



Independent and within reach.



INTEGRATED ANNUAL REPORT 2017-2018





Independent and within reach.



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

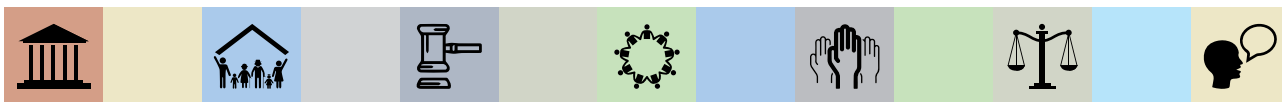




SUSTAINABLE DEVELOPMENT GOAL 16

TARGET 16.3

Promote the rule of law at the national
and international levels, and ensure
equal access to justice for all



NATIONAL FOOTPRINT

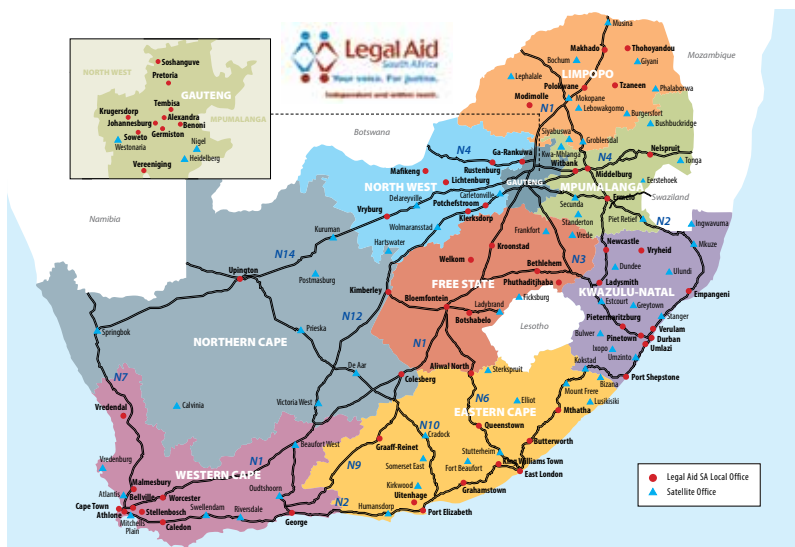
LEGAL AID SA INFRASTRUCTURE

Local Offices	64
Satellite Offices	64
Provincial Offices	6
National Office	1

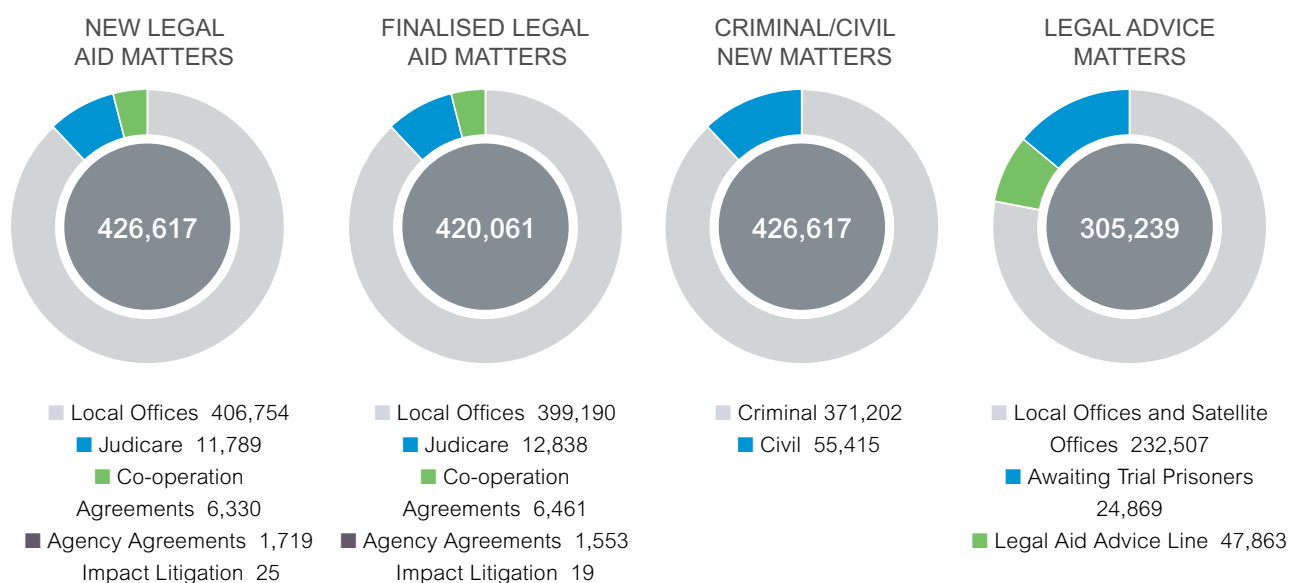
RECRUITED STAFF: 2,627

	Criminal Legal	1,674
	Support	549
	Civil Legal	226
	Paralegals	178

LEGAL AID SA NATIONAL FOOTPRINT

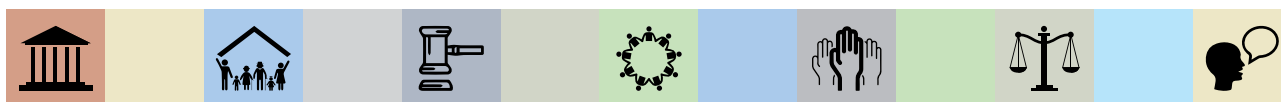


LEGAL SERVICES DELIVERY



PEOPLE DEVELOPMENT AND FINANCE

Total Staff (Budgeted)	2,761	Total Budget	R1,860,956,466
Total Staff (Recruited)	2,627	Expenditure	98.7%
Turnover Rate (excluding Contract Staff)	6.04%	Auditor-General Report	Unqualified and Clean
Top Employer Accreditation	9 th Year	Number of years of Unqualified Audits	17 th Year



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PART A:

GENERAL INFORMATION

LEGAL AID SA GENERAL INFORMATION

Providing quality justice for
all focusing on the poor and
vulnerable, thus contributing
to building safer communities.





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/S:	+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 New Muckleneuk Pretoria 0011
BANKERS:	First National Bank 92-94 Jorissen Street Braamfontein 2017
Board Secretary	Mr Langa Lethiba



GENERAL INFORMATION

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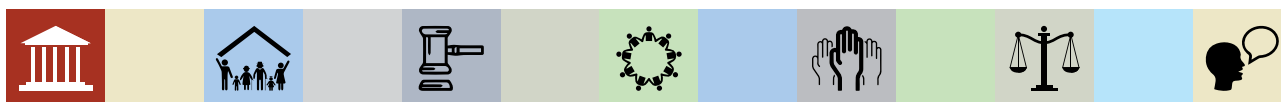


Table 1: List of Abbreviations/acronyms

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	LDD	Legal Development Department
A-G	Auditor-General	Legal Aid SA	Legal Aid South Africa
ATJ	Access To Justice	Local Office	Legal Aid SA Local Office <i>Previously: Justice Centre</i>
BAC	Bid Adjudication Committee	LP(s)	Legal Professionals
BCP	Business Continuity Plan	LQA	Legal Quality Assurance
BP	Business Plan	LQAU	Legal Quality Assurance Unit
