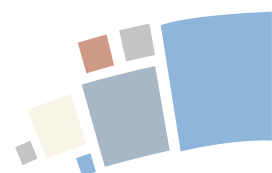


Finance and Sustainability Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Programme 10: Independent monitoring and oversight unit providing combined assurance					
	Audit Coverage Plan informed by Combined Assurance Model, Enterprise Risk Management Plan & Internal Control Framework, developed and implemented by IAD				
P10-1	Risk based Audit Coverage Plan	≥95% of Audit Coverage Plan delivered.	One annual and one revised mid-year Audit Coverage Plan. Audit reports issued as per the Audit Coverage Plan.	The Audit Coverage Plan was revised and approved by the Board in November 2015. A total of 150 audit projects were completed at the end of the financial year 2015-2016; a 99% achievement of the Audit Coverage Plan.	One project (Regulatory Compliance Review Q1) was cancelled in Quarter 1 on request of the client resulting in the FY achievement of 99%. This achievement is 4% above the target of 95%. Legal Aid SA was able to achieve this through better planning and communication with auditees, which resulted in efficient and improved turnaround time in responses to auditor’s requests.
Programme 11: An effective and strategic Board providing leadership and oversight of delivery on performance					
P11-1	An effective, functional Board	Properly constituted Transitional Board (in terms of the Legal Aid South Africa Act (39 of 2014) and Board committees able to function effectively.	Board meetings as per schedule. Governance instruments approved by the Board.	During the 2015-2016 FY, the Board of Legal Aid SA was fully functional. The Transitional Board, fully constituted as per the Legal Aid South Africa Act (39 of 2014), was appointed on 1 March 2015. Its tenure terminated on 29 February 2016. As of 1 March 2016 the new Board of Legal Aid SA was appointed in terms of the Legal Aid South Africa Act (39 of 2014). The new Board was not fully constituted, as there was one vacancy that was retained to be filled by the Deputy Chairperson of the Board. Board committees were appointed and functioned effectively. The governance instruments were reviewed and approved by the Board during the financial year 2015-2016.	The vacancy on the new Board was retained so as to be filled by the Deputy Chairperson of the Board. Processes are underway to fill the position.





Internal Business Processes Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Objective 7: Revised Legal Aid South Africa Act and its subsidiary legislation enacted and implemented					
Strategy 9: Maintaining a regulatory framework incorporating best practices aligned to constitutional values					
Programme 12: Ensure the promulgation and implementation of the rewritten Legal Aid Act and the gazetting/implementation of the policy regulations and procedures handbook					
P12-1	Legal Aid South Africa Act (39 of 2014)	Legal Aid South Africa Act (39 of 2014) promulgated and transitional provisions operationalised.	Take necessary steps to ensure that the new Legal Aid South Africa Act (39 of 2014) is promulgated and operationalised. Also ensure updating of the Act where required.	The Legal Aid South Africa Act (39 of 2014) came into operation with effect from 1 March 2015. The new Act has been operationalised and the transitional provisions have been effectively managed to ensure proper and sustainable governance of Legal Aid SA.	
P12-2	Legal Aid Regulations (Policy)	Draft Legal Aid Regulations containing policy on legal aid, prepared in conjunction with the DoJ & CD for consideration by the Board.	Take necessary steps to ensure that the new Legal Aid Regulations in terms of the Act are promulgated and operationalised. Also ensure updating of Regulations where required.	The DoJ & CD Legislative Drafting Unit has prepared a draft of the proposed Regulations. The draft Regulations have been approved by the Board. They have recommended the Regulations, with amendments, for submission to the Minister for promulgation in the new financial year.	
P12-3	Legal Aid Manual (Procedures)	Draft Legal Aid Manual setting out legal aid procedures and systems for consideration by the Board.	Take necessary steps to ensure that the new Legal Aid Manual is promulgated and operationalised. Also ensure updating of Manual where required.	The Legal Aid Manual must in terms of Section 26(6) of the Legal Aid South Africa Act (39 of 2014) be made available and published within 24 months of the commencement of the Act. The Legal Aid Manual was in preparation during the 2015-2016 FY and will be submitted to the Board in Quarter 2 of the new financial year for approval.	





Internal Business Processes Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Objective 8: An effective, efficient, economic and environmentally responsive supply chain management system supporting client services delivery and internal business processes					
Strategy 10: Sustain strong financial management, supply chain and asset management practices					
Programme 13: To maintain a strong supply chain management framework and practices					
P13-1	Supply chain management	100% compliance with the Preferential Procurement Policy Framework Act (5 of 2000) (PPPFA), PFMA and relevant NT regulations when acquiring goods and services.	Quarterly reports on acquisition of goods/services in excess of R0,5 million indicating compliance with PPPFA, PFMA and relevant NT regulations.	We were materially compliant with the PPPFA, PFMA and NT regulations when acquiring goods and services. There were 35 instances of irregular expenditure, most of which relate to transacting with service providers (landlords for office leases) that did not have valid tax clearance certificates.	Legal Aid SA was not 100% compliant but materially compliant with PPPFA, PFMA and NT regulation due to irregular expenditure amounting to R3,2 million. The main cause of irregular expenditure was transacting with service providers (landlords for office leases) without valid tax clearance certificates.

Rights to housing and basic services protected

Section 26 of the Constitution details the right to housing.

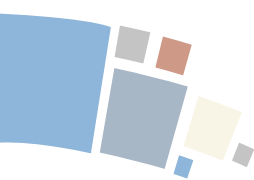
Section 25 of the Constitution details the right to property.

Section 27 of the Constitution details the right to health care, food, water and social security.

Housing remains a significant aspect of our clients' lives as it directly links to dignity and security. The Mangaung Municipality allocated a property to Ms Ndlogbongela 22 years ago. She occupied the property for this time, but the property was never transferred into her name. In 2013, she received an application to evict her from the property in which another person (the Applicant in the eviction matter) claimed to be the owner of the same property that she has been residing at for the past 22 years. The Applicant could provide proof of ownership through a title deed. Our Bloemfontein JC assisted Ms Ndlogbongela to successfully oppose the eviction application by arguing that the local authority created a situation in which one property was allocated to two different people and thus the court cannot be satisfied that good title in the property was given to the Applicant

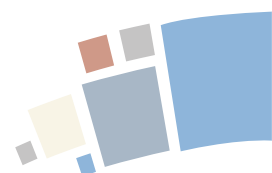
in the eviction proceedings. The JC however realised that although the current eviction application was successfully defended, it did not mean that no further legal proceedings for title was avoided. In order to ensure that our client could live without the fear of eviction, negotiations were undertaken and were successful in ensuring that another property was allocated to our client which was registered in her name.

The residents of Zwelindinga, Port Elizabeth offer another example of housing concerns. Approximately 500 people reside in this informal settlement, which did not have adequate sanitation and toilet facilities. Our Uitenhage JC intervened and served Notices of Impending Legal Action to force the local authority and the State to fulfil their obligations towards these residents. The Municipality responded positively, and sanitation and 45 toilets were provided to the residents. This paved the way for negotiations on further improvements to the living conditions of this community. Talks on the provision of cement slabs and flush toilets are ongoing, while the residents wait to be allocated state subsidised housing.



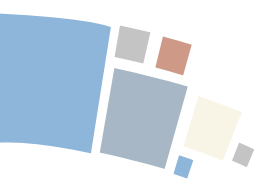


Employee and Organisational Capacity and Innovation and Learning Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Objective 9: An appropriately resourced national footprint reaching the poor and vulnerable persons requiring legal assistance					
Strategy 11: Expanding and capacitating the national footprint to increase points of access to legal aid services, especially in rural and remote areas (including the use of technology as well as other low cost service alternatives)					
Programme 14: Appropriately staff all service delivery points					
P14-1	Review and develop staffing plans to meet operational requirements for Legal and Support positions	Staffing plans implemented timeously; recruitment level ≥96%.	Recruitment statistics at >96%.	The staff recruitment level at the end of the reporting year was recorded as 95%. The staff turnover for the year excluding Candidate Attorneys was recorded at 7,2%. This has increased by a margin of 1,26% as compared to the previous financial year.	The recruitment target of 96% was not met by a small margin of 0,6%, which is largely due to the resignation of 15 senior attorneys who accepted magistrate positions.
Objective 10: Competent, dedicated, motivated and empowered employees capacitated to deliver the organisation's constitutional mandate and organisational strategies					
Strategy 12: Developing and expanding the quality and expertise for each segment of the national footprint					
Programme 15: To strengthen and improve organisational competences and expertise required for delivery of quality outcomes					
P15-1	Skills development	Submission of the Workplace Skills Plan (WSP) and Annual Training Report (ATR) in compliance with the Skills Development Act.	WSP and ATR submitted to the Safety and Security, Sector Education and Training Authority (SASSETA) in compliance with the Skills Development Act.	The WSP and ATR were submitted to SASSETA in April 2015. The 2015-2016 training hour achievement against the annual target for levels 1-10 is recorded at 131% and at 237% for Manager level. The programme output has exceeded its target.	Year on year, Legal Aid SA exceeds the training target in keeping with its stretch target aspirations and its commitment to building a learning organisation.
				The National Legal Training Programme entailed 26 legal training courses for both legal practitioners and paralegals, which was attended by 1,423 attendees. The actual training hours achieved against the training hours target was 160%.	The legal training target was exceeded as additional budget was allocated to ensure that the number of practitioners who had not attended the 4 core skills legal training courses was reduced. Two training sessions for each core skills course was presented in each region instead of just the one session that had been planned.





Employee and Organisational Capacity and Innovation and Learning Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
P15-2	Employment equity (EE)	EE Plan 2015 approved by the Board and submitted to the Department of Labour (DoL).	Diverse workforce in line with annual targets to achieve employment equity goals. EE Plan and reports.	<p>The EE 5 year Plan 2015-2020 was approved by the Board at its meeting in May 2015. The Employment Equity Plan 2015-2020 was submitted to the DoL on 10 June 2015. The 2015 EE report was submitted to the DoL on 27 October 2015. Legal Aid SA was given special recognition as a finalist in the Employment Equity Commission and DoL's Inaugural Employment Equity Awards 2015 in recognition of achievements made in furthering the purpose of the Employment Equity Act in the public sector of the Republic of South Africa.</p>	African Females for Top and Senior Management Positions remain a scarce resource pool that is in high demand in the market. The diversity in the Western Cape is a national challenge. Disability employment is constrained because of Legal Aid SA leasing buildings that provide limited accessibility to people challenged with disabilities.
				<p>The Legal Aid SA EE targets have been set in line with the National Economic Active Population (NEAP). Legal Aid SA is marginally lower than target (2,5%) but better than the country profile for Blacks, 7% lower than NEAP for Africans and 8,14% better than NEAP for women. Legal Aid SA EE challenges remain: - African Females at Top and Senior Management levels - Generally the employment of Africans in Western Cape - Disability employment.</p>	





Employee and Organisational Capacity and Innovation and Learning Programmes per Strategy					
Projects		KPI/Measures	Outputs	Delivery	Reason for Variance
Projects	Project description				
Objective 11: A modern and appropriate, integrated, secure and cost-effective IT Platform supporting the provision of client services and linkages and enabling internal business needs					
Strategy 13: Building and maintaining an integrated and service-oriented cutting-edge Information Technology system					
Programme 16: Maintain a modern IT platform (including hardware, software, middleware and IT network infrastructure)					
P16-1	IT Network	Stable and reliable WAN VPN connected to all sites and available 95% of the time.	Provide effective throughput of reliable data across accessible IT systems.	WAN annual availability was 97%; a total of 2,27% above the target of 95%.	Above target performance can be attributed to the implementation of uninterruptible power supply systems. Power for the network devices has been stabilised.
P16-2	IT Hardware	IT hardware capacity aligned to business needs and available 99% of the time.	Hardware available to support, maintain and sustain business needs.	The annual server hardware availability was 99,3%.	
P16-3	IT Software and Applications	IT software and applications fully integrated and available 99% of the time.	Updated, reliable and dependable IT software and applications responsive to business needs.	Software availability was 99,3%.	

A child's right to healthcare made a reality

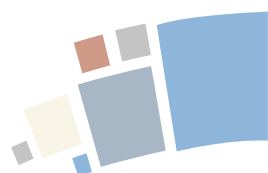
Section 11 of the Constitution: Everyone has the right to life.

Section 27(1)(a) of the Constitution: Everyone has the right to have access to health care services.

Section 28(2) of the Constitution: A child's best interests are of paramount importance in every matter concerning the child.

A client approached our Port Elizabeth JC for assistance when the Department of Health refused to provide medication to his five year old daughter who suffers from a rare disease. Without this medication

the prognosis was that his daughter would not survive. The Department's refusal to provide the medication was based on its high cost. We worked with experts in the field to obtain opinions on the prognosis for his daughter and the necessity of this specific medication. We argued that by refusing to provide the medication the Department is infringing on the right to life of the five year old child. On receipt of the demand to provide the medication, failing which legal action would be instituted, the Department acquiesced. The little girl received the first dose of the medication in July 2015 and will continue to receive further medication.





5. Summary of Financial Information

Revenue collections

	2015-2016			2014-2015		
	Estimate	Actual amount collected	Over/(under) collection	Estimate	Actual amount collected	Over/(under) collection
Sources of revenue						
Grant	1,522,986,000	1,522,986,000	-	1,465,908,020	1,504,708,000	38,799,980
Grant for furniture	-	549,412	549,412	-	-	-
Interest	19,600,000	29,303,057	9,703,057	17,500,000	26,944,899	9,444,899
Commission and legal fees received/recovered	-	415,357	415,357	-	167,266	167,266
Profit on disposal of assets	-	1,212,803	1,212,803	-	2,135,176	2,135,176
Sundry income	-	1,767,199	1,767,199	-	1,947,216	1,947,216
Bad debts recovered	-	-	-	-	-	-
	1,542,586,000	1,556,233,828	13,647,828	1,483,408,020	1,535,902,557	52,494,537

Note:

1. The R9,7 million under expenditure on interest is additional interest received from the Reserve Bank - Corporation for Public Deposits (CPD) on funds invested with them. This is due to higher interest rates received from CPD which were higher than estimates thereof.
2. The R1,2 million is profit realised from sale of old and fully depreciated assets disposed of during the 2015-2016 financial year.
3. The R1,7 million surplus which is included in the sundry income is mostly income, recoveries from other operations.

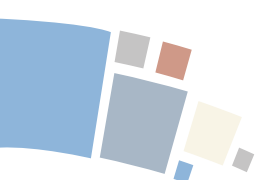
Programme expenditure

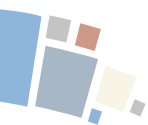
The Budget is in terms of the cash basis while the expenditure is on the accrual basis.

	2015-2016			2014-2015		
	Budget	Actual expenditure	(Over)/under Expenditure	Budget	Actual expenditure	(Over)/under Expenditure
Programme name						
Client, Community, Stakeholders & Shareholders	1,241,897,625	1,201,575,915	40,321,710	933,181,635	920,995,878	12,185,757
Finance and Sustainability	26,456,925	26,456,925	-	23,846,129	23,846,129	-
Business Processes (Internal)	14,036,166	14,036,166	-	12,861,654	12,861,654	-
Employee and Organisational Capacity and Innovation and Learning	448,941,539	403,966,868	44,974,671	570,277,046	462,075,875	108,201,171
Additional programmes	-	-	-	98,456,508	98,456,508	-
	1,731,332,255	1,646,035,874	85,296,381	1,638,622,972	1,518,236,044	120,386,928
Judicare Commitments	85,105,252	85,105,252	-	92,533,784	82,652,920	9,880,864
	1,816,437,507	1,731,141,126	85,296,381	1,731,156,756	1,600,888,964	130,267,792

Note:

The R85,2 million under expenditure is due to commitments of R70,9 million for which rollover has been requested and the surplus of R14,3 million comprises of R9,3 million savings from operations and depreciation of R5 million.





Capital investment, maintenance and asset management plan

Infrastructure projects/capital assets	2015-2016			2014-2015		
	Budget	Actual expenditure	(Over)/under Expenditure	Budget	Actual expenditure	(Over)/under Expenditure
Building improvements	1,234,173	1,190,174	43,999	1,187,051	1,187,051	-
Computer hardware	25,522,051	23,872,824	1,649,227	35,472,207	27,319,401	8,152,806
Computer software	18,378,720	2,096,847	16,281,873	20,715,885	1,302,429	19,413,456
Furniture and equipment	2,739,041	2,739,041	-	1,914,312	1,773,721	140,591
Leasehold improvements	5,066,341	4,572,619	493,722	7,126,267	6,972,500	153,767
Motor vehicles	13,226,874	13,226,874	-	18,572,866	14,971,588	3,601,278
Land and buildings	43,218,798	-	43,218,798	26,354,927	-	26,354,927
	109,385,998	47,698,379	61,687,619	111,343,515	53,526,690	57,816,825

Note:

1. The under expenditure in computer hardware and computer software is due to commitments relating to procurement of computers and eLAA systems development projects but not finalised and/or not delivered at year-end. The amounts have been requested for rollover.
2. The under expenditure on furniture and equipment is due to non-delivery of furniture and equipment by year-end as the supplier did not have stock. These were delivered after year-end.
3. The non-expenditure on land and buildings is due to lengthy and complex procurement processes which could not be finalised at year-end. These funds have therefore been requested for rollover.

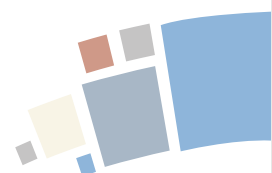
A child's voice is heard in court

Section 28 of the Constitution details children's rights.

Section 9 of the Constitution details the right to equality.

The Constitution provides for minor children to have a voice in court proceedings that affects their lives. In the very unique case of SMG v OR (names removed to protect the identity of the child) our Cape Town JC ensured that the voice of a 13 year old boy be heard when the court was tasked with deciding on contact and care arrangements for him. In this matter the biological mother of the boy and a gay friend (Applicant) shared a residence and household. During this period, the Applicant became a father figure to the boy and a strong

bond was formed. When the mother married, she moved to another province and frustrated the contact between the Applicant and the boy. The Applicant approached a court for a parenting plan to confirm that he can exercise contact and care rights in respect of the boy. We ensured that the boy was consulted with and that his views regarding the bond with the Applicant were presented before the court. The boy wanted to maintain the relationship with the Applicant who he sees as a father figure. The court gave an order which confirmed that the Applicant could exercise parental rights and obligations. Despite the lack of a biological or traditional legal link between the Applicant and the child, the court confirmed parental rights and obligations and found that it would not be in the best interest of the child if the relationship is severed.



PART C: GOVERNANCE





1. Introduction

The leadership of Legal Aid South Africa, which includes the Board and the executive echelon of management, maintains high levels of corporate governance practices in running the business of the organisation. To us good governance means accountability, transparency, inclusiveness, ethical conduct and upholding the rule of law. We endeavour to comply at all times. Our compliance universe incorporates all applicable legislation and standards. A Compliance Policy was approved by the Board in the year under review. We embrace a system of effective, efficient, economic and transparent systems of finances, risk management, internal control, procurement, provisioning and Human Resources in all our practices and transactions. Organisational policies and decisions fall within the ambit of the Constitution and the laws governing the Republic of South Africa.

All disclosures required in terms of the Public Finance Management Act (PFMA), National Treasury Regulations and King III are made in the Integrated Annual Report. All quarterly PFMA and Statutory Compliance reports were submitted. Financial Internal Controls are functional and working effectively as most of the fruitless and wasteful expenditure is now detected and reported by the cost centre managers and not by internal auditors.

Internal Audit reviews concluded that Legal Aid SA is generally complying with statutory, PFMA and King III prescripts and requirements. Cases of non-compliance with PFMA noted by Internal Audit were isolated, not pervasive and not material in nature. Management took appropriate steps to address the weaknesses identified by Internal Audit to ensure complete compliance going forward.

2. Portfolio Committee

The Portfolio Committee on Justice and Correctional Services exercises oversight over the service delivery performance of entities under the Department of Justice and Constitutional Development. Legal Aid South Africa has a responsibility to account to the Executive Authority (EA). Over and above accounting directly to the EA, through reports that are sent quarterly, it is expected of Legal Aid SA to brief the Portfolio Committee on Justice and Correctional Services at least twice in every financial year. In the 2015-2016 financial year, Legal Aid South Africa briefed the Committee twice; first on 24 May 2015, focusing on presenting the Legal Aid SA Strategic Plan

2015-2020, Annual Performance Plan 2015-2016 and the Budget 2015-2016. The other briefing took place on 17 October 2015 with a focus on the Legal Aid South Africa Annual Report 2014-2015. The Portfolio Committee commended the organisation on its excellent performance.

3. Executive Authority

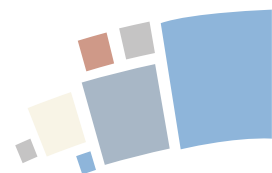
Legal Aid SA submitted four quarterly performance reports to provide progress updates on the implementation of the Annual Performance Plan 2015-2016 to the EA, in compliance with the Framework for Strategic and Annual Performance Plans. The Legal Aid South Africa Annual Report 2014-2015 was submitted to the EA, Parliament, National Treasury and the Auditor-General in accordance with Section 55(1)(d) of the PFMA by 31 August 2015.

4. The Accounting Authority (Board)

4.1 The Board of Directors

In terms of Section 4(2) of the Legal Aid South Africa Act (39 of 2014) and Section 49 of the PFMA, the Board is the accounting authority of Legal Aid SA and is charged with the responsibilities referred to in Section 3 of the Act and in Section 51 of the PFMA. The composition of the Board of Legal Aid South Africa is determined by the Legal Aid South Africa Act (39 of 2014). As of 1 March 2015 and in terms of the provisions of the Legal Aid South Africa Act (39 of 2014), which came into effect on 1 March 2015, the Transitional Board took over the oversight role of Legal Aid SA. It consisted of 20 directors, of which 16 were Non-executive Directors and 4 were Executive Directors. As at the end of the financial year 2015-2016 the Transitional Board of Legal Aid South Africa was fully constituted as per the Act. The purpose of the Transitional Board was to oversee processes for the appointment of the new Board over and above undertaking the normal fiduciary responsibilities as a Board. Its tenure terminated on 29 February 2016. The new Board was appointed by the Minister of Justice and Correctional Services and the President of the Republic of South Africa effective 1 March 2016 and in terms of Section 6, read with Section 7 of the Legal Aid South Africa Act (39 of 2014).

The powers, functions and duties of the Board of Legal Aid SA are determined by the Legal Aid South Africa Act (39 of 2014). In terms of this Act, the Board has the responsibility to and may do all that is necessary or expedient to achieve its mandate including the following:





- a. Provide legal services, representation and advice.
- b. Determine, in consultation with the Minister of Justice and Correctional Services and the Minister of Finance, its own staff establishment and the terms and conditions of employment for its staff as provided for in Section 18 of the Legal Aid South Africa Act (39 of 2014).
- c. Purchase or otherwise acquire, hold or alienate any movable property or immovable property with the approval of the Minister acting in consultation with the Minister of Finance.
- d. Hire or let any movable or immovable property.
- e. Fix conditions subject to which legal aid is to be rendered, including conditions in accordance with which any rights in respect of costs recovered or recoverable in any legal proceedings or any dispute in respect of which the aid is rendered, are ceded to Legal Aid South Africa and the payment of contributions to Legal Aid South Africa by persons to whom legal aid is rendered.
- f. Provide legal representation at state expense as envisaged in the Constitution and the Act, where substantial injustice would otherwise result and render or make legal aid and legal advice available.
- g. Conduct programmes to promote public awareness of constitutional and other legal rights and public understanding of the objects, role and activities of Legal Aid South Africa.
- h. Pay out of the funds of Legal Aid South Africa such remuneration and allowances to members of the Board, their alternates and any committee members appointed in accordance with Section 13 who are not in the full-time service of the State, as may be determined by the Minister of Finance from time to time.

The composition of the Transitional Board is detailed below:



Standing from L: Mr Jerry Makokoane, Ms Marcella Naidoo, Professor Yousuf Vawda, Mr Patrick Hundermark, Ms Berlina Mxakwe, Mr Willie Scholtz, Ms Aneline Rhoda, Ms Nonhlanhla Mgadza, Mr Jan Maree, Ms Thulisile Mhlungu, Advocate Pieter du Rand, Advocate Brian Nair

Seated from L: Advocate Kameshni Pillay, Ms Renuka Subban, Judge President Dunstan Mlambo, Ms Vidhu Vedalankar, Ms Nontuthuzelo Memka, Mr Nkosana Mvundlela

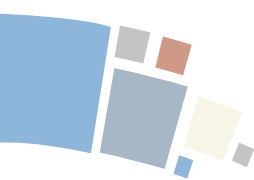
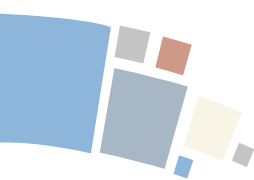



Table 05: Composition of the Transitional Board appointed in terms of the Legal Aid South Africa Act (39 of 2014)

	Designation	Date Appointed	Date Terminated	Qualifications	Area of Expertise	Number of Meetings Attended (Number of Meetings)
NON-EXECUTIVE DIRECTORS						
Judge President Dunstan Mlambo	Director: Board Chairperson	1 March 2015 re-appointed into Transitional Board	29 February 2016	BProc (University of the North)	Law	3 (4)
Mr Jan Maree (Chairperson of Remuneration Social & Ethics Committee)	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BCom, LLB (University of the Free State)	Law	4 (4)
Ms Nonhlanhla Mgadza (Chairperson of Audit Committee)	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BCom (University of Swaziland) MBA (De Montfort University – UK)	Finance Internal Auditing	4 (4)
Prof Yousuf Vawda (Chairperson of Legal Services Committee)	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BA, LLM (University of Durban-Westville) BProc (University of South Africa) LLD (University of KwaZulu-Natal)	Law	4 (4)
Advocate Pieter A du Rand	Director	Ex-officio	29 February 2016	BProc (University of the Free State) LLB (University of South Africa)	Law	4 (4)
Ms Nontuthuzelo Memka	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BProc (University of Durban-Westville)	Law	3 (4)
Ms Thulisile Mhlungu	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BProc, LLB (University of Natal)	Law	4 (4)
Ms Berlina Mxakwe	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BCom (University of Bophuthatswana) BCompt Honours (University of South Africa) Chartered Accountant SA	Finance	4 (4)
Ms Marcella Naidoo	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BSocSci (University of Cape Town)	Social Work Human Rights	4 (4)
Advocate Kameshni Pillay	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BA, LLB, LLM (University of the Witwatersrand)	Law	2 (4)
Mr Mvuzo Notyesi	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BProc, LLB (University of Transkei)	Law	3 (4)



	Designation	Date Appointed	Date Terminated	Qualifications	Area of Expertise	Number of Meetings Attended (Number of Meetings)
Ms Aneline Rhoda	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BSocSci (University of Cape Town) Honours, Masters: Industrial and Organisational Psychology (University of the Western Cape)	Psychology Human Resource Management	3 (4)
Mr Willie Scholtz	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	Technology and Business Leadership Programme (IBM International Academy and Harvard Business School) Executive Management Programme (GBS, University of Cape Town) Financial Management and Corporate Strategies (IBM, Harvard, Wits Business School) Management of Information Technology (IBM, Harvard Business School)	Technology Business Management	4 (4)
Ms Renuka Subban	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BA, LLB (University of Durban-Westville) Diploma in Human Rights (Lund University, Sweden)	Law	4 (4)
Ms Tshegofatso Monama	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	LLB (University of the North)	Law	3 (4)
Mr Nkosana Mvundlela	Director	1 March 2015 re-appointed into Transitional Board	29 February 2016	BA Law, LLB (University of Venda) Diploma in Corporate Law (University of Johannesburg)	Law	4 (4)





	Designation	Date Appointed	Date Terminated	Qualifications	Area of Expertise	Number of Meetings Attended (Number of Meetings)
EXECUTIVE DIRECTORS						
Ms Vidhu Vedalankar	Executive Director	1 March 2015 appointed into Transitional Board	29 February 2016	BSc (University of Durban-Westville) Masters in Town and Regional Planning (University of Natal) Executive Development Programme (GIBS, University of Pretoria)	-	4 (4)
Advocate Brian Nair	Executive Director	1 June 2015 appointed into Transitional Board	29 February 2016	BPaed (University of Durban-Westville) BEd (University of South Africa) FDE Computer Studies (University of Natal) Masters in Business Leadership, LLB (University of South Africa)	-	3 *
Mr Patrick Hundermark	Executive Director	1 June 2015 appointed into Transitional Board	29 February 2016	BCom, LLB (Nelson Mandela Metropolitan University - formerly University of Port Elizabeth) Certificate Programme in Leadership Development (WBS, University of the Witwatersrand)	-	3 *
Mr Jerry Makokoane	Executive Director	1 June 2015 appointed into Transitional Board	29 February 2016	BCom Economics (University of South Africa) Diploma: Data Processing and Systems Analysis (University of Zululand) MBA (Mancosa)	-	3 *

* These Executive Directors attended all four Board meetings. However, they were appointed as Board members effective from 1 June 2015, therefore only three meetings are reflected.

Self-evaluation by the Transitional Board affirmed effective fiduciary duties by the Board in that 90% of Board members acceded that the Board has successfully fulfilled its oversight functions in a range of good to excellent, relatively, with various functions.



The composition of the new Board is detailed below:

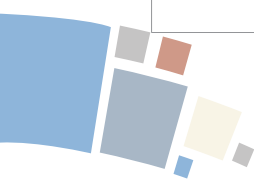


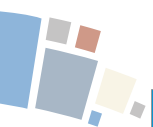
Back from L: Ms Thulisile Mhlungu, Mr Patrick Hundermark, Advocate Brian Nair, Ms Nonhlanhla Mgadza, Advocate Pieter du Rand, Ms Adila Chowan, Mr Nkosana Mvundlela, Mr Jerry Makokoane

Front from L: Professor Yousuf Vawda, Ms Marcella Naidoo, Judge President Dunstan Mlambo, Ms Vidhu Vedalankar, Mr Matome Leseilane

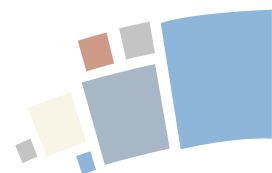
Table 06: Composition of the new Board appointed in terms of the Legal Aid South Africa Act (39 of 2014)

	Designation	Date Appointed	Qualifications	Area of Expertise	Number of Meetings Attended (Number of Meetings)
NON-EXECUTIVE DIRECTORS					
Judge President Dunstan Mlambo	Director: Board Chairperson	1 March 2016 appointed into new Board	BProc (University of the North)	Law	1 (1)
Mr Matome Leseilane (Chairperson of Remuneration Social & Ethics Committee)	Director	1 March 2016 appointed into new Board	BAdmin (University of the North) PGDip Labour Law, BA Honours: Human Resources Development (University of Johannesburg – formerly Rand Afrikaans University) Executive Leadership Programme (GSB, University of Cape Town) Advanced Management Programme (GIBS, University of Pretoria & London School of Economics) Executive Human Resources Programme (USB, University of Stellenbosch)	Human Resources	1 (1)





	Designation	Date Appointed	Qualifications	Area of Expertise	Number of Meetings Attended (Number of Meetings)
Ms Nonhlanhla Mgadza (Chairperson of Audit Committee)	Director	1 March 2016 appointed into new Board	BCom (University of Swaziland) MBA (De Montfort University – UK)	Finance Internal Auditing	1 (1)
Professor Yousuf Vawda	Director	1 March 2016 appointed into new Board	BA, LLM (University of Durban-Westville) BProc (University of South Africa) LLD (University of KwaZulu-Natal)	Law	1 (1)
Advocate Pieter A du Rand	Director	Ex-officio	BProc (University of the Free State) LLB (University of South Africa)	Law	1 (1)
Mr Nkosana Mvundlela	Director	1 March 2016 appointed into new Board	BA Law, LLB (University of Venda) Diploma in Corporate Law (University of Johannesburg)	Law	1 (1)
Ms Marcella Naidoo	Director	1 March 2015 re-appointed into Transitional Board	BSocSci (University of Cape Town)	Social Work Human Rights	1 (1)
Ms Thulisile Mhlungu (interim Chairperson of Legal Services Committee)	Director	1 March 2016 re-appointed into Transitional Board	BProc, LLB (University of Natal)	Law	1 (1)
Ms Adila Chowan	Director	1 March 2016	BCom, PG Diploma in Accounting (University of Durban-Westville) CA (SA)	Finance	1 (1)
EXECUTIVE DIRECTORS					
Ms Vidhu Vedalankar	Executive Director	1 March 2016 appointed into new Board	BSc (University of Durban-Westville) Masters in Town and Regional Planning (University of Natal) Executive Development Programme (GIBS, University of Pretoria)	-	1 (1)
Advocate Brian Nair	Executive Director	1 March 2016 appointed into new Board	BPaed (University of Durban-Westville) BEd (University of South Africa) FDE Computer Studies (University of Natal) Masters in Business Leadership, LLB (University of South Africa)	-	1 (1)





	Designation	Date Appointed	Qualifications	Area of Expertise	Number of Meetings Attended (Number of Meetings)
Mr Patrick Hundermark	Executive Director	1 March 2016 appointed into new Board	BCom, LLB (Nelson Mandela Metropolitan University - formerly University of Port Elizabeth) Certificate Programme in Leadership Development (WBS, University of the Witwatersrand)	-	1 (1)
Mr Jerry Makokoane	Executive Director	1 March 2016 appointed into new Board	BCom Economics (University of South Africa) Diploma Data Processing and Systems Analysis (University of Zululand) MBA (Mancosa)	-	1 (1)
ALTERNATE MEMBERS					
Ms Aneline Rhoda	Alternate Member of the Board	1 March 2015 appointed new Board	BSocSci (University of Cape Town) Honours, Masters: Industrial and Organisational Psychology (University of the Western Cape)	Psychology Human Resource Management	-
Mr Langelihle Mtshali	Alternate Member of the Board	1 March 2016 appointed new Board	BProc (University of Natal)	Law Community-based knowledge relevant to legal aid Legal Education and Training Translation	-
Ms Rebecca Hlabatau	Alternate Member of the Board	1 March 2016 appointed new Board	BCom, BCompt Honours, CTA (University of South Africa)	Finance and Accounting	-

4.2 Board Committees

The Board appoints and delegates certain decision-making authority to Board committees. These committees are appointed based on the needs and requirements of the Board and assist the Board to discharge its responsibilities and are accountable to the Board. The Board of Legal Aid South Africa has four well-capacitated committees. Each focuses on complex and/or specialised matters related to its function and enable the directors to use their time more efficiently. The work of the committees is determined by the Board and is directed through a Charter setting out their membership (including succession planning), reporting obligations as well as their roles and responsibilities. In the period under review the Board committee Charters were reviewed and approved by the Board to ensure alignment to the Legal Aid South Africa Act (39 of 2014) as well as best practice. The following table shows the role, membership and attendance of members of each committee.