CA(s)	Candidate Attorney(s)	LSM	Living Standards Measures
CARP	Capital Asset Replacement Programme	LSSA	Law Society of South Africa
CAT	Children Awaiting Trial	MAR	Matter Activity Report
CBO	Community-Based Organisation	MIS	Management Information System
CCMA	Commission for Conciliation, Mediation and Arbitration	MTEF	Medium Term Expenditure Framework
CJSR	Criminal Justice System Review	NADCAO	National Alliance for the Development of Community Advice Offices
CPI	Consumer Price Index	NEEC	National Efficiency Enhancement Committee
CPD	Corporation for Public Deposits	NGO	Non-Governmental Organisation
CRO	Chief Risk Officer	NT	National Treasury
CSA	Control Self-Assessment	OCP	Organisational Culture Programme
DC	District Court	PCP	Provincial Communication Practitioner
DoJ & CD	Department of Justice and Constitutional Development	PEEC	Provincial Efficiency Enhancement Committee
EA	Executive Authority	PE	Provincial Executive <i>Previously: Regional Operations Executive</i>
EE Plan	Employment Equity Plan	PFAM	Provincial Finance and Administration Manager
ELAA	e-Legal Aid Administration System 2016	PFMA	Public Finance Management Act
EQAR	External Quality Assurance Review	PLM	Provincial Legal Manager <i>Previously: Regional Legal Manager</i>
ERP	Enterprise Resource Planning	PO	Legal Aid SA Provincial Office <i>Previously: Regional Office</i>
EVP	Employee Value Proposition	PSLP	Provincial Supervisory Legal Practitioner <i>Previously: Regional Supervisory Legal Practitioner</i>
FBO	Faith-Based Organisation	QA	Quality Assurance
FY	Financial Year	RC	Regional Court
GRAP	Generally Recognised Accounting Practice	RDs	Remand Detainees
HC	High Court	ROI	Return on Investment
HCU	High Court Unit	SASLAW	South African Society for Labour Law
HDI	Human Development Index	SCA	Supreme Court of Appeal
HoO	Head of Office <i>Previously: Justice Centre Executive</i>	SCM	Supply Chain Management
HR	Human Resources	SDGs	Sustainable Development Goals
ICT	Information and Communications Technology	SO	Legal Aid SA Satellite Office
IFRS	International Financial Reporting Standards	SOP	Standard Operating Procedure
IJS	Integrated Justice System	SP	Strategic Plan
LAN	Local Area Network		



GENERAL INFORMATION

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 01 April 2017 to 31 March 2018. 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 IV, the National Treasury Regulations 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 Annual Report. The Board has accordingly applied its mind to the Integrated Annual Report and in the opinion of the Board, the Integrated Annual Report addresses all material issues, and presents fairly the integrated performance of the organisation and its impacts. The Integrated Annual Report has been prepared in line with best practice pursuant to the recommendations of the King IV Code (Part 5.2 and in particular Principle 5 of the Code).

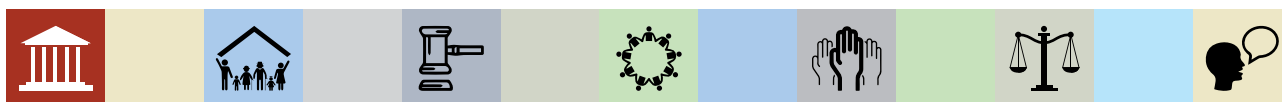
The Integrated Annual Report was approved by the Board of Directors on 28 July 2018 and signed on their behalf by:

Ms Vidhu Vedalankar

Chief Executive Officer: Legal Aid SA

Judge President Dunstan Mlambo

Chairperson: Board of Legal Aid SA



GENERAL INFORMATION

3. STRATEGIC OVERVIEW

The 2017-2018 financial year was the third year of implementation of the Legal Aid SA Strategic Plan 2015-2020.

The Legal Aid South Africa vision is *“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.”*

The mission is *“To be the leader in the provision of accessible, sustainable, ethical, quality and independent legal services to the poor and vulnerable.”*

The values that the organisation subscribes to are:

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

3.1 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

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 (DoJ&CD), and Parliament on delivery of mandate, governance and sustainability.
- S7: Increasing financial sustainability and managing the reductions to the budget.
- 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: Consolidate and review the national footprint to ensure access to legal aid services, especially in rural and remote areas (including the use of technology as well as other low cost service alternatives).



GENERAL INFORMATION

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 of this Integrated Annual Report.

During the 2015-2020 strategic planning period, Legal Aid SA is focusing on making a strategic shift to realise 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 obtains its mandate from the Constitution of the Republic of South Africa (Act No. 108 of 1996), the Legal Aid South Africa Act (Act No. 39 of 2014) as read with the Legal Aid Regulations (Policy Provisions) and Legal Aid Manual (Procedural Provisions), which both came into operation on 22 August 2017, thereby replacing the Legal Aid Guide. Other national legislation which gives content to the rights and obligations enshrined in the Constitution also guides the organisation's mandate.

4.1 CONSTITUTIONAL MANDATE

The constitutional mandate to provide legal representation in criminal trials and appeals, civil children's matters and civil matters arises mainly from the specific constitutional sections that are enunciated below. These rights are furthermore given particularity in our enabling legislation, as amplified by the Legal Aid Regulations, as well as in other national legislation described in the subsequent 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

The Legal Aid South Africa Act (39 of 2014) came into operation on 01 March 2015.