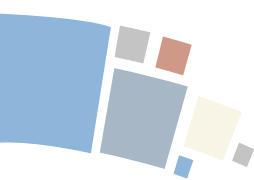


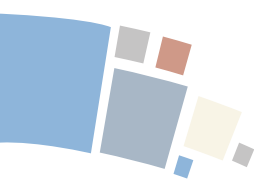
Table 07: Composition of Transitional Board Committees

NAME OF COMMITTEE	ROLE OF COMMITTEE	MEMBERSHIP	ATTENDANCE
REMUNERATION SOCIAL AND ETHICS COMMITTEE 	<p>Ensure that executive, management and Legal Aid South Africa staff in general are appropriately rewarded for their work in a manner that will ensure, as far as possible, the recruitment, retention and motivation of people with the skills that the organisation needs. Oversee the implementation of a competitive Human Resources Strategy, sound Labour Relations Strategy, Employment Equity Plans, Skills Development Plans and the Leadership Programme, which is able to attract, retain and develop the best talent to support higher organisational performance. Ensure organisational conformance with fair labour practice and national legislation regulating the rights and obligations applicable between employers and employees. Monitor Legal Aid South Africa's activities and report to the Board in respect of prevailing codes of best practices on social and ethics responsibilities. Oversee the design, implementation and monitoring of Employment Equity Plans.</p>	MR JAN MAREE CHAIRPERSON	4
		Ms Aneline Rhoda	4
		Mr Matome Leseilane (Co-opted)	4
		Ms Marcella Naidoo	4
		Ms Renuka Subban	3
		Mr Nkosana Mvundlela	3
		Ms Mavis Monama	
		Ms Vidhu Vedalankar	3
		Mr Jerry Makokoane	4
LEGAL SERVICES COMMITTEE 	<p>Maintains oversight of the legal aid services provided by Legal Aid South Africa. Ensures that the legal aid scheme is lawful, sustainable and responsive to the needs of the people in South Africa in line with the constitutional mandate. Ensures that the legal aid scheme is administered in a manner which ensures that it is accessible and client sensitive. Ensures a continuous improvement in the quality of the legal service offering. Ensures adequate national coverage by the legal aid scheme in relation to the demand for legal aid services. Fosters productive relationships with relevant legal professional bodies and other stakeholders.</p>	PROFESSOR YOUSUF VAWDA CHAIRPERSON	2
		Ms Nontuthuzelo Memka	4
		Ms Thulisile Mhlungu	2
		Mr Mvuzo Notyesi	2
		Ms Renuka Subban	3
		Advocate Pieter du Rand	-
		Advocate Kameshni Pillay	1
		Ms Marcella Naidoo	4
		Ms Vidhu Vedalankar	4
		Advocate Brian Nair	3
		Mr Patrick Hundermark	2



NAME OF COMMITTEE	ROLE OF COMMITTEE	MEMBERSHIP	ATTENDANCE
AUDIT COMMITTEE 	<p>Assists the Board in fulfilling its oversight responsibility for the integrated reporting process, the system of internal control, the audit process and Legal Aid South Africa's process for monitoring compliance with laws, regulations, voluntary codes, best practices and the code of conduct.</p> <p>Delegated the responsibility for Risk Management Governance, Compliance Governance and IT Governance.</p> <p>Reviews and discusses with management the types of information to be disclosed and the types of presentations to be made with respect to the Company's earning press release and financial information and earnings guidance provided to analysts and rating agencies.</p> <p>Confirms the scope of audits to be performed by the external and internal auditors, monitors progress and reviews results and review fees and expenses. Reviews significant findings or unsatisfactory Internal Audit reports, or audit problems or difficulties encountered by the external independent auditor. Monitors management's response to all audit findings.</p>	MS NONHLANHLA MGADZA CHAIRPERSON	4
		Mr Willie Scholtz	4
		Mr Jan Maree	4
		Ms Jabu Luthuli (Co-opted)	3
		Mr Ebi Moolla (Co-opted)	4
		Ms Berlina Mxakwe	2
BOARD EXECUTIVE COMMITTEE 	<p>Serves as the strategic and finance Committee of the Board. Guides and controls the overall direction of the business of Legal Aid South Africa and acts as a medium of communication and co-ordination between the Board and management. Assists the Board in fulfilling its responsibility by making decisions on behalf of the Board when the Board is not in session. Delegated the responsibility for the risk management oversight, Sustainability Strategy implementation and reporting as well as ensuring that formal succession plans for the Board, Chairperson, Chief Executive Officer and senior management appointments are developed and in place.</p>	JUDGE PRESIDENT DUNSTAN MLAMBO CHAIRPERSON	3
		Mr Jan Maree	4
		Ms Aneline Rhoda	4
		Ms Nonhlanhla Mgadza	4
		Professor Yousuf Vawda	2
		Ms Vidhu Vedalankar	4
		Advocate Brian Nair	3
		Mr Patrick Hundermark	2
		Mr Jerry Makokoane	3
<p>I. The membership of the committees, except for the Audit Committee, comprises both Non-executive and executive directors. In addition to Non-executive directors, the Audit Committee and the Remuneration Social and Ethics Committee have members who are not members of the Board, but who serve as co-opted members of the committees, as indicated in the table above. Their appointment and term of office is determined by the Board.</p> <p>II. Directors of the Board are remunerated in terms of the schedule released each year by the Minister of Finance.</p>			

Section 15.1 on page 67 elaborates further on the role and duties of the Audit Committee. For details on Board members' and executive management members' emoluments for the financial year ending 31 March 2016 refer to the notes to the Annual Financial Statements on pages 130 to 152.



5. Risk Management

During the year under review the Enterprise Risk Management Strategy and Plan, including the Fraud Management Plan were reviewed and approved by the Board. During the 2015-2016 financial year Legal Aid SA implemented the concepts of risk appetite and risk tolerance to all levels of management in the organisation. Risk appetite and risk tolerance levels were thereafter set for all risks detailed in the Board Risk Registers. A quarterly Risk Watch Report was submitted to the Board, detailing the residual value of each risk for the quarter under review in relation to the risk appetite and risk tolerance settings. Explanations are provided by all managers where the tolerance levels have been exceeded. The risk appetite and risk tolerance values for the top ten risks was approved by the Board. All other appetite and tolerance values were approved by management.

The Board Risk Registers were reviewed bi-annually by management and thereafter submitted to the Board for noting. Risk Control Self-Assessment (CSA) surveys were conducted bi-annually by all executives and managers. The five rating scales used by executives, including Justice Centre Executives, to assess mitigating controls for each of the 148 risks listed on the Risk Register are as follows: Level 5 - Controls both adequate and effective; Level 4 - Controls adequate but partially effective; Level 3 - Controls adequate but ineffective; Level 2 - Controls inadequate and ineffective; and Level 1 - No controls in place. As at the end of the year under review, executives and managers indicated that 98% of controls implemented to mitigate the 148 risks were at Level 5, with 1,8% of the controls assessed at Level 4. The remaining 0,2% were assessed at Levels 3 and 2.

Legal Aid South Africa is committed to building a risk intelligent culture across the organisation and amongst its employees. Workshops which include exercises on Building a Risk Intelligent Culture were conducted at three regional leadership summits held during September 2015. This workshop was thereafter rolled out to all business units as part of our Organisational Culture Programme. All staff members participated in the 78 workshops held across the country. Further follow-ups were done with all executives regarding the effectiveness of the workshops and additional support was provided where necessary.

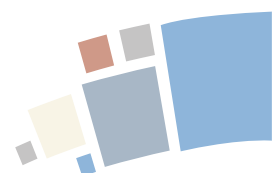
The Combined Assurance Report was completed on a quarterly basis by all three lines of defence, which includes management, the Chief Risk Officer (CRO) and Internal and External Auditors. The same five rating scales used by executives and managers for the completion of the Risk CSA were used for this as well. The ratings provided by the various assurance providers for 2015-2016 were generally at Level 5 for the 60 risks that were included on the Combined Assurance Report. Only in ten instances were mitigating measures for seven risks rated at Level 4; three of these risks were rated by both management and the CRO at Level 4, one by management only, and the remaining three by the Internal Audit Department.

Roles and responsibilities for both legislative compliance and risk management are well understood by the Board, management and all other employees, and are detailed in the Risk Management Strategy and Plan which was reviewed and submitted to the Board for approval.

A table of the Top Ten Risks is included below:

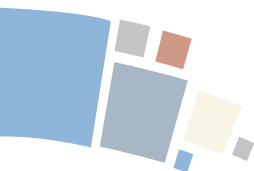
Table 08: Legal Aid South Africa Strategic Risks – Mitigating Controls and Opportunities

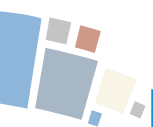
No	Risk Description	Mitigating Controls	Opportunities Derived
1(a)	Challenges to the Rule of Law (Criminal)	Court Coverage Programme.	<ul style="list-style-type: none"> i. All courts are covered by practitioners. ii. Legal Aid SA playing proactive role in ensuring that inefficiencies within the justice system are minimised.
1(b)	Challenges to the Rule of Law (Civil)	Civil Legal Aid Delivery Programme.	<ul style="list-style-type: none"> i. Assistance to clients and communities with the funding of impact litigation matters. ii. Expansion of civil legal aid. iii. Legal Aid Advice Line.



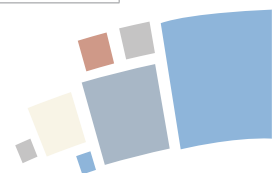


No	Risk Description	Mitigating Controls	Opportunities Derived
2(a)	Lack of capacity to deliver on the demand for legal services (Criminal)	<ul style="list-style-type: none"> i. Bi-annual review of court coverage plans. ii. Co-operation Partner agreements. iii. Judicare programmes. iv. Legal Advice Capacity. v. Review Legal Aid Guide (LAG) to assess exclusions in line with budget. vi. Monitoring of recruitment levels per JC. vii. Monthly staffing plans compiled per office. viii. Relief programme implemented at identified JCs. 	<ul style="list-style-type: none"> i. All courts are covered by practitioners. ii. Agency Agreements with Judicare practitioners. iii. Practitioners are allocated in terms of demand emanating from individual courts.
2(b)	Lack of capacity to deliver on the demand for legal services (Civil)	<ul style="list-style-type: none"> i. Matters exceeding turnaround times webpage. ii. Pending matters exceeding turnaround times report. iii. Pending matters verification webpage. iv. Legal aid only granted where there is a reasonable prospect of success. v. Linkages with community advice offices/traditional structures/ Government Departments, including the Masters Office for estates matters. vi. Legal aid clinics assisting clients with civil problems. vii. Co-operation Partner agreements. viii. Judicare programmes. ix. Legal advice capacity. x. Community outreach/civil courts outreach programme. xi. Self-help programmes. xii. Business model for delivery of civil legal aid. xiii. Review LAG to assess exclusions in line with budget. 	<ul style="list-style-type: none"> i. Expansion of civil legal aid services across all JCs including SOs. ii. Growth of civil advice services to clients at JCs, SOs and Advice Line. iii. Provision of self-help information modules on our website. iv. Prioritisation of matters for vulnerable groups i.e. women and children. v. Legal support to advice offices.
3(a)	Poor quality of legal services provided by Justice Centres, Judicare practitioners and Agency Agreements (Criminal)	<ul style="list-style-type: none"> i. Quality intervention programmes. ii. Quality monitoring and assessment programmes. iii. Competency development/training of legal staff. iv. Professional indemnity insurance. v. Recruiting competent practitioners. vi. Candidate Attorney Readiness/ Support Programmes. vii. Judicare file reviews. viii. Quality reviews of Judicare and Agency Agreement practitioners. 	<ul style="list-style-type: none"> i. Improved competencies and skills of all practitioners. ii. Increased awareness of the required quality standards by Judicare practitioners.



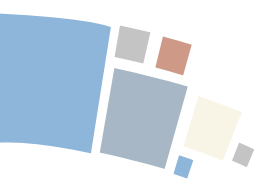


No	Risk Description	Mitigating Controls	Opportunities Derived
3(b)	Poor quality of legal services provided by Justice Centres, Judicare practitioners, Co-operation Partners and Agency Agreements (Civil)	<ul style="list-style-type: none"> i. Practitioner support needs assessment. ii. Quality Management Programme. iii. Independent Legal Quality assessment by the LQAU. iv. Professional Negligence Insurance Cover. 	<ul style="list-style-type: none"> i. Improved competencies and skills of all practitioners. ii. Increased awareness of the required quality standards by Judicare practitioners.
4(a)	Lack of confidence in the justice system due to ineffective and inefficient processes (ability to resolve cases timeously, fairly and efficiently) (Criminal)	<ul style="list-style-type: none"> i. Monitoring case turnaround times of all matters. ii. Backlog court project - reduction in case backlogs. iii. Criminal Justice System Review. 	Legal Aid SA playing a proactive role in ensuring that inefficiencies within the justice system are minimised.
4(b)	Lack of confidence in the justice system due to ineffective and inefficient processes (ability to resolve cases timeously, fairly and efficiently) (Civil)	<ul style="list-style-type: none"> i. Matters exceed turnaround times webpage. ii. Pending matters exceeding turnaround times report. iii. Justice Sector Stakeholder relationship programme. iv. Attending NEEC and PEEC meetings to address systemic challenges and delays. 	Legal Aid SA playing a proactive role in ensuring that inefficiencies within the justice system are minimised.
5	Budgetary constraints impacting on Legal Aid SA's ability to deliver on its mandate	<ul style="list-style-type: none"> i. Prudent balanced budget and lobby National Treasury for additional budget. ii. Use own reserves while maintaining minimum current ratio of 1.5:1. iii. Monitor cash flow closely ensuring that MTEF and annual budget are focused on essential and priority spending. iv. Monitor expenditure ensuring that it is within budget. 	<ul style="list-style-type: none"> i. Legal Aid SA ensuring budget is aligned to Strategic Plan and Business Plan. ii. Business Plan projects aligned to budget and organisational resources.
6	Ineffective governance structures and processes	<ul style="list-style-type: none"> i. Reviewed Board Charter 2015-2016. ii. Board and committee minutes accurate and timeously distributed. iii. Board self-evaluation reports discussed. iv. Reviewed Sustainability Strategy & Plan 2016-2017. v. Strategic Plan 2015-2020 and Annual Review of Strategic Plan 2016-2017. vi. Business Plan 2016-2017 timeously finalised and available. vii. Quarterly Performance Reports submitted timeously to EA. viii. Assessment of performance on organisational maturity scale. ix. Quarterly Internal Audit Reports submitted to the Audit Committee and Board. 	<ul style="list-style-type: none"> i. Improved Enterprise Risk Management across Legal Aid SA including measuring and monitoring risk appetite and risk tolerance levels. ii. Improved compliance across Legal Aid SA. iii. Refined organisational maturity model.





No	Risk Description	Mitigating Controls	Opportunities Derived
7	Unethical, corrupt or fraudulent practices or acts	<ul style="list-style-type: none"> i. Monitoring and follow up of issues reported on ethics hotline. ii. Signing of Confidentiality Agreement by all employees upon commencement of employment. iii. Implementation of Online Register of Interests for executives and managers. iv. Implementation of Organisational Culture Programme including fraud awareness. v. Selection and recruitment undertaken in terms of the recruitment policies. vi. Segregation of duties between administrators and interview panel. vii. Segregation of duties between human resources and payroll. viii. Validation of staff records. ix. Implementation of financial controls and segregation of duties between initiation and approval of procurement transactions. x. Management oversight over procurement. xi. Conducting lifestyle audits on legal administration managers, legal practitioners and paralegals. xii. Client complaints monitoring programme. 	<ul style="list-style-type: none"> i. Regular fraud awareness and training workshops held across the country. ii. Organisational Culture Programme addresses ethics. iii. Legal Aid SA Fraud Management Policy revised to include the building of an ethical culture.
8	Poor transition to new regulatory framework of the Legal Aid South Africa Act (39 of 2014)	<ul style="list-style-type: none"> i. Approved transitional arrangements, including the Transitional Board, implemented within 12 months after enactment of new Act. ii. Reconfiguration of Board membership after the appointment of the new Board in terms of the Legal Aid South Africa Act (39 of 2014) within a 12 month period of the Act coming into effect on 1 March 2015. iii. Preparation and approval (in terms of the Act) of Legal Aid Regulations (covering policy) and Legal Aid Manual (covering procedures) within 24 months of enactment of the new Act. The Regulations and Manual replace the Legal Aid Guide (2014). iv. Project management of transitional process. v. Compliance with good governance principles and capacity building on fiduciary responsibilities. 	<ul style="list-style-type: none"> i. New Board includes members of the Transitional Board and provides for continuity. ii. Greater consultation with stakeholders on the Regulations and Manual.





No	Risk Description	Mitigating Controls	Opportunities Derived
9	Inadequate IT infrastructure to support the business needs	<ul style="list-style-type: none"> i. IT Strategic Plan responding to organisational strategy and best practices. ii. IT system continuously monitored and user queries responded to timeously. iii. Up to date IT Capital Asset Replacement Programme. iv. IT architecture implemented in line with reviewed architecture framework of best practices and in support of business requirements. v. Consistent review of Information Services Policies and Standard Operating Procedures. vi. Uninterruptible power supply units installed in all offices. 	<ul style="list-style-type: none"> i. Relevant and applicable IT best practices applied across the IT environment. ii. Lifespan of IT equipment reviewed in line with capex budget. iii. Development of new systems for the administration of the granting of legal aid, case management and business intelligence.
10	Lack of engagement with the organisational values and culture by employees	<ul style="list-style-type: none"> i. Leadership Development Programme implemented to improve leadership and management capability. ii. Organisational Culture Programme implemented to improve levels of engagement with organisational values. iii. Annual Internal Omnibus survey to monitor and measure levels of engagement. iv. Employment Value Proposition reviewed in order to attract, retain and engage talent. v. People development programmes re-aligned to business requirements. 	Legal Aid SA is being marketed as an employer of choice to potential employees positively impacting on the strategic positioning of the Legal Aid SA brand.

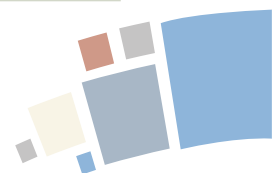
Rights to legal representation and a fair trial guaranteed

Section 35 of the Constitution details the rights of arrested, detained and accused persons.

Our Vereeniging JC is currently on record in the case of S v FDP. Our client is charged with three counts of murder arising from the death of his wife and two children, who were shot dead while they slept. As part of our responsibility towards the accused, we brought an application for the accused to be released on bail but this application was turned down by the court.

In another instance, our Johannesburg High Court Unit represented the accused in the case that came to be known as the Reiger Park case. Our client was charged

with one count of kidnapping and premeditated murder arising from an incident where a three year old boy was abducted from his home in Reiger Park, Boksburg, and was later found dead. Our client in this matter was found guilty. It is important to note that our responsibility as defenders of the rights of accused persons is to ensure that the rule of law reigns supreme. We see our role in this process as taking the necessary steps to ensure that an accused person's case is properly presented so that the court can come to a just and equitable decision.





6. IT Governance

Information Technology (IT) governance continues to play a vital role in modern organisations. As such, one of the medium to long term goals outlined in the Legal Aid SA Strategic Plan 2015-2020 is to constantly modernise our IT systems. As a custodian of the information and technology systems of the organisation, the IS Department has expended more effort on expanding IT investment on the existing modular systems. New technology and innovation in technology improvements were introduced on both software and hardware platforms of the IT system this year. The use of Access Point Name technology was useful in enabling remote access to the organisation's system by legal practitioners across our national footprint. A new backup solution that seeks to complement the virtualised environment was implemented.

The Information Systems Steering Committee continues to play an oversight role in the implementation of operations within the IT environment. In line with the King III Code of Practice, the Transitional Board reviewed IT strategy and policy, thus ensuring effective governance appropriate for efficient business operations. The monitoring and appraising of IT risks remained the focus of both executives and the Transitional Board. Given that Legal Aid South Africa's core IT system, the Ad-Infinitem system, requires continuous monitoring due to its age, a Change Authority Board (CAB) was introduced to enhance IT governance. The need to sustain business continuity has resulted in the implementation of uninterruptible power supply solutions across Legal Aid SA's Regional Offices and Justice Centres as a measure to counter potential power outages that impact on productivity.

A request for proposals regarding the development of new software for our core IT delivery system has been commissioned to enable us to establish a modern legal aid administration application for effective business processes that will also improve client services.

7. Internal Control

Internal control systems are the responsibility of the relevant executive management at Legal Aid South Africa, as the organisation does not have an internal control unit. A system of matrix management is in place which provides management with sufficient oversight over all the activities in the organisation.

The Board has ultimate responsibility for establishing a framework for internal controls, including an appropriate

procurement and provisioning system. During the year under review, the Board reviewed and approved the Internal Control Framework which assists the organisation with assessing and enhancing internal control systems. This framework has since been incorporated into policies, rules and regulations.

The controls throughout Legal Aid SA focus on the critical risk areas identified by operational risk management, confirmed by executive management and assessed by the auditors. The controls are designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed.

Organisational policies, procedures, structures and approval frameworks provide direction, accountability and a division of responsibilities while also containing self-monitoring mechanisms. Management and Internal Audit closely monitor the controls, and actions are taken to correct deficiencies as they are identified.

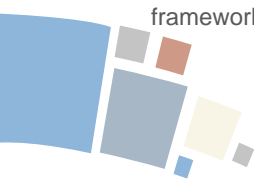
A combined assurance report, prepared from input provided by management, Internal Audit and external auditors is considered by the Audit Committee on a quarterly basis.

The Internal Audit function evaluates the existing controls in terms of their adequacy and effectiveness, assessing the change in the likelihood of any risk materialising, and developing recommendations for their improvement. Recommendations add value, and are measured against the reduction of the likelihood that a risk can materialise.

The Internal Audit function provides written assessments on the effectiveness of financial and internal controls. The Chairperson of the Audit Committee provides reports on the assurance of risk and internal control effectiveness to the Board.

The CRO is responsible for the risk management function which includes, amongst others:

- i. Managing the implementation of all aspects of the risk function, incorporating the implementation of process, tools and systems to identify, assess, measure, manage, monitor and report risks.
- ii. Assisting with the development and managing of processes to identify and evaluate business areas' risks and control self-assessments.
- iii. Managing the process for developing risk policies and procedures, risk limits, tolerance and appetite levels.





8. Internal Audit Function

Internal Audit at Legal Aid South Africa is an independent appraisal function, established to evaluate the legal aid activities and to provide reasonable assurance that effective risk management processes, internal controls and governance processes are in place. The key responsibility of Internal Audit is to assist the Board and its committees in the discharge of their governance responsibilities by providing assurance on but not limited to:

- i. Effectiveness and efficiency of operations and related controls;
- ii. Reliability of financial and non-financial performance reporting;
- iii. Compliance with applicable laws and regulations; and
- iv. Adequacy and effectiveness of risk management.

Internal Audit conforms to the International Standards for Professional Practice of Internal Auditing and performs its activities in compliance with the PFMA, Treasury regulations and the King III Report on Corporate Governance. Accordingly, Internal Audit performs independent, objective appraisal and evaluation of the risk management, internal controls and governance processes, as well as identifying corrective actions and suggested enhancements to the controls and processes, using a risk-based approach. A risk-based audit plan is prepared and approved by the Audit Committee. The audit plan is flexible and responsive to Legal Aid SA's risk profile.

Internal Audit reports functionally to the Audit Committee, which approved its Three Year Rolling Plan and 2015-2016 Annual Coverage Plan. The Internal Audit Department completed 99% of its approved Audit Coverage Plan. This was an improvement of 2% when compared to 2014-2015 performance and is attributable to better planning and improved turnaround of responding to auditors' request of information by auditees.

The 1% of work not completed was as a result of a cancellation of a Quarter 1 compliance audit at the request of the auditee who was busy reviewing the process at the time of the audit's scheduled commencement, and the Human Resources data analysis deferred to Quarter 1 of 2016-2017 was replaced by a computer audit covering the same risks as in the data analysis. Quarter 1 compliance activities were included in the scope of the Quarter 2 compliance review.

The Internal Audit Department has full and unrestricted access to all organisational activities, records, property and personnel and has the support of the Board and the Audit Committee.

8.1 Legal Quality Assurance

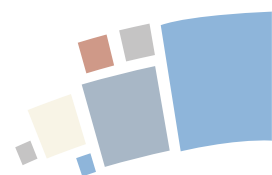
The Legal Quality Assurance Unit, which reports to the Internal Audit Executive, is tasked with the responsibility of independently and objectively assessing the quality of legal practitioners. These include civil, criminal, Paralegals and call centre agents within Legal Aid South Africa and Judicare practitioners that are accredited with Legal Aid SA and are representing clients in both civil and criminal matters. The Unit completed 100,4% of assessments planned for the 2015-2016 financial year. This was an improvement of 3% when compared to the performance of 2014-2015 and is attributable to better planning and improved turnaround of responding to auditors' request of files by auditees.

9. Compliance with Laws and Regulations

Legal Aid South Africa's compliance universe consists of approximately 94 applicable laws. Approximately 15 applicable laws require the attention of management on an ongoing basis, including the Legal Aid South Africa Act (39 of 2014); the Public Finance Management Act 1999 as amended; the Basic Conditions of Employment Act 1997 as amended and the Employment Equity Act 1998 as amended.

The Legislative Compliance Checklist, containing 188 provisions that include deadlines for complying with certain statutory requirements, is confirmed annually by all executives and Justice Centre Executives through a webpage, and thereafter monthly confirmations are done by all executives. A separate webpage has been created called *Statutory Submissions Tracking* which allows executives to record dates of submission and extensions granted and to upload a copy of the submission as well as any extensions granted for submission at a later date. The Legislative Compliance Checklist is updated every six months by the CRO.

Section 4 of the Use of Official Languages Act (2012) requires the adoption of a Language Policy and that a copy of the Policy be available at every office and a summary be displayed at all offices. Legal Aid SA has adopted the use of the English language throughout all its offices.





Additionally, a number of official languages of South Africa have been adopted at local level (at JCs) in response to the languages used by our local clients. IsiXhosa, isiZulu, Afrikaans and Sesotho are mostly used in our different regions and isiNdebele, siSwati, Setswana, Northern Sotho and Tshivenda are limited to some regions. A language policy for Legal Aid SA is still to be drafted in the 2016-2017 financial year through a consultation process with staff.

A Legislative Compliance Checklist was completed monthly by all executives and managers. A quarterly compliance report was thereafter submitted to the Board. The Legislative Compliance Checklist was updated when new legislation or provisions came into effect. Management strives to ensure 100% compliance with all relevant legislation, regulations and directives/practice notes.

The roles and responsibilities of legislative compliance and risk management are well understood by the Board, management and all other employees, and are detailed in the Legislative Compliance Policy which was approved by the Board in February 2016.

Legal Aid South Africa also provides access to information to stakeholders and other third parties in compliance with the provisions of Section 32 of the Constitution of the Republic of South Africa (Act 108 of 1996) read with the Promotion of Access to Information Act 2 of 2000 (PAIA).

The King III report, in Principle 8.5, sub-paragraph 36, recommends that companies should consider disclosing in its Integrated Report the number and reasons for refusals of requests for information that were lodged with the company in terms of the PAIA. We report that during the 2015-2016 financial year, Legal Aid SA received two requests for information in terms of the PAIA. The two requests were granted in full.

10. Fraud and Corruption

The Legal Aid South Africa Fraud Management Plan and Fraud Management Policy were approved by the Board in May 2015. Both documents outline specific measures on the management of fraud in the organisation. The Fraud Policy for Legal Aid SA was revised to take corruption and ethics management into account and was renamed the Fraud, Corruption and Ethics Management Policy. The name change resulted from the Board's opinion that a strong ethical culture is key to negating theft, fraud and corruption by employees. The roles and responsibilities

emanating from the Fraud, Corruption and Ethics Management Policy are well understood by the Board, management and all other employees.

The Internal Audit Department has conducted fraud awareness workshops at JCs across the country. Workshops relating to creating a higher level of ethics across Legal Aid South Africa were conducted across all National Office Departments, ROs and JCs as part of the Organisational Culture Programme.

The Fraud, Corruption and Ethics Management Policy includes the implementation of a Fraud and Ethics Hotline, which is managed by an external independent party that reports directly to the Internal Audit Executive. Incidents reported to the Fraud and Ethics Hotline are reported to the Board in the Internal Audit Quarterly Report and are disclosed in the Annual Financial Statements. There was one incident of fraud that was detected and reported during the financial year under review. In the process of disciplinary action being taken, the affected employee who had misrepresented her educational qualifications resigned. The matter has since been closed.

11. Minimising Conflict of Interest

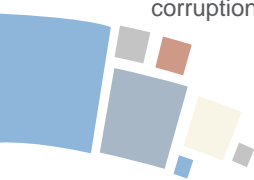
Conflict of interest arises when a person can act in more than one capacity and relationship in the care of any contract or transaction.

11.1 All Employees

Legal Aid SA recognises the importance of managing conflict of interest. To this effect, and especially for employees, the organisation has developed and administers an online register of interest where employees register or declare their interest. Legal Aid South Africa has zero tolerance on non-compliance of the requirement to declare conflict of interest.

The organisation regulates conflict of interest through policy (the Code of Conduct, incorporated in the Human Resources Policies), and ensures that the conflict of interest declarations occur at least twice in a given financial year as well as through ensuring that each official who participates in the procurement process completes a declaration of conflict of interest form, which discloses conflict of interest and that no supplier will be purposefully favoured or prejudiced.

After declarations are made on the Conflict of Interests Register a compliance report is tabled and interrogated by the Management Executive Committee and the Board.





Compliance is also monitored through risk registers. For Supply Chain Management purposes, it is a key requirement that all staff involved in tender processes declare interest. Bid Evaluation Committee and Bid Adjudication Committee members regulate the supply chain in an impartial, transparent and cost effective manner.

11.2 Board

An effective Board manages conflict of interest amongst the Board members in line with Principle 2.14 of the King III Code, which stipulates that *“the Board and its directors should act in the best interests of the company”*. Accordingly, *“real or perceived conflicts should be disclosed to the Board and managed”*. The Board of Legal Aid SA, through its Charter, ensured that each director adhered to the duties and responsibilities of directors, including amongst others, the duty to act in good faith, to avoid conflict of interest and to act in the best interest of the organisation. To this effect, all directors of the Board, including alternative members of the Board, declared interest in all meetings they attended in the year under review to ensure adherence to the Legal Aid South Africa Code of Conduct.

12. Code of Conduct

The organisation’s Code of Ethics and Conduct was reviewed and approved by the Board in May 2015. The Code of Ethics and Conduct is incorporated in the organisation’s Human Resources Policy and compliance with the Policy is mandatory for all employees. The Code of Ethics and Conduct promotes the practice of ethical business practices and standards, with strong emphasis on integrity and objectivity at all levels of Legal Aid SA.

Any contraventions of the Policy must be reported to a line manager, the Human Resources Executive or the Internal Audit Executive. All matters are investigated and handled according to the Legal Aid South Africa Disciplinary Policy and Procedures.

13. Health, Safety and Environmental Issues

Legal Aid SA has appointed Health and Safety representatives and committees, as per the organisation’s Health and Safety Policy and the Occupational Health and Safety Act (85 of 1993). Any serious injuries, reportable diseases or dangerous occurrences occurring at work must be reported to the Human Resources Department. Seventeen incidents of injury on duty were reported in the year under review.

As part of the HIV/Aids Programme, voluntary counselling testing (VCT) was undertaken. The VCT testing participation rate was recorded at 36,1%. The Health and HIV Education Programme was fully implemented to encourage awareness and support.

The Vicarious Trauma Counselling Programme was once again successfully delivered at 100% of the planned interventions on a national scale by the in-house clinical psychologist. This programme seeks to mitigate the vicarious trauma suffered by legal professionals, particularly in serious violent criminal matters, through the creation of awareness and coping strategies for affected employees.

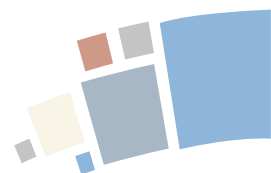
Legal Aid South Africa has continued to engage in activities that reduce gas emissions as per norms and standards determined in the Corporate Standard of the Greenhouse Gas Protocol. As per minimum requirements, the inventory used covered direct and indirect emissions over which the organisation exerts operational control. Another scope used was with regard to emissions over which the organisation does not exert direct control but remains material to the organisation and to our operations, for example, commercial air travel, vehicle rentals and printing.

Legal Aid SA, through increased efficiencies and conscientising of staff, exhibited an improvement in the reduction of carbon emissions by 2% over matters that we have control of and 6% on other operations beyond the control of the organisation. The 2015-2016 organisational contribution to climate change is equal to the amount of carbon expelled by 1605 trees in one year.

14. Board Secretary

An effective Board has an effective Board Secretary. In terms of King III, Principle 2.21 stipulates that *“the Board should be assisted by a competent, suitably qualified and experienced company secretary”*. It is a prerogative of every public company and state-owned entity to have a company secretary available to the Board. Accordingly, the Board of Legal Aid South Africa, as a public entity, has access to the advice and services of the Board Secretary whose role is the following:

- i. provides guidance to the Board on the duties of the directors and good governance;
- ii. assists with the induction and training programmes for Board members;
- iii. ensures Board and Committee Charters are up to date and are reviewed annually or as required;



- iv. ensures that a yearly Board programme is in place and does all other things necessary to ensure that meetings are held as scheduled;
- v. prepares agendas of meetings in agreement with the Board and Board Committee Chairpersons;
- vi. ensures that agendas and Board documents are distributed timeously to Board members and attendees;
- vii. ensures that minutes of Board and committee meetings are recorded, circulated to and agreed to by members of the Board;
- viii. ensures that the decisions of the Board are implemented;
- ix. assists with the evaluation of the Board, committees and individual directors;
- x. to convene a special meeting, in terms of Section 11(2)(a)(b) of the Legal Aid South Africa Act (39 of 2014) at any time, upon the request in writing of the Chairperson of the Board or not less than four directors to be held at a time and place as the Chairperson may determine.

Directors of the Board are also entitled to obtain independent professional advice, at Legal Aid SA's expense, should they deem this necessary.

15. Report of the Audit Committee

15.1 The Audit Committee Responsibilities

The purpose of the Legal Aid South Africa Audit Committee is to assist the Board in fulfilling its oversight responsibility for the integrated reporting process, the system of internal control, the audit process, external and Internal Audit functions and Legal Aid SA's process for monitoring compliance with laws, regulations, voluntary codes, best practices and the code of conduct.

15.2 Terms of reference

The Audit Committee adopted formal terms of reference, approved by the Board of directors of Legal Aid South Africa. The Audit Committee confirms that it carried out its duties in accordance with the approved terms of reference during the 2015-2016 financial year. Furthermore, the Audit Committee complied with the PFMA, Treasury regulations 3.1.13 and King III requirements. The attendance of meetings of the Audit Committee members is detailed in Table 07 on page 56.

15.3 Composition

Table 09 details the qualifications and the appointment/termination dates of the members of the Audit Committee.

Admission of guilt fine set aside as being inconsistent with fair trial rights

Section 35 of the Constitution details the rights of arrested, detained and accused persons.

It has become common, in dealing with minor criminal charges, for the state to accept an admission of guilt fine from the accused, after which the matter is finalised without the accused person having to appear in court. Until the advent of mandatory criminal checks by employers, many people who paid these admission of guilt fines were unaware that they amounted to a previous conviction, and would lead to a criminal record. One such person was LM, a client of our Thohoyandou JC, who was arrested for the alleged

possession of a small quantity of dagga during the final year of his law studies. He paid an admission of guilt fine of R500 at the local police station. He was neither advised of his right to defend himself in court, nor of the consequences of such payment. Upon completion of his law degree, LM found out that he had a criminal record which made it difficult for him to obtain articles and to be registered as a Candidate Attorney. The JC successfully brought an application for review in the High Court for the setting aside of the admission of guilt fine, thereby salvaging the career and life of a young man whose future appeared bleak.



Table 09: Details of the Audit Committee members, qualifications, date of appointment/termination *

Name	Qualifications	Internal or external	Date appointed	Date Terminated
Ms Nonhlanhla Mgadza (Chairperson)	MBA	External (Non-executive Director)	1 March 2015 re-appointed into Transitional Board	29 February 2016
Mr Ebi Moolla	BJuris	External (Co-opted Committee Member)	1 August 2015 (re-appointed)	29 February 2016
Mr Jan Maree	BCom, LLB	External (Non-executive Director)	1 March 2015 re-appointed into transitional Board	29 February 2016
Ms Berlina Mxakwe	CA(SA)	External (Non-executive Director)	1 March 2015 re-appointed into transitional Board	29 February 2016
Mr Willie Scholtz	Technology and Business Leadership	External (Non-executive Director)	1 March 2015 re-appointed into transitional Board	29 February 2016
Ms Jabu Luthuli	CA(SA)	External (Co-opted Committee Member)	1 November 2014 (re-appointed)	29 February 2016

** All Committee members appointed under the Legal Aid Act (22 of 1969) were terminated on 29 February 2016 due to the commencement of the Legal Aid South Africa Act (39 of 2014).*

The Chief Executive Officer, Chief Operations Officer, National Operations Executive, Chief Legal Executive, Chief Financial Officer and representatives from the external and internal auditors attend Audit Committee meetings by invitation. The Audit Committee has held separate meetings with the external and internal auditors before every Audit Committee meeting. Both the external and internal auditors have unrestricted access to the Audit Committee.

The effectiveness of the Audit Committee is assessed through a formal process on an annual basis.

15.4 Statutory duties

In execution of its statutory duties the Audit Committee made the following submissions to the Board on matters concerning the company's accounting policies, financial control, records and reporting:

- Materiality framework, BAC policy, Internal control framework, Investment policy;
- Written assessment on the effectiveness of the internal financial controls;
- Recommended the Financial Statements for submission to the office of the A-G by the end of May;
- Recommended Annual Financial Statements for approval by the Board; and
- Written assessment on the effectiveness of risk management and internal controls.

15.5 Delegated duties

The Audit Committee received reasonable assurance that the processes and procedures followed through the risk management processes at Legal Aid SA are adequate and effective to ensure that financial risks are identified and monitored.

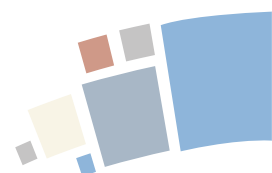
The Committee is specifically satisfied that the following areas have been appropriately addressed:

- Fraud risk pertaining to financial reporting;
- Financial reporting risk;
- Internal financial control;
- IT risk pertaining to financial reporting; and
- Reviewed tax and technology risks; in particular, how these are managed.

15.6 The Effectiveness of Internal Financial Control

The Committee:

- Reviewed the effectiveness of Legal Aid South Africa's internal financial controls, received assurance from management, external and Internal Audit;
- Reviewed policies and procedures for preventing and detecting fraud, bribery and corruption; and
- Reviewed significant issues raised by the external and Internal Audit processes as well as the manner in which these issues were resolved.





The Audit Committee is satisfied that significant internal financials are effective, from the processes as communicated and assurance provided.

Regulatory compliance

The Audit Committee has complied with all applicable legal and regulatory responsibilities.

Internal Audit

The Audit Committee:

- Reviewed and recommended the Internal Audit Charter for approval by the Board;
- Evaluated the independence, effectiveness and performance of Internal Audit, as well as compliance with its Charter;
- Satisfied itself that Internal Audit has the necessary resources, budget, standing and authority within Legal Aid South Africa to enable it to discharge its functions;
- Chairperson was part of the recruitment process of the IAE and assessed the incumbent's performance;
- Approved the Internal Audit annual plan; and
- Encouraged the co-operation between external and Internal Audit throughout the reporting year.

The Internal Audit function is subject to an independent quality review every five years or as and when the Audit Committee deems appropriate. The function was last externally reviewed in FY 14.

15.7 In-Year Management Monthly/Quarterly Report

Legal Aid SA submitted quarterly reports to the Executive Authority.

15.8 Evaluation of Financial Statements

We reviewed the Annual Financial Statements as prepared by Legal Aid South Africa.

15.9 Auditor's Report

We reviewed Legal Aid SA's implementation plan for all audit issues raised in the prior year and we are satisfied that all matters raised were adequately resolved.