The current Board was constituted in terms of section 6 of the Legal Aid SA Act with effect from 01 March 2016 when members were appointed to the Board and Board Committees were formed in terms of section 13. The current Board members have therefore held their positions for 25 months as at the end of the current financial year and their current term of 3 years will expire in the 2018-2019 financial year.

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

"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; ..."



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The objects are expounded as follows in the Legal Aid SA 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.*

The final aspect of the transition was the replacement of the 2014 Legal Aid Guide, which remained in operation until 21 August 2017, with both the Legal Aid Regulations as per section 23(1) and the Legal Aid Manual as per section 24(1), effective from 22 August 2017.

4.2.2 Other legislation impacting on delivery of legal aid

The following laws give content to the requirement for the state to provide legal assistance to indigent persons and which in most instances Legal Aid South Africa is mandated and funded to provide such representation but there are some noticeable exceptions where the state has not provided the necessary funding to enable Legal Aid SA to render such services:

- (I) Criminal Procedure Act (sections 73, 309, 309B, 309C, 309D & 316) – Legal Representation in Trials and Appeals;
- (II) The Child Justice Act (sections 82(1) & 83(2)) – Legal Representation for Children in Child Justice Court (no child may refuse legal representation);
- (III) Children's Act 38 of 2005 (section 55(1)) – Legal Representation of Children in matters dealt with in the Act;
- (IV) Refugees Act 140 of 1998 (section 27(b));
- (V) Labour Relations Act 66 of 1995 (section 149) – currently unfunded;
- (VI) Mental Healthcare Act 17 of 2000 (section 15);
- (VII) Restitution of Land Rights Act 22 of 1994 (section 22) – currently unfunded;
- (VIII) Prevention of Illegal Eviction from and Unlawful Occupation of Land Act 19 of 1998 (section 4(5)) – currently unfunded;
- (IX) Land Reform (Labour Tenants) Act, 1996 (Act No. 3 of 1996) – currently Unfunded;
- (X) The Extension of Security of Tenure Act, 1997 (Act No. 62 of 1997) – currently unfunded;

- (XI) Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (section 10(5));
- (XII) Protection of Personal Information Act 4 of 2013.

Legal Aid South Africa currently provides legal representation relating to the above legislation, within its available budget/funding and resources, in accordance with the policy provisions of the Legal Aid Regulations which came into operation in terms of section 23(1) of the Legal Aid SA Act on 22 August 2017. Due to these budget/funding and resource constraints, there are criteria in the Regulations that determine qualification for and limitation or exclusion of assistance.

Newly proposed draft legislation or envisaged amendments to current legislation, in so far as they impact on Legal Aid SA'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 South Africa is not extended without concomitant funding which must be determined after a proper costing of the required resources to implement any such mandate extension.

4.3 PUBLIC FINANCE MANAGEMENT ACT

The Public Finance Management Act (PFMA) is part of a broader strategy on improving financial management in the public sector. It gives effect to section 216 and other sections of the Constitution and applies to the national and provincial spheres and public entities under their ownership control.

Legal Aid South Africa, as a Schedule 3A Public Entity, falling under the Department of Justice and Constitutional Development, complies with the requirements of the PFMA and National Treasury Regulations which are necessary to be upheld and implemented for the realisation of good governance. The budget allocation of Legal Aid SA was managed within the framework of the PFMA. In the year under review, the organisation has maintained compliance with the requirements relating to the operation of basic financial management systems, including internal controls in as far as procurement of goods and services, spending of the budget, reporting and the related time frames are concerned.

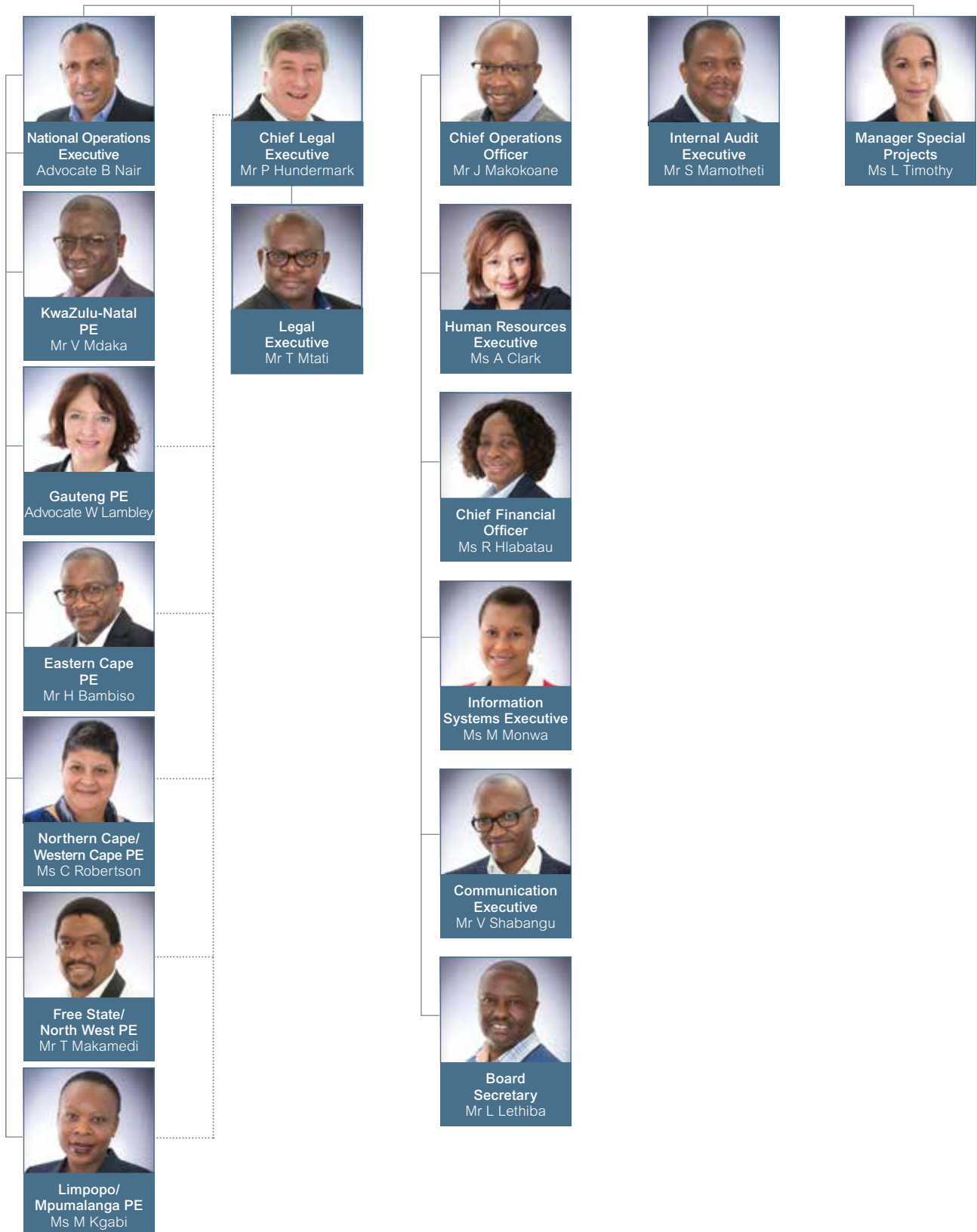


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5. ORGANISATIONAL STRUCTURE



Chief Executive Officer
Ms V Vedalankar





GENERAL INFORMATION



Back row, from left: Ms Rebecca Hlabatau, Mr Patrick Hundermark, Advocate Wilna Lambley, Mr Langa Lethiba, Ms Cordelia Robertson, Mr Sethopo Mamotheti, Ms Vidhu Vedalankar, Mr Thembile Mtati, Ms Lesleigh Timothy, Mr Jerry Makokoane, Mr Victor Shabangu, Mr Tshotlego Makamedi, Ms Amanda Clark.

Front row, from left: Advocate Brian Nair, Ms Mmantsha Monwa, Ms Mpho Kgabi, Mr Hope Bambiso, Mr Vela Mdaka.