The Audit Committee concurs and accepts the conclusions of the external auditor on the Annual Financial Statements and is of the view that the audited Annual Financial Statements be accepted and read together with the report of the Auditor-General.

Integrated Reporting

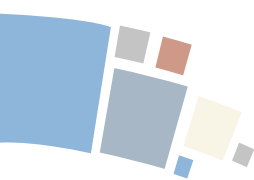
Based on the processes in place and the assurance provided by Internal Audit, we recommend the Integrated Report to the Board for approval.

On behalf of the Audit Committee

Nonhlanhla Mgadza

Chairperson of the Audit Committee: Legal Aid South Africa

Date: 30 July 2016



PART D:
SUSTAINABILITY REPORT





1. Sustainability Strategic Plan

During the year under review, Legal Aid South Africa implemented the Sustainability Strategic Plan, linked to the organisational Strategic Plan 2015.

The approach taken to sustainability by Legal Aid SA is about:

- i. The sustainability impact of the organisation:
The impact of the organisation's work on the economy, society and the environment in the short, medium and long term; and
- ii. Sustainability of the organisation itself:
Improving the maturity level of the organisation so that it operates at optimal levels and can continue to be a going concern in delivery terms as well as financial terms.

The Legal Aid South Africa Sustainability Strategy has set out a broader **SUSTAINABILITY VISION** as follows:

To make the Constitution a living document for the poor and vulnerable, be a partner to communities and stakeholders and be a preferred employer of legal professionals

thus increasing access to justice, widening the social safety net of communities, building trust in the rule of law and building viable institutions (courts and public entity) of a democratic state.

to positively impact the current and future quality of life of clients and communities.

The Legal Aid SA Sustainability Vision incorporates the following aspirational elements:

- i. *to promote a human rights approach to access to justice;*
- ii. *to be an accepted part of the community's safety net enabling poor and vulnerable persons to access justice which positively improves the quality of their life in the short and long term;*
- iii. *to contribute to an efficient and effective justice system which builds trust in the rule of law and confidence in the effective functioning of a public institution (that is, courts) of a democratic state;*
- iv. *to partner with communities and stakeholders to inform the delivery of legal aid services and increase access to justice;*
- v. *to be the best and preferred employer of legal professionals;*
- vi. *to develop a segment of a clean, accountable,*

efficient and effective government/state.

The sustainability goals and the strategic intent of each goal are:

Sustainability Goal 1: Improved access to justice impacting on current and future quality of life of clients

Strategic intent (of Goal 1): (social & economic)

Access to justice widens the safety net of poor and vulnerable persons.

Outcomes of justiciable matters impacts on quality of life and economic conditions of clients.

Developing a segment of an effective and efficient government/state able to deliver public goods (legal aid services).

Sustainability Goal 2: Improved effectiveness & confidence in the justice system

Strategic intent (of Goal 2): (social & economic)

Building the public institutions (i.e. justice system including courts) of a democratic society.

Efficient and effective justice system impacts positively on the functioning of the economic system at local and national level.

Engaging stakeholders for their inputs to inform services offered to increase access to justice and improving functioning of the justice system.

Sustainability Goal 3: Good governance practice and a strong governance reputation

Strategic intent (of Goal 3): (governance)

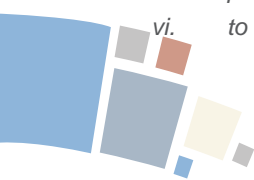
Developing a segment of a clean and accountable government/state effectively utilising public funds.

Sustainability Goal 4: Improved maturity level of the organisation

Strategic intent (of Goal 4): (business performance)

Developing a segment of an efficient and effective government/state.

Transparent and accountable use of public funds improves probability/support for continued funding.





Sustainability Goal 5: Best employer of legal professionals (and related management and support staff)

Strategic intent (of Goal 5): (social)

Employer of choice.

Sustainability Goal 6: Reduced carbon footprint (of organisation)

Strategic intent (of Goal 6): (environment)

Reduce global carbon footprint.

To give effect to these goals Legal Aid South Africa has identified **six sustainability focus** areas:

- I. Access to Justice
- II. Justice System
- III. Good Governance
- IV. Maturity Levels
- V. Employer of Choice
- VI. Carbon Footprint

Each focus area is further detailed into sub-focus areas which add greater depth to the focus areas. These sub-focus areas are reported on in depth as part of the Report on Sustainability Performance for 2015-2016, below. Sustainability risks associated with each of the strategic focus areas were identified and a Sustainability Risk Register was developed. These risks are managed and tracked by management and reported on to the Board.

2. Report on Sustainability Performance

What follows hereafter is a report on performance against the identified sustainability goals. It should be noted that statistics on performance are covered in Part B of this Annual Report.

Goal 1: Improved access to justice impacting on current and future quality of life of clients

Focus area I – access to justice

Sub-focus areas:

- I. access of legal services and advice
- II. quality of legal services and advice
- III. community outreach and education

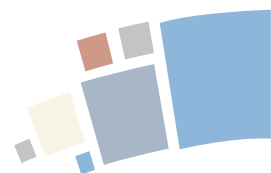
Access of legal services and advice

The Practitioner per Court Model, as currently implemented, means that all lower courts are covered, thereby ensuring that poor and vulnerable people do not go through the criminal justice system unrepresented and have equal access to legal representation. By monitoring automatic review statistics over the past decade and achieving a yearly decrease in these indicates that there are fewer unrepresented persons going through the criminal justice system. In addition a Remand Detainee Programme that links to detained persons at correctional centres also contributed to the reduction in the number of accused that go through the criminal justice system unrepresented, which is evident in the 13% decrease in the number of automatic reviews when compared with the previous financial year. Achieving the finalisation of the majority of matters within target times in District Courts improved the finalisation time of matters however backlog matters in Regional Courts and High Courts exceeding the target turnaround times remained a challenge which continues to be addressed internally and with other stakeholders. Our Programme, which ensured that every accused represented by Legal Aid SA had an opportunity to apply for bail, meant that clients were not unnecessarily detained pending their trial.

We provided legal representation in civil matters. A high demand for civil legal aid and limited civil capacity led to the introduction of a policy provision which gave preference to priority matters and waiting periods were introduced for non-priority matters in order to balance our capacity against high demand. There was always civil legal capacity for priority matters and no qualifying clients were refused legal aid in priority matters. This resulted in a small number of clients (0,13%) being unable to resolve non-priority civil disputes due to limited capacity. Civil matters exceeding the turnaround time have decreased by 3% since 2014-2015.

Legal Aid South Africa strengthened links to community advice offices which increased accessibility to civil clients particularly in rural areas. Through advice office visitations, civil legal aid clinics and stakeholder linkages clients accessed our services at our various outreach sites including civil courts. This extended access to our services beyond our current 64 Justice Centres (JCs) and 64 Satellite Offices (SOs).

Both criminal and civil legal services were provided to vulnerable groups, with an emphasis on children. Our coverage of specialist courts increased for Child





Justice and Sexual Offences Courts in criminal matters. In civil matters, representation of children, women and in land/eviction matters increased. We partnered with stakeholders representing vulnerable groups which increased awareness and facilitated referrals. We worked on two impact cases which focused on vulnerable groups and dealt with the right to housing and mental health.

Access to legal advice and information was made possible through:

- i. community outreach programmes done by paralegals;
- ii. telephonic advice through the Legal Aid Advice Line; and
- iii. self-help services on our webpage.

This allowed clients to access legal advice services without having to travel to a JC or SO and ensured access to justice that positively impacts on their ability to access their rights and services associated with such rights. There were communities who were not visited due to limited capacity and who would have benefitted had there been capacity for such visits by our paralegals.

We worked on impact litigation matters which resulted in successful outcomes where the strategic intent of the litigation was achieved. These matters ensured that the constitutional rights of poor and vulnerable clients are protected, that legal precedents are set to enable transformation in our society thereby making human rights and constitutional values a reality. We however need to improve on our ability to analyse trends relating to client matters, thereby ensuring that we are able to better identify matters that can be addressed via impact litigation rather than on a case by case basis.

Quality of legal services and advice

Quality of legal services and advice is a priority as this impacts on the outcome of matters which in turn impacts on the lives of our clients. Legal Aid SA conducted legal training on criminal and civil litigation as well as specialist areas with all categories of practitioners. Legal research and support programmes were used to empower practitioners and focused on, for example, case discussions, legal practitioner research support, legal newsletters and research reports and systems to assist in producing legal pleadings, documents and notices. These interventions used by practitioners ensured that we have competent, knowledgeable and suitably skilled practitioners able to render quality legal services. As a result of these interventions reviews by the Legal

Quality Assurance Unit (LQAU) confirmed that over 98% of internal practitioners provide services which comply with our quality requirements. All categories of legal practitioners assessed achieved scores above the targets set for quality. Quality assessments included the audit of files, court observations and observations of paralegals providing legal advice.

Practitioners who do not meet quality targets are provided with additional support and supervision. Assessments were also done for Judicare practitioners and indicate that more work needs to be done to improve Judicare quality.

Advertising, including radio, television and print, as well as branding of strategic places such as police and prison cells and courts was done to increase awareness of Legal Aid South Africa. In addition, the Legal Aid SA website was operational and up to date allowing people to obtain information. However, we do not have a recent independent assessment of the level of awareness as the national brand perception survey was not completed before the end of the financial year.

Community outreach and education

We facilitated and participated in outreach events both at community level and at key government service delivery points. As a result we empowered communities with information to enable them to understand their rights and responsibilities and respect the rule of law. An assessment of client satisfaction for both criminal and civil clients showed an increase in client satisfaction levels. We also developed a comprehensive client relationship management strategy which will be implemented in 2016-2017.

Goal 2: Improved effectiveness and confidence in the justice system

Focus area II – justice system

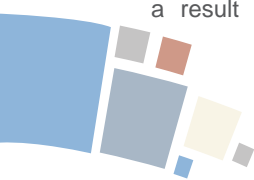
Sub-focus areas:

- I. speedy and fair trial (criminal)
- II. speedy and fair resolution of matters (civil)
- III. justice governance

Speedy and fair trial (criminal)

We were able to ensure that a significant number (71%) of legal matters were finalised prior to trial stage through informal mediations and withdrawals.

There were increased backlogs in District Court and Regional Court matters and High Court backlog exceeded





the target turnaround time. This meant that legal matters could not be finalised timeously and impacted negatively on speedy justice for clients.

We worked in co-operation with stakeholders in the justice cluster to address blockages in the justice system, which included initiating as well as implementing various protocols, namely the Department of Correctional Services/Legal Aid consultation protocol and the protocol for Legal Aid cases.

We actively participated in all case flow management committees at local level and therefore were involved in identifying factors that caused delays and in finding appropriate solutions. Together with other stakeholders we achieved the objective of improving the functioning of the justice system and increasing efficiencies. Through our involvement in Provincial Efficiency Enhancement Committees we played a leading role in a project which tracks Remand Detainees in custody for periods greater than two years.

Speedy and fair resolution of matters (civil)

In civil matters backlog civil cases exceeding turnaround times decreased by 3% over the previous financial year and the overall civil pending matters declined by 12,6% in comparison to the previous financial year. We participated in the court based mediation pilot which is aimed at reducing the number of matters that go on trial. One hundred fifty-nine of our practitioners acted as Small Claims Commissioners in the Small Claims Courts, so people involved in minor disputes were able to resolve matters speedily. We procured software designed to speed up the generation of documents in various types of civil matters, and we foresee that this will contribute to improved efficiencies for our practitioners and a reduction in the turnaround time of cases.

Justice governance

We linked with stakeholders in the justice system to address challenges and monitor the quality of our services. We actively sought feedback from presiding officers and they indicated that they are generally satisfied with the quality of our legal services. The primary challenge that was noted related to our limited relief capacity which caused delays in the finalisation of matters. This is due to budget constraints.

We strengthened stakeholder partnerships and therefore increased access to justice was realised through extended pro bono services rendered by the profession, which

included work done by ProBono.Org and the South African Society for Labour Law (SASLAW). The partnership with SASLAW specifically assisted indigent clients in labour matters, where our current capacity is very limited, and many of these clients may not have been assisted otherwise.

These efforts increased efficiencies in the justice system and clients did not go unrepresented because Legal Aid South Africa lacked capacity.

Goal 3: Good governance practice and a strong governance reputation

Focus area III – good governance

Sub-focus areas:

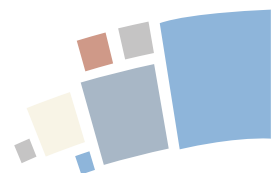
- i. strong governance performance
- ii. high ethical standards: zero tolerance on fraud and corruption and ethical conduct with clients
- iii. an effective and visionary Board
- iv. IT governance

Strong governance performance

Legal Aid SA maintained a high level of governance performance through full compliance with all legislation and statutory requirements including the submission of statutory compliance and Public Finance Management Act (PFMA) reports. Our internal financial controls were functional and effective which assisted us in the detection and reporting of fruitless and wasteful expenditure. The Internal Audit Department conducted statutory compliance reviews and the results indicated general compliance with statutory, PFMA and King III prescripts and requirements. Matters of non-compliance with the PFMA were isolated, not pervasive and not material in nature and management took appropriate steps to address the weaknesses identified to ensure enhanced compliance going forward.

High ethical standards: zero tolerance on fraud and corruption and ethical conduct with clients

Legal Aid South Africa implemented programmes to enforce the organisation's policy of zero tolerance on fraud and corruption. The high level of ethical conduct amongst our employees is evident from only one case of fraud which was reported for the financial year, relating to misrepresentation of educational qualifications, and the fact that the 12 matters reported on the ethics hotline were forwarded to Internal Audit and investigated further and it was found that there was no evidence of fraud to substantiate the allegations or suspicions.





An effective and visionary Board

A Transitional Board was 100% constituted and fully operational in the period 1 March 2015 - 29 February 2016 and ensured that Legal Aid SA fulfilled its mandate. A self-evaluation by the Transitional Board affirmed effective fiduciary duties by the Board and 90% of Board members agreed that the Board had successfully fulfilled its oversight functions. The decisions made by the Board advanced the mandate of the organisation, its strategies and policies as is evident from the quarterly and annual performance reports.

IT Governance

The Board was informed on Information Technology (IT) issues, comprehends the IT environment and is satisfied with management's assessment and governance of the current state of Legal Aid South Africa's hardware and software infrastructure, including IT productivity, IT stability, IT growth path and the pace at which IT is developing.

Goal 4: Improved maturity level of the organisation

Focus area IV – maturity levels

Sub-focus areas:

- i. to develop maturity level of core business to improve quality services to clients
- ii. to develop maturity level of each segment of the organisation to perform at optimal levels and improve the impact of delivery/outcomes
- iii. to embed enterprise risk management into the business approach and culture of the organisation
- iv. financial maturity and clean audits
- v. IT and IT systems
- vi. business continuity

To develop maturity level of core business to improve quality services to clients

Various programmes were implemented in order to strengthen our maturity level in both criminal and civil legal services delivery. As a result the maturity level of quality legal services for criminal (including internal and Judicare practitioners) and civil matters has improved.

For internal matters, LQAU audits confirmed that over 97% of practitioners in criminal matters and 99% of civil practitioners met or exceed our quality targets, thereby confirming that clients' rights to a fair trial have been protected and clients' rights to having their disputes resolved were met. In addition, our coverage of courts is now more

closely aligned to demand. This has contributed to some capacity being made available for the implementation of our relief programme which has assisted courts to function more smoothly when our practitioners are absent for any reason.

To develop maturity level of each segment of the organisation to perform at optimal levels and improve the impact of delivery/outcomes

The Human Resources level of maturity transitioned to the proactive status in 2015-2016 as a result of the integration of competency based talent management systems and a values based organisational culture and leadership paradigm. As such, the human resources practices proactively contributed to add value to the business by continuously improving the strategic capability of Legal Aid SA. The IT maturity level improved as they demonstrated a proactive approach that contributed to business growth. The Communications and Corporate Services Departments need to keep abreast of best practices in order to implement added value to the business, which will result in a growth in the maturity levels of these functions.

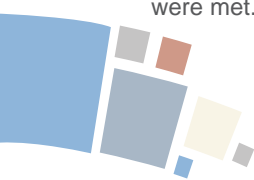
To embed enterprise risk management into the business approach and culture of the organisation

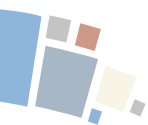
Feedback from business units on the organisational culture risk programme implemented provided proof of increased levels of risk intelligence. An improved level of risk maturity is evident in the organisation. Risk terminology is understood throughout the organisation as per feedback received from business units on our Risk Organisational Culture Programme activity, as well as one-on-one discussions between all executives and our Chief Risk Officer.

The adequacy and effectiveness of risk management in the organisation has been verified by the Internal Audit Department and quarterly risk watch reports have also confirmed that the majority of risks are managed within the risk tolerance level.

Risk management has been firmly integrated into our strategic planning process as well as our business planning and implementation.

Our overall adherence to good governance and performance has contributed to improved confidence in our organisation to deliver on its mandate, thereby increasing access to justice to our clients. Risk management efforts contributed to minimising any negative impacts of risk to improve the performance of the organisation.





Programmes aimed at zero tolerance on fraud and corruption were implemented. The results of investigations and reviews indicate that Legal Aid South Africa employees live by the organisation's values and thereby promote and protect Legal Aid SA's reputation. An effective and functional internal controls system was in place and one matter relating to fraud/dishonest conduct was detected through functional and effective internal controls during 2015-2016. Management took decisive and swift action on matters of fraud and discipline which promoted integrity and accountability amongst staff.

Financial maturity and clean audits

An unqualified audit opinion was obtained for the 2014-2015 financial year for 14th year in succession. Quarterly Financial Statements were prepared in the year under review. During the 2015-2016 financial year 99,1% of the annual budget was expended, exceeding the annual target of 98%. The audit of the 2015-2016 financial year resulted in the 15th successive unqualified audit.

A reduced budget resulted in re-prioritisation of business activities with major contractual expenditure impacting on business operation expenditure. The organisation was compelled to look at creative ways of maintaining business standards and the following measures were implemented:

- i. The recruitment level budget was reduced in order to fund the cost of living adjustment shortfall.
- ii. Cost containment measures with non-contractual operating expenditure increasing by less than 2% year-on-year.
- iii. The extension of the life cycles of capital assets.
- iv. Ensuring expenditure was appropriately and optimally used in line with the Business Plan objectives.
- v. Service delivery was not impacted since the budget cut was compensated by funding from existing cash reserves and without compromising the tolerance levels of solvency and liquidity ratios.

IT and IT systems

The IT system is stable and effective and met the business needs. The system is modernised in line with best practice that promotes speedy access of organisational information and flexibility in accessing information by staff. In terms of IT maturity the capacity of the organisation's modern IT servers and network has increased data throughput across Legal Aid South Africa's footprint and improved user satisfaction was noted in the IT survey report.

Business continuity

Committed leadership contributed to the implementation of the Business Continuity Plan and this in turn impacted on the sustainability of the organisation. Business continuity was implemented through proactive mitigation plans that responded effectively to business threats and took advantage of opportunities. In order to have a stable working environment an uninterruptible power supply was installed at all Regional Offices and Justice Centres. New business challenges included water shortages; a healthy working environment was maintained through installation of water reservoirs at all affected offices for use during water shortages.

Goal 5: Best employer of legal professionals (and related management and support staff)

Focus area V – employer of choice:

Sub-focus areas:

- i. recruitment and retention
- ii. employee engagement and development
- iii. labour relations
- iv. organisational culture
- v. employee wellness
- vi. CSI

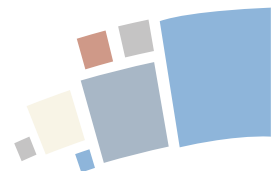
Recruitment and retention

Legal Aid SA is an employer of choice, having been accredited as a Top Employer for the 7th consecutive year in 2015-2016. This benchmark provides assurance that Legal Aid South Africa has developed its talent management, leadership, culture and development practices to be in keeping with international contemporary best practice.

Talented employees have been retained as evidenced by the low staff turnover (7,2%) that is within the 10% industry norms, which has created a stable work environment.

The level of internal promotion into leadership and management posts confirmed that the organisation has the ability to provide meaningful career development opportunities to employees.

Salaries remained consistent with the public sector salary scales as per the Legal Aid South Africa Act (39 of 2014). The Department of Public Service and Administration Levels 1-16 and Occupation Specific Dispensation salary scales have been applied and enabled Legal Aid SA to remain competitive in the public entity market.





Employee engagement and development

The competency based training and development outcomes ensured that the goal of results-orientated employees was achieved and the skills level of support employees improved as a result of the programme.

All training targets set for the training programmes in place, for both legal and support, exceeded the annual targets. This resulted in improved skills levels of employees, which is apparent by the high percentage of practitioners who rendered services in compliance with our quality requirements. We can confidently state that Legal Aid South Africa employees are skilled and competent.

Labour relations

Internal and external labour cases were effectively managed and the relationship with organised labour remained positive and effective. The outcome of achieving sound labour relations was met.

Organisational Culture

Our Organisational Culture Programme (OCP) was effective and engaged employees. The focus was on establishing a risk intelligent culture, a sustainability culture as well as understanding and internalising the values listed in the Bill of Rights. The Programme was implemented accordingly. Measures were implemented to introduce building a humanistic work environment as the platform for the next paradigm shift.

We implemented internal communication programmes which promoted positive symmetric information to employees and continued to build a culture of staff interaction.

The draft National Internal Omnibus Engagement Survey confirmed that 99% of employees live the values of Legal Aid SA. The clarity of Legal Aid South Africa's Employment Value Proposition assisted in attracting talent; apparent from the continuous high levels of interest in advertised posts.

As a result of a common culture prevailing in the organisation, existing talent is motivated and continued to perform at high levels. Participation and engagement on business strategies and issues both at leadership level and amongst staff made a positive contribution to the success of our business.

Employee wellness

An Employee Wellness Programme was implemented to contribute to and ensure a healthy workforce. The employee wellness assessment confirmed that employees must continue to be supported, particularly to take ownership of their health in order to manage lifestyle diseases such as hypertension and diabetes. The benefits of a healthy workforce are realised in lower absenteeism and reduced early retirement due to ill health in 2015-2016 as compared to 2014-2015.

CSI

A number of initiatives to ensure increased support to communities and vulnerable groups were implemented. These included:

- i. the stakeholder relationship programme;
- ii. a memorandum of understanding with the South African National AIDS Council which provided support to persons suffering from discrimination as a result of their HIV/Aids and/or TB status;
- iii. the OCP program that extended to community outreach activities; and
- iv. Legal Aid SA employees registered as Small Claims Court Commissioners.

We ensured that client and community awareness of their constitutional rights and obligations increased through community legal support programmes which promoted greater access to justice.

The Legal Aid South Africa CSI policy is still being developed.

Goal 6: Reduced carbon footprint (of organisation)

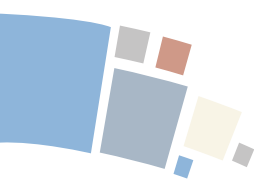
Focus area VI – carbon footprint

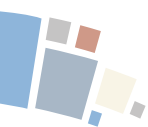
Sub-focus areas:

- i. reduce carbon footprint related to business operations

Communication with staff on various initiatives aimed at reducing the carbon footprint led to a conscientisation and resultant positive reaction to this initiative.

The programmes initiated in reducing carbon emissions led to savings in electricity and water consumption at the National Office. We still have a gap in quantifying air travel, vehicle rentals, vehicle carbon emissions, printing and copying for our JCs to enable us to have tangible data for reporting. The organisation's contribution to climate





change in the year under review is equivalent to the carbon dioxide sequestered by 1605 trees in one year.

3. Stakeholder Engagement

Legal Aid SA understands and recognises the important role that stakeholders, both internal and external, play in the strategic direction and day to day operations of the organisation. In looking at legal aid through a sustainability lens we have to consider our relationships with and the impact of our work on our stakeholders and our role in making the justice system and institutions of a democratic state more effective.

It is only through ongoing interactions and dialogue with stakeholders that we can address the many issues that impact on our work and synergise to ensure that we increase access to justice to the poor and vulnerable. In this way we improve our accountability on the delivery of our mandate.

We have been involved in various activities with our stakeholders which emphasise our interdependency. Some of these are:

- i. Working with justice system stakeholders to improve the functioning of the justice system.
- ii. Support provided to community advice offices to ensure that communities had increased access to litigation services.
- iii. Developing and maintaining stakeholder relationships with Non-Governmental Organisations and Community-Based Organisations with a focus on awareness of rights and obligations including awareness on how to access legal aid services and justice.
- iv. Community outreach activities involving JCs linking with local community structures in conducting outreach and partnering with various organisations and government departments.
- v. Internal programmes aimed at engaging employees, such as the OCP which extends to community outreach activities.

The following table details the various stakeholder groups and the specific stakeholders that we had engagements with during the 2015-2016 financial year; the interactions we had with them, as well as inputs we received and our responses.

Protection of poor and vulnerable communities' rights to basic services

Section 27 of the Constitution details the right to health care, food, water and social security.

Legal Aid SA assisted in improving the lives of the people of Sekhukhune district in service delivery (water and sanitation) in the Limpopo Water and Sanitation Project. Legal Aid South Africa funded the Centre for Applied Legal Studies to compel the Sekhukhune District Municipality to provide water and sanitation to the community. The Municipality proposed a settlement wherein it was to provide our clients with potable water through the existing pipe infrastructure on a rotational schedule and deliver water by trucks at least twice a week. The trucks were to be stationed at designated locations agreed to by the community in advance.

The Municipality agreed to use Jojo tanks instead of water trucks. The settlement agreement was made an order of court and the Municipality had to provide those services within 14 days. However, the Municipality failed to comply with the court order. An urgent application for contempt of order was launched against the Municipality. The Municipality responded by taking steps to comply with the court order and undertook in an affidavit to erect Jojo tanks and in the interim while they erected the tanks, provide water using trucks delivering according to the circulated timetable. Our clients were satisfied with the proposal, which was made an order of court. We are pleased to have achieved a satisfactory outcome for our clients.

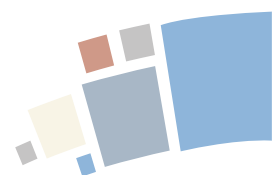
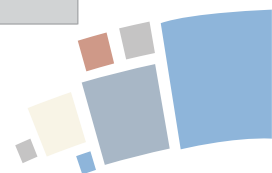


Table 10: Engagement with Stakeholders

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
A. Legal / Justice	1. Courts (including Judiciary and Prosecution)	<p>Strategic Objectives</p> <p>A) Shared vision and commitment to ensure an effective justice system that upholds constitutional rights.</p> <p>B) Review of criminal legal aid access and recommendations.</p> <p>C) Improved relationship with justice cluster stakeholders in order to facilitate the provision of quality legal services as well as contribute to the efficient operation of the justice system as a whole.</p> <p>D) Acquire meaningful insight and input to the organisation's strategic direction.</p> <p>Report on Performance</p> <p>A) Civil Justice Review is underway and Committees must still be constituted. Legal Aid SA is represented on the Rules Board for Courts of Law that updates and improves the functioning of the civil justice system. Currently the Rules Board for Courts of Law are undertaking a review of the Rules of Courts for Civil matters. Legal Aid SA has participated in pilot projects arranged by the Department of Justice and Constitutional Development (DoJ&CD) to introduce court based mediation in order to improve the working of the civil justice system. The Rules Board promulgated the Court Based Mediation Rules in order to improve the speed at which some civil matters can be finalised. This is now in the pilot stage of implementation.</p> <p>B) The Justice Centres (JCs) participated in almost 6 000 meetings/interactions with presiding officers.</p> <p>C) Approximately 2 232 stakeholder interactions held with DoJ&CD senior officials.</p> <p>D) Legal Aid SA participated in all NEEC (1) and PEEC (25) meetings and Dev Comm meetings (16).</p> <p>E) Legal Aid SA participated in all local Case Flow meetings.</p>	<p>i) Lack of relief staff to cover courts when practitioners are absent; especially as it affects CAs who have to attend Practical Legal Training and write board exams during the year;</p> <p>ii) Insufficient capacity to cover courts every day it sits especially in District Courts;</p> <p>iii) Resistance to the periodic rotation of our practitioners;</p> <p>iv) Requests for postponements by Legal Aid SA practitioners to consult with clients on the day of their trials;</p> <p>v) Staggering of practitioner consultation days throughout the week;</p> <p>vi) Civil legal aid services/ consultations should be made available at remote courts;</p> <p>vii) Increased legal services to be made available in maintenance and domestic violence matters;</p> <p>viii) Practitioner per civil court model to cover civil courts rolls for persons requiring legal assistance.</p>	<p>i) Limited relief programme implemented at 33 JCs in 2015-2016. We also have Standard Operating Procedures (SOPs) for JCs to follow to ensure improved communication and support to courts when practitioners are absent;</p> <p>ii) We have aligned our supply of capacity at courts to the actual demand at each court room using the findings from our court roll research project;</p> <p>iii) A SOP is in place to ensure that rotation of practitioners are planned months in advance and all stakeholders are properly informed on changes, including the management of part heard matters;</p> <p>iv) We have improved monitoring of all requests for postponements by Legal Aid SA practitioners to ensure we are not unnecessarily delaying matters;</p> <p>v) We have increased engagement with court stakeholders to explain the importance of allowing time for practitioners to consult in order to improve the quality of their work;</p> <p>vi) Civil court visitation included in paralegals' outreach programme as per JC civil court coverage;</p> <p>vii) Legal Aid Guide amended to make services available to elderly persons in domestic violence matters and to assist in maintenance matters where applicant is not able to obtain order/ ensure enforcement in 12 month period;</p> <p>viii) Additional civil capacity allocated within available resources;</p> <p>ix) Civil court roll analysis pilot project to understand extent of demand and unrepresented litigants was completed. Challenge with lack of information makes it impossible to gauge unmet demand for civil services at courts;</p> <p>x) Implemented priority matters policy for civil clients; walk in clients webpage to follow up on clients, and track and advise on their matters.</p>

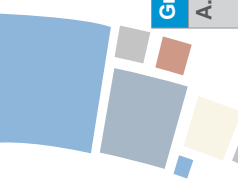


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
A. Legal / Justice	2. Law Clinics and Advice Offices	<p>Strategic Objectives</p> <p>A) To be responsive and have co-operative relationships with other service providers.</p> <p>B) Acquire meaningful insight and input to the organisation's strategic direction.</p> <p>Report on Performance</p> <p>A) Civil legal aid clinics were held by the JCs with civil units to assist clients with specific civil problems as well as offer general awareness lectures on the civil legal services. A total of 5 964 clients were consulted.</p> <p>B) JCs linked to 146 community advice offices through 1 532 visits to provide assistance and back up legal services. 7 181 clients were seen and 947 new files opened.</p>	<p>i) Additional funding required to extend services made available by law clinics and to increase the numbers of Co-operation Partners;</p> <p>ii) NGO sector require support to ensure sustainability;</p> <p>iii) Legal representation support required for clients whose matters require litigation.</p>	<p>i) Four additional proposals for the funding of Co-operation Partners were received from potential service providers after the initial evaluation, two were allocated and two are pending;</p> <p>ii) Additional funds were earmarked for Co-operation agreements from the 2015-2016 financial year;</p> <p>iii) Legal Aid SA had engagement with NADCAO to determine what support can be provided to community advice offices to improve their operations and sustainability. We are supporting advice offices with a webpage to collect data and with drafting of legislation for the regulation and recognition of the paralegal sector. As from the 2016-2017 financial year a policy change allows us to allocate fully depreciated computer equipment to advice offices.</p>
	3. Professional Legal Bodies	<p>Strategic Objectives</p> <p>A) Effective interaction with professional bodies regarding professional regulatory matters concerning legal professionals.</p> <p>B) Acquire meaningful insight and input to the organisation's strategic direction.</p> <p>C) Increase access to justice through pro bono agreements with private practitioners.</p> <p>Report on Performance</p> <p>A) Legal Aid SA kept up to date with developments in the legal profession.</p> <p>B) Effective participation of Legal Aid SA in the National Forum which has been established to give effect to the Legal Practice Act. Input into development of relevant regulations for the Legal Practice Council.</p> <p>C) Legal Aid SA participated in 74 provincial Law Society meetings. Legal Aid SA lawyers participated in all AGMs and meetings of the Law Societies, Black Lawyers Association, Nadel and SAWLA.</p> <p>D) Pro bono agreements concluded with all Law Societies and Bar Councils.</p>	<p>i) Assistance with the processing of contracts of community service for our CAs;</p> <p>ii) Input was received on our quality monitoring instruments for legal practitioners;</p> <p>iii) Advice received on the ethical responsibilities of practitioners when their legal advice conflicts with client instructions;</p> <p>iv) Participation in the National Forum as part of the implementation of the Legal Practice Act;</p> <p>v) Implementation of the Legal Aid South Africa Act (39 of 2014) and preparation of regulations which will contain the policy provisions relating to rendering of legal aid.</p>	<p>i) Improved processing of documentation for registration of community service;</p> <p>ii) Quality review instruments refined as a result of discussions with profession;</p> <p>iii) SOP developed to guide practitioners when confronted with differences between their advice and client instructions;</p> <p>iv) Currently working together with the profession as part of the National Forum.</p>





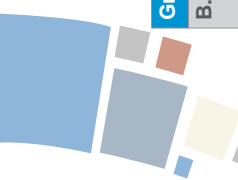
Group	Stakeholder	Engagement	Report on input received	How issues were responded to
A. Legal / Justice	4. Justice System Stakeholders (criminal and civil)	<p>Strategic Objectives</p> <p>A) An improved criminal justice system.</p> <p>B) To increase civil legal aid.</p> <p>C) Joint efforts aimed at improving case flows at courts.</p> <p>D) Improved access to detainees.</p> <p>E) Mitigate the service of serving civil process and executing court orders.</p> <p>Report on Performance</p> <p>A) Legal Aid SA is represented at all Justice System Stakeholder meetings, including participation in all local case flow management committees.</p> <p>B) JCs hosted 64 Justice Cluster Forums.</p> <p>C) Legal Aid SA participated in legal fraternity meetings/activities.</p> <p>D) Participated in the Criminal Justice System Review Committee and contributed to development of a number of protocols to improve efficiencies of the criminal justice system.</p> <p>E) Discussions held with the South African Board for Sheriffs to limit the cost of service of process of poor clients. Engaging with the South African Board for Sheriffs and Minister of Justice relating to challenges with Sheriffs and their registration or inability to register on the National Treasury Central Supplier Database.</p>	<p>i) Practices by Legal Aid SA that cause delays at courts;</p> <p>ii) Reducing the number of Remand Detainees in custody, especially those in custody for greater than 2 years;</p> <p>iii) Development of protocols to improve the functioning of the criminal justice system;</p> <p>iv) Reduction in the number of children awaiting trial;</p> <p>v) Improving our relationship with justice cluster stakeholders to ensure improved communication to address local challenges;</p> <p>vi) Providing assistance to litigants seeking divorces with the assistance of Regional Court Registrars;</p> <p>vii) Making qualifying practitioners available to act as Commissioners of the Small Claims Courts.</p>	<p>i) All complaints/concerns raised at local case flow management committees investigated and addressed;</p> <p>ii) Legal Aid SA compiles top 20 Remand Detainees list per province for attention of respective PEECs;</p> <p>iii) Legal Aid SA has implemented all protocols in as far as it affects Legal Aid SA;</p> <p>iv) Legal Aid SA ensures participation of senior managers at all local case flow meetings;</p> <p>v) Enhanced tracking and monitoring of children awaiting trial;</p> <p>vi) Assist persons with divorces who qualify and have created a divorce self-help package that is available on our website;</p> <p>vii) 159 Legal Aid SA practitioners have been appointed as Commissioners of Small Claims Courts.</p>
	5. Master's Office	<p>Strategic Objective</p> <p>A) Linkage with Master's Office to attend to estate matters on behalf of children.</p> <p>Report on Performance</p> <p>A) Meetings with Chief Master implemented to respond to operational challenges.</p> <p>B) In accordance with agreement with Master's Office, 3 477 new children estate matters were taken on.</p> <p>C) Payments to beneficiaries were effected in the amount of approximately R46,5 million.</p>	<p>i) Compliance with Administration of Estates Act for estates exceeding R250 000 (after 24/11/2014);</p> <p>ii) Bulk payments to Guardians Fund where relevant documents not received/untraceable for all the beneficiaries.</p>	<p>i) SOP updated to provide for submitting Liquidation and Distribution Accounts in estates exceeding Section 18(3) limits;</p> <p>ii) Trust Account Tracking Schedule updated to track estates exceeding Section 18(3) limits;</p> <p>iii) Specific focus on trust accounts resulted in increased payments to beneficiaries and payments of R46,5 million made to children beneficiaries;</p> <p>iv) Updated the webpage to track reasons for matters exceeding 12 month turnaround for payments.</p>



Group	Stakeholder	Engagement	Report on input received	How issues were responded to
B. Government	6. Ministry of Justice and Correctional Services (Executive Authority) and Department of Justice and Constitutional Development	Strategic Objective A) Ensure best governance practice, King III guidelines, and compliance with PFMA and other statutory requirements. Report on Performance A) Reporting and accountability to Executive Authority and statutory compliance maintained at 100%. B) The chairperson of the Board continued to meet with the Minister as and when required.	The Ministry of Justice acknowledges the performance of Legal Aid SA and the extent of compliance with statutory requirements and the PFMA.	Legal Aid SA continues to be accountable to its Executive Authority in compliance with relevant legislation.
	7. National Treasury	Strategic Objective A) Ensure best governance practice and compliance with PFMA and other statutory requirements. Report on Performance A) Legal Aid SA attended one (1) MTEC Meeting. B) Legal Aid SA was part of three (3) National Treasury forums. C) Legal Aid SA attended training hosted by National Treasury.	i) Legal Aid SA seen as a professional entity. Meetings and presentations on finance matters are always handled in a very proficient manner at all times. No additional funds allocated for the financial year under review; ii) Legal Aid SA seen as one of the few entities with an excellent track record on Auditor-General's independent audit opinions; iii) Training conducted on NT financial reporting templates and new accounting standards and Auditor-General's expectations when conducting the audit.	i) Material compliance on PFMA and full compliance on other statutory requirements. Legal Aid SA absorbed the budget cuts of R62 million in the 2015-2016 financial year. Service delivery was not negatively impacted by the budget cuts; ii) New circulars and NT guidelines introduced and discussed at the forums were implemented by Legal Aid SA to ensure good governance and financial maturity; iii) Financial reporting templates were updated and submitted to NT timeously. New accounting standards were applied when preparing the quarterly and annual Financial Statements.