5.1 COMPOSITION OF THE EXECUTIVE MANAGEMENT

Ms Vidhu Vedalankar

Chief Executive Officer (CEO)

BSc (University of Durban-Westville), Masters: 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)

BComm 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), MBL, 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)

BCompt, BCompt Honours, Advanced Diploma: Accounting Science, Postgraduate Diploma: Accounting Science CTA (University of South Africa), Management Advancement Programme, Certificate Programme in Leadership Development (WBS, University of the Witwatersrand), AGA(SA) (SAICA)

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 South Africa to effective, high quality legal services.

Mr Patrick Hundermark

Chief Legal Executive (CLE)

BComm, LLB (Nelson Mandela University), 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, pilot projects and Corporate Legal matters.



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Mr Sethopo Mamotheti

Internal Audit Executive (IAE)

BCompt, Postgraduate Diploma: Accounting Science (University of South Africa), HDipTax (University of North West-Potchefstroom), MBA (GIBS, University of Pretoria), CIA, CCSA (IIA), AGA(SA) (SAICA)

Internal Audit Executive responsible for the assessment of controls and risk management within Legal Aid South Africa, including compliance with the Legal Aid South Africa Act, 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.

Ms Janeske Botes

Media Content Development Specialist and Acting Communication Executive

BA Applied Journalism (Midrand Graduate Institute), BA Honours, Masters: Media Studies (University of the Witwatersrand)

Acting Communication Executive from 23 June 2017 to 30 September 2017.

Mr Victor Shabangu

Communication Executive (CE)

BA Communication (University of South Africa), Postgraduate Diploma: Marketing Management (University of South Africa)

Communication Executive (appointed 01 October 2017) 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.

Mr Thembile Mtati

Legal Executive (LE)

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

Legal Executive responsible for legal research support and corporate legal services.

Ms Mmantsha Monwa

Information Systems Executive (ISE)

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

Information Systems Executive responsible for the Information Technology infrastructure and the provision of support to all users within Legal Aid South Africa.

The following Provincial 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

Provincial Executive – Eastern Cape Province

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

Ms Mpho Kgabi

Provincial Executive – Limpopo/Mpumalanga Province

BProc (University of the North West), Higher Diploma: Drafting and Interpretation of Contracts (University of Johannesburg), Certificate Programme in Leadership Development (WBS, University of Witwatersrand), Practising Attorney

Advocate Wilna Lambley

Provincial Executive – Gauteng Province

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

Mr Vela Mdaka

Provincial Executive – KwaZulu-Natal Province

BProc, LLB (University of Zululand), Practising Attorney

Mr Tshotlego Makamedi

Provincial Executive – Free State/North West Province

BProc (University of Limpopo), CPLD (University of the Witwatersrand), Practising Attorney

Ms Cordelia Robertson

Provincial Executive – Northern Cape/Western Cape Province

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



GENERAL INFORMATION



6. FOREWORD BY THE CHAIRPERSON

It gives me great pleasure to once again report on Legal Aid South Africa's performance. The space I am afforded annually in our Integrated Annual Report allows me to reflect meaningfully on the contribution made by the organisation. I am always pleased to note that this contribution is significant; even more so in this year of the Nelson Mandela Centenary, which sees South Africa and the world focusing on what can be done to inspire change in society. Daily, our actions make human rights a reality.

A key area of focus in the year under review has been sustainability, especially sustaining service delivery across our national footprint and sustaining good governance. The bigger picture here is, as always, sustaining access to justice; the cornerstone of our organisation. Guided by our mission, vision and values, Legal Aid SA has certainly delivered on its constitutional mandate.

Our focus on providing independent, accessible and quality legal aid services in criminal and civil legal matters has seen hundreds of thousands of South Africans' legal needs met, in line with the outcomes of our Strategic Plan 2015-2020. Legal Aid South Africa's appearances before the Portfolio Committee on Justice and Constitutional Development during 2017-2018 were very well received, with sincere acknowledgement of the tremendous work done by the organisation.

The impressive financial management of public resources by Legal Aid SA was also commended and deserves mention here – the organisation's track record of unqualified audit opinions speaks volumes, underscoring the importance placed on our constitutional mandate: to ensure access to justice. While the 2017-2018 financial year was the first year of budget shortfalls, these constraints were factored into both our Strategic Plan and Business Plan, with the Strategic Plan 2015-2020 reviews for the new financial year building on these considerations even further. Details are available in Part B, Section 4 of this Integrated Annual Report.