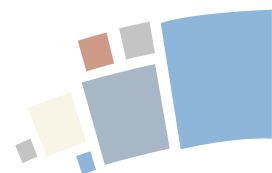


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
B. Government	8. Government Departments (other) (National, provincial, local)	<p>Strategic Objectives</p> <p>A) To be responsive and have co-operative relationships with government departments.</p> <p>B) Acquire meaningful insight and input to the organisation's strategic direction.</p> <p>C) Linkage with Department of Health for assistance of mental healthcare patients.</p> <p>Report on Performance</p> <p>A) 650 poster displays and around 800 outreach events convened at key government service points in partnership with government departments. This was executed by the Communications Department.</p> <p>B) Attendance of Annual Mental Healthcare Seminar.</p> <p>C) Participation in approximately 2 800 meetings with various government departments.</p> <p>D) Referral of mental healthcare clients for legal advice and representation where needed.</p>	<p>i) Department of Correctional Services: Improving consultation facilities and security for Legal Aid SA practitioners;</p> <p>ii) Department of Public Works: Planning requirements for building of High Courts at Limpopo and Mpumalanga;</p> <p>iii) Department of Health: Legal representation for mental health patients;</p> <p>iv) Issue of assistance in parole matters.</p>	<p>i) Implemented consultation protocol with Department of Correctional Services;</p> <p>ii) Legal Aid SA representatives participated in joint meetings as arranged by the Department of Justice and the Department of Public Works relating to the building of the new High Courts in Limpopo and Mpumalanga;</p> <p>iii) Attended and provided input to the Department of Health mental health summit. Also committed to provide representation for all cases referred to us;</p> <p>iv) Investigating how Legal Aid SA can assist parolees using paralegals.</p>
	9. Judicial Inspectorate of Correctional Services (JICS)	<p>Strategic Objectives</p> <p>A) Continuous linkages with Department of Correctional Services for better access to detainees.</p> <p>B) Partnership with JICS to increase access to legal aid for detainees and inmates.</p> <p>C) Joint initiatives with all Justice Crime Prevention and Security Cluster stakeholders to reduce the number of Remand Detainees in custody for periods exceeding 2 years.</p> <p>Report on Performance</p> <p>A) Ongoing meetings with JICS and interactions with Independent Correctional Centre Visitors (ICCVs) at local JC level.</p> <p>B) Attendance at visitation committee meetings.</p>	<p>i) Participation by Legal Aid SA at local JICS meetings;</p> <p>ii) Complaints by inmates, in as far as it affects Legal Aid SA, are discussed;</p> <p>iii) Issue of unrepresented accused at correctional facilities.</p>	<p>i) Legal Aid SA ensures that senior JC managers attend the local JICS meetings as arranged so that all inmate concerns regarding the provision of legal aid can be addressed;</p> <p>ii) All inmate concerns regarding Legal Aid SA investigated and addressed;</p> <p>iii) Visits undertaken by JC paralegals to offer assistance to unrepresented accused.</p>



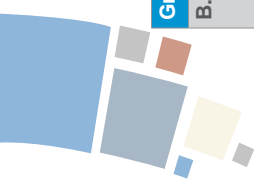


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
B. Government	10. SAPS and Department of Social Development	<p>Strategic Objectives</p> <p>A) Effective engagement with SAPS and Social Development to ensure legal representation for children in criminal matters.</p> <p>B) Improved linkages with the SAPS system for referral of matters relating to legal aid.</p> <p>Report on Performance</p> <p>A) Legal Aid SA was part of 418 case flow management committees to improve linkages which includes representatives from SAPS and Social Development.</p> <p>B) JC personnel attended almost 2 000 case flow committee meetings.</p> <p>C) Legal Aid SA participated in all activities of the Intersectoral Committee on Child Justice.</p> <p>D) Regions participated in all Provincial Child Justice Forums.</p> <p>E) Integration of our legal administration system (AI) and the CAS system pursued as part of the Integrated Justice System deliverables.</p> <p>F) Legal Aid SA partnership extends to other areas including outreach programmes, social mobilisation and rights-based awareness through branding at numerous SAPS police cells nationally.</p> <p>G) Information regarding children awaiting trial is communicated to our local JCs.</p> <p>H) Strong relationships are built to jointly co-ordinate efforts in dealing with child justice matters.</p>	<p>i) Children held in holding cells at police stations;</p> <p>ii) Probation Officer reports as well as assessments done on children.</p>	<p>i) Legal Aid SA visits all holding cells where children are held to ensure legal representation is provided. Legal Aid SA also tracks all children held in custody in correctional facilities;</p> <p>ii) The provision of reports within timeframes so that there are no unreasonable delays in matters involving children.</p>



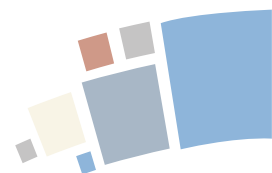


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
B. Government	11. Parliamentary Portfolio Committee on Justice and Constitutional Development	Strategic Objective A) Reporting and accountability to the Executive Authority and statutory compliance maintained and improved. Report on Performance A) Parliamentary Portfolio Committee Briefings were held in quarter 2 of 2015-2016 (Legal Aid SA Strategic Plan 2015-2020; Annual Performance Plan 2015-2016; Budget 2015-2016) as well as in quarter 3 for the Annual Report 2014-2015.	i) The Portfolio Committee commended the organisation on its continued high standards of performance; ii) The Portfolio Committee requested an improved focus on civil matters especially for vulnerable groups. They reiterated their support for increased civil assistance although they understood that given the current economic climate, requisite increase in funding is not sustainable.	The civil capacity of Legal Aid SA is annually reviewed based on budgetary capacity. With R4 million funding we added 11 new civil posts and the conversion of three senior posts resulted in an additional five positions.
	12. Co-operation Partners	Strategic Objective A) Boost capacity and resources to deliver quality legal services/ensure increased access to justice. Report on Performance A) Increased access to justice in civil matters, with specific legal focus or specific geographical areas. B) There are currently 10 agreements with Co-operation Partners. C) A total of 4 647 new matters were taken on by Co-operation Partners.	Additional funding required to extend services made available by Law Clinics and to increase the numbers of Co-operation Partners.	i) A call for proposals for the funding of Co-operation Partners was advertised and proposals have been received from potential service providers including Law Clinics; ii) Additional funds were earmarked for Co-operation agreements from the 2015-2016 financial year.



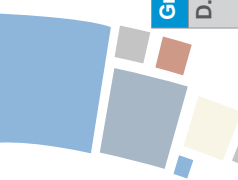


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
C. Service Providers	13. Judicare practitioners and Agency Agreements	<p>Strategic Objectives</p> <p>A) Boost capacity and resources to deliver quality legal services/ensure increased access to justice.</p> <p>B) Increase access to justice in rural based courts that are uneconomical to service from a JC.</p> <p>Report on Performance</p> <p>A) Implemented a webpage for the appointment of counsel in civil matters on a Judicare instruction where the JC remains as the instructing attorneys.</p> <p>B) Bi-annual newsletter published for Judicare practitioners.</p> <p>C) All JCs held Judicare practitioner briefings.</p> <p>D) There are currently five Agency Agreements concluded with practitioners to service remote courts.</p>	<p>i) Criteria for Judicare accreditation;</p> <p>ii) Quality monitoring of case files as well as at courts;</p> <p>iii) Payment of accounts;</p> <p>iv) Tax clearance certificate requirements.</p>	<p>i) Accreditation criteria reviewed and refinements effected;</p> <p>ii) Introduction of court observation of Judicare practitioners by senior JC managers;</p> <p>iii) Details of our quality monitoring programme shared with practitioners in their compulsory briefing session with JC management;</p> <p>iv) Judicare newsletters contained articles on requirements for the efficient processing of Judicare practitioner accounts;</p> <p>v) New procedures introduced for reporting progress on all Judicare matters;</p> <p>vi) Update on NT regulations on tax clearance certificates and payment of suppliers; including registration on NT Central Supplier Database.</p>
	14. Other Suppliers	<p>Strategic Objectives</p> <p>A) Improved relations and supplier co-operation.</p> <p>B) Promote better understanding of Legal Aid SA's procurement policies and procedures.</p> <p>Report on Performance</p> <p>A) Regular updates with regards to Supply Chain Management (SCM) matters and guidelines sent out to suppliers through newsletters, SMS and emails.</p> <p>B) Tender briefings and publishing of tender results through website.</p> <p>C) Suppliers kept informed/comply with SCM processes and advised to register on NT Central Supplier Database.</p>	<p>i) Suppliers requested Legal Aid SA to clarify SCM requirements for tenders;</p> <p>ii) Suppliers requested to be informed timeously about Legal Aid SA December closure and cut-off dates for submission of accounts for payment purposes.</p>	<p>i) Held tender briefing meetings to clarify SCM requirements;</p> <p>ii) Suppliers informed about cut-off dates for submission of accounts to be processed before the December closure;</p> <p>iii) Suppliers assisted with challenges experienced when registering on the NT Central Supplier Database.</p>



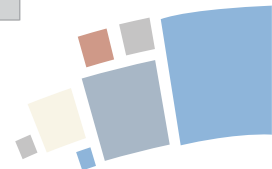


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
D. Internal Public	15. Board members	Strategic Objectives A) Skilled and properly constituted Board and Board committees that function effectively to lead the organisation. B) Ensure on-going dialogue between Legal Aid SA management and Board. Report on Performance A) The Transitional Board was 100% constituted and fully operational in the period 1 March 2015 - 29 February 2016 to ensure that Legal Aid SA fulfils its mandate. B) Management participates in Board and committee meetings to assist the Board. C) Four Board meetings and 16 Board committee meetings held during the financial year. D) Self-evaluation by the Transitional Board affirmed effective fiduciary duties by the Board and that the Board has successfully fulfilled its oversight functions.	Transitional arrangements relating to new Legal Aid South Africa Act (39 of 2014) implemented to ensure the continuation of effective governance arrangements prior to appointment of the new Board.	A Project Plan with timeframes was implemented and tracked to ensure a smooth transition to the 1 March 2016 appointment of a new Board.
	16. Employees	Strategic Objectives A) Ongoing dialogue between Legal Aid SA employees and management at all levels. B) Consult with internal stakeholders to obtain input on Legal Aid SA Strategic Plan 2015-2020: Review 2016-2017. Report on Performance A) Issued weekly online newsletters (48). B) Monthly staff meetings including quarterly forums. C) Employer Brand Activities implemented. D) Employee Wellness and People Development programmes implemented during the year. E) Internal events implemented for employees includes annual and mid-year Achiever Awards ceremonies. F) National Internal Omnibus Engagement survey conducted. G) JC and National Office Department workshops; Management Committee workshops.	Suggested changes to the Draft Strategic Plan 2015-2020: Review 2016-2017 received.	i) Suggested changes to the Strategic Plan 2015-2020: Review 2016-2017 were recorded and considered and the Strategic Plan 2015-2020: Review 2016-2017 was submitted to the Board and approved; ii) Continued focus on Internal Communication, Employee Wellness and Organisational Culture Programmes.



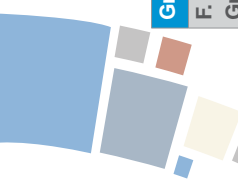


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
E. External Public	17. Clients and potential Clients / public (LSM 1-5)	<p>Strategic Objective</p> <p>A) Increased awareness and usage of Legal Aid SA services.</p> <p>Report on Performance</p> <p>A) Radio, TV and print call-to-action marketing campaigns.</p> <p>B) Branded marketing and promotional material promoting Legal Aid SA services, with emphasis on the Legal Aid Advice Line.</p> <p>C) Community outreach at local structures to improve awareness and provide information on constitutional rights and responsibilities.</p>	<p>i) How can Legal Aid SA expand its services beyond criminal and civil legal aid assistance at community level?</p> <p>ii) Mobile legal aid offices linked to advice and community centres;</p> <p>iii) Potential clients in rural areas - awareness programmes and accessibility of services.</p>	<p>i) JCs operate as information hubs to assist community members on socioeconomic issues;</p> <p>ii) Regular visitations by local JCs at advice and community centres and implementation of outreach programmes at local structures;</p> <p>iii) New brand positioning and marketing initiatives aimed at increased usage of Legal Aid SA services explored - TV, radio and print advertising campaigns targeting potential clients.</p>
	18. Community-based organisations (CBOs, FBOs)	<p>Strategic Objective</p> <p>A) Improved linkages to increase awareness of legal aid services as well as referral of clients to Legal Aid SA.</p> <p>Report on Performance</p> <p>A) Over 100 events held in partnership with NGOs, and other lobby groups.</p> <p>B) Stakeholders invited to provincial stakeholder forums.</p>	<p>Funding of partnership programmes at community level.</p>	<p>No funding available. Engaged in various initiatives to ensure increased support to communities and vulnerable groups through delivery on Corporate Social Investment programme.</p>
F. Advocacy Groups	19. Commissions and Chapter 9 institutions	<p>Strategic Objectives</p> <p>A) To network with Commissions in safeguarding the rights of vulnerable persons.</p> <p>B) Ensure effective referral systems of clients with legal representation needs to Legal Aid SA.</p> <p>C) Co-branding initiatives/human rights awareness campaigns.</p> <p>Report on Performance</p> <p>A) Legal Aid SA maintained partnerships with Commissions and other Chapter 9 institutions by attending and participating in seminars of various topical issues including a Conference on Education about Constitutional Rights hosted by the Department of Justice and Constitutional Development and the SA Human Rights Commission 20 Year Anniversary Conference on Radism.</p> <p>B) Public information sharing with relevant institutions through co-partnerships on access to justice and awareness of constitutional rights.</p>	<p>Require knowledge sharing relating to the use of technology in making services available to clients.</p>	<p>Increased number of self help modules (33 modules under 15 main legal topics) available on the revised self help website.</p>



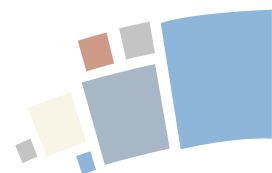


Group	Stakeholder	Engagement	Report on input received	How issues were responded to
F. Advocacy Groups	20. Non-governmental organisations and lobby groups	<p>Strategic Objectives</p> <p>A) To strengthen partnerships.</p> <p>B) To ensure effective referral systems of clients with legal representation needs to Legal Aid SA.</p> <p>Report on Performance</p> <p>A) Co-branding initiatives/human rights awareness campaigns.</p> <p>B) Legal Aid SA was part of approximately 717 meetings with NGOs on civil legal aid targeting vulnerable groups.</p> <p>C) Memorandum of Understanding in place with the South African National Aids Council (SANAC) to provide advice and legal services to persons facing discrimination as a result of their HIV/Aids status. Participated in International AIDS Conference.</p> <p>D) Television advertising marketing the availability of advice to persons with HIV/Aids through the Legal Aid Advice Line.</p> <p>E) Memorandum of Understanding entered with Hospice for Palliative Care Association of South Africa; marketing of Legal Aid Advice Line at Hospice AGM.</p>	<p>i) SANAC was concerned that legal services were not reaching persons affected/infected by HIV/Aids;</p> <p>ii) Hospice for Palliative Care Association of South Africa were concerned about access to legal services for the terminally ill or immobile patients.</p>	<p>i) The co-ordination of legal services to persons with HIV/Aids was included in a Memorandum of Understanding with SANAC and its partners;</p> <p>ii) A Memorandum of Understanding was concluded to co-ordinate the provision of legal advice and assistance to terminally ill or immobile persons via the Legal Aid Advice Line.</p>
	21. African / International legal aid bodies	<p>Strategic Objective</p> <p>A) Foster relationships that will result in partnerships to strengthen legal aid internationally.</p> <p>Report on Performance</p> <p>A) Attendance of International Legal Aid Group (ILAG) conference and presentation of papers on technology and sustainability relating to legal aid.</p> <p>B) Three delegations were hosted in this financial year. Two were from Iraq and Botswana and the final delegation was Namati, a global legal empowerment network.</p> <p>C) Legal Aid SA continued to work with the United Nations Office on Drugs and Crime and the United Nations Development Programme (UNDP) in a global study on legal aid.</p>	<p>Legal aid bodies seek to understand the development and management of a sustainable legal aid system with particular reference to:</p> <p>a) Legislation and Policy;</p> <p>b) Governance structures;</p> <p>c) Delivery systems including quality management;</p> <p>d) Support systems/structures.</p>	<p>i) Case study of Legal Aid SA model documented in conjunction with the UNDP;</p> <p>ii) Knowledge/information sharing with other legal aid bodies is based on the specific requirements of each visiting delegation;</p> <p>iii) The promotion of legal aid outside of South Africa remains a key ongoing activity.</p>





Group	Stakeholder	Engagement	Report on input received	How issues were responded to
H. Educational Institutions	22. Tertiary Institutions and Schools	Strategic Objectives A) Position Legal Aid SA as an employer of choice to potential Candidate Attorneys. B) Educate learners about their rights and responsibilities at schools/brand awareness. C) Ensure that students understand the organisation's Employment Value Proposition. Report on Performance A) Legal Aid SA convened open days at 21 universities to create brand awareness and supply information to students about employment opportunities offered by the organisation. Improved visibility of Legal Aid SA at universities and schools enables students to plan their career paths.	Students generally seek clarity on the processes they should follow to secure placement to serve articles at Legal Aid SA. Students also enquire about details of the training provided as well as Legal Aid SA's remuneration and benefits.	Legal Aid SA provided information on its placement processes, training programme, remuneration and benefits. Legal Aid SA also assisted students to register their applications for articles online during Open Days.
I. Media	23. National Print, Broadcast, Online, Community and Regional Media	Strategic Objectives A) Improved share of voice for Legal Aid SA in the media. B) Position thought leadership within Legal Aid SA. Report on Performance A) Increased awareness and improved brand image from positive media coverage (both mentions and PR). B) More than 100 press releases issued and approximately 100 media queries received and responded to timeously. C) Approximately 180 interviews arranged (in both print and broadcast media). D) Approximately 300 media networking sessions arranged with key journalists. E) Three feature articles in national newspapers focusing on profiling impact litigation cases aligned to human rights themes.	i) Regular press conferences; ii) Request for continuous advertising support and partnership with community media.	i) Key senior legal practitioners identified to handle legal commentary requests - Legal Aid SA thought leadership and expertise recognised; ii) Improved media reporting owing to continued focus on building relationships with media; iii) Media annual plan on networking and engaging community and regional media; iv) Media protocol in place and applied when responding to media queries.





Advertising to our stakeholders in Pretoria



The outcome of a Child Protection Week event we held



Engaging with community members during an outreach event



A tour of the Mamelodi Traditional Court

PART E: HUMAN RESOURCES MANAGEMENT





1. Overview of Human Resources matters at the Public Entity

Human Resources management has had noteworthy performances in all talent management areas during the 2015-2016 financial year. This includes sustaining high recruitment levels, low turnover and the exceeding of training and development targets.

The main focus for the year under review was embedding the Sectoral Human Resources Strategy and reinforcing competency based talent management.

Having successfully implemented a business partnering focus in the prior year, 2015-2016 largely achieved the goal of integration across the human resources sub-disciplines in order to bring value to the business.

2. Set Human Resources Priorities for the year under review and the impact of these Priorities

Aside from maintaining the standard talent management programmes, the key priorities set for the Human Resources function included maintaining a competitive Employment Value Proposition (EVP), ongoing Leadership Development, developing a 2015-2020 Employment Equity Plan and embedding the HR Sectoral Strategy.

2.1 Maintaining a Competitive Employment Value Proposition

The Legal Aid South Africa EVP articulates both the financial and non-financial value in the organisation's employment offering. The EVP establishes the expectation by the employer from the employee in terms of commitment to the Constitution, organisational culture, the Legal Aid SA brand and our approach to providing access to justice to the poor and vulnerable. The Legal Aid South Africa EVP thus represents a partnership between the employee and employer and shared, mutual responsibility for the provision of a stimulating and meaningful work experience.

During the 2015-2016 financial year, the Legal Aid SA EVP was reviewed together with the Legal Aid South Africa Terms and Conditions of Employment and People Management Practices. These interventions were found to be competitive as Legal Aid SA was accredited as a Top Employer for the 7th consecutive year. This firmly entrenches the organisation in the position of employer

of choice whilst the benchmark provides assurance that Legal Aid South Africa's talent management, leadership, culture and development practices are in keeping with international contemporary best practice. This leading practice has been translated into the EVP.

2.2 Leadership Development Programme

During 2015-2016, the Legal Aid SA Leadership Development Programme was embedded, resulting in a common belief and understanding of what is expected of the organisation's leaders. A clear shift is evident whereby lawyers in management have transitioned into leaders. The leaders are held accountable for reinforcing the organisational culture and for employee engagement. Leaders are being supported to build trust and influence the discourse through business priority conversations.

Regional Leadership Summits were held in 2015. The key themes of the summit were: Leadership Approach to Deliver Sustainability Outcomes based on Leadership Business Priority Conversations; Leadership Competencies Development; Creating a Humanistic Work Environment; Building a Risk Culture and a Human Rights Culture.

The coaching programme was extended to all managers to enable coaching to be utilised as a tool to improve employee performance.

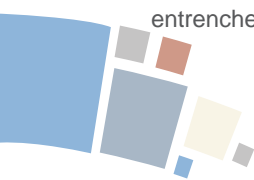
2.3 Employment Equity

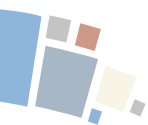
During the financial year under review, the 2015-2020 Employment Equity Plan (EE Plan) was approved by the Board following an employment equity audit conducted by an independent service provider.

This audit showed a steady improvement as at 2015 when compared to the prior EE Plan cycles. Whilst Legal Aid South Africa's overall performance is better than the country employment profile, representation by the African Female and Disabled designated groups remain a challenge:

Legal Aid SA EE Performance	Blacks	Africans	Women
National Economic Active Population 2015-2016	91.00%	77.00%	44.50%
Country Employment Profile 2015-2016	85.46%	69.00%	42.93%
Legal Aid SA 2015-2016	88.44%	71.37%	52.14%

These groups are prioritised in the 2015-2020 EE Plan.





In 2015, Legal Aid SA received special recognition as a finalist in the Department of Labour and Employment Equity Commission's Inaugural Employment Equity Awards for its contribution to employment equity in the workplace.

2.4 Embedding the Human Resources Sectoral Strategy

In 2015-2016, Legal Aid South Africa has taken talent management to the strategic systems level as articulated in the HR Sectoral Strategy. This strategy has ensured that all talent management elements are addressed on a competency management basis. In addition, further enrichment has been achieved through the development of a legal competency framework which defines threshold legal, technical and behavioural competencies. This approach contributes to building the competitive edge insofar as the core legal capability of the organisation is concerned.

During the year under review, the HR platform was strengthened by ensuring integration between the strategy and the HR programmes including research, employee and organisation development, leadership development, succession planning, culture and engagement, employee wellness and labour relations, and human resources administration.

A number of talent management processes were converted from manual to electronic using customised technology applications. These included the HR Management Information System, Labour Relations Management and Performance Management. In addition, employee files were converted from manual to an electronic platform.

The HR Policies and Standard Operating Procedures remained in place and effective, with the technology applications improving the efficiency of processes.

3. Workforce Planning Framework and Key Strategies to attract and recruit a skilled and capable workforce

Legal Aid SA bases its workforce planning framework on a Practitioner per Court Model which is aimed at having dedicated Legal Aid South Africa practitioners based at courts. This Model is able to provide for high volume needs at District Courts (DCs) and Regional Courts (RCs), as the same practitioner is able to take on all cases required in

a specific court on a specific day. This provides certainty amongst court based stakeholders as to who the Legal Aid SA service provider is and contributes positively to efficient case flow management.

The Practitioner per Court Model achievement target is $\geq 83\%$ coverage of DCs and $\geq 93\%$ coverage of RCs. In the year under review, we achieved 88% coverage of DCs and a 97% coverage of RCs. The central diary system used in the High Courts provides the opportunity to match each case with the appropriate levels of practitioner skills and ability.

Whilst the practitioner per court coverage explained above is the current targeted court coverage, the organisation strives to improve the court coverage with any improvements in this regard being dependent on additional budget allocations from the National Treasury.

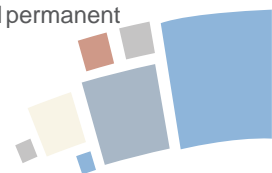
The recruitment rate during 2015-2016 was 95,4%, as compared to the targeted recruitment of $>96\%$. The turnover rate of 7,2% recorded for the year under review, in relation to permanent positions, is within acceptable norms. The key Legal Aid South Africa attraction and retention strategy is the offering of a viable EVP which is appealing to our knowledge based workforce both in terms of financial rewards, professional fulfilment, work-life balance and social consciousness in improving the lives of the poor and vulnerable by providing access to justice.

Workforce planning for civil legal aid provision is undertaken on the basis of demand in a given Justice Centre coverage area, together with the ability of Legal Aid SA's capacity to efficiently serve this demand.

The workforce planning approach of the support platform is one of continuous modernisation, process improvement and best practice alignment. The support services platform continuously refines and develops support models in order to improve sustainability, efficiency and effectiveness of delivery. Business processes in support departments are reviewed annually to ensure greater efficiency, risk mitigation and value creation in support of the delivery of quality legal services as per Legal Aid South Africa's mandate.

4. Employee Performance Management Framework

The Legal Aid SA Performance Management Framework continues to deliver sustainable, holistic and integrated organisational performance. As this applies to all permanent





employees, and is also linked to collective performance, we see this Framework continue to encourage delivery and compliance within the organisation.

The Performance Management Framework also includes aspects aimed at stimulating innovation, exceptional performance beyond agreed deliverables and paradigm changing organisational solutions. In addition, leadership development and performance forms part of the system for all managers.

As such, the Performance Management Framework contributes to the sustainable realisation of Legal Aid South Africa's stated outcomes.

5. Employee Wellness Programme

The Employee Wellness Programme manifested as health awareness programmes and an independent counselling service. The employment of an in-house clinical psychologist continues to reap rewards in terms of assisting legal professionals to deal with vicarious trauma they are often exposed to through their criminal cases. During the year under review, vicarious trauma counselling and awareness as well as supporting employees to maintain healthy lifestyles was the main focus of the Programme.

6. Policy Developments: Highlights, Challenges, Future Goals

Legal Aid SA has benchmarked its human resources practices against the Best Employers standard and is proud that it received Best Employers accreditation for the 7th consecutive year during 2015-2016.

Another highlight of 2015 was Legal Aid South Africa's recognition as a finalist in the Department of Labour and Employment Equity Commission's Inaugural Employment Equity Awards for its contribution to employment equity.

A robust and productive relationship was maintained with the Legal Aid SA recognised trade union, the South African Parastatal and Tertiary Institutions Union (SAPTU).

No major policy shifts are foreseen for the year ahead. A key focus will be to leverage the Legal Competency Framework to ensure that it continuously contributes to the growth of the organisation's strategic legal capability.

Creating a humanistic work environment and improving the levels of employee happiness have been identified as priorities for the year ahead.

Culture Statement

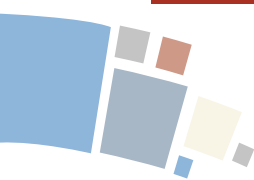
"Proudly Legal Aid SA... champion of legal rights, serving our clients with integrity and confidence. Your Voice. For Justice."

Leadership Statement

"Leading with integrity, inspiring excellence and promoting values and rights enshrined in the Constitution."



Our collection of Top Employer awards





Achievers at our 2015 Achiever Awards ceremony



A cross section of our Legal Aid South Africa Citizens



Executive Director of Section27 Mark Heywood speaking at our 2015 Achiever Awards ceremony



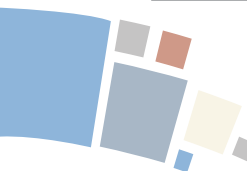
Zacharia Phooko, one of our disabled employees working at our Pretoria Justice Centre

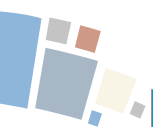


7. Human Resources Oversight Statistics

Table 11: Personnel Cost by Business Unit

Directorate/Business Unit	Total expenditure for the entity (R'000)	Personnel expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Legal Aid SA: National Office					
Office of the CEO (include COO & BS)	R 8,264,879	R 7,498,774	90.73%	16	R 468,673
Internal Audit	R 17,617,998	R 16,639,622	94.45%	28	R 594,272
Human Resources	R 60,234,175	R 10,177,981	16.90%	23	R 442,521
Communications	R 8,710,315	R 3,549,898	40.76%	12	R 295,825
Finance (include PPU & CREDITORS)	R 51,716,668	R 18,039,444	34.88%	40	R 450,986
Information Technology	R 51,392,107	R 15,187,613	29.55%	31	R 489,923
Corporate Services	R 29,538,943	R 10,400,606	35.21%	24	R 433,359
National Operations	R 11,914,235	R 9,336,983	78.37%	15	R 622,466
Legal Development Services	R 25,759,213	R 16,397,905	63.66%	30	R 546,597
Eastern Cape Region					
Aliwal North Justice Centre	R 8,706,608	R 7,514,986	86.31%	17	R 442,058
Butterworth Justice Centre	R 11,915,406	R 10,750,137	90.22%	40	R 268,753
East London Justice Centre	R 17,362,179	R 16,263,087	93.67%	46	R 353,545
Eastern Cape Regional Office	R 9,488,278	R 6,272,232	66.11%	9	R 696,915
Graaff-Reinet Justice Centre	R 11,475,712	R 10,366,723	90.34%	21	R 493,653
Grahamstown Justice Centre	R 17,654,459	R 15,664,043	88.73%	40	R 391,601
King Williams Town Justice Centre	R 21,299,796	R 18,738,000	87.97%	46	R 407,348
Port Elizabeth Justice Centre	R 44,957,766	R 41,727,069	92.81%	99	R 421,486
Queenstown Justice Centre	R 18,713,249	R 17,500,125	93.52%	45	R 388,892
Uitenhage Justice Centre	R 12,194,859	R 11,060,522	90.70%	28	R 395,019
Mthatha Justice Centre	R 38,618,353	R 33,677,495	87.21%	107	R 314,743
Free State/North West Region					
Bethlehem Justice Centre	R 11,335,128	R 10,186,130	89.86%	26	R 391,774
Bloemfontein Justice Centre	R 34,634,169	R 32,157,818	92.85%	72	R 446,636
Botshabelo Justice Centre	R 9,312,397	R 8,059,979	86.55%	28	R 287,856
Free State/North West Regional Office	R 9,430,030	R 5,640,485	59.81%	7	R 805,784
Ga-Rankuwa Justice Centre	R 17,606,214	R 16,512,366	93.79%	47	R 351,327
Klerksdorp Justice Centre	R 12,803,218	R 11,113,778	86.80%	29	R 383,234
Kroonstad Justice Centre	R 9,064,998	R 7,686,095	84.79%	21	R 366,005
Lichtenburg Justice Centre	R 7,936,128	R 6,915,307	87.14%	22	R 314,332
Mafikeng Justice Centre	R 16,110,694	R 13,324,705	82.71%	40	R 333,118
Phuthaditjhaba Justice Centre	R 11,935,208	R 10,218,828	85.62%	35	R 291,967
Potchefstroom Justice Centre	R 14,717,863	R 12,089,806	82.14%	32	R 377,806
Rustenburg Justice Centre	R 11,681,351	R 10,944,485	93.69%	37	R 295,797
Vryberg Justice Centre	R 6,287,191	R 5,294,996	84.22%	15	R 353,000
Welkom Justice Centre	R 19,508,416	R 17,197,894	88.16%	55	R 312,689
Gauteng Region					
Alexandra Justice Centre	R 12,562,338	R 11,557,600	92.00%	38	R 304,147
Benoni Justice Centre	R 23,930,132	R 22,529,909	94.15%	68	R 331,322
Gauteng Regional Office	R 11,894,935	R 6,346,721	53.36%	11	R 576,975
Germiston Justice Centre	R 13,738,931	R 12,870,544	93.68%	41	R 313,916
Johannesburg Justice Centre	R 51,103,788	R 42,589,197	83.34%	105	R 405,611
Krugersdorp Justice Centre	R 18,009,893	R 17,199,368	95.50%	57	R 301,743
Pretoria Justice Centre	R 39,732,153	R 35,455,127	89.24%	82	R 432,380
Soshanguve Justice Centre	R 10,962,422	R 10,264,554	93.63%	33	R 311,047





Directorate/Business Unit	Total expenditure for the entity (R'000)	Personnel expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Soweto Justice Centre	R 25,325,676	R 23,134,677	91.35%	63	R 367,217
Tembisa Justice Centre	R 13,205,286	R 11,101,142	84.07%	37	R 300,031
Vereeniging Justice Centre	R 24,179,132	R 22,192,183	91.78%	60	R 369,870
KwaZulu-Natal Region					
Durban Justice Centre	R 39,806,261	R 36,839,578	92.55%	87	R 423,443
Empangeni Justice Centre	R 39,806,261	R 19,263,303	48.39%	62	R 310,698
KwaZulu-Natal Regional Office	R 8,888,681	R 6,315,286	71.05%	8	R 789,411
Ladysmith Justice Centre	R 9,694,834	R 8,312,125	85.74%	29	R 286,625
Newcastle Justice Centre	R 11,372,440	R 9,952,088	87.51%	33	R 301,578
Pietermaritzburg Justice Centre	R 34,281,518	R 13,069,288	38.12%	44	R 297,029
Pinetown Justice Centre	R 14,490,304	R 30,579,045	211.03%	86	R 355,570
Port Shepstone Justice Centre	R 19,868,579	R 17,552,636	88.34%	55	R 319,139
Umlazi Justice Centre	R 16,624,226	R 15,403,749	92.66%	46	R 334,864
Verulam Justice Centre	R 21,496,544	R 19,494,435	90.69%	58	R 336,111
Vryheid Justice Centre	R 13,436,781	R 11,627,818	86.54%	37	R 314,265
Limpopo/Mpumalanga Region					
Ermelo Justice Centre	R 15,094,748	R 13,170,161	87.25%	39	R 337,696
Limpopo/Mpumalanga Regional Office	R 12,002,287	R 5,806,697	48.38%	8	R 725,837
Makhado Justice Centre	R 10,393,407	R 9,405,495	90.49%	32	R 293,922
Middelburg Justice Centre	R 14,829,456	R 13,035,871	87.91%	45	R 289,686
Modimolle Justice Centre	R 10,350,702	R 8,776,797	84.79%	23	R 381,600
Nelspruit Justice Centre	R 26,884,570	R 24,287,883	90.34%	72	R 337,332
Polokwane Justice Centre	R 29,146,025	R 26,636,178	91.39%	71	R 375,157
Thohoyandou Justice Centre	R 11,776,269	R 11,223,036	95.30%	31	R 362,033
Tzaneen Justice Centre	R 18,226,468	R 16,855,657	92.48%	51	R 330,503
Witbank Justice Centre	R 16,962,399	R 15,026,588	88.59%	54	R 278,270
Western Cape/Northern Cape Region					
Athlone Justice Centre	R 35,534,367	R 33,786,845	95.08%	103	R 328,028
Bellville Justice Centre	R 20,738,822	R 19,219,282	92.67%	64	R 300,301
Caledon Justice Centre	R 11,146,394	R 9,764,872	87.61%	26	R 375,572
Cape Town Justice Centre	R 32,153,591	R 29,093,510	90.48%	72	R 404,077
Colesburg Justice Centre	R 10,081,360	R 8,424,037	83.56%	27	R 312,001
George Justice Centre	R 27,487,698	R 24,618,909	89.56%	52	R 473,441
Kimberley Justice Centre	R 24,977,453	R 22,765,752	91.15%	64	R 355,715
Malmesbury Justice Centre	R 10,626,936	R 9,306,592	87.58%	33	R 282,018
Stellenbosch Justice Centre	R 22,209,423	R 19,774,629	89.04%	64	R 308,979
Upington Justice Centre	R 15,362,402	R 12,323,101	80.22%	38	R 324,292
Vredendal Justice Centre	R 10,667,720	R 8,912,926	83.55%	30	R 297,098
Western Cape/Northern Cape Regional Office	R 10,275,880	R 5,097,277	49.60%	10	R 509,728
Worcester Justice Centre	R 11,719,741	R 10,374,973	88.53%	27	R 384,258
Include Board Members (in CEO Office) R499 367					

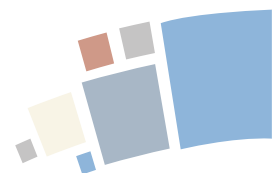




Table 12: Personnel Cost by Salary Band

Level	Personnel expenditure (R'000)	% of personnel exp. to total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Top Management (Level 14-16)	R 22,757,024	2%	18	R 1,264,279
Senior Management (Level 13, CM1)	R 103,508,056	8%	109	R 949,615
Professional qualified (SU_LV 10,11,12 - LP3 to LP10, SU1 & SU, Level 12, DC LP 3-4)	R 856,389,681	70%	1374	R 623,282
Skilled (SU_LV 8,9 + Paralegals + LP1, LP2)	R 159,037,419	13%	1189	R 133,757
Semi-skilled (SU_LV 4,5,6,7) excluding Paralegals)	R 83,251,809	7%	659	R 126,331
TOTAL	R 1,224,943,989*	100%	3349	R 365,764

- Excludes Board Members R 499 367

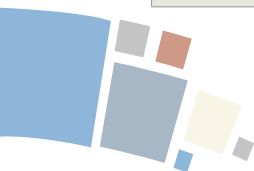
* The total amount included group life of R18 million.

Table 13: Performance Rewards

Salary Band	Performance rewards	Personnel expenditure (R'000)	% of performance rewards to total personnel cost (R'000)
Top Management (Level 14 - 16)	R 2,178,655	R 22,757,024	10%
Senior Management (Level 13, CM1)	R 6,149,324	R 103,508,056	6%
Professional qualified (SU_LV 10,11,12 - LP3 to LP10, SU1 & SU, Level 12, DC LP 3-4)	R 31,149,605	R 856,389,681	4%
Skilled (SU_LV 8,9 + Paralegals + LP1, LP2)	R 1,073,016	R 159,037,419	1%
Semi-skilled (SU_LV 4,5,6,7 excluding Paralegals)	R 4,218,657	R 83,251,810	5%
TOTAL	R 44,769,258	R 1,224,943,989	4%

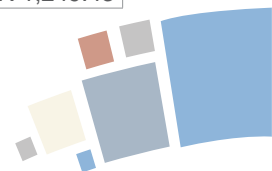
Table 14: Training Costs

Directorate/Business Unit	Personnel expenditure (R'000)	Training expenditure (R'000)	Training expenditure as a % of personnel cost	No. of employees trained	Avg training cost per employee
Legal Aid SA: National Office					
Office of the CEO (include COO & BS)	R 6,999,407	R 91,187	1.30%	16	R 5,699.19
Internal Audit	R 16,639,622	R 78,034	0.47%	14	R 5,573.86
Human Resources	R 10,177,981	R 1,584,494	15.57%	320	R 4,951.54
Communications	R 3,549,898	R 4,400	0.12%	1	R 4,400.00
Finance (include PPU & CREDITORS)	R 18,039,444	R 46,505	0.26%	20	R 2,325.25
Information Technology	R 15,187,613	R 196,233	1.29%	20	R 9,811.65
Corporate Services	R 10,400,606	R 41,561	0.40%	3	R 13,853.67
National Operations	R 9,336,983	R 11,756	0.13%	1	R 11,756.00
Legal Development Services	R 16,397,905	R 3,614,947	22.05%	994	R 3,636.77
Eastern Cape Region					
Aliwal North Justice Centre	R 7,514,986	R 35,827	0.48%	3	R 11,942.33
Butterworth Justice Centre	R 10,750,137	R 75,647	0.70%	14	R 5,403.36





Directorate/Business Unit	Personnel expenditure (R'000)	Training expenditure	Training expenditure as a % of personnel cost	No. of employees trained	Avg training cost per employee
		(R'000)			
East London Justice Centre	R 16,263,087	R 63,716	0.39%	8	R 7,964.50
Eastern Cape Regional Office	R 6,272,232	R 81,139	1.29%	129	R 628.98
Graaff-Reinet Justice Centre	R 10,366,723	R 61,254	0.59%	5	R 12,250.80
Grahamstown Justice Centre	R 15,664,043	R 49,431	0.32%	12	R 4,119.25
King Williams Town Justice Centre	R 18,738,000	R 66,829	0.36%	20	R 3,341.45
Port Elizabeth Justice Centre	R 41,727,069	R 117,676	0.28%	50	R 2,353.52
Queenstown Justice Centre	R 17,500,125	R 67,443	0.39%	12	R 5,620.25
Uitenhage Justice Centre	R 11,060,522	R 40,834	0.37%	12	R 3,402.83
Mthatha Justice Centre	R 33,677,495	R 172,056	0.51%	56	R 3,072.43
Free State/North West Region					
Bethlehem Justice Centre	R 10,186,130	R 25,675	0.25%	8	R 3,209.38
Bloemfontein Justice Centre	R 32,157,818	R 46,787	0.15%	29	R 1,613.34
Botshabelo Justice Centre	R 8,059,979	R 14,865	0.18%	9	R 1,651.67
Free State/North West Regional Office	R 5,640,485	R 301,493	5.35%	154	R 1,957.75
Ga-Rankuwa Justice Centre	R 16,512,366	R 28,329	0.17%	17	R 1,666.41
Klerksdorp Justice Centre	R 11,113,778	R 30,104	0.27%	19	R 1,584.42
Kroonstad Justice Centre	R 7,686,095	R 25,786	0.34%	13	R 1,983.54
Lichtenburg Justice Centre	R 6,915,307	R 27,780	0.40%	7	R 3,968.57
Mafikeng Justice Centre	R 13,324,705	R 48,458	0.36%	26	R 1,863.77
Phuthaditjhaba Justice Centre	R 10,218,828	R 33,379	0.33%	11	R 3,034.45
Potchefstroom Justice Centre	R 12,089,806	R 20,480	0.17%	13	R 1,575.38
Rustenburg Justice Centre	R 10,944,485	R 23,408	0.21%	6	R 3,901.33
Vryberg Justice Centre	R 5,294,996	R 16,679	0.31%	8	R 2,084.88
Welkom Justice Centre	R 17,197,894	R 50,413	0.29%	33	R 1,527.67
Gauteng Region					
Alexandra Justice Centre	R 11,557,600	R 0	0.00%	23	R 0.00
Benoni Justice Centre	R 22,529,909	R 19,910	0.09%	31	R 642.26
Gauteng Regional Office	R 6,346,721	R 345,217	5.44%	127	R 2,718.24
Germiston Justice Centre	R 12,870,544	R 5,175	0.04%	22	R 235.23
Johannesburg Justice Centre	R 42,589,197	R 8,625	0.02%	50	R 172.50
Pretoria Justice Centre	R 17,199,368	R 12,255	0.07%	14	R 875.36
Krugersdorp Justice Centre	R 35,455,127	R 19,800	0.06%	26	R 761.54
Soweto Justice Centre	R 10,264,554	R 17,275	0.17%	34	R 508.09
Vereeniging Justice Centre	R 23,134,677	R 8,720	0.04%	22	R 396.36
Soshanguve Justice Centre	R 11,101,142	R 4,185	0.04%	21	R 199.29
Tembisa Justice Centre	R 22,192,183	R 6,000	0.03%	11	R 545.45
KwaZulu-Natal Region					
Durban Justice Centre	R 36,839,578	R 75,751	0.21%	44	R 1,721.61
Empangeni Justice Centre	R 19,263,303	R 54,177	0.28%	36	R 1,504.92
KwaZulu-Natal Regional Office	R 6,315,286	R 182,147	2.88%	99	R 1,839.87
Ladysmith Justice Centre	R 8,312,125	R 18,867	0.23%	20	R 943.35
Newcastle Justice Centre	R 9,952,088	R 32,636	0.33%	26	R 1,255.23
Pietermaritzburg Justice Centre	R 13,069,288	R 54,590	0.42%	56	R 974.82
Pinetown Justice Centre	R 30,579,045	R 12,278	0.04%	34	R 361.12
Port Shepstone Justice Centre	R 17,552,636	R 37,483	0.21%	30	R 1,249.43





Directorate/Business Unit	Personnel expenditure (R'000)	Training expenditure	Training expenditure as a % of personnel cost	No. of employees trained	Avg training cost per employee
		(R'000)			
Umlazi Justice Centre	R 15,403,749	R 53,893	0.35%	35	R 1,539.80
Verulam Justice Centre	R 19,494,435	R 53,897	0.28%	35	R 1,539.91
Vryheid Justice Centre	R 11,627,818	R 25,712	0.22%	23	R 1,117.91
Limpopo/Mpumalanga Region					
Ermelo Justice Centre	R 13,170,161	R 7,343	0.06%	11	R 667.55
Limpopo/Mpumalanga Regional Office	R 5,806,697	R 682,500	11.75%	145	R 4,706.90
Makhado Justice Centre	R 9,405,495	R 7,268	0.08%	15	R 484.53
Middelburg Justice Centre	R 13,035,871	R 3,924	0.03%	12	R 327.00
Modimolle Justice Centre	R 8,776,797	R 7,228	0.08%	9	R 803.11
Nelspruit Justice Centre	R 24,287,883	R 2,808	0.01%	14	R 200.57
Polokwane Justice Centre	R 26,636,178	R 3,300	0.01%	22	R 150.00
Thohoyandou Justice Centre	R 11,223,036	R 0	0.00%	16	R 0.00
Tzaneen Justice Centre	R 16,855,657	R 0	0.00%	25	R 0.00
Witbank Justice Centre	R 15,026,588	R 12,750	0.08%	9	R 1,416.67
Western Cape/Northern Cape Region					
Athlone Justice Centre	R 33,786,845	R 40,200	0.12%	31	R 1,296.77
Bellville Justice Centre	R 19,219,282	R 22,910	0.12%	26	R 881.15
Caledon Justice Centre	R 9,764,872	R 5,900	0.06%	9	R 655.56
Cape Town Justice Centre	R 29,093,510	R 14,650	0.05%	22	R 665.91
Colesburg Justice Centre	R 8,424,037	R 0	0.00%	3	R 0.00
George Justice Centre	R 24,618,909	R 7,500	0.03%	23	R 326.09
Kimberley Justice Centre	R 22,765,752	R 19,900	0.09%	34	R 585.29
Malmesbury Justice Centre	R 9,306,592	R 4,560	0.05%	9	R 506.67
Stellenbosch Justice Centre	R 19,774,629	R 27,900	0.14%	19	R 1,468.42
Upington Justice Centre	R 12,323,101	R 8,330	0.07%	13	R 640.77
Vredendal Justice Centre	R 8,912,926	R 14,050	0.16%	12	R 1,170.83
Western Cape/Northern Cape Regional Office	R 5,097,277	R 140,522	2.76%	103	R 1,364.29
Worcester Justice Centre	R 10,374,973	R 13,200	0.13%	14	R 942.86

Table 15: Employment and Vacancies per Region

Regions	Number of posts	Number of posts filled	Number of permanent posts filled	Vacancy rate %	*Number of posts filled additional to establishment
National Office	208	194	191	8.17%	3
Western Cape/Northern Cape Region	510	498	487	4.51%	11
KwaZulu-Natal Region	444	436	425	4.28%	11
Eastern Cape Region	425	417	412	3.06%	5
Gauteng Region	494	488	471	4.66%	17
Free State/North West Region	411	390	386	6.08%	4
Limpopo/Mpumalanga Region	361	354	350	3.05%	4
Total	2853	2777	2722	4.59%	55

- Includes Candidate Attorneys and Temps

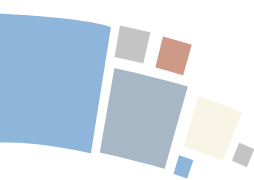



Table 16: Employment Changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of period
Top Management	15	1	0	15
Senior Management	94	17	8	97
Professional Qualified	1344	210	122	1425
Skilled	813	391	359	824
Semi-skilled	353	43	26	361
Total	2619	662	515	2722

Table 17: Employment and Vacancies per Critical Occupation

Regions	Number of posts	Number of posts filled	Vacancy rate	Succession planning candidates in development programmes
Legal	6	6	0%	16
Finance	1	1	0%	1
Human Resources	1	1	0%	2
Internal Audit	1	1	0%	1
Chief Legal	1	1	0%	2
Corporate Services	1	1	0%	1
Information Services	1	1	0%	2
Communications	1	1	0%	2
National Operations	1	1	0%	3
Chief Operations	1	1	0%	2
Chief Executive	1	1	0%	3
Total	16	16	0%	35

Table 18: Reasons for Staff Leaving

Termination type	Number	% of total terminations
Abscondment	1	0.19%
Death	12	2.33%
Dismissal	2	0.39%
Resignation	174	33.79%
End of contract*	304	59.03%
Retirement	20	3.88%
Medical Boarding	1	0.19%
Dismissal due to Operation of Law	1	0.19%
Total	515	100.00%

*Legal Aid SA employs ±600 Candidate Attorneys each year. These appointments are made on a fixed term contract basis. These contracts expire after 24 months.

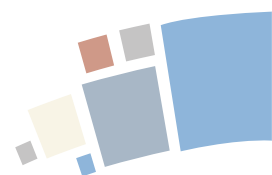




Table 19: Labour Relations: Misconduct and Disciplinary Action

Nature of Disciplinary Action	Number
Verbal Warning	11
Written Warning	23
Final Written Warning	7
Dismissal	0
Other	15
Total	56

Table 20: Equity Target and Employment Equity Status

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	6	6	0	1	1	0	1	1
Senior Management	42	41	6	6	5	2	9	5
Professional Qualified	554	597	57	85	39	28	139	78
Skilled	103	102	9	15	1	5	1	13
Semi-skilled	65	149	6	21	1	7	1	20
Total	770	895	78	128	47	42	151	117

- Excluding Candidate Attorneys/Temps

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	3	5	2	1	1	0	1	1
Senior Management	18	34	3	5	4	1	10	3
Professional Qualified	361	498	116	71	54	14	105	50
Skilled	102	85	19	12	2	2	6	9
Semi-skilled	204	124	44	18	9	4	25	12
Total	688	746	184	107	70	21	147	75

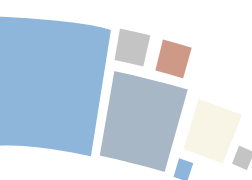
- Excluding Candidate Attorneys/Temps

Levels	Disabled staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	2	1	1	1
Professional Qualified	26	16	6	13
Skilled	0	2	3	3
Semi-skilled	2	2	5	6
Total	30	21	15	23

- A 2% target has been set for disabled persons.

- Excluding Candidate Attorneys/Temps

The organisation is challenged in meeting its targets for African Females at the Top, Senior and Middle Management level. This is being addressed through the 2015-2020 Employment Equity Plan.



PART F: FINANCIAL INFORMATION





FINANCIAL INFORMATION

For the year ended 31 March 2016

1. Statement of Responsibility

Refer to page 21 and 112 for the Statement of Responsibility and Accounting Authority's responsibility and approval.

2. Report of the Chief Executive Officer

General Financial Review

Sound financial management and good governance practices continue to be a key strength of Legal Aid South Africa. Legal Aid SA has continued to strengthen its financial management controls backed by strong financial risk management controls and processes. The organisation reviewed its policies and procedures to be in line with best practices in the industry. The Internal Control Framework was reviewed and updated, taking into account additional mitigating controls implemented by the organisation throughout the financial year under review. Legal Aid SA achieved its targets within the budget constraints it operates under due to prudent and effective cost management measures. The organisation's main source of revenue is the government grant which amounted to R1,522 billion in the 2015-2016 financial year; 1,3% more than the previous year's allocation. The increase was minimal due to the budget cut of R62 million effected for this financial year.

Expenditure: trends and challenges

The organisation completed the financial year on a positive note by implementing the current approved budget; spending and committing more than 98% of its budget. This was after funding the R62 million budget cut from cash reserves in order to ensure that service delivery is not adversely affected. Legal Aid SA has maintained a 98% budget spend year-on-year.

The challenges with regard to office accommodation, as the organisation operates in rented premises at most of its offices, continues unabated. The escalation rates and/or renewal of these leases are usually higher than the macro of 5%-6% provided by National Treasury.

High employee costs also contribute to financial challenges due to cost of living increases that are higher than the National Treasury's macro increase of 5%. The higher cost of living increases were funded from the baseline allocation by implementing further cost containment measures and reducing the recruitment levels budget from 97% to 96%. Fluctuating vehicle fuel prices continue to be a challenge as they continue to increase above the inflation rates, year-on-year.

Although this prudent budgeting has worked in the past financial years, it is not sustainable long term.

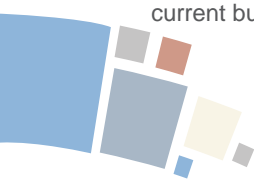
Rollover of funds from 2015-2016

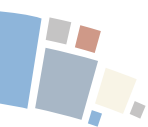
During the 2015-2016 financial year, Legal Aid SA embarked on projects; most notably the development of the new system to enhance its IT infrastructure to align to its business operational needs. In May 2015, the Board approved the cancellation of the contract with the service provider due to non-performance in developing the electronic Legal Aid Administration (eLAA). Legal Aid SA subsequently went out on tender to appoint the new service provider for the development of eLAA. The successful service provider was appointed in February 2016.

The development of the new system has not been finalised. National Treasury has been requested to approve the request to rollover funds set aside for the development of this system to the new financial year for finalisation of this project.

Legal Aid SA participates in the National Treasury motor vehicle transversal contract (RT 57 of 2015). Orders for motor vehicles were placed with the supplier timeously however the supplier selected did not have enough stock to deliver for the total orders placed by year end and the balance of the vehicles ordered were delivered subsequent to year end.

Since most of these projects were completed in the current financial year, the organisation applied to National Treasury for approval to rollover these committed funds to the current financial year 2016-2017 as they could not be absorbed in the current budget taking into account the allocated budget cut of R92 million for 2016-2017.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Supply Chain Management (SCM)

Legal Aid SA submitted its Procurement Plan to National Treasury on 30 April 2015 as required in terms of the National Treasury Instruction Note. Legal Aid South Africa also reviewed its SCM policies and procedures to align them to the applicable legislation, National Treasury Regulations, Practice Notes and best practices. The organisation had effectively functioning Bid Evaluation and Bid Adjudication Committees in place. Compliance with SCM policies and procedures was managed by Executive Management, Regional Office and Justice Centre Management and was monitored and audited by the Internal Audit Department.

The organisation was able to implement its approved Procurement Plan within the allocated budget.

The office accommodation challenge faced by the organisation, as aforementioned, is worse in rural and remote areas. In most of these areas the possible suppliers do not comply with the supply chain management policy requirements in that they do not always have valid tax clearance certificates in place, and as a result the organisation cannot lease office space from them. In some of the instances Legal Aid SA is forced to retain landlords who have lost their good standing with regards to tax certification due to there being no alternatives available in these areas. These circumstances lead to contravention of the Public Finance Management Act (PFMA), resulting in irregular expenditure, creating an undesirable impact on our well-maintained financial control environment.

In order to mitigate against the risk of irregular expenditure, the Board approved the acquisition of immovable property in areas where this risk is rife. However, we were not able to procure immovable property despite engaging alternative procurement procedures as in most of these areas there were no suitable buildings. Legal Aid South Africa will continue to identify and procure suitably located buildings that meet its requirements through the open tender supply chain management processes.

99,9% of Judicare creditors were paid within 30 days, while 99,37% of trade creditors were paid within 30 days. Systems have been put in place to improve the payment turnaround rate in payment of our creditors.

Asset Management

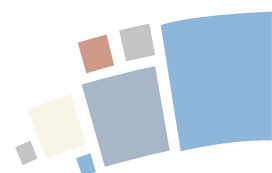
In terms of sub-Section 51(1)(c) of the PFMA as amended, the Accounting Authority for a public entity is responsible for the management, including the safeguarding, of the assets and for the management of the revenue, expenditure and liabilities of the public entity.

In addition to the normal day-to-day administration and management of Legal Aid SA's asset register, the organisation undertook several activities including the quarterly asset verification.

The finance and administrative staff at various cost centres continued to carry out and manage the asset verification processes. The internal process benefitted the organisation through cost savings, created opportunities for skills development and provided hands-on knowledge and awareness on asset management matters. Overall coverage for asset verification in the 2015-2016 financial period was 100%, maintaining the asset verification coverage of the 2014-2015 financial year. Focus in the 2015-2016 annual asset verification process was on ensuring that the organisation declares and withdraws from service any unused assets or assets broken beyond economical repair.

In 2015-2016, Legal Aid SA reviewed and assessed the useful lives of its property, plant and equipment. This resulted in the extension of lifespan of computer hardware, motor vehicles, building improvements and fittings and fixtures, as these assets are used for longer periods than what the Fixed Assets Policy provided. This revision has also improved our cash flow, in that we are now taking longer to replace the assets.

During the 2015-2016 financial year, the organisation had functional Justice Centre, Regional and National Office Disposal Committees. These Committees approved assets for disposal in terms of the Approved Fixed Assets Policy.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Audit 2014-2015

The organisation was able to produce its Financial Statements for 2014-2015 and submitted them to the Auditor-General and National Treasury timeously. Legal Aid SA received its 14th unqualified audit opinion last year with no other matters raised by the Auditor-General.

Interim Financial Statements were issued for various quarters of the 2015-2016 financial year that depicted a true and fair view of the financial performance, financial position, changes in net assets and cash flows of the organisation at the end of each quarter. The Auditor-General performed an interim audit in 2015-2016, and although the scope was limited, no findings arose from the interim audit.

Economic Viability

The organisation understands the budget constraints the country is facing. The shedding of jobs will increase the impact on demand for legal services with the consequent impact on the fiscus, which is the main source of funding for the organisation. The organisation will continue to implement prudent and cost effective measures in striving to achieve its strategies and deliver legal services as well as address the challenge of increasing demands for legal aid services in the context of limited funding.

Outlook/Plan for the future to address financial challenges

Over the MTEF period, National Treasury has not allocated new funding, except for funding allocated in the 2014 allocation letter which provides for carry through funding for the case backlog project i.e. conversion of temporary posts to permanent. These funds are specifically meant to address legal capacity issues.

The organisation completed and submitted its Budget for 2016-2017 to the Executive Authority.

The 2016-2017 Budget includes a budget cut of R92 million which has been funded from existing cash reserves to ensure that service delivery is not impacted adversely.

Events after reporting date

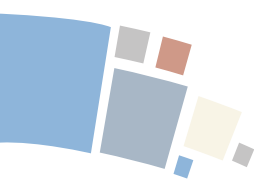
The organisation was able to produce its Financial Statements for 2015-2016 and submit them to the Auditor-General and National Treasury timeously.

There were no material events which occurred between the reporting date and the date of this report.

Vidhu Vedalankar

Chief Executive Officer: Legal Aid South Africa

Date: 30 July 2016



3. Report of the Auditor-General to Parliament on Legal Aid South Africa

Report on the Financial Statements

Introduction

1. I have audited the Financial Statements of Legal Aid South Africa set out on pages 111 to 152, which comprise the statement of financial position as at 31 March 2016, the statement of financial performance, statement of changes in equity and cash flow statement and the statement of comparison of budget information with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting authority's responsibility for the Financial Statements

2. The accounting authority is responsible for the preparation and fair presentation of these Financial Statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA), and for such internal control as the accounting authority determines is necessary to enable the preparation of the Financial Statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's 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 auditor considers 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.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the Financial Statements present fairly, in all material aspects, the financial position of Legal Aid South Africa as at 31 March 2016 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999).



FINANCIAL INFORMATION

For the year ended 31 March 2016

Report on other legal and regulatory requirements

7. In accordance with the Public Audit Act of South Africa, 2004 (Act No.25 of 2004) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives of selected programmes presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

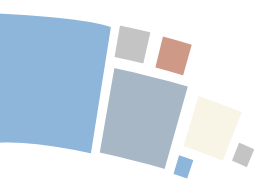
8. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information of the following selected programmes presented in the annual performance report of the public entity for the year ended 31 March 2016:
- Programme 1: To deliver quality criminal legal aid services that are client-focused on page 34.
 - Programme 2: Deliver quality civil legal aid services that are client-focused, with a priority for constitutional rights on page 35.
 - Programme 3: To deliver (increase access) quality legal advice services that are client-focused on page 36.
9. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well-defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information (FMPPI)*.
10. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
11. I did not identify any material findings on the usefulness and reliability of the reported performance information for the following programmes:
- Programme 1: To deliver quality criminal legal aid services that are client-focused.
 - Programme 2: Deliver quality civil legal aid services that are client-focused, with a priority for constitutional rights.
 - Programme 3: To deliver (increase access) quality legal advice services that are client-focused.

Additional matters

12. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matters:

Achievement of planned targets

13. Refer to the annual performance report on pages 34 to 44 for information on the achievement of the planned targets for the year.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Unaudited supplementary schedules

14. The supplementary information set out on pages 27 to 33 does not form part of the annual performance report and is presented as additional information. I have not audited these schedules and, accordingly, I do not report on them.

Compliance with legislation

15. I performed procedures to obtain evidence that the public entity had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

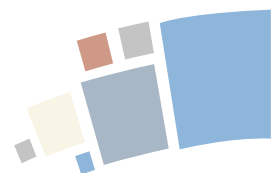
Internal Control

16. I considered internal control relevant to my audit of the Financial Statements, annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

Auditor-General

Pretoria

29 July 2016





FINANCIAL INFORMATION

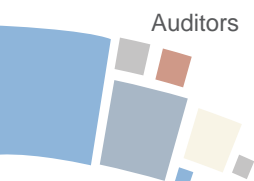
For the year ended 31 March 2016

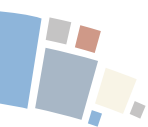
4. Annual Financial Statements

Country of incorporation	South Africa
Nature of business	Provide legal services to the indigent
Members of Accounting Authority	<p>Non-executive Directors</p> <p>Judge President D Mlambo: Chairperson Re-appointed 1 March 2016</p> <p>Mr J Maree Term ended 29 February 2016</p> <p>Adv. P du Rand Re-appointed 1 March 2016</p> <p>Ms E N Memka Term ended 29 February 2016</p> <p>Ms N Mgadza Re-appointed 1 March 2016</p> <p>Prof Y Vawda Re-appointed 1 March 2016</p> <p>Ms M Naidoo Re-appointed 1 March 2016</p> <p>Adv. K Pillay Term ended 29 February 2016</p> <p>Ms R Subban Term ended 29 February 2016</p> <p>Ms T Mhlungu Re-appointed 1 March 2016</p> <p>Ms M Monama Term ended 29 February 2016</p> <p>Ms B Mxakwe Term ended 29 February 2016</p> <p>Mr W Scholtz Term ended 29 February 2016</p> <p>Mr M Notyesi Term ended 29 February 2016</p> <p>Mr MNF Mvundlela Re-appointed 1 March 2016</p> <p>Ms A Rhoda Term ended 29 February 2016</p> <p>Ms A Chowan Appointed 1 March 2016</p> <p>Mr M Leseilane Appointed 1 March 2016</p> <p>Executive Directors</p> <p>Ms V Vedalankar Re-appointed 1 March 2016</p> <p>Mr J Makokoane Re-appointed 1 March 2016</p> <p>Mr P Hundermark Re-appointed 1 March 2016</p> <p>Adv. B Nair Re-appointed 1 March 2016</p>

Legal Aid South Africa was operating under a Transitional Board from 1 March 2015 until 29 February 2016 when a new Board was appointed with effect from 1 March 2016.

Registered office	29 De Beer Street Braamfontein Johannesburg
Business address	29 De Beer Street Braamfontein Johannesburg
Postal address	Private Bag X76 Braamfontein 2017
Bankers	First National Bank South African Reserve Bank
Auditors	Auditor-General South Africa





FINANCIAL INFORMATION

For the year ended 31 March 2016

The reports and statements set out below comprise the Annual Financial Statements presented to the members:

Index	Page
Report of the Auditor-General	108
Report of the Accounting Authority	114
Statement of financial position	116
Statement of financial performance	117
Statement of changes in net assets	117
Cash flow statement	118
Statement of comparison of budget and actual amounts	119
Notes to the Annual Financial Statements	130-152

Accounting Authority's responsibility and approval

The Public Finance Management Act (No. 1 of 1999) (PFMA), as amended, requires the Accounting Authority to ensure that Legal Aid South Africa keeps full and proper records of its financial affairs. The Financial Statements have been prepared in accordance with the effective standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board.

The Annual Financial Statements are the responsibility of the Accounting Authority. The external auditor's responsibility is to independently audit and report on the fair presentation of the Annual Financial Statements in conformity with South African Auditing Standards. The Annual Financial Statements have been prepared in accordance with the standards of GRAP as prescribed by the PFMA.

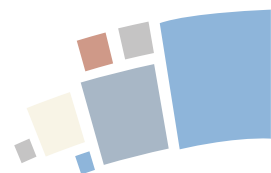
To enable the members of the Accounting Authority to fulfil their responsibilities, appropriate standards are set and agreed at their level, and require systems of internal control and risk management to be implemented. These are designed to provide reasonable assurance against material misstatements and deficits. Legal Aid SA maintains internal financial controls to provide assurance regarding the safeguarding of assets against unauthorised use or disposition as well as the maintenance of proper accounting records to provide reliable financial information for use within the organisation or for publication.

The internal controls contain self-monitoring mechanisms, and actions are taken to mitigate risk as identified. Even an effective system of internal control, no matter how well designed, has inherent limitations, including the possibility of circumvention or the overriding of controls.

An effective system of internal control therefore aims to provide reasonable assurance that financial information is accurate, valid and complete, to ensure that the Financial Statements fairly present the financial position of Legal Aid South Africa.

The effectiveness of internal financial controls may vary over time due to the changes in conditions.

The Accounting Authority has reviewed Legal Aid South Africa's budgets and cash flow forecasts for the year. On the basis of this review, and in view of the current financial position, the Accounting Authority has every reason to believe that Legal Aid SA will be a going concern in the current and year ahead. Accordingly, Annual Financial Statements have been prepared on the going concern basis, since the Accounting Authority has every reason to believe that the organisation has sufficient resources to continue in operation for the foreseeable future.





FINANCIAL INFORMATION

For the year ended 31 March 2016

In the 2015-2016 financial year, Legal Aid South Africa had a budget cut of R62 million which was funded from the cash and cash equivalent reserves. This budget cut did not have an impact on service delivery and the organisation continued to be a going concern for the foreseeable future.

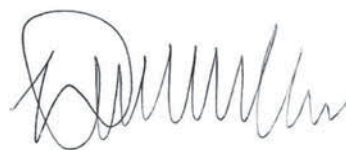
In 2016-2017 Legal Aid South Africa has a budget cut of R92 million which will also be funded from cash reserves, ensuring that service delivery is not affected adversely.

The Annual Financial Statements which appear on pages 111 to 152 were approved by the Accounting Authority on 30 July 2016 and signed on their behalf by:



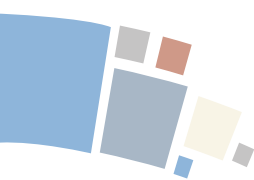
Vidhu Vedalankar

Chief Executive Officer: Legal Aid South Africa
Johannesburg



Judge President Dunstan Mlambo

Chairperson: Board of Legal Aid South Africa
Johannesburg





FINANCIAL INFORMATION

For the year ended 31 March 2016

Report of the Accounting Authority

The Members of the Accounting Authority present their report for the Annual Financial Statements.

1. Incorporation

Legal Aid South Africa was established on 26 March 1969 in terms of the Legal Aid Act (No. 22 of 1969). In December 2014 the President of the Republic approved the new Legal Aid South Africa Act (Act No.39 of 2014) which came into effect on 1 March 2015.

2. Business and operations

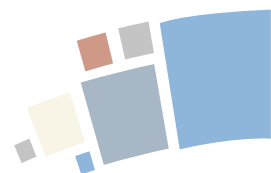
Legal Aid SA's business and operations, and the results thereof are clearly reflected in the attached Annual Financial Statements. No material fact or circumstance has occurred between the accounting date and the date of this report. Legal Aid South Africa carries on the business of providing legal services to indigent residents of South Africa utilising State funding. There was no major change in the nature of the business.

3. Financial results

The results of Legal Aid SA and the state of its affairs are set out in the attached Annual Financial Statements and do not, in our opinion, require further comments. The financial position of the organisation, which is set out in the Statement of Financial Position, shows it has no borrowings. Legal Aid South Africa's deficit on ordinary activities for the year amounted to R42,103,667 (Surplus March 2015: R71,193,200).

4. Property, plant and equipment

There have been no major changes in the property, plant and equipment during the year or any changes in the policy relating to their use.





FINANCIAL INFORMATION

For the year ended 31 March 2016

5. Members of the Accounting Authority

The members of the Accounting Authority of Legal Aid SA, all of whom are South Africans, during the accounting period and up to the date of this report were as follows:

Non-executive Directors

Judge President D Mlambo: Chairperson	Re-appointed 1 March 2016
Mr J Maree	Term ended 29 February 2016
Adv. P du Rand	Re-appointed 1 March 2016
Ms E N Memka	Term ended 29 February 2016
Ms N Mgadza	Re-appointed 1 March 2016
Prof Y Vawda	Re-appointed 1 March 2016
Ms M Naidoo	Re-appointed 1 March 2016
Adv. K Pillay	Term ended 29 February 2016
Ms R Subban	Term ended 29 February 2016
Ms T Mhlungu	Re-appointed 1 March 2016
Ms M Monama	Term ended 29 February 2016
Ms B Mxakwe	Term ended 29 February 2016
Mr W Scholtz	Term ended 29 February 2016
Mr M Notyesi	Term ended 29 February 2016
Mr MNF Mvundlela	Re-appointed 1 March 2016
Ms A Rhoda	Term ended 29 February 2016
Ms A Chowan	Appointed 1 March 2016
Mr M Leseilane	Appointed 1 March 2016

Executive Directors

Ms V Vedalankar	Re-appointed 1 March 2016
Mr J Makokoane	Re-appointed 1 March 2016
Mr P Hundermark	Re-appointed 1 March 2016
Adv. B Nair	Re-appointed 1 March 2016

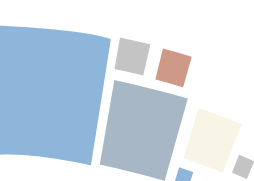
Legal Aid South Africa was operating under a Transitional Board from 1 March 2015 until 29 February 2016 when a new Board was appointed with effect from 1 March 2016.

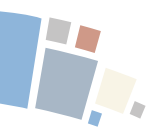
6. Events after reporting date

There were no significant events that took place after the reporting date of the statement of financial position.