Despite these challenges, we remain committed to fulfilling our vision and mission and ensuring quality justice for all.

Innovation remains a key area of focus for Legal Aid South Africa, informed by the needs of our clients, as well as the work we do to build justice systems and safer communities nationally, regionally and internationally. Consequently, we continue to participate in the National and Provincial Efficiency Enhancement Committees, assisting with the tracking of matters and working to speed up the wheels of justice. Our work on realising the United Nations' Sustainable Development Goal (SDG) 16, Target 16.3 on promoting the rule of law at the national and international levels and ensuring equal access to



GENERAL INFORMATION

justice for all continues, in partnership with the United Nations Office on Drugs and Crime (UNODC) and the United Nations Development Programme.

This past year, I attended a Side Event on Effective Legal Aid in Vienna, on the invitation of the UNODC. The opportunity enabled Legal Aid SA's involvement in promoting the Implementation of the UN Model Strategies and Practical Measures on the Elimination of Violence against Children in the field of Crime Prevention and Criminal Justice and Measuring SDG Target on Access to Justice state-of-the-art and future work, amongst other projects. I also attended a Continental Conference on Collaboration between Judiciary and Community Justice Institutions for Access to Justice in Kigali, which also saw the launch of the African Centre of Excellence for Access to Justice (ACE-AJ). This was an especially meaningful event, as the focus was on access to justice in Africa, cemented by the launch of the ACE-AJ; the first Pan African Centre working towards an inclusive and holistic justice system for African communities.

Legal Aid South Africa further demonstrated its commitment to stakeholder engagement and co-operation in co-hosting the 2017 International Legal Aid Group conference in Johannesburg in June 2017. This was the first time the conference was held in Africa, and saw an unprecedented number – over 23 – of African delegates attending.

The conference focused on ensuring access to justice, through considerations of the following:

- i) models of successful and sustainable legal aid provision;
- ii) indigent people's need for legal services and assistance;
- iii) institutionalising access to justice through treaties and constitutions;
- iv) exploring technology and self-help avenues to simplify the law for those who often least understand it;
- v) ensuring that high standards of quality are maintained while having a parallel conversation about cost and affordability, and
- vi) guaranteeing that legal aid truly works for those who most require access to justice.

The outcomes of this conference link directly to making SDG Target 16.3 a reality, and enabled African legal aid bodies to contribute to the global conversation, with a side meeting discussing the growth of legal aid in Africa held. We are excited to see the outcomes of these discussions become a reality.

We were also honoured to host a number of country delegations in the year under review, furthering our work on making access to justice a reality for all.

The success of Legal Aid SA under the leadership of Ms Vidhu Vedalankar has been acknowledged by the Minister in his appointment of her as the project leader to take forward the project on the transformation of State Legal Services. Ms Vedalankar has been doing this work in addition to her role as CEO of Legal Aid South Africa and the Portfolio Committee on Justice and Constitutional Development has endorsed her appointment given the excellent performance of the organisation. The contribution of the CEO, who is assisted in the project by Executives and Managers of Legal Aid SA, to the project to transform State Legal Services reflects the strength of the Executive Management team.

The work that Legal Aid South Africa does is always well supported by the Minister of Justice and Correctional Services, Advocate Michael Tshililo Masutha, and the Deputy Minister of Justice and Constitutional Development, Mr John Jeffery. We are grateful for your ongoing support.

Tremendous thanks go to Legal Aid SA's Chief Executive Officer, Ms Vedalankar, and the Executive Management team that works closely with her to maintain the exceptional standards of delivery of the organisation's mandate. While our performance against our Sustainability Strategy is reported on in Part D of this Integrated Annual Report, our Provincial Leadership Summits held in the year of reporting revealed an organisation made up of passionate individuals, excited to make a difference through their work every day.

I take great pride in holding the position of Board Chairperson of Legal Aid South Africa, and applaud the hard work and unrelenting commitment of all staff to serving the indigent and vulnerable – you make the organisation great!

Lastly, I thank the Board of Legal Aid SA for maintaining our shared