Johannesburg

30 July 2016



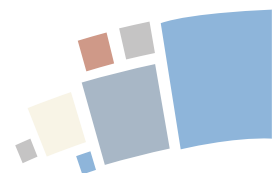


FINANCIAL INFORMATION

For the year ended 31 March 2016

Statement of Financial Position

	Notes	March 2016 R	March 2015 R
ASSETS			
Non-current assets		171,645,055	156,774,516
Property, plant and equipment	2	165,666,949	148,340,663
Finance lease assets	2.1	2,209,918	4,444,775
Intangible assets	3	3,768,188	3,989,078
Non-current assets held for sale	4	110,506	-
Current assets		418,556,116	472,253,042
Trade and other receivables	5	4,866,800	1,259,080
Prepayments	6	8,364,910	1,475,879
Client trust funds	7	28,467,840	29,208,068
Deposits	8	1,697,715	1,751,291
Inventories	9	1,540,046	1,392,502
Cash and cash equivalents	10a	373,618,805	437,166,222
Total assets		590,311,678	629,027,558
NET ASSETS AND LIABILITIES			
Accumulated surplus		338,341,758	380,445,424
Non-current liabilities			
Non-current portion of finance lease	11	600,848	1,624,211
Employee benefits	12	1,133,067	1,398,000
Current liabilities		250,236,005	245,559,923
Current portion of finance lease	11	1,172,222	2,449,617
Provisions	13	143,391,275	130,025,356
Client trust funds	14a	28,467,840	29,208,068
Trade and other payables	14	77,204,668	83,876,882
Net assets and liabilities		590,311,678	629,027,558





FINANCIAL INFORMATION

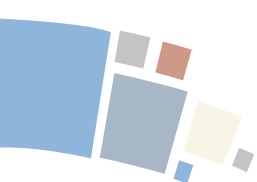
For the year ended 31 March 2016

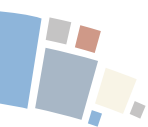
Statement of Financial Performance

	Notes	March 2016 R	March 2015 R
Revenue		1,556,233,829	1,535,902,556
Non-exchange transaction			
Grant	15	1,522,986,000	1,504,708,000
Grant for furniture	15	549,412	-
Exchange transactions		32,698,417	31,194,556
Interest income	16	29,303,057	26,944,899
Other income	16.1	3,395,360	4,249,657
Expenses		(1,598,337,496)	(1,464,709,356)
Personnel		(1,206,145,946)	(1,109,425,549)
Administrative	17	(149,118,922)	(131,379,453)
Other expenses	17.1	(214,450,900)	(199,636,112)
Depreciation and amortisation	10c	(28,238,623)	(23,848,547)
Finance costs	11.1	(383,105)	(419,695)
(Deficit)/Surplus for the period	22.2	(42,103,667)	71,193,200

Statement of changes in Net Assets

	Notes	R
Balance as at 31 March 2014		309,252,224
Net surplus for the year ended 31 March 2015		71,193,200
Balance as at 31 March 2015		380,445,425
Net deficit for the year ended 31 March 2016		(42,103,667)
Balance as at 31 March 2016		338,341,758



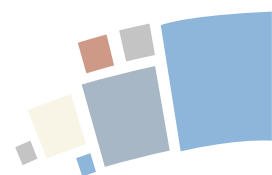


FINANCIAL INFORMATION

For the year ended 31 March 2016

Cash Flow Statement

	Notes	March 2016 R	March 2015 R
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts		1,555,021,025	1,533,767,381
Grant		1,523,535,412	1,504,708,000
Interest received		29,303,057	26,944,899
Other receipts		2,182,557	2,114,482
Payments		(1,574,260,820)	(1,430,738,501)
Employee costs		(1,206,145,946)	(1,109,425,549)
Suppliers		(367,731,769)	(320,893,257)
Finance costs		(383,105)	(419,695)
Net cash flow from operating activities	10c	(19,239,795)	103,028,880
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds on disposals of property, plant and equipment	2	5,900,947	4,319,125
Acquisition of property, plant and equipment	2	(45,601,534)	(52,224,260)
Acquisition of Intangible assets	3	(2,096,847)	(1,302,428)
Cash flows from investing activities		(41,797,434)	(49,207,563)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance Leases		(2,510,190)	(3,022,753)
Cash flow from financing activities		(2,510,190)	(3,022,753)
(Decrease)/Increase in cash and cash equivalents		(63,547,419)	50,798,563
Cash and cash equivalents at beginning of the year		437,166,222	386,367,659
Cash and cash equivalents at end of the year	10a	373,618,805	437,166,222





FINANCIAL INFORMATION

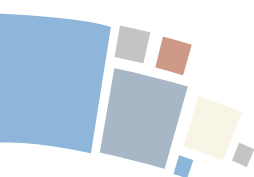
For the year ended 31 March 2016

Statement of Comparison of Budget and Actual Amounts

	Approved Budget	Final Budget	Actuals	Difference between final budget and Actuals	% Difference
	R	R	R	R	
Revenue	1,604,405,000	1,703,612,871	1,716,711,288	(13,098,417)	
Grant	1,522,986,000	1,522,986,000	1,522,986,000	-	-0%
Grant for furniture	-	549,412	549,412	-	
Interest income	19,600,000	19,600,000	29,303,057	(9,703,057)	-50%
Other income	-	-	3,395,360	(3,395,360)	-100%
Rollover funding	-	98,658,459	98,658,459	-	
Funding from reserves	61,819,000	61,819,000	61,819,000	-	
Expenses	(1,610,854,943)	(1,624,943,118)	(1,598,337,496)	(26,605,623)	
Personnel	(1,279,425,319)	(1,207,876,730)	(1,206,145,946)	(1,730,784)	0%
Administrative	(102,033,241)	(158,910,904)	(149,118,922)	(9,791,982)	6%
Other expenses	(198,680,137)	(227,439,238)	(214,450,900)	(12,988,338)	6%
Depreciation and amortisation	(30,716,246)	(30,716,246)	(28,238,623)	(2,477,623)	8%
Finance costs	-	-	(383,105)	383,105	100%
Capital Expenditure	(24,266,303)	(109,385,998)	(47,698,381)	(61,687,617)	56%
Depreciation - non cash flow item	30,716,246	30,716,246	28,238,623	2,477,623	8%
Surplus for the period	-	-	98,914,033	(98,914,033)	-100%

The 2015-2016 approved budget was prepared on cash basis and Financial Statements are presented on the accrual basis. The approved budget was for the period 1 April 2015 to 31 March 2016. The variances in line items between the approved budget and final budget were due to the following:

- Approved transfers effected during the financial year.
- The 50% variance on interest is mainly due to higher interest received than budgeted.
- 100% variance on other income mainly relates to profit on disposals of assets and monies received from debtors which are not budgeted for.
- 56% variance on capital expenditure is due to delayed procurement of capital assets. A request to rollover the funds has been submitted to National Treasury.



Accounting Policies

1. Basis of preparation

The Annual Financial Statements have been prepared in accordance with the policies stipulated, which have been applied consistently in all material respect, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Annual Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, No.6 of 2011.

The Annual Financial Statements have been prepared in accordance with the effective standards of GRAP, including any interpretations and directives issued by the Accounting Standards Board. The Annual Financial Statements have been prepared using the accrual basis of accounting.

The Annual Financial Statements have been prepared on the basis of the accounting policies applicable to a going concern. This basis assumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent liabilities and commitments will occur in the ordinary course of business.

Assets and liabilities, income and expenditure have been reported separately and have not been offset against one another.

The principal accounting policies of the Accounting Authority, which except where noted, are consistent in all material respects with those applied in the previous year. The Annual Financial Statements have been prepared on the historical cost basis and at fair value where applicable.

Comparative figures are reclassified having regard to the criteria for the selection and application of accounting policies in the standard of GRAP, where necessary.

All amounts have been presented in the currency of the South African Rand which is the functional currency of Legal Aid South Africa.

Standards, amendments to standards and interpretations issued but not yet effective

The following standards, amendments to standards and interpretations have been issued but are not yet effective and have not been early adopted by the entity. Management has assessed the impact of these standards and interpretations on the operations of Legal Aid SA. The adoption of the standards would not have material changes on the presentation of the Financial Statements or prior year balance, but will improve the presentation of the Financial Statements. The standards and interpretations, where applicable, will be adopted in the year they become effective.

TITLE	NAME	NATURE	DATE EFFECTIVE	DATE APPLIED
GRAP 18	Segment reporting	Disclosure	1 April 2015	Not applicable to the organisation
GRAP 20	Related party disclosure	Disclosure	Not yet known	On effective date
GRAP 32	Service Concession Arrangements: Grantor	Disclosure	Not yet known	Not applicable to the organisation
GRAP 105	Transfer of Functions between entities under common control	Disclosure	1 April 2015	Not applicable to the organisation
GRAP 106	Transfer of functions between entities not under common control	Disclosure	1 April 2015	Not applicable to the organisation
GRAP 107	Mergers	Disclosure	1 April 2015	Not applicable to the organisation
GRAP 108	Statutory receivables	Disclosure	Not yet known	Not applicable to the organisation
GRAP 109	Accounting by principals and agents	Disclosure	Not yet known	Not applicable to the organisation



FINANCIAL INFORMATION

For the year ended 31 March 2016

1.1 Cash flow

The cash flow statement is prepared in accordance with the direct method. Specific information has been presented separately on the statement of financial position such as:

- i. Receivables from exchange transactions
- ii. Trade and other payables from non-exchange transactions

1.2 Budget Note

Legal Aid South Africa prepares its annual budget on a cash basis in terms of the PFMA and National Treasury Medium Term Expenditure Framework guidelines issued yearly. The budget is approved by the Accounting Authority before the commencement of the new financial year. The statement of financial performance is prepared on an accrual basis.

1.3 Revenue recognition

Revenue is the gross inflow of economic benefits or service potential received during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one where the entity receives assets or services or has liabilities extinguished and directly gives approximately equal value to another entity (primarily in the form of goods, services or use of assets) to the other party in exchange.

A non-exchange transaction is one that the entity receives or gives value to another entity without directly providing or receiving an approximate equal value in exchange.

Revenue is recognised when all the following criteria have been met:

- Probable inflow of economic benefits or service potential
- Fair value of the asset can be measured reliably.

Grant

Revenue received from unconditional grants is recognised in the period when received or receivable. The grant Legal Aid SA received is unconditional.

Other income

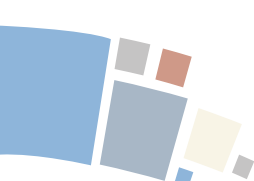
Legal Aid South Africa receives occasional income by way of a share in awards made to clients in civil matters as well as receiving cost awards, and income from disposed assets sold to staff. Due to the nature of services as well as the prospect of appeals, Legal Aid SA only recognises this income as soon as it is awarded to them.

Interest income

Interest is recognised on a time proportion basis that takes into account the effective yield on assets.

1.4 Significant judgments and estimates

In preparing the Financial Statements, management makes estimates and assumptions that affect the amounts presented in the Financial Statements and related disclosures. Use of available information and the application of judgment is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the Annual Financial Statements. Significant judgments and estimates include Judicare provision, provision for doubtful debts, employee benefits and useful lives and depreciation or amortisation methods and asset impairment.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Provisions

Provisions are recognised when Legal Aid South Africa has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. All the provisions of Legal Aid SA are short-term in nature and thus ignore the effects of discounting.

Judicare provision

Judicare provisions are recognised when Legal Aid South Africa has a present legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits will be required.

Critical accounting estimates on Judicare provision

In the process of applying the Accounting Authority's accounting policies, management has made the following judgments that have the most significant effect on the amounts recognised in the Financial Statements:

- The calculation for this provision is based on a number of factors, which include previous experience in claims patterns, claims settling patterns, and trends in claims frequency, to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Outstanding claims

Claims outstanding comprise provision for the Accounting Authority's estimate of the ultimate cost of settling all claims incurred but not yet reported at reporting date. Claims outstanding are determined as accurately as possible, based on a number of factors, which include previous experience in claims pattern, claims settlement patterns, changes in the nature and number of cases according to incidence, trends in claims frequency, changes in the claims processing cycle, and variations in the nature and average cost incurred per claim.

Contingent Liabilities

Contingent liabilities are possible obligations that arise from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within control of the entity or a present obligation that is not recognised because the outflow of economic benefits or service potential is not probable and/or real present obligation that may not be recognised, either because the timing or the measurement is not known.

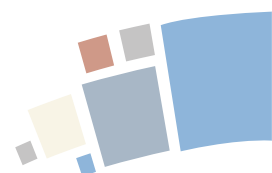
1.5 Impairment

The carrying amounts of property, plant and equipment are reviewed for impairment when events or circumstances indicate that the carrying values may not be recoverable at each reporting date. If any such indicators exist, and where the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is written down to its recoverable amount through the statement of financial performance.

The organisation's property, plant and equipment including intangible assets are classified as non-cash generating assets, as they are not used to generate profit but to provide legal services.

Impairment of non-cash generating assets

The non-cash generating assets are impaired when the carrying amount of the asset exceeds its recoverable service amount. The non-cash generating assets are assessed half yearly during the year to determine if there is any indication that the assets are impaired. The entity determines the recoverable services amount where there is indication of impairment of assets.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Intangible assets with an indefinite useful life are assessed for impairment at the end of the year.

In assessing whether there is any indication of impairment, the following indicators are considered:

- Cessation, or near cessation of the demand or need for services provided by the asset.
- Significant long-term changes with an adverse effect on the entity have taken place during the period, or will take place in the near future, in the technological, legal or government policy environment in which the entity operates.
- Evidence is available of physical damage of an asset.
- Significant long-term changes with an adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or manner in which, an asset is used or is expected to be used. These changes include the asset becoming idle, plans to discontinue or restructure the operations to which an asset belongs, or plans to dispose of an asset before the previously expected date.
- Evidence is available from internal reporting that indicates that the service performance of an asset is, or will be, significantly worse than expected.

The impairment loss is recognised immediately in the statement of financial performance.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use.

1.6 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- It is probable that future economic benefits or services associated with the item will flow to the entity; and
- The cost or fair value of the item can be measured reliably.

On initial recognition, an item of property, plant and equipment is measured at cost but those that are acquired through non-exchange transactions are initially measured at fair value.

Cost includes purchase price or cost incurred initially to acquire or construct an item of property, plant and equipment and discounts received on acquisition including service costs.

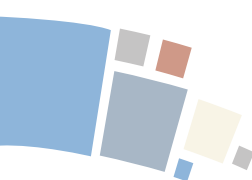
Recognition of cost in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

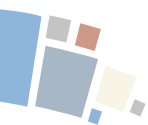
Property, plant and equipment are subsequently carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment items are de-recognised once they are fully depreciated and sold, are obsolete or fully impaired.

Depreciation is calculated on the straight-line method to write-off the cost of each asset to its residual value over its estimated useful life. The property, plant and equipment is depreciated from the time when an item of property, plant and equipment is ready for use. The depreciation rates applicable to each category of property, plant and equipment are as follows:

	%	Estimate useful life
Land	0%	Infinite
Building	4%	25 years
Building improvements	20%	5 to 15 years
Motor vehicles	16,67%	6 to 9 years
Furniture and equipment	20%	5 to 15 years
Leasehold improvements	Lease term	Lease term
Fitting and fixtures	10%	5 to 15 years
Computer equipment	25%	5 to 10 years





FINANCIAL INFORMATION

For the year ended 31 March 2016

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. The residual values of property, plant and equipment were reassessed at year-end.

The following considerations are taken into account in assessing the useful lives of assets:

- Expected usage of the asset.
- Expected physical wear and tear, which depends on operational factors of the asset.
- Technical obsolescence arising from changes in the market demand or service output of the asset.
- Legal or similar limits on the use of the asset, such as the expiry dates of related leases.

The residual values are determined by considering the expected market demand of the asset at the end of its lifespan, or the market value of similar assets that had reached their life span.

Subsequent expenditure incurred on items of property, plant and equipment is only capitalised to the extent that such expenditure enhances the value or previous capacity of those assets.

Repairs and maintenance not deemed to enhance the economic benefits or service potential of items of property, plant and equipment are charged to income during the period in which they are incurred.

Depreciation

Depreciation is recognised in surplus and deficit on a straight line basis over the estimated useful life of each part of an item of property, plant and equipment. Land is not depreciated as it is deemed to have an indefinite useful life.

When significant components of an item of equipment have useful lives or residual values, they are accounted for as separate items (major components) of equipment.

Leasehold improvements relate to refurbishments and partitioning of buildings that are leased. These are depreciated over the lease period.

Gains and deficits on disposal of property, plant and equipment are determined by reference to their carrying amount and are taken into account in determining operating surplus.

1.7 Intangible assets

Intangible assets consist of computer software.

The cost of an item of intangible asset is recognised as an asset when:

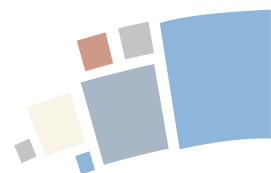
- It is probable that future economic benefits or services associated with the item will flow to the entity; and
- The cost or fair value of the item can be measured reliably.

Intangible assets items are de-recognised once they are fully amortised and replaced by new computer software or obsolete and no longer supported by the service providers.

On initial recognition, an item of intangible asset is measured at cost or fair value if acquired through non-exchange transaction.

Cost includes the purchase price, developmental costs incurred in preparing the intangible asset to be ready for use and discounts received on acquisition including service costs. Intangible assets are carried at cost less accumulated depreciation and any impairment losses.

Subsequent expenditure incurred on an item of intangible asset is only capitalised to the extent that such expenditure meets the recognition criteria. Where the expenditure is material or more than the initial cost of the asset, the costs are capitalised as a new asset and the initial asset is derecognised.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Intangible assets are amortised on a straight line basis over the useful lives of the asset. The intangible assets are amortised from the time when it is ready for use.

The assets are generally amortised over two to 10 years. Those assets which will be used for an indefinite period are not depreciated.

The assets' useful lives are reviewed, and adjusted if appropriate, at each reporting date. The residual values of *intangible* assets were reassessed at year-end.

The assets classified as indefinite are evaluated at year-end to assess for impairment and whether they are still considered to be indefinite. Where the assets cease to be classified as indefinite assets, they are amortised over the remainder of their useful life. During the year under review there were no assets whose useful lives had changed.

1.8 Leased assets

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards to ownership.

Finance leases

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower than the present value of the minimum lease payments. Finance lease payments are apportioned between the capital and the interest portions. The interest is expensed in the statement of financial performance. The lease assets are depreciated over the lease period. The present value of the minimum lease payments are calculated at the net present value based on the applicable prime rate at the reporting date.

Operating leases

Operating lease payments are straight lined and recognised as an expense over the period of the lease in the statement of financial performance. The operating lease commitments are disclosed in the notes to the Financial Statements.

1.9 Non-current assets held for sale

All assets that have been replaced in terms of the asset replacement programme are classified as non-current assets held for sale. All non-current assets held for sale are measured at lower of its carrying amount and fair value less costs to sell. These assets are recovered through sale to the entity's employees, scrapping or donations within 12 months from date of replacement. All non-current assets held for sale cease to depreciate from the date they are classified as non-current assets held for sale.

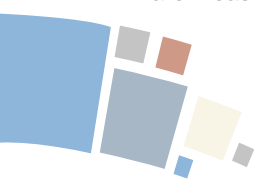
1.10 Taxation

No provision is made for taxation and value added tax as Legal Aid South Africa is exempt in terms of Section 10(1)(CA) of the Income Tax Act.

1.11 Financial instruments

Financial instruments are recognised on the statement of financial position when Legal Aid SA becomes party to the contractual provisions of the instrument. Financial instruments include cash and bank balances, receivables and trade payables. These financial instruments are generally carried at their estimated fair value, which is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable and willing parties in an arm's length transaction.

The change relates to classification of finance lease payable being classified as financial instruments. The finance leases are measured in accordance with GRAP 13.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Financial assets

Legal Aid South Africa's principal financial assets are trade receivables and bank and cash balances.

Recognition

Financial instruments are initially recognised using the trade date accounting method.

Measurement

Financial instruments are initially measured at fair value net of transaction costs when the entity is a party to contractual arrangement. Subsequent to initial recognition, these instruments are measured as set out below.

Legal Aid SA's principal financial liabilities are trade payables.

Trade and other receivables

Trade and other receivables at initial recognition are measured at fair value, and are subsequently measured at the amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or deficit when there is objective evidence that the asset is impaired.

Receivables included in the statement of financial position arise from staff overpayments that are recoverable.

Receivables outstanding at year-end are carried in the statement of financial position at amortised cost.

- An estimate of doubtful debts is made based on a review of all outstanding individual amounts at statement of position date. Provision for doubtful debts is made for trade receivables outstanding for 365 days and any other debts deemed doubtful.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the receivable's original effective interest rate (i.e. the effective interest rate computed at initial recognition).

The carrying amount of the receivable is reduced through the use of a provision for doubtful debts account. The amount of the loss is recognised in surplus or deficit.

The Accounting Authority writes off irrecoverable debts in accordance with Treasury Regulations 11.4.1(a) and (b) after having taken the necessary steps to recover the debt.

Legal Aid South Africa has short term payables and receivables and interest is not charged due to terms granted being consistent with the public sector terms.

Cash and cash equivalents

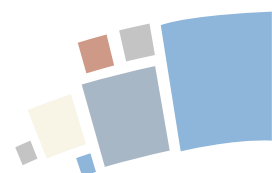
Cash and cash equivalents comprise cash at bank and deposits held on call with banks.

Cash and cash equivalents are initially recorded at fair value and subsequently at amortised costs.

Deposits held on call, and investments in money market instruments are classified as financial assets held at amortised cost originated by Legal Aid SA and carried at amortised cost. Due to the short-term nature of these instruments, the amortised cost approximates its fair value.

Trade and other payables

Trade and other payables are initially measured at fair value, subsequently measured at amortised cost, using the effective interest rate method.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Trade and other payables are classified as financial liabilities at amortised cost.

Derecognition of Financial instruments

Financial assets are derecognised when the entity loses control of the contractual rights that comprises the financial assets. Legal Aid South Africa loses such control if right to benefits specified in the contract are realised, the rights expire or the organisation surrenders those rights.

Financial liabilities are derecognised when the obligation is discharged, cancelled, or expires.

1.12 Employee Benefits

a) Short-term employee benefits

The cost of short-term employee benefits (those payable within 12 months after the service is rendered, such as paid vacation leave, sick leave, bonuses and non-monetary benefits such as medical care) are recognised in the period in which the service is rendered, and are not discounted.

The expected cost of compensation absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected bonus payments are recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual, based on total employment cost, is raised for the estimated liabilities as a result of services rendered by employees up to reporting date.

b) Defined benefit plans

Legal Aid SA contributes to a defined benefit pension scheme, which requires contributions to be made to a separately administered fund.

Existing employees

Past service costs, experience adjustments, the effects of changes in actuarial assumptions and the effects of plan amendments in respect of existing employees in a defined benefit plan are recognised as an expense or as income systematically over the expected average remaining working lives of those employees (except in the case of certain plan amendments where the use of a shorter time year is necessary to reflect the receipt of economic benefits by the enterprise).

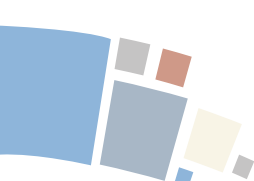
Plan terminations, curtailments and settlements

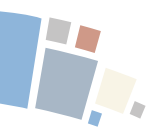
When it is probable that a defined benefit plan will be terminated or that there will be a curtailment or settlement of the retirement benefits payable under that plan:

- i. resulting increase in the retirement benefit cost is recognised as an expense immediately; and
- ii. any resulting gain is recognised as income in the year in which the termination, curtailment or settlement occurs.

c) Post-retirement medical benefit

The defined benefit obligation, the related current cost and, where applicable, past service costs, is determined by using the Projected Unit Credit Method. A portion of the actuarial gains and losses is recognised as income or expense in the year it occurs.





FINANCIAL INFORMATION

For the year ended 31 March 2016

Unvested past services cost is recognised as an expense on the straight-line basis over the average year until the benefits become vested, while vested past service costs are recognised as an expense in the statement of financial performance.

1.13 Materiality

Section 55(2) of the PFMA specifies components of the Financial Statements that have to take into account tolerance levels both in terms of financial, non-financial and disclosure of specific information such that it enables the Executive Authority to effectively perform their fiduciary duties. Legal Aid South Africa has an approved framework of acceptable levels of materiality and significance.

1.14 Services received in-kind

Services received in-kind consist primarily of attendance by certain Legal Aid SA members at Accounting Authority and committee meetings without remuneration due to their full-time employment in the public sector. Legal Aid South Africa cannot reliably determine a fair value for this benefit, and as a result does not recognise the value of these services received in the statement of financial performance.

1.15 Irregular or fruitless and wasteful expenditure

Irregular expenditure means expenditure, other than unauthorised expenditure, incurred in contravention of, or that is not in accordance with the requirements of any applicable legislation from the definition in the PFMA. Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to irregular, fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the period that the expenditure was incurred and additional disclosure as required by Treasury Regulations and the PFMA is made in the notes to the Financial Statements.

1.16 Unauthorised expenditure

Unauthorised expenditure means:

- a) Overspending of a vote or a main division within a vote; and
- b) Expenditure not in accordance with the purpose of a vote or in the case of a main division, not in accordance with the purpose of the main division.

All expenditure relating to unauthorised expenditure is recognised as an expense in the statement of financial performance in the period that the expenditure was incurred.

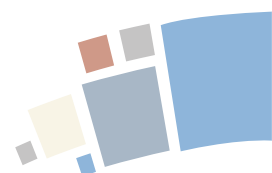
The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.17 Related parties

All parties that have the ability to control or exercise significant influence over Legal Aid SA in making financial and operating decisions are considered to be related parties of the organisation. Related parties include key management personnel, and close members of the family of key management personnel.

A related party transaction is a transfer of resources, services or obligations between the reporting entity and the related party, regardless of whether a price is charged. Related party transactions exclude transactions with any other entity that is a related party solely because of its economic dependence on the reporting entity.

Non-arm's length transactions are disclosed.





FINANCIAL INFORMATION

For the year ended 31 March 2016

1.18 Client trust funds

These constitute amounts received from estate lates and settlements reached in civil matters. These amounts are payable to recipients based on court settlement orders and/or heirs, legatees or other claimants in estate matters.

1.19 Deposits

These constitute amounts held by landlords for the various buildings leased by the entity and travel agencies.

Deposits are initially recorded at fair value and subsequently at amortised cost.

1.20 Inventories

Inventories are recognised as an asset if:

- a) It is probable the future economic benefits or service potential associated with the item will flow to the entity; and
- b) The cost of the inventories can be measured reliably.

Inventories are initially measured at the lower of cost and current replacement cost.

The cost of inventory comprises all cost of purchase.

The cost of inventory is subsequently valued and measured by using the first in, first out method. The unit cost price of the last item acquired is applied to value the stock on hand.

1.21 Going concern

The Accounting Authority reviews Legal Aid South Africa's budgets and cash flow forecasts for the year. On the basis of this review, and in view of the organisation's current financial position, the Accounting Authority assesses the organisation's going concern in the current and year ahead. The Financial Statements are prepared on a going concern basis based on the Accounting Authority's assessment.

1.22 Subsequent events

No material fact or circumstance has occurred between the financial position date and the date of this report.

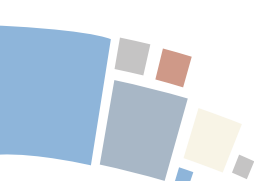
1.23 Prepayments

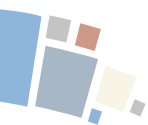
The prepayments mainly comprise of the system related costs which are paid on an annual basis.

These prepayments are initially recognised at fair value and subsequently measured at amortised cost.

1.24 Change in accounting estimates

Change in estimates is adjustment of the carrying amount of an asset or a liability, or the amount of the periodic consumption of an asset, that results from the assessment of the present status of, and expected future benefits and obligations associated with assets and liabilities. Changes in accounting estimates result from new information or new developments and, accordingly, are not corrections of errors. The nature and amount of a change in an accounting estimate that has an effect in the current periods is disclosed in the notes.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

2. Property, plant and equipment

	March 2016			March 2015		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
	R	R	R	R	R	R
Owned assets						
Land	1,788,000	-	1,788,000	1,788,000	-	1,788,000
Building	21,981,000	6,447,760	15,533,240	21,981,000	5,167,340	16,813,660
Building improvements	15,378,243	5,537,017	9,841,226	14,209,458	4,859,269	9,350,189
Motor vehicles	73,776,613	17,106,140	56,670,474	64,423,493	7,551,910	56,871,583
Furniture and equipment	24,234,207	20,405,982	3,828,225	22,492,739	20,393,589	2,099,150
Fitting and fixtures	2,943,836	2,210,424	733,413	2,943,836	1,916,686	1,027,150
Leasehold improvements	34,252,819	22,853,368	11,399,451	31,643,968	19,746,068	11,897,900
Computer equipment	98,092,410	32,219,491	65,872,919	89,021,765	40,528,735	48,493,031
	272,447,129	106,780,182	165,666,949	248,504,259	100,163,597	148,340,663

The carrying amounts of property, plant and equipment can be reconciled as follows:

Reconciliation of property, plant and equipment - March 2016

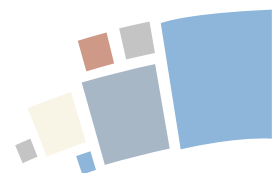
	Carrying value at beginning of year	Additions	Disposals	Depreciation	Transfers	Carrying value at end of year
	R	R	R	R		R
Owned assets						
Land	1,788,000	-	-	-	-	1,788,000
Building	16,813,660	-	-	(1,280,420)	-	15,533,240
Building improvements	9,350,189	1,190,174	(2,486)	(696,651)	-	9,841,226
Motor vehicles	56,871,583	13,226,874	(1,752,876)	(11,675,107)	-	56,670,474
Furniture and equipment	2,099,150	2,739,041	(392,041)	(617,926)	-	3,828,225
Fitting and fixtures	1,027,150	-	-	(293,738)	-	733,413
Leasehold improvements	11,897,900	4,572,619	(628,036)	(4,443,033)	-	11,399,451
Computer equipment	48,493,031	23,872,824	(1,183,265)	(5,199,165)	(110,506)	65,872,919
	148,340,663	45,601,533	(3,958,703)	(24,206,039)	(110,506)	165,666,949

Land

Land is described as ERF 4410 Johannesburg Township Registration Division I.R., provision of Gauteng, Johannesburg Division Gauteng Province. The land measures 1490 square metres. It was transferred to Legal Aid South Africa on 4 September 2008. The land has been stated at the cost.

Building

Building is described as ERF 4410 Johannesburg Township Registration Division I.R., provision of Gauteng, Johannesburg Division Gauteng Province. The multi-level office building measures approximately 1490 square metres. It was transferred (sold) to Legal Aid South Africa on 4 September 2008. The estimated useful life of the building is 25 years and has been stated at the cost price of R21,981,000 in order to comply with GRAP 17. The building included building improvements made to Legal Aid House. The building was revaluated by an independent valuator JO Schoonraad on 23 September 2011 and the market value is R29,9 million.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

Reconciliation of property, plant and equipment - March 2015

	Carrying value at beginning of year R	Additions R	Disposals R	Depreciation R	Carrying value at end of year R
Owned assets					
Land	1,788,000	-	-	-	1,788,000
Building	17,692,900	-	-	(879,240)	16,813,660
Building improvements	9,389,425	1,187,051	-	(1,226,287)	9,350,189
Motor vehicles	45,828,234	14,971,588	(697,737)	(3,230,502)	56,871,583
Furniture and equipment	1,866,144	1,773,721	(29,549)	(1,511,165)	2,099,150
Fitting and fixtures	1,320,888	-	-	(293,738)	1,027,150
Leasehold improvements	5,585,470	6,972,500	(426,972)	(233,098)	11,897,900
Computer equipment	35,238,572	27,319,401	(1,006,430)	(13,058,513)	48,493,031
	118,709,633	52,224,260	(2,160,688)	(20,432,542)	148,340,663

Land

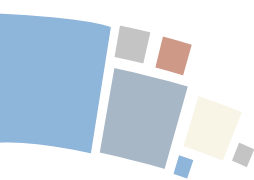
Land is described as ERF 4410 Johannesburg Township Registration Division I.R., provision of Gauteng, Johannesburg Division Gauteng Province. The land measures 1490 square metres. It was transferred to Legal Aid South Africa on 4 September 2008. The land has been stated at the cost.

Building

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2.1 Finance Lease assets

	Cost R	March 2016 Accumulated depreciation R	Carrying value R	Cost R	March 2015 Accumulated depreciation R	Carrying value R
Photocopiers	9,926,258	7,716,340	2,209,918	9,716,827	5,272,052	4,444,775
	9,926,258	7,716,340	2,209,918	9,716,827	5,272,052	4,444,775





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

Reconciliation of property, plant and equipment - March 2016

Finance Leased assets

	Carrying value at beginning of year R	Additions R	Disposals R	Depreciation R	Carrying value at end of year R
Photocopiers	4,444,775	209,431	-	(2,444,288)	2,209,918
	4,444,775	209,431	-	(2,444,288)	2,209,918

Reconciliation of property, plant and equipment - March 2015

Finance Lease assets

	Carrying value at beginning of year R	Additions R	Disposals R	Depreciation R	Re- classification R	Carrying value at end of year R
Photocopiers	4,413,139	2,153,677	-	(2,640,621)	518,580	4,444,775
Cell Phones	525,629	-	-	(7,049)	(518,580)	-
	4,938,768	2,153,677	-	(2,647,670)	-	4,444,775

*Legal Aid South Africa took a decision to provide a taxable cellphone allowance to the employees who are entitled to cellphone benefits. All cellphone lease contracts will not be renewed when the existing contracts expire. The 2014-2015 financial year will be the last period in which cellphone leases will be operational.

3. Intangible assets

	Cost R	March 2016 Accumulated amortisation R	Carrying value R	Cost R	March 2015 Accumulated amortisation R	Carrying value R
Computer Software	6,166,495	2,398,307	3,768,188	12,369,146	8,380,069	3,989,078

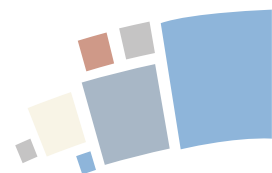
Reconciliation of intangible assets - March 2016

The carrying amounts of intangible assets can be reconciled as follows:

	Carrying value at beginning of year R	Additions R	Disposals R	Amortisation R	Transfer	Carrying value at end of year R
Computer Software	3,989,078	2,096,847	(729,441)	(1,588,296)	-	3,768,188

Reconciliation of intangible assets - March 2015

	Carrying value at beginning of year R	Additions R	Disposals R	Amortisation R	Transfers	Carrying value at end of year R
Computer Software	3,454,984	1,302,429	-	(768,334)	-	3,989,078

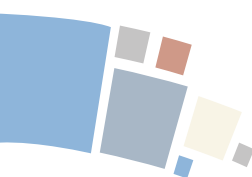




NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
4. Non-current assets held for sale		
Assets related to computer hardware	110,506	-
Legal Aid South Africa had a number of computer hardware which was identified for sale within the 12 months after the financial year-end.		
5. Trade and other receivables - exchange transactions		
Trade receivables	5,313,464	2,334,820
Provision for doubtful debts	(561,660)	(1,205,262)
Other receivables	114,996	129,522
	4,866,800	1,259,080
5.1 Reconciliation of doubtful debt provision		
Balance at the beginning of the period	1,205,262	1,604,468
Bad debts written off	(216,755)	(235,155)
Increase/(decrease) in provision for doubtful debts	(426,848)	(164,051)
	561,660	1,205,262
6. Prepayments		
Prepayments	8,364,910	1,475,879
	8,364,910	1,475,879
Prepayments relate mainly to payments in advance for software licences and office buildings bought in Benoni and the Lichtenburg Justice Centre but not yet registered with the Deeds Office.		
7. Client trust funds		
Client trust funds	28,467,840	29,208,068
	28,467,840	29,208,068
These constitute amounts received from estate lates and settlements reached in civil matters. These amounts are payable to recipients based on court settlement orders. The corresponding liability for the client trust asset. Refer to note 14a.		
8. Deposits		
These constitute mainly amounts paid to landlords as security for rent repayment	1,697,715	1,751,291
The total deposit above is classified as follows:		
Later than 1 year and not later than 5 years	1,454,537	1,464,516
Not later than 1 year	243,177	286,775
	1,697,715	1,751,291





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
8.1 Deposit Reconciliation		
Opening Balance	1,751,291	1,936,750
Recoveries	(89,534)	(47,977)
Deposits Expensed	(35,343)	(24,603)
Deposits moved to Debtors	-	(161,241)
Deposits written off	-	(16,552)
New Deposits for the year	71,300	64,914
Closing Balance	1,697,715	1,751,291
9. Inventories		
Stationery on hand	1,540,046	1,392,502
	1,540,046	1,392,502

Inventories relate to stationery on hand that will be consumed during the normal operation of the entity. There was no amount of inventories that was written off or reversed or pledged as a security.

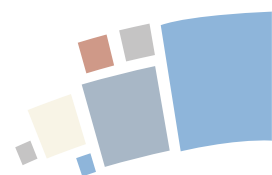
9.1 Reconciliation for inventory

Stationery - March 2016

	Carrying value at beginning of year R	Additions during the year R	Inventories expensed revised/ written off R	Carrying value at end of year R
Stationery on hand	1,392,502	1,540,046	(1,392,502)	1,540,046

Stationery - March 2015

	Carrying value at beginning of year R	Addition during the year R	Inventories expensed revised/ written off R	Carrying value at end of year R
Stationery on hand	1,321,085	1,392,502	(1,321,085)	1,392,502

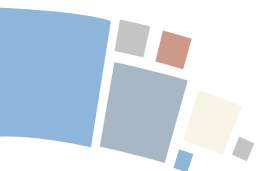


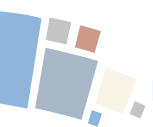


NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
10. Notes to cash flow statement		
a) Cash and cash equivalents		
Cash and cash equivalents consist of cash on hand and balances with banks and investments in money market instruments. Cash and cash equivalents included in the cash flow statement comprise the following statement of amounts indicating financial position:		
Funds held with the Corporation for Public Deposits	368,623,056	431,225,389
Bank balance and cash on hand	4,995,749	5,940,833
	<u>373,618,805</u>	<u>437,166,222</u>
b) Property, plant and equipment		
During the year, Legal Aid South Africa acquired property, plant and equipment of R47,698,381 by means of grants allocated by the National Government.		
c) Cash generated by operating activities		
Reconciliation of net cash flows from operating activities to surplus		
Net (Deficit) Surplus	(42,103,667)	71,193,200
Non-cash flow movement		
Depreciation	26,650,327	23,080,212
Amortisation	1,588,296	768,334
Increase in provision	13,100,986	2,972,994
(Decrease)/Increase in payables	(6,672,214)	3,195,860
Decrease in inventories	(147,544)	(71,417)
Gains on sale of property plant and equipment	(1,212,803)	(2,135,176)
Debts written off	216,755	235,155
(Increase)/Decrease in receivables	(10,659,930)	3,789,716
	<u>(19,239,795)</u>	<u>103,028,880</u>





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
11. Finance Leases		
Interest bearing borrowings		
Non current portion of finance leases	600,848	1,624,211
Current portion of finance lease liability	1,172,222	2,449,617
Total lease liability	1,773,070	4,073,828

The interest bearing borrowings are secured by photocopier machines (see note 2). The liabilities are repayable in equal monthly instalments on the 1st day of the month at prime interest rates respectively.

Legal Aid South Africa entered into a finance lease arrangement with different lessors in respect of photocopier machines. The periods of the lease agreements range from 36 months to 60 months respectively, with the liability repayable in equal monthly instalments, at prime interest rates.

Reconciliation of minimum lease payments with their present values

	Up to 1 year R	March 2016 2-5 years R	Total R	Up to 1 year R	March 2015 2-5 years R	Total R
Minimum lease payments	1,284,433	622,524	1,906,957	2,712,120	1,745,883	4,458,003
Finance charges	112,211	21,676	133,887	252,905	121,673	374,578
Fair Value Adjustment	-	-	-	(9,598)	-	(9,598)
Present value	1,172,222	600,848	1,773,070	2,449,617	1,624,211	4,073,828

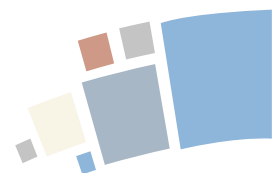
Finance Lease Cashflow recon

	March 2016	March 2015	Net Cash Flow
Finance Lease Assets	2,209,917	4,444,774	2,234,857
Finance Lease Liability	(1,773,070)	(4,073,828)	(2,300,758)
Depreciation on finance leases	(2,444,288)	(2,647,670)	(203,382)
	(2,007,442)	(2,276,726)	(269,285)

11.1 Finance Costs

Finance lease obligation	383,105	419,695
---------------------------------	---------	---------

Finance costs relate to finance charges for photocopier and faxes finance leases.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

12. Employee benefits

Pensions

Defined benefit retirement plan

Legal Aid South Africa contributes to a defined benefit retirement plan for the benefit of all employees. The plan is governed by the Pension Funds Act, 1956 (No. 24 of 1956). The assets of the plan are administered by trustees in a fund independent of Legal Aid South Africa. The fund is administered under the control of the National Government. The National Treasury stands as guarantor for any shortfall that the fund may experience. For this reason, no provision is made in the books of Legal Aid South Africa for any shortfall or surplus that may arise. The disclosure for this plan is done in accordance with defined contribution plan due to the following reasons: Legal Aid South Africa is not the only member of the Pension Fund and the liability exposure and the assets cannot be separated from the other members' liability and assets.

Medical

Legal Aid South Africa contributes to a medical aid scheme for certain retired employees. The liability for future contributions to the scheme in respect of three (3) retirees was actuarially valued at year-end. The scheme is valued every three years.

The latest actuarial valuation was carried out as at 31 March 2016. The principal assumptions adopted by the actuary are that discount rates will be 9,15%, investment returns will average 6,71%. Medical costs trend rates 8,21% above the Consumer Price Index. The actuarial value of the promised benefits is R1,133,067 (2015:R1,398,000) which has been recognised as a liability in the past.

Legal Aid South Africa provided for the payment of medical aid for retired employees. This practice has ceased. However, a contractual obligation exists for certain employees who retired with this condition. It is anticipated that these amounts will be paid out over the remaining lives of these pensioners.

Post-retirement benefit

Post-retirement benefit March 2016

Post-retirement medical aid benefits

Liability at the beginning of the year

Interest cost

Actuarial (losses)/gains

Contribution payments

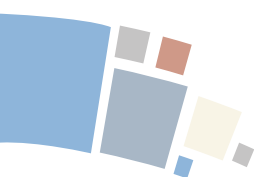
	1,133,067	1,398,000
	1,133,067	1,398,000
	1,398,000	1,029,000
	107,917	72,000
	(227,793)	445,000
	(145,057)	(148,000)
	1,133,067	1,398,000

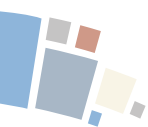
R1,133,067 (2015: R1,398,000) of cash resources have been set aside for the purpose of meeting future post-retirement benefits.

Method used

It is assumed the health care costs trend have a significant effect on the amounts recognised in surplus or deficit. A one percent point change in assumed healthcare cost trend rates would have the following effects:

	March 2016 (1%) R	1% R	March 2015 (1%) R	1% R
Defined benefit obligation	(11,331)	11,331	(13,980)	13,980





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

13. Provisions

March 2016	Carrying value at beginning of year	Used during the year	Unused provisions	Additional/ Reversal provisions	Carrying value at end of year
		R	R	R	R
Judicare*	85,614,649	(87,957,207)	-	99,026,139	96,683,581
Provision for Incentive Payments	42,790,567	(44,902,950)	-	46,066,588	43,954,205
Provision for Workmen's Compensation	851,640	(851,640)	-	1,023,413	1,023,413
Corporate Litigation	768,500	(768,500)	-	1,730,076	1,730,076
	130,025,356	(134,480,297)	-	147,846,216	143,391,275

* The Judicare figure used for the year includes used and reversed provisions.

March 2015	Carrying value at beginning of year	Used during the year	Unused provisions	Additional provisions	Carrying value at end of year
	R	R	R	R	R
Judicare*	86,478,817	(74,069,040)	12,409,777	73,204,872	85,614,649
Provision for Incentive Payments	40,484,380	(39,293,372)	1,191,008	41,599,559	42,790,567
Provision for Workmen's Compensation	-	-	-	851,640	851,640
Corporate Litigation	458,165	(458,165)	-	768,500	768,500
	127,421,363	(113,820,578)	13,600,785	116,424,571	130,025,356

*The Judicare figure used for the year includes used and reversed provisions.

Judicare

Legal Aid South Africa instructs independent legal practitioners where it believes that the interests of the client are best handled in this manner. These practitioners are paid according to a tariff set by Legal Aid South Africa from time to time. A consequence of the nature of court cases is that while an estimate can be made of the cost of cases based on historical experience, the actual payments may vary. In addition, the length of time taken to complete cases often varies. In general, payment is only made on completion.

Gross claims incurred comprise all claims arising from events that have occurred in the period and for which Legal Aid South Africa is responsible, whether or not reported by the end of the period.

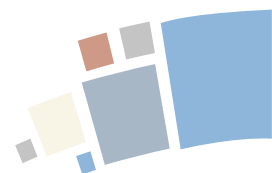
Net claims incurred comprise:

- claims submitted and accrued for services rendered during the period net of recoveries; and
- claims for services rendered during the previous period not included in the outstanding claims provision for that period, net of recoveries.

Outstanding claims provision

The method used varies by the period being considered and observed historical claims development. To the extent that this method is used, historical claims development information assumes that the historical claims development pattern will occur again in the future. There are reasons why this may not be the case, which in so far as they can be identified have been allowed for by modifying the method. Such reasons include:

- economic, legal, political and social trends (resulting in different than expected levels of inflation and/or minimum legal benefits to be provided);
- changes in the nature of the cases; and
- random fluctuation, including the impact of large cases.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

Changes in assumptions and sensitivities to changes in key variables

All assumptions are based on actual claims experience in determining the outstanding claims provision. Due to the nature of the provision, no material change is expected in any assumptions made.

Legal Aid South Africa believes that the liability for claims reported in the statement of financial position is adequate. However, it recognises that the process of estimation is based upon variable factors and assumptions which could differ when claims arise. A retrospective review of actual claims experience is performed monthly to determine the accuracy of the outstanding claims provision. Due to this, the impact of a change in the key variables is not considered to be significant and no further sensitivity analysis is provided.

Bonuses

Employees who are members of the pension fund are entitled to structure their package in such a way that they receive a thirteenth cheque. The duty to pay this amount accrues monthly. The full amount of accrual is paid out each period when it falls due. In addition an incentive payment is payable to employees during August each year based on their personal performance as well as that of the organisation as a whole.

Litigation

Legal Aid South Africa by the nature of its activities, has at any time a number of legal matters in process. The cost of these as well as the possible effect of any outcome is provided for in the year in which the cause of action arises. No certainty exists as to the timing of when these amounts will be paid.

Workmen's compensation

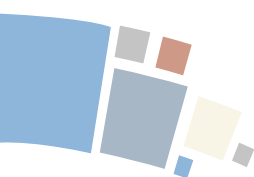
In terms of the Compensation for Occupational Injuries and Diseases Act of 1993 (COIDA), Legal Aid South Africa is required to pay to the compensation fund an annual contribution based on a percentage determined by the commissioner of annual earnings paid to employees for the year up to a maximum of R355,752 per employee of the total basic salary bill of the organisation. The final contribution amount is payable once the compensation fund has assessed the organisation's return of earnings. The cost of the contribution is provided for based on historical information and injuries and diseases cases reported to the compensation fund during the financial year.

14. Trade and other payables

Trade payables	75,877	1,106,770
Leave pay benefits	26,594,567	27,157,504
Bonus pay benefits (13th cheque)	24,678,914	24,228,125
Accruals	9,058,224	9,112,770
Sundry creditors*	16,797,086	22,271,713
	77,204,668	83,876,882

*The sundry amount includes accruals for goods received which were not receipted on the system by year-end. This represents invoices not paid as at year-end.

14.1 Maturity Analysis	< 1 Year	1-2 Years	2-5 Years	5+ Years	Total
Year 2016					
Trade and other payables	74,190,200	3,014,468	-	-	77,204,668
Year 2015					
Trade and other payables	83,730,346	146,536	-	-	83,876,882

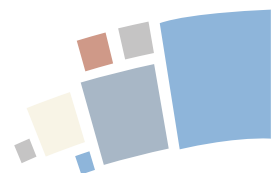




NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
14a Clients Trust		
Client trust fund	28,467,840	29,208,068
These constitute amounts received from estate lates and settlements reached in civil matters. These amounts are payable to recipients based on court settlement orders. The corresponding asset for the client trust liability. Refer to note 7.		
15. Revenue		
Gross revenue comprises grants from the National Revenue Fund. These funds are provided to Legal Aid South Africa to enable it to meet the government's responsibility to provide legal services to those who cannot afford it.		
Unconditional government grant		
Baseline allocation	1,522,986,000	1,483,708,000
IJS mobility project	-	21,000,000
Grant for furniture at Polokwane High Court	549,412	-
	1,523,535,412	1,504,708,000
16. Interest Income		
Interest income consists mainly of income received from funds invested with the Corporation for Public Deposits	29,303,057	26,944,899
16.1 Other Income		
Other income comprises		
Commission and legal fees received/recovered	415,357	167,266
Profit on disposal of assets	1,212,803	2,135,176
*Sundry income	1,767,199	1,947,215
	3,395,360	4,249,657
*Sundry income relates to monies received from debtors for recoveries made for bursaries and internships.		
17. Administrative Expenses		
Co-operation Agreements	9,544,425	8,160,381
Impact Litigation	2,904,318	22,791,002
Judicare	129,639,922	94,562,381
Civil Disbursements	7,030,257	5,865,689
	149,118,922	131,379,453



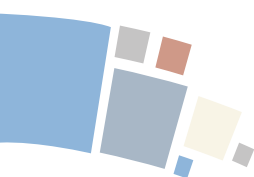


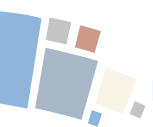
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
17.1 Other expenses		
Other expenses is made up of the following material expenses:		
Advertising	4,311,666	3,402,172
Audit Fees	3,065,967	3,042,791
Board Fees	865,966	1,117,225
Cleaning Services	6,246,804	5,611,705
Communication	1,955,861	2,122,910
Computer Software Licenses	12,276,267	13,998,063
Document Exchange	950,753	940,088
Education and Training	6,650,222	5,509,310
Insurance - Group Life	18,398,577	17,173,642
Insurance Short Term	2,287,346	3,959,513
IT Support	1,127,197	1,647,364
Leadership Program	1,262,096	1,144,860
Legal Fees Provision	279,173	1,601,534
Library and Publication	3,436,284	3,085,308
Maintenance Building	2,075,611	1,660,960
Maintenance Office	2,410,293	2,242,118
Management Fees	659,600	488,816
Municipal Services	12,182,373	8,822,878
Office Rental	40,270,733	38,741,483
Office Rental - Satellite Offices	6,502,786	6,092,571
Postage and Courier	1,176,459	1,209,379
Printing and Stationery	5,686,378	5,840,089
Recruitment	1,230,621	1,357,896
Refreshments	886,325	866,408
Security Costs	2,261,924	2,049,608
Signage and Branding	634,769	528,461
Storage Costs	958,707	1,019,794
Subscriptions and Membership Fees	4,031,810	3,486,678
Skills Development	174,758	389,219
Software Maintenance	681,548	722,570
Telephone and Faxes	12,406,808	11,632,791
Tools and Equipment	2,009,521	2,361,190
Travel and Subsistence	8,295,918	8,153,458
Travelling and Sub-circuit court	280,954	298,573
Vehicle Fuel	10,056,616	10,124,229
Vehicle Maintenance	3,179,848	2,999,475
Vehicle Tracking	1,792,386	981,580
Wide Area Network	13,868,049	11,382,445
Workmen's Compensation	1,023,413	851,640
Workshops	1,760,898	621,193
Computers - Disaster Recovery	1,665,219	840,983
Education and Training LDE	2,224,838	531,645
Legal Fees	3,880,112	2,002,964
Other expenses, not material individually	7,067,443	6,978,532
	214,450,900	199,636,112

Other expenses include bank charges, document exchange, bursaries, etc.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

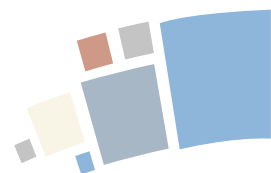
18. Reconciliation of actual amount in the cash flow statement and comparative statement

The budget is approved on a cash basis by functional classifications. The approved budget covers the period from 1 April 2015 to 31 March 2016.

The budget and accounting basis differs. The financial statements are prepared on the accrual basis using a classification on the nature of expenses in the statement of financial performance.

A reconciliation between the actual amounts on a comparable basis as presented in the statement of comparison of budget and actual amounts in the cash flow statement for the period ended 31 March 2016 has been presented below. The financial statements are prepared on an accrual basis and the budget is prepared on cash basis which creates a basis difference.

		Operating Activities R	Financing Activities R	Investing Activities R
Actual amount on comparable basis as presented in the budget and actual comparative statement	SCBA	(14,414,456)	-	(47,698,381)
Basis difference	SFP	(4,825,338)	(2,510,190)	5,900,947
Actual amount in the cash flow statement	CFS	(19,239,795)	(2,510,190)	(41,797,434)
Deficit for the year		42,103,667		
The budget was prepared on cash basis for the 2015-2016 financial year.				
The statement of profit and loss and other comprehensive income include both accruals and non cash items.				

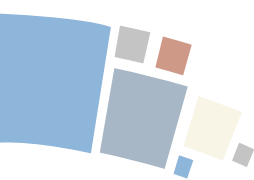




NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

		March 2016 R	March 2015 R
19. Directors' emoluments			
19.1 Directors - non-executive			
- For services as directors			
Name	Comments		
Judge President D Mlambo	Non beneficial	-	-
Mr T Tshivhase	Non beneficial	-	-
Ms Mavis Monama	Non beneficial	-	-
Mr J Maree		76,752	147,307
Adv. P du Rand	Non beneficial	-	-
Ms E Memka (Memka & Ass paid)		47,712	71,104
Ms N Mgadza		71,568	88,788
Prof Y Vawda		88,784	174,528
Ms M Naidoo		86,552	103,499
Ms T Mhlungu		73,096	80,800
Ms R Subban	Non beneficial	-	-
Ms A Rhoda		63,048	14,544
Mr M Notyesi		39,192	48,498
Adv. K Pillay		46,052	71,104
Ms E Gandhi	Non beneficial	-	-
Ms B Mxakwe		46,008	79,453
Mr W Scholtz		51,120	76,203
Mr N Mvundlela		69,864	30,704
Mr CJ Janse Van Rensburg		1,616	8,080
Adv. R Jansen (Alternate member)		-	8,080
Mr M Leseilane		11,928	-
Mr L Mtshali		1,704	-
Ms A Chowan		11,928	-
		786,924	1,002,691



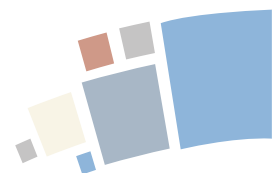


NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

					March 2016 R	March 2015 R
19.2 Executive Management's Remuneration						
- For services as executives						
Name	Basic Salary	Bonus and incentives	Expenses/ Allowances	Other	Total	Total
Ms V Vedalankar - Chief Executive Officer	1,153,552	261,909	975,519	33,208	2,424,189	2,310,402
Mr J Makokoane - Chief Operations Officer	976,169	219,379	655,111	40,573	1,891,232	1,738,489
Ms R Hlabatau - Chief Financial Officer	964,026	238,813	272,474	153,032	1,628,344	1,510,979
Ms A Clark - Human Resources Executive	681,433	128,990	470,789	20,430	1,301,641	1,197,375
Mr P Hundermark - Chief Legal Executive	938,910	269,181	270,075	165,258	1,643,423	1,603,030
Adv. B Nair - National Operations Executive	1,066,411	297,089	312,470	155,600	1,831,570	1,688,020
Mr M Phasha - Communications Executive*	390,589	146,425	229,846	18,895	785,755	1,177,792
Mr T Mtati - Corporate Services Executive	734,096	189,990	344,463	122,703	1,391,252	1,283,966
Mr V Mdaka - Regional Operations Executive KZN	801,963	191,599	226,907	133,318	1,353,787	1,260,758
Mr H Bambiso - Regional Operations Executive EC	733,422	176,767	207,885	140,817	1,258,891	1,176,015
Ms C Robertson - Regional Operations Executive WC/NC	734,096	194,866	444,723	21,856	1,395,540	1,284,515
Adv. W Lambley - Regional Operations Executive Gauteng	734,096	133,510	505,897	27,686	1,401,189	1,292,602
Ms Z Msweli - Regional Operations Executive FS/NW*	-	-	-	-	-	562,557
Mr T Makamedi - Regional Operations Executive FS/NW	804,605	189,655	228,131	176,195	1,398,587	523,014
Mr A Mbatyoti - Information Services Executive*	-	-	1,574	215,747	217,321	1,154,703
Ms M Kgabi - Regional Operations Executive LM/MP	722,584	173,920	217,044	176,212	1,289,761	1,223,693
Mr A Naidoo - Internal Audit Executive*	-	-	-	-	-	668,694
Mr S Mamotheti - Internal Audit Executive	644,414	-	433,942	33,111	1,111,467	431,924
Ms M Monwa - Information Services Executive*	264,536	-	160,613	7,925	433,075	-
	12,344,902	2,812,094	5,957,461	1,642,567	22,757,024	22,088,528

* Executives for part of the financial year.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

		March 2016 R	March 2015 R
20. Categories of financial instruments			
Financial assets	Category		
Cash and cash equivalents	Cash	373,618,805	437,166,222
Deposits	Financial instruments at amortised cost	1,697,715	1,751,291
Client trust account	Financial instruments at amortised cost	28,467,840	29,208,068
Trade and other receivables	Financial instruments at amortised cost	4,866,800	1,259,080
Financial liabilities			
Trade and other payables	Financial instruments at amortised cost	77,204,668	83,876,882
Finance lease obligation	Financial instruments at amortised cost	1,172,222	2,449,617

20.1 Risk Management

Sensitivity analysis risk

Legal Aid South Africa's major source of revenue is a government grant and to a lesser extent, interest income depending on cash equivalents held. A major expense is salaries which are fixed for the period under review.

20.2 Sensitivity analysis

Below is the recalculated financial assets and liabilities showing the effect of:

- A one percentage point decrease or increase in the current account interest rate.
- A one percentage point decrease or increase in trade and other payable account interest rate.
- A one percentage point decrease or increase in trade and other receivable account interest rate.

Method used

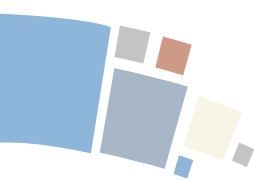
It is assumed the deceased estates funds and the rental deposit interest rate trend have a significant effect on the amounts recognised in surplus or deficit. A one percent point change in assumed deceased estate fund and rental deposit interest rate would have the following effects:

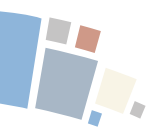
	March 2016 (1%) R	1% R	March 2015 (1%) R	1% R
Cash and cash equivalents	(3,736,188)	3,736,188	(4,371,662)	4,371,662
Deposits	(16,977)	16,977	(17,513)	17,513
Client trust account	(284,678)	284,678	(292,081)	292,081

1. Market risk

Legal Aid South Africa is required by regulation to invest its short term funds in the CPD which is a subsidiary of the South African Reserve Bank. It accepts all deposits from the public sector and invests the funds in short term money market instruments, special treasury bills and cash. Since the CPD's funds may be withdrawn on short notice a pre-requisite is that investments are made mainly in short term assets and the CPD Board does not invest in any assets with a maturity of 1 and 3 years, and at least 60% of all funds are invested in assets with a maturity of less than one month.

As all the short terms funds of Legal Aid South Africa are invested in short term bank deposits the issue of market risk does not arise or is normal.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
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2. Liquidity risk

Liquidity risk is the risk that the organisation would not have sufficient funds available or may encounter difficulties in raising funds to meet its future commitments. This risk is regarded as low considering Legal Aid South Africa's current funding structures and management of available cash resources.

Receivables past due

<3 months	737,828	627,081
3-6 months	3,602,213	118,830
6 months-1 year	449	91,398
1+years	526,310	421,771
	4,866,800	1,259,080

Payables past due date

		< 1 Year	1-2 Years	2-5 Years	5+ Years	Total
Trade and other payables	Year 2016	74,190,200	3,014,368	-	-	77,204,568
Client Trust Funds	Year 2016	28,467,840	-	-	-	28,467,840
Finance lease obligation	Year 2016	1,172,222	600,848	-	-	1,773,070
Trade and other payables	Year 2015	83,730,346	146,536	-	-	83,876,882
Client Trust Funds	Year 2015	29,208,068	-	-	-	29,208,068
Finance lease obligation	Year 2015	2,449,617	1,624,210	-	-	4,073,827

3. Interest rate risk

The organisation is exposed to interest rate risk in respect of returns on investments with financial institutions and interest payable on finance leases contracted with outside parties. The organisation's income and operating cash flows are substantially independent of changes in market interest rates. The organisation has no significant interest bearing assets other than liquid cash.

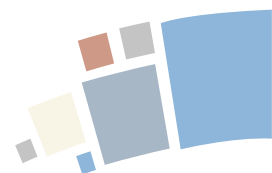
4. Credit risk

Credit risk arises mainly from receivables and cash and cash equivalents. Legal Aid South Africa's exposure to credit risk arises because of default of counterparties with maximum exposure equal to the carrying amount of these instruments. These risks are mitigated as follows:

Receivables past due

526,310	421,771
---------	---------

- Cash and Cash equivalents are placed with high credit quality financial institutions thus rendering the credit risk with regard to cash and cash equivalents limited.
- Transactions are entered into with reputable institutions approved by National Treasury.
- With regard to accounts receivables, credit risk is limited by the fact that the organisation does not issue loans or raise debtors in its day to day business.
- Legal Aid South Africa does not offer credit facilities either to employees or any other person, except where a debtor may be raised due to advances on travel and subsistence.

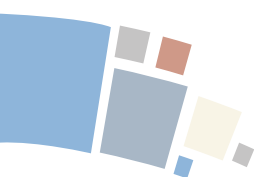


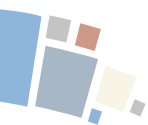


NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
21. Commitments		
Judicare commitments	85,105,252	82,652,920
R85,1 million (R82,6 million) committed expenditure related to the estimated value of instructions issued before year-end where no accounts have been received. Refer to note 13 on Judicare provision.		
	R	R
Computer Hardware and IT Support	1,939,150	8,152,807
Computer software	17,437,168	19,413,456
Computer software licenses - Cisco phones	-	409,364
Impact Litigation	2,998,477	5,430,083
Advertising	1,695,355	259,008
Signage and Branding	196,215	128,167
Building Maintenance	-	22,460
Land and building	43,218,798	26,354,927
Furniture and Equipment	268,585	140,591
Leasehold Improvements	493,722	153,767
Tools and equipment	54,805	113,961
Vehicle Tracking	-	661,293
Motor Vehicles	619,363	3,627,255
Communications	728,587	-
Professional Services	1,135,326	-
Printing and Stationery	115,577	-
	70,901,128	64,867,139
Legal Aid South Africa placed orders with suppliers before year-end and the goods and services were not received on 31 March 2016.		
Operating lease commitments		
Operating lease - Legal Aid South Africa as lessee		
The future minimum lease payments under non-cancellable operating leases are as follows:		
Not later than 1 year	44,097,291	38,638,826
Later than 1 year and not later than 5 years	70,694,775	97,005,511
	114,792,065	135,644,337
22. Contingent liabilities		
22.1 Corporate Litigation	750,000	550,000
Corporate litigation is constituted of two categories namely professional indemnity claims and disputes in Judicare account claims.		



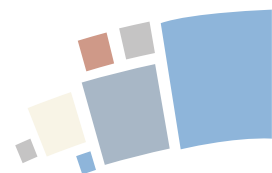


NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
22.1.1 Professional Negligence Claims		
These are defended claims relating to professional indemnity. Legal Aid SA is insured for these claims although a deductible of R50 000 is payable.	100,000	100,000
22.1.2 Judicare Accounts Claims		
This relates to dispute/s concerning the quantum payable to practitioners as per the applicable Judicare tariffs that are prescribed in the Legal Aid Guide, as amended from time to time.	650,000	450,000
22.2 Surplus Fund linked to rollover fund and retained income	70,901,128	98,658,459
In 2015-2016 financial year Legal Aid South Africa had a deficit of R42 million. The deficit can be attributed to the R62 million budget cut that the organisation had in the 2015-2016 financial year. Legal Aid South Africa funded the budget cut from its own cash reserves making sure that service delivery was not hampered. The funding for the budget cut was not included under revenue in the statement of financial performance leading to the deficit. The R70,9 million is linked to rollover funding requested as per note 22.3 below.		
In the 2014-2015 financial year Legal Aid South Africa had a surplus of R98,6 million of which R64,8 million of these funds were requested for rollover and R33,8 million was surplus funds. Both amounts were approved by National Treasury for retention.		
22.3 Rollover funding		
Computer Hardware and IT Support	1,939,150	8,152,807
Computer software	17,437,168	19,413,456
Computer software licenses - Cisco phones	-	409,364
Impact Litigation	2,998,477	5,430,083
Advertising	1,695,355	259,008
Signage and Branding	196,215	128,167
Building Maintenance	-	22,460
Land and building	43,218,798	26,354,927
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Tools and equipment	54,805	113,961
Vehicle Tracking	-	661,293
Motor Vehicles	619,363	3,627,255
Communications	728,587	-
Professional Services	1,135,326	-
Printing and Stationery	115,577	-
	70,901,128	64,867,139

Legal Aid South Africa has applied to National Treasury to rollover the funds and the organisation is awaiting National Treasury approval.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
23. Bad debts written off		
Bad debts written off	216,755	235,155

24. Fruitless and wasteful expenditure and irregular expenditure

24.1 Fruitless and wasteful expenditure	R Amount of fruitless and wasteful expenditure reported	R Amount of fruitless and wasteful expenditure recovered	R Amount of fruitless and wasteful expenditure not recovered
In eight (8) instances interest was charged on late payment of invoices.	1,377	1,158	219
In fourteen (14) instances, Justice Centres were charged penalties for late payment of vehicle licenses.	1,328	978	351
In two (2) instances, reconnection fees were charged for late payment on electricity accounts.	1,411	1,411	-
In one (1) instance, a Justice Centre was charged for bed and breakfast bookings for an employee who never checked in.	700	700	-
Total 25	4,816	4,246	570

Financial misconduct related to fruitless and wasteful expenditure

Fifteen (15) incidents of financial misconduct which relate to fruitless and wasteful expenditure were reported for the year under review.

Steps taken

In all 15 instances employees were given counselling. In 7 instances monies were recovered and in the remaining 8 instances, 7 are to be recovered subsequent to year-end and 1 is to be condoned.

Other misconduct related to fruitless and wasteful expenditure

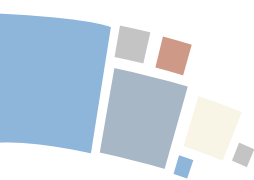
Ten (10) incidents of other misconduct which relate to fruitless and wasteful expenditure were reported for the year under review.

Steps taken

In all 10 instances employees were given counselling and the matters condoned.

24.2 Irregular expenditure

Opening balance	2,774,196	1,067,439
Irregular expenditure office rental	2,515,925	1,529,616
Irregular expenditure other goods and services	803,854	1,244,580
	6,093,976	3,841,635
Less: Amounts condoned	4,001,695	1,067,439
	2,092,281	2,774,196
Less: Amounts recoverable (not condoned)	-	-
Less: Amounts not recoverable (not condoned)	-	-
Irregular expenditure awaiting condonation	2,092,281	2,774,196





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
24.2.1 Irregular expenditure office rental		
In twenty-one (21) instances payments were made to suppliers for office rentals with no tax clearance certificate.	2,366,064	-
In two (2) instances payments were made to suppliers not according to contract.	149,861	-
24.2.2 Irregular expenditure other goods and services		
In one (1) instance payment was made to a supplier for Judicare with no tax clearance certificate. This impact matter was issued in 2012 before the ruling for valid tax clearance certificates came into effect.	35,024	-
In six (6) instances payments were made to suppliers after the contract had expired.	81,338	-
In four (4) instances procurement of goods was not supported by three quotations and there was no approved deviation or motivation.	37,144	-
In one (1) instance there were 8 purchase orders created to split a stationery order over 6 days.	8,941	-
In one (1) instance there was a procurement of leasehold improvements sub-divided into lesser amounts to avoid tender process.	641,407	-
Total 36	3,319,779	
Analysis of expenditure condoned as per age classification		
Current year	-	-
Prior year	-	55,983
Total	-	55,983

Financial misconduct related to irregular expenditure

Fourteen (14) incidents of financial misconduct which relates to irregular expenditure were reported for the year under review.

Steps taken

In all 14 instances requests for condonation will be submitted. In 12 instances counselling was provided to the employees. In the remaining 2 instances written and verbal warnings were issued.

Other misconduct related to irregular expenditure

Twenty-two (22) incidents of other misconduct which relates to irregular expenditure were reported for the year under review.

Steps taken

In all 22 instances requests for condonation will be submitted. No action was taken because the matters relate to office rentals with no tax clearance certificates; no employees were responsible for this irregular expenditure.

2016

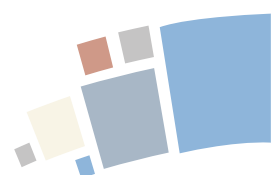
1. When Legal Aid South Africa entered into the lease contract with the landlords of Hartwater SO, Soshanguve JC, Botshabelo JC, Ga-Rankuwa JC, Butterworth JC, Mafikeng JC, Mount Frere SO and Vryheid JC they had valid tax clearance certificates which expired during the lease period and they could not be renewed timeously.

2. Procurement of leasehold improvements for Tembisa JC were sub-divided into lesser amounts and then procured through quotations processes and not through tender process.

2015

1. When Legal Aid South Africa entered into the lease contract with the landlords of Caledon JC, Hartwater SO, Soshanguve JC, Botshabelo JC, Ingwavuma SO, Pinetown JC, Mount Frere SO and Mthatha JC they had valid tax clearance certificates which expired during the lease period and they could not be renewed timeously.

2. Quest Research Services was appointed to provide a brand perception survey, however subsequent to the above tender being awarded two more purchase orders were issued to the same service provider to provide two additional surveys without following due tender processes.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
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24.2.3 Irregular expenditure payment of higher fees to Audit Committee members

During 2014, it was discovered that payment of higher fees to Audit Committee members was approved by the Board in February 2003 and not the Minister of Justice and Correctional Services as per paragraph 8.1 of the Legal Aid South Africa Board Charter and National Treasury Regulations Section 20.2.2.

Approval to pay higher fees to Audit Committee members who are members of SAICA was subsequently obtained from the Minister of Justice and Correctional Services with effect from 1 May 2015.

Current Year	-	23,162
Prior Year	748,414	725,252
Total	748,414	748,414

Analysis of expenditure condoned as per age classification

Opening balance	748,414	725,252
Add: Irregular expenditure (current year)	-	23,162
Less: Amounts not condoned and not recoverable	(748,414)	-
Total	-	748,414

The Minister of Justice and Correctional Services as the Executive Authority has authorised in terms of paragraph 24(d) of the National Treasury Guideline on Irregular Expenditure that the irregular expenditure be written off as not condoned and not recoverable.

It is accordingly confirmed by the Accounting Officer and the Board that:

i. Expert services were received from Audit Committee members during the period 2003-2014 which contributed to the strong governance culture of Legal Aid South Africa and consecutive unqualified audit reports from the Auditor-General; thus the State received value from the higher fees paid to Audit Committee members;

ii. The non-compliance has been addressed and in 2015 permission was obtained from the Executive Authority to pay higher fees to Audit Committee members who are members of SAICA;

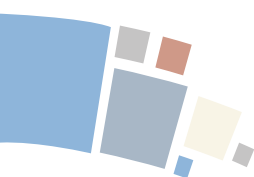
iii. The Internal Control Framework and Compliance Policy of Legal Aid South Africa ensure that transactions are regularly reviewed to manage and prevent any non-compliance in the future.

24.3 Financial misconduct related to non-compliance with Legal Aid SA financial policies and procedures

Twelve (12) incidents of financial misconduct were reported for the year under review. In all instances there was transgression of Legal Aid South Africa's financial policies and procedures.

Steps taken

In the 12 instances, 5 were given written warnings, 1 a verbal warning, 4 final written warnings and 2 disciplinary processes were still underway.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

	March 2016 R	March 2015 R
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25. Fraud

	Steps taken
One (1) incident of fraud was reported in the year under review; the employee misrepresented her educational qualifications.	The employee resigned before the disciplinary process was finalised.

26. Related party disclosures

All the parties that have the ability to control or exercise significant influence over Legal Aid South Africa in making financial and operating decisions were considered to be related parties of the organisation. Legal Aid South Africa operates under the umbrella of the Department of Justice and Constitutional Development and the relevant Executive Authority is the Minister of Justice and Correctional Services. The following entities are considered to be related parties due to common control:

National Prosecuting Authority
Special Investigating Unit
South African Human Rights Commission
Public Protector
Guardian's Fund
President's Fund
South African Board of Sheriffs
Criminal Asset Recovery Account
Council of Debt Collectors
South African Law Reform Commission

The Polokwane Justice Centre is making use of the High Court building effective 1 January 2016 which is occupied by the Department of Justice and Constitutional Development, however no rental is charged for the office space allocated.

Remuneration paid to senior management as defined. Refer to note 19.2 above.

27. Ex-Gratia Payment

Payment made as an act of grace following loss of property

The Board approved the Ex-Gratia payment to Mr Calvin Mathebula after his house was burned down by the community accusing him of supporting the demarcation board regarding Vuwani Municipality in Limpopo.

80,000

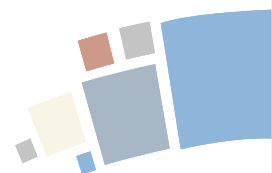
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28. Change in Accounting Estimates

On 1 October 2015 the management of Legal Aid South Africa effected a change in estimate of residual values of motor vehicles from using the Autodealer guide's trade value as a residual value of 30% of the cost price. From the past five years the sale values have been around 30% which represent a fair reflection of the residual value.

The change in the residual values of motor vehicle will have a current impact on depreciation:

	(Decrease)/Increase
Motor Vehicles	(1,622,472)



PART G: COMPANY INFORMATION AND CONTACT DETAILS





1. Regional Management

Eastern Cape Region



Standing from L: Ms Linda Magaxeni (King Williams Town JCE), Mr Grant Rudlin (Graaff-Reinet JCE), Ms Tobeka Maqwati (East London JCE), Ms Yolundi Ngxola-Tshona (Queenstown JCE), Dr Henry Lerm (Uitenhage JCE), Ms Wongiwe Makhenyane (Grahamstown JCE)

Seated from L: Ms Lynette Franklin (Port Elizabeth JCE), Ms Nolitha Jali (Mthatha JCE), Mr Hope Bambiso (EC ROE), Ms Netarie Verwey (Aliwal North JCE)

Vacant: Butterworth JCE

Free State/North West Region



Standing from L: Mr Wouter de Villiers (Bethlehem JCE), Mr Puseletso Mokoena (Phuthaditjhaba JCE), Mr Machini Motloung (Bloemfontein JCE), Mr Moima Phakedi (Potchefstroom JCE), Mr Tshotlego Makamedi (FSNW ROE), Mr Aubrey Kunene (Vryburg JCE), Mr Nhlanhla Shongwe (Ga-Rankuwa JCE)

Seated from L: Ms Charmain Smit (Rustenburg JCE), Ms Melinda de Kock (Klerksdorp JCE), Ms Victoria Mophulane (Mafikeng JCE), Ms Dimakatso Mkhari (Lichtenburg JCE), Ms Stefani de Villiers (Welkom JCE), Ms Anele Tshapa (Kroonstad JCE)

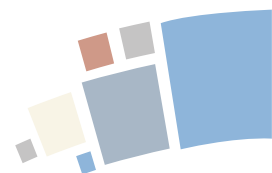
Mr Cuma Siyo
(Botshabelo JCE)

Gauteng Region



Standing from L: Ms Nelisa Soji (Alexandra JCE), Ms Nomawethu Mtebele (Tembisa JCE), Mr Stephen Mofokeng (Krugersdorp JCE), Ms Ncikazi Moahloli (Johannesburg JCE), Ms Flavia Isola (Pretoria JCE), Mr Michael Ramaphosa (Soshanguve JCE), Ms Nokuphiwa Nguqu (Benoni JCE), Ms Aysha Ismail (Germiston JCE)

Seated from L: Mr Mmeli Motsepe (Soweto JCE), Advocate Wilna Lambley (Gauteng ROE), Mr Thami Manaba (Vereeniging JCE)





KwaZulu-Natal Region



Standing from L: Mr Musawakhe Sithebe (Vryheid JCE), Mr Mandla Ntobela (Umlazi JCE), Mr Raguvhu Madzhiye (Pietermaritzburg JCE), Mr Bhekizenzo Mthethwa (Verulam JCE), Mr Vela Mdaka (KZN ROE)

Seated from L: Ms Lungile Magoso (Empangeni JCE), Mr Vis Nair (Pinetown JCE), Mr Sithembiso Khumalo (Ladysmith JCE), Ms Nomsa Nkosi (Durban JCE)



Ms Fathima Buckus
(Newcastle JCE)



Mr Roger Jasson
(Port Shepstone JCE)

Limpopo/Mpumalanga Region



Standing from L: Ms Tsakani Maluleke-Sihlangu (Tzaneen JCE), Mr Thomas Madzaga (Thohoyandou JCE), Mr Evans Mabitsela (Witbank JCE), Mr Elton Makhadi (Makhado JCE), Mr Ernest Mogashoa (Middelburg JCE), Mr Siphon Ndhlovu (Nelspruit JCE)

Seated from L: Mr Matthew Shongwe (Ermelo JCE), Ms Mpho Kgabi (LMP ROE), Ms Jacqueline Maimela (Modimolle JCE), Mr Thabo Ledwaba (Polokwane JCE)

Western Cape/Northern Cape Region



Standing from L: Mr Elroy Machelm (Malmesbury JCE), Ms Fawzia Bacus (Worcester JCE), Mr Janus Roothman (Vredendal JCE), Ms Zukiswa Mavuso (George JCE), Mr Cobus Esterhuizen (Cape Town JCE), Ms Liezel du Toit (Colesburg JCE), Mr Nelis du Plessis (Caledon JCE)

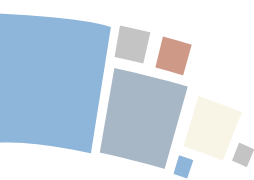
Seated from L: Mr Mark Gaffley (Athlone JCE), Ms Cordelia Robertson (WCNC ROE), Mr Joseph Bosealetse (Kimberley JCE)



Mr Shawn Flowers
(Stellenbosch JCE)



Ms Ronelle Arendse
(Bellville JCE)



2. Contact Details

2.1 National Office Contact Details

29 De Beer Street

Braamfontein

Johannesburg

2017

South Africa

Private Bag X76

Braamfontein

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Docex 117, Johannesburg

Tel: +27 11 877 2000

Fax: +27 11 877 2222

Legal Aid Advice Line: 0800 110 110

Legal Aid South Africa Ethics Hotline: 0800 153 728

Website: www.legal-aid.co.za

Name	Designation	Email Address
Judge President Dunstan Mlambo	Board Chairperson	
Ms Vidhu Vedalankar	Chief Executive Officer	VidhuV@legal-aid.co.za
Mr Jerry Makokoane	Chief Operations Officer	JerryM@legal-aid.co.za
Adv. Brian Nair	National Operations Executive	BrianN@legal-aid.co.za
Mr Patrick Hundermark	Chief Legal Executive	PatrickH@legal-aid.co.za
Mr Sethopo Mamotheti	Internal Audit Executive	SethopoM@legal-aid.co.za
Ms Rebecca Hlabatau	Chief Financial Officer	RebeccaH@legal-aid.co.za
Mr Thembile Mtati	Corporate Services Executive	ThembileM@legal-aid.co.za
Ms Amanda Clark	Human Resources Executive	AmandaCl@legal-aid.co.za
Ms Mmantsha Monwa	Information Services Executive	MmantshaM@legal-aid.co.za
Vacant	Communications Executive	communications2@legal-aid.co.za

Provision of alternative accommodation enforced

Section 26 of the Constitution details the right to housing.

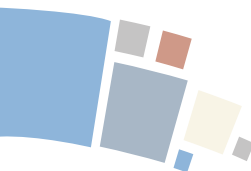
A group of about 300 people in Khayelitsha (Western Cape) stood to lose their fundamental right to housing and shelter when the City of Cape Town filed an eviction application at the Western Cape High Court. Legal Aid SA assisted these clients by covering the legal costs of the lawyer opposing the application by the City of Cape Town Municipality. In this matter the City of Cape Town lodged an application in the Western Cape High Court to evict about 300 occupiers from Erf 18730. Legal Aid South Africa funded an attorney to defend the interests and rights of the clients who would lose their homes. In December 2015 a favourable judgment was delivered,

staying the eviction application pending a mediation process relating to alternative accommodation. The City of Cape Town Municipality lodged an application for leave to appeal which was dismissed by the court a quo. The City has subsequently filed a petition for leave to appeal at the SCA and we are once again funding the opposition thereof. The community has thus far benefitted from this judgment as the court made an order that the eviction be stayed, meaning that they will remain on their properties until the appeal process is finalised. If the further appeal is unsuccessful then the City of Cape Town would be compelled to engage in the mediation to identify reasonable alternative accommodation for the occupants.



2.2 Justice Centre and Regional Office Contact Details

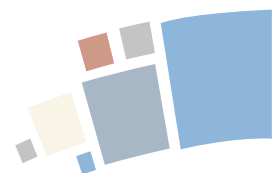
Legal Aid South Africa						
EASTERN CAPE REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
EASTERN CAPE PROVINCE						
1	Aliwal North	Ms Netarie Verwey	PO Box 153 Aliwal North 9750 Docex 4 Aliwal North	67 Somerset Street Aliwal North 9750	051 633 2579	051 634 2662
2	Butterworth	Mr Lunga Marenene (Acting)	PO Box 553 Butterworth 4960 Docex1 Butterworth	ECDC Building 24 High Street Butterworth 4960	047 491 0006	086 530 4119
3	East London	Ms Tobeka Maqwati	PO Box 7570 East London 5200 Docex 57 East London	Oxford House 5th Floor 86 Oxford Street East London 5200	043 704 4700	043 722 3503
4	Graaff-Reinet	Mr Grant Rudlin	PO Box 326 Graaff-Reinet 6280 Docex 3 Graaff-Reinet	64 Church Street Graaff-Reinet 6280	049 807 2500	049 892 6033
5	Grahamstown	Ms Wongiwe Makhenyane	PO Box 105 Grahamstown 6140 Docex 18 Grahamstown	69 High Street Grahamstown 6140	046 622 9350	046 622 8873
6	King Williams Town	Ms Linda Magaxeni	PO Box 2323 King Williams Town 5600 Docex 4 King Williams Town	Old Mutual Building 2nd Floor cnr Cathcart & Maclean Street King Williams Town 5601	043 604 6600	043 642 4885
7	Mthatha	Ms Noliitha Jali	PO Box 536 Mthatha 5099 Docex 13 Mthatha	PRD Building 98 Sutherland Street Mthatha 5099	047 501 4600	047 531 4144
8	Port Elizabeth	Ms Lynette Franklin	PO Box 27989 Greenacres 6057 Docex 127 Port Elizabeth	1 Uitenhage Road North End Port Elizabeth 6001	041 408 2800	041 487 3335





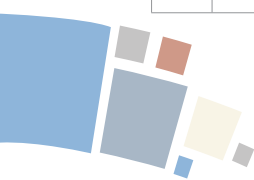
Legal Aid South Africa						
EASTERN CAPE REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
EASTERN CAPE PROVINCE						
9	Queenstown	Ms Yolundi Ngxola-Tshona	PO Box 1398 Queenstown 5320 Docex 28 Queenstown	Jeantel Building, Erf 5273 No. 2-4 Shepstone Road Queenstown 5319	045 807 3500	045 838 4620
10	Uitenhage	Dr Henry Lerm	PO Box 459 Uitenhage 6230 Docex 6 Uitenhage	32-36 Baird Street Uitenhage 6230	041 991 1811	041 991 1814
Eastern Cape Regional Office		Mr Hope Bambiso ROE	PO Box 63799 Greenacres Port Elizabeth 6056 Docex 131 Newton Park	5 Mangold Street Newton Park Port Elizabeth 6001	041 363 8863	041 363 1216

Legal Aid South Africa						
FREE STATE/NORTH WEST REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
FREE STATE PROVINCE						
1	Bethlehem	Mr Wouter de Villiers	PO Box 1324 Bethlehem 9700 Docex 15 Bethlehem	24 cnr Commissioner & Naude Street Bethlehem 9700	058 303 6824	058 303 6823
2	Bloemfontein	Mr Machini Motlounq	PO Box 9899 Bloemfontein 9300 Docex 46 Bloemfontein	Southern Plaza Building 1st Floor 41 Charlotte Maxeke Street Bloemfontein 9301	051 447 9915	051 447 2106
3	Botshabelo	Mr Cuma Siyo	PO Box 6141 Botshabelo 9781 Docex 001 Botshabelo	Suite No. 5 Varese Centre Botshabelo 9781	051 534 4917	051 534 4930





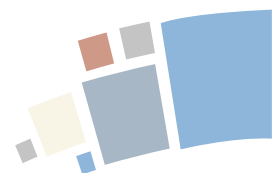
Legal Aid South Africa						
FREE STATE/NORTH WEST REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
4	Kroonstad	Ms Anele Tshapa	PO Box 2229 Kroonstad 9500 Docex 12 Kroonstad	99 Murray Street Kroonstad 9501	056 216 4800	056 212 4522
5	Phuthaditjhaba	Mr Puseletso Mokoena	Private Bag X831 Witsieshoek 9870 Docex 46 Harrismith	FDC Office Block E cnr Motloung & Setai Street Phuthaditjhaba 9866	058 713 5000	058 713 5002
6	Welkom	Ms Stefani de Villiers	PO Box 335 Welkom 9460 Docex 1 Welkom	Archiquant Building 8 Heerent Street Welkom 9460	057 357 2847	057 357 1948
NORTH WEST PROVINCE						
7	Ga-Rankuwa	Mr Nhlanhla Shongwe	PO Box 23 Ga-Rankuwa North 0209 Docex 3 Akasia	Shop No. 58A Ga-Rankuwa City Centre Ga-Rankuwa 0208	012 700 1416	012 700 1908
8	Klerksdorp	Ms Melinda de Kock	PO Box 2793 Klerksdorp 2570 Docex 9 Klerksdorp	19 Bram Fischer Street Klerksdorp 2570	018 464 3022	018 462 8607
9	Lichtenburg	Ms Dimakatso Mkhari	PO Box 1208 Lichtenburg 2740 Docex 7 Lichtenburg	25 Bantjes Street Lichtenburg 2740	018 632 7600	018 632 7609
10	Mafikeng	Ms Victoria Maelisa Mophulane	Private Bag X2125 Mafikeng 2745 Docex 8 Mafikeng	3794 IEC Building Protea Office Park Sekame Road Mafikeng 2745	018 381 1096	018 381 5094
11	Potchefstroom	Mr Moima Phakedi	PO Box 1447 Potchefstroom 2520 Docex 23 Potchefstroom	Royal Building 2nd Floor 44 Dr James Moroka Street Potchefstroom 2531	018 293 0045	018 297 7425





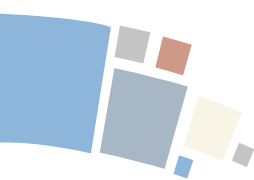
Legal Aid South Africa						
FREE STATE/NORTH WEST REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
12	Rustenburg	Ms Charmain Smit	PO Box 2090 Rustenburg 0300 Docex 31 Rustenburg	Albach Building 122 Beyers Naude Drive Rustenburg 0299	014 592 3185/6	014 565 3187
13	Vryburg	Mr Aubrey Kunene	PO Box 652 Vryburg 8601 Docex 7 Vryburg	71 Vry Street Vryburg 8601	053 927 0095	053 927 0119
Free State/North West Regional Office		Mr Tshotlego Makamedi ROE	PO Box 1798 Brandwag Bloemfontein 9300 Docex 125 Bloemfontein	Phg Building 163 Nelson Mandela Drive Bloemfontein 9301	051 412 8040	051 447 2386

Legal Aid South Africa						
GAUTENG REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
GAUTENG PROVINCE						
1	Alexandra	Ms Nelisa Soji	PO Box 1192 Bramley 2018 Docex 5 Glenhazel	650 Louis Botha Ave Bramley Johannesburg 2018	011 786 8170	011 786 0862
2	Benoni	Ms Nokuphiwa Nguqu	PO Box 2972 Benoni 1500 Docex 12 Benoni	Bedford Court Building 23 Tom Jones Str Benoni 1501	011 845 4311	011 421 1082
3	Germiston	Ms Aysha Ismail	PO Box 4302 Germiston South 1401 Docex 23 Germiston	Standard Bank Towers 9th Floor 247 President Street Germiston 1401	011 842 7300	011 872 1527
4	Johannesburg	Ms Ncikazi Moahloli	PO Box 62378 Marshalltown 2107 Docex 259 Johannesburg	70 Fox Street Marshalltown Johannesburg 2000	011 870 1480	011 838 6658



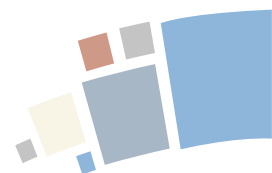


Legal Aid South Africa						
GAUTENG REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
GAUTENG PROVINCE						
5	Krugersdorp	Mr Stephen Mofokeng	PO Box 660 Krugersdorp 1740 Docex 19 Krugersdorp	ABSA Building 3rd Floor cnr Kruger & Human Street Krugersdorp 1739	011 660 2335	011 660 2050
6	Pretoria	Ms Flavia Isola	PO Box 1281 Pretoria 0001 Docex 350 Pretoria	FNB Building 2nd Floor 206 Church Street Pretoria 0001	012 401 9200	012 324 1950
7	Soshanguve	Mr Michael M Ramaphosa	PO Box 401 Soshanguve 0152 Docex 5 Pretoria North	Medicos Centre Stand No. 2093 Block H Soshanguve 0152	012 797 2721	012 797 2573
8	Soweto	Mr Mmeli Motsepe	PO Box 392 Pimville 1808 Docex 115 Johannesburg	Office 403 & 411A Maponya Mall Chris Hani Road Klipspruit 1809	011 938 3547	011 983 8220
9	Tembisa	Ms Nomawethu Mtebele	PO Box 1725 Tembisa 1620 Docex 30 Kempton Park	Shop 42 Tembisa MegaMart Mall Botswana Road (Olifantsfontein Road) Tswelopelo Section Tembisa 1632	011 316 0164	011 926 0070/1
10	Vereeniging	Mr Thami Manaba	PO Box 3948 Vereeniging 1930 Docex 25 Vereeniging	8 Jasmine Mansions 28 Senator Marks Avenue Vereeniging 1938	016 421 3527	016 421 4287
Gauteng Regional Office		Adv Wilna Lambley ROE	PO Box 16237 Lyttelton 0157 Docex 134 Pretoria	Selborne Centre 144 Cantonment Street Lyttelton Pretoria 0157	012 664 2921	012 664 6920





Legal Aid South Africa						
KWAZULU-NATAL REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
KWAZULU-NATAL PROVINCE						
1	Durban	Ms Nomsa Nkosi	PO Box 4397 Durban 4000 Docex 214 Durban	Suite 401 Salisbury House 4th Floor 332 Smith Street Durban 4001	031 304 0100	031 304 3564
2	Empangeni	Ms Lungile Magoso	PO Box 38 Empangeni 3880 Docex 18 Empangeni	Mazuli House 7 Maxwell Street Empangeni 3008	035 792 4949	035 792 4954
3	Ladysmith	Mr Sthembiso Khumalo	PO Box 1181 Ladysmith 3370 Docex 9 Ladysmith	PBS Building 371 Murchison Street cnr Murchison & Eggerton Street (opposite Anderson Motors) Ladysmith 3370	036 638 2500	036 637 5036
4	Newcastle	Ms Fathima Buckus	PO Box 1850 Newcastle 2940 Docex 7 Newcastle	65 Scott Street Newcastle 2940	034 328 7100	034 312 3426
5	Pietermaritzburg	Mr Raguvhu J Madzhiye	Suite 173 Postnet X9118 Pietermaritzburg 3200 Docex 64 Pietermaritzburg	183 Church Street Pietermaritzburg 3201	033 394 2190	033 342 2576
6	Pinetown	Mr Vis Nair	PO Box 1006 Pinetown 3600 Docex 162 Durban	ABSA Building 1st Floor 1 Church Road Pinetown 3600	031 719 2700	031 701 5880
7	Port Shepstone	Mr Roger Jasson	PO Box 50148 Port Shepstone 4240 Docex 5 Port Shepstone	MB Centre 2nd Floor 49 Aiken Street (opposite ABSA Bank) Port Shepstone 4240	039 688 9600	039 682 5908

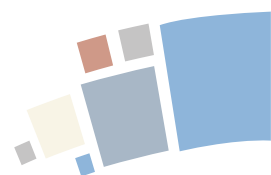


Legal Aid South Africa						
KWAZULU-NATAL REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
KWAZULU-NATAL PROVINCE						
8	Umlazi	Mr Mandla Ntobela	PO Box 36265 Ntokozweni 4089 Docex 1 Umlazi	V1332 Ithala Industrial Park cnr Mangosuthu Highway & Road 1902 Umlazi 4031	031 918 8100	031 906 1477
9	Verulam	Mr Bhekizenzo Mthethwa	PO Box 183 Verulam 4340 Docex 380 Durban	Suite 1 Ayesha Razak Centre 1st Floor 23 Groom Street Verulam 4340	032 533 2654	032 533 2651
10	Vryheid	Mr Musawakhe Sithebe	PO Box 852 Vryheid 3100 Docex 5 Vryheid	ABSA Building Ground Floor Suite 199A Church Street Vryheid 3100	034 989 8300	034 989 8311
KwaZulu-Natal Regional Office		Mr Vela Mdaka ROE	PO Box 2489 Pinetown 3600 Docex 261 Durban	Charter House 7th Floor cnr Crompton & Union Street Pinetown 3600	031 717 8450	031 702 1960

Legal Aid South Africa						
LIMPOPO/MPUMALANGA REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
LIMPOPO PROVINCE						
1	Makhado	Mr Elton Makhadi	PO Box 4591 Louis Trichardt 0920 Docex 8 Louis Trichardt	Noor Gardens cnr Krogh & Devenish Street Louis Trichardt 0920	015 519 1100	015 519 1103
2	Modimolle	Ms Jacqueline Maimela	PO Box 4373 Modimolle 0510 Docex 8 Modimolle	Shop 8 Nyl Sake Sentrum Nelson Mandela Drive Modimolle 0510	014 717 4977	014 717 4980



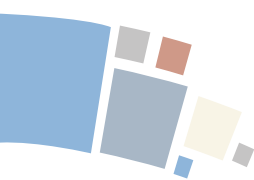
Legal Aid South Africa						
LIMPOPO/MPUMALANGA REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
3	Polokwane	Mr Thabo Ledwaba	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	Limpopo High Court 3rd Floor cnr Bodenstein & Biccard Street Polokwane 0700	015 291 2429	015 295 4386
4	Thohoyandou	Mr Thomas M Madzaga	PO Box 3550 Thohoyandou 0950 Docex 3 Thohoyandou	Shop 2 Metropolitan Complex Thohoyandou 0950	015 962 6206	015 962 6383
5	Tzaneen	Ms Tsakani Maluleke-Sihlangu	PO Box 2365 Tzaneen 0850 Docex 16 Tzaneen	Office 220-237 Tzaneen Crossing Mall 2nd Floor cnr Lydenburg & Skurving Street Tzaneen 0850	015 307 3129	015 307 3113
MPUMALANGA PROVINCE						
6	Ermelo	Mr Matthew L Shongwe	PO Box 656 Ermelo 2350 Docex 9 Ermelo	14 Joubert Street Ermelo 2350	017 819 7291	017 819 7270
7	Middelburg	Mr Ernest Mogashoa	PO Box 827 Middelburg 1050 Docex 3 Middelburg	Room 102D Wonderpark Spar Building 1st Floor cnr Walter Sisulu & Dr Beyers Naude Street Middelburg 1050	013 243 5964	013 282 1235
8	Nelspruit	Mr Sipho Ndhlovu	PO Box 5103 Nelspruit 1200 Docex 31 Nelspruit	Room 806 Nedbank Building 8th Floor 30 Brown Street Nelspruit 1200	013 753 2154	013 755 1540





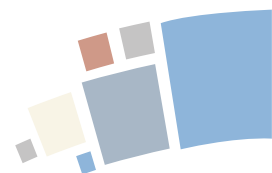
Legal Aid South Africa						
LIMPOPO/MPUMALANGA REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
9	Witbank	Mr Evans Mabitsela	PO Box 4373 Emalahleni 1035 Docex 51 Witbank	Vusani Building Room 701, 7th Floor Arras Street Emalahleni 1035	013 656 5290	013 656 5291
Limpopo/ Mpumalanga Regional Office		Ms Mpho Kgabi ROE	PO Box 11237 Bendor Park 0713 Docex 56 Polokwane	No. 3 Corma Park Rhodes Drift Avenue Bendor Polokwane 0700	015 296 0117	015 296 0102

Legal Aid South Africa						
WESTERN CAPE/NORTHERN CAPE REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
WESTERN CAPE PROVINCE						
1	Athlone	Mr Mark Gaffley	PO Box 166 Athlone 7760 Docex 9 Athlone	Melofin Centre 2nd Floor Klipfontein Road Athlone 7764	021 697 5252	021 697 5316
2	Bellville	Ms Ronelle Arendse	 Docex 70 Bellville	Van Der Stel Building 68 Durban Road cnr Voortrekker & Durban Street Bellville 7535	021 949 3062	021 949 2534
3	Cape Town	Mr Cobus Esterhuizen	PO Box 516 Cape Town 8001 Docex 19 Cape Town	South African Reserve Bank Building 3rd Floor 60 St Georges Mall Cape Town 8001	021 426 4126	021 426 5766
4	George	Ms Zukiswa Mavuso	 Docex 27 George	Tommy Joubert Building cnr Craddock & Courtenay Street George 6530	044 802 8600	044 874 0779
5	Caledon	Mr Nelis du Plessis	 Docex 3 Caledon	22 Church Street Caledon 7230	028 212 1815	028 212 1826





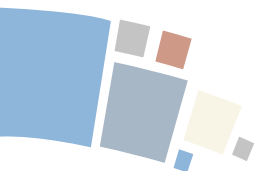
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WESTERN CAPE/NORTHERN CAPE REGION						
No	Justice Centre	Justice Centre Executive	Postal Address	Physical Address	Telephone Number	Fax Number
6	Malmesbury	Mr Elroy Machelm	Docex 6 Malmesbury	The Frank Building 1st Floor 47 Voortrekker Road Malmesbury 7300	022 482 1784	022 482 4449
7	Stellenbosch	Mr Shawn Flowers	PO Box 534 Stellenbosch 7600 Docex 38 Stellenbosch	Office 201 Eikestad Mall 2nd Floor Bird Street Stellenbosch 7600	021 882 9221	021 882 9237
8	Vredendal	Mr Janus Roothman	Docex 3 Vredendal	9 Dorp Street Vredendal 8160	027 201 1030	027 213 2627
9	Worcester	Ms Fawzia Essop Bacus	Docex 1 Worcester	WC Building 1st Floor cnr High & Stockenström Street Worcester 6850	023 348 4040	023 348 4051
NORTHERN CAPE PROVINCE						
10	Colesburg	Ms Liezel du Toit	Docex 4 Colesburg	8 Campbell Street Colesburg 9795	051 753 2281	051 753 2284
11	Kimberley	Mr Joseph Bosealetse	PO Box 846 Kimberley 8300 Docex 4 Kimberley	Pretmax Building 4 Sydney Street Kimberley 8301	053 832 2348	053 832 2356
12	Upington	Mr Victor Mofokeng	Postnet 100 Private Bag X5879 Upington 8800 Docex 12 Upington	11 Lutz Street Upington 8800	054 337 9200	054 337 9210
Western Cape/ Northern Cape Regional Office		Ms Cordelia Robertson ROE	Docex 23 Stellenbosch	Shiraz House 2nd Floor Trumali Road Brandwacht Office Park Stellenbosch 7600	021 861 3000	021 886 8657

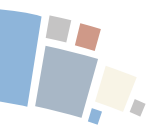




2.3 Satellite Office Contact Details

Legal Aid South Africa							
SATELLITE OFFICES							
No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
GAUTENG PROVINCE							
1	Benoni	1	Nigel	PO Box 2972 Benoni 1500 Docex 12 Benoni	Kruger and Okes 23 Kingsway Street Nigel 1491	011 814 5159	011 814 5259
2	Soweto	2	Westonaria	None	Shop 3 Elizabeth Centre President Steyn Street Westonaria 1779	011 753 2604	011 753 2629
3	Vereeniging	3	Heidelberg	PO Box 3948 Vereeniging 1930 Docex 25 Vereeniging	Eslin Building Portion 4 24 Uekerman Street Heidelberg 1441	016 341 4430	016 341 4430
		4	Frankfort	PO Box 3948 Vereeniging 1930 Docex 25 Vereeniging	55 JJ Hadebe Street Frankfort 9830	058 813 1624	058 813 2171
LIMPOPO PROVINCE							
4	Makhado	5	Musina	PO Box 4591 Louis Trichardt 0920	Stand No. 2110 Nkhata Cresent Street Nancefield Extension 5 Musina 0900	015 533 1691	015 533 1692
5	Modimolle	6	Lephalale	PO Box 17 Lephalale 0555	Stamax Building 1st Floor 2 Booysen Street Lephalale 0555	014 763 1433	014 763 1437

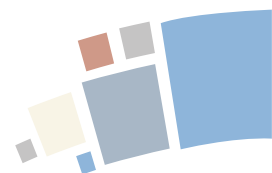




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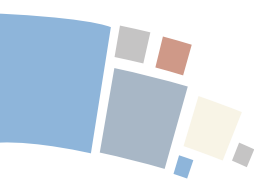
SATELLITE OFFICES

No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
6	Polokwane	7	Mokopane	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	58 Rabe Street Rayveen Complex Mokopane 0626	015 491 4461	015 491 4759
		8	Lebowakgomo	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	Old Mutual Building 1st Floor Lebowakgomo 0737	015 633 7636	015 633 7704
		9	Bochum	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	Shalas Complex Block B2 Main Street Senwabarwana 0790	015 505 9031/2	015 505 9030
7	Tzaneen	10	Giyani	PO Box 2365 Tzaneen 0850	Old Mutual Building Ground Floor Giyani Main Road Giyani 0826	015 812 3065	015 812 3697
		11	Phalaborwa	PO Box 2365 Tzaneen 0850	Shop No. 4 32 Wildevey Street Phalaborwa 1390	015 781 0960	015 781 0976
KWAZULU-NATAL PROVINCE							
8	Empangeni	12	Ingwavuma	PO Box 38 Empangeni 3880	Shop No. 4 Kosibay Hot Chicken Complex Skhemelele 3968	035 591 0950	035 591 0907
		13	Mkuze	PO Box 38 Empangeni 3880	Shop 22F Mkuze Plaza Old Main Road Mkuze 3974	035 573 1655	035 576 1656
9	Ladysmith	14	Estcourt	PO Box 1010 Estcourt 3310	Shop No. 1 127 Albert Street Estcourt 3310	036 352 1997	036 352 1998
10	Newcastle	15	Dundee	PO Box 1850 Newcastle 2940	Unit 13 56 Smith Street Dundee 3000	034 212 4460	034 212 4351





Legal Aid South Africa							
SATELLITE OFFICES							
No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
11	Pietermaritzburg	16	Greytown	Suite 173 Postnet X9118 Pietermaritzburg 3200	Shop No. 1 40 Bell Street Greytown 3250	033 417 2146	033 417 2146
		17	Bulwer	Suite 173 Postnet X9118 Pietermaritzburg 3200	Stavcom Building Shop 5 Main Road Bulwer 3244	039 832 0515/6	039 832 0518
12	Port Shepstone	18	Kokstad	PO Box 50148 Port Shepstone 4240	29 Barker Street Kokstad 4700	039 727 5081	039 727 5082
		19	Ixopo	PO Box 33 Ixopo 3276	Shop No. 3 Ixopo Bottlestore Bld Margaret Street Ixopo 3276	039 834 2962	039 834 2967
13	Umlazi	20	Umzinto	PO Box 186 Umzinto 4200	Hypersingh Centre Office A11 cnr Court & Textile Road Umzinto 4200	039 974 4591	039 974 4591
14	Verulam	21	Stanger	PO Box 183 Verulam 4340	Suite 1 Stanger Mall 55 King Shaka Street Stanger 4450	032 551 3740	032 551 3957
15	Vryheid	22	Ulundi	PO Box 852 Vryheid 3100	Fairbreeze Office Park Princess Magogo Street Ulundi 3838	035 870 0832	035 870 3108

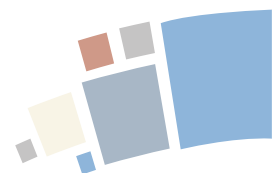




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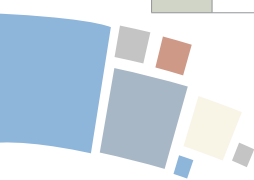
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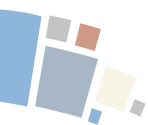
No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
MPUMALANGA PROVINCE							
16	Ermelo	23	Piet Retief	PO Box 809 Piet Retief 2380	14 Kruger Street Piet Retief 2380	017 826 4567	017 826 2725
		24	Eerstenhoek	PO Box 112 Elukwatini 1192	Stand Number 88 Nhlazatshe G Elukwatini 1192	017 883 7931	017 883 0118
		25	Standerton	PO Box 1321 Ermelo 2430	Time Square Building Office No. 7 48 Charl Cilliers Street Standerton 2429	017 712 5928	017 712 5963
17	Middelburg	26	Groblersdal	PO Box 827 Middelburg 1050	Eldorado 7 Voortrekker Street Groblersdal 0470	013 262 4770	013 262 4768
		27	Siyabuswa	PO Box 827 Middelburg 1050	1664 A Maqhawe Street Siyabuswa 0472	013 973 3963	013 973 3461
18	Nelspruit	28	Lydenburg	PO Box 1146 Lydenburg 1120	Kraaines Building 29 de Clerk Street Lydenburg 1120	013 235 1667	013 235 1669
		29	Bushbuckridge	PO Box 2357 Bushbuckridge 1280	Protea Building R40 Road Bushbuckridge 1280	013 799 1832	013 799 1835
		30	Tonga	PO Box 1021 Kwalugedlane 1341	Stand 77 Tonga View N/A	082 725 0729	017 634 8532
19	Witbank	31	Secunda	PO Box 7630 Secunda 2302 Docex 8	Old Mutual Building 2nd Floor Horwood Street Secunda Complex Secunda 2302	017 634 8532	017 634 6571
		32	Kwa-Mhlanga	PO Box 4373 Witbank 1035	Erf 538/7 Kwa-Mhlanga Bankview 1022	013 947 3379	013 947 3498





Legal Aid South Africa							
SATELLITE OFFICES							
No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
EASTERN CAPE PROVINCE							
20	Aliwal North	33	Sterkspruit	PO Box 153 Aliwal North 9750 Docex 4 Aliwal North	Site 99 Main Street Sterkspruit 9762	051 611 0348	051 611 0349
21	Graaff-Reinet	34	Somerset East/ Oos	PO Box 448 Somerset East 5850 Docex 3 Graaff-Reinet	12 Visser Centre Nojoli Street Somerset East 5850	042 243 0610	042 243 3048
		35	Cradock	PO Box 584 Cradock 5880 Docex 3 Graaff-Reinet	Market Square Adderley Street Cradock 5880	048 881 4867	048 881 2275
22	Grahamstown	36	Fort Beaufort	PO Box 487 Fort Beaufort 5720 Docex 18 Grahamstown	No. 38A Durban Street Fort Beaufort 5720	046 645 2270	046 645 1318
23	King Williams Town	37	Stutterheim	PO Box 2323 King Williams Town 5600 Docex 4 King Williams Town	75 Hill Street Stutterheim 4930	043 683 2973	043 683 1093
24	Mthatha	38	Lusikisiki	PO Box 536 Mthatha 5099 Docex 13 Mthatha	Embassy Building Office No. 9 & 10 AMCA Road Lusikisiki 4820	039 253 1442	039 253 1442
		39	Bizana	PO Box 536 Mthatha 5099 Docex 13 Mthatha	159 Main Street Bizana 4800	039 251 0098	039 251 0098
		40	Mount Frere	PO Box 536 Mthatha 5099 Docex 13 Mthatha	Erf 339 Hospital Road Mt Frere 4870	039 255 1473	039 255 1473

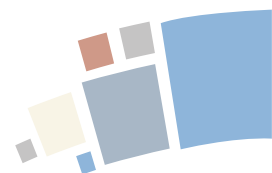




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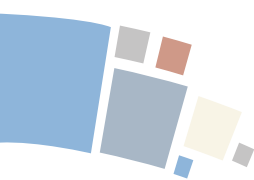
SATELLITE OFFICES

No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
25	Port Elizabeth	41	Humansdorp	PO Box 393 Humansdorp 6300 Docex 127 Port Elizabeth	Tredalux Building 23 Main Street (at the rear) Humansdorp 6300	042 295 2794	042 295 2768
26	Queenstown	42	Elliot	PO Box 1398 Queenstown 5320 Docex 28 Queenstown	18 Market Street Elliot 5460	045 931 1984	045 931 1986
27	Uitenhage	43	Kirkwood	PO Box 459 Uitenhage 6230 Docex 6 Uitenhage	32B John Street Kirkwood 6120	042 230 0713	042 230 0679
WESTERN CAPE PROVINCE							
28	Athlone	44	Mitchells Plain	PO Box 1566 Athlone 7760 Docex 9 Athlone	Mitchells Plain Court Mitchells Plain 7785	021 370 4220	No Fax available
30	Caledon	45	Swellendam	 Docex 3 Caledon	67 Voortrekker Street Swellendam 6470	028 514 3026	028 514 2674
31	George	46	Beaufort West	Docex 27 George	102 Bird Street Beaufort West 6970	023 415 1689	023 414 3162
		47	Riversdale	Docex 27 George	17 Heidelberg Road Riversdale 6670	028 713 4620	028 713 4621
		48	Oudtshoorn	 Docex 27 George	Room 302, 303 & 304 Allied Building Kerk Street Oudtshoorn 6625	044 279 2255	044 279 2558





Legal Aid South Africa							
SATELLITE OFFICES							
No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
32	Malmesbury	49	Atlantis		Drosdy Centre Wesfleur Circle Atlantis 7349	021 572 8522	022 482 4449
		50	Vredenburg		1st Floor Standard Bank Bld Main Street Vredenburg 7380	022 713 1006	022 713 1007
33	Vredendal	51	Calvinia		20 Hantam Street Calvinia 8190	027 341 2240	027 341 2264
		52	Springbok		Portion of Old Royal Food cnr Riebeck & Loop Street Springbok 8240	027 718 2449	027 718 2453
NORTHERN CAPE PROVINCE							
34	Colesburg	53	De Aar	47 Church Street De Aar 7000	47 Church Street De Aar 7000	053 631 1950	053 631 1321
		54	Victoria West	14 Church Street Victoria West 7070	14 Church Street Victoria West 7070	053 621 0039	053 621 0037
35	Kimberley	55	Hartswater	PO Box 846 Kimberley 8300	21 Tom Naude Street Hartswater 8570	053 474 0341	053 474 0312
				Docex 4 Kimberley			

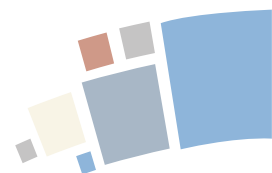


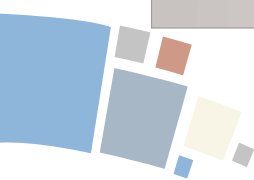


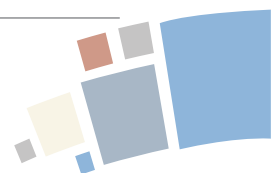
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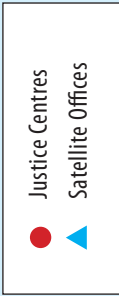
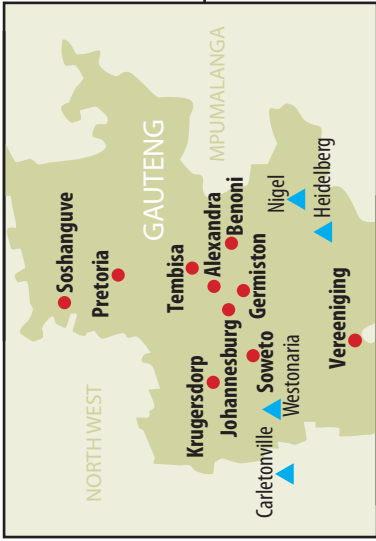
SATELLITE OFFICES

No	Justice Centre	No	Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
36	Upington	56	Kuruman	X5879 Upington 8800 Docex 12 Upington	3 Federale Mynbou Street Kuruman 8460	053 712 3782	053 712 3783
		57	Prieska	PO Box 422 Prieska 8940 Docex 12 Upington	29 Loots Boulevard Prieska 8940	053 353 1184	No Fax available
		58	Postmasburg	22 Boe Street Postmasburg 8420 Docex 12 Upington	22 Boe Street Postmasburg 8420	053 313 3642	053 313 3642
		NORTH WEST PROVINCE					
37	Klerksdorp	59	Wolmaranstad	12 Kruger Street Kruger Mall Wolmaranstad 2630	Kruger Mall 12 Kruger Street Wolmaranstad 2630	018 596 2775	018 596 1004
38	Lichtenburg	60	Delareyville	PO Box 918 Delareyville 2770	49 Government Street Delareyville 2770	053 948 1092	053 948 1182
39	Potchefstroom	61	Carletonville	PO Box 1447 Potchefstroom 2520	49 A van Zyl & Smit Street Oberholzer 2502	018 787 2346	018 787 2346
FREE STATE PROVINCE							
40	Botshabelo	62	Ladybrand	PO Box 6141 Botshabelo 9781	Office 2 23 Piet Retief Street Terblanche 9745	051 924 0350	051 924 0360
41	Bethlehem	63	Ficksburg	No PO Box	15 Erwee Street Ficksburg 9730	051 933 3061	051 933 4086
42	Phuthaditjhaba	64	Vrede	PO Box 716 Vrede 9835	18 Ras Street Vrede 9835	058 913 3521	058 913 3579





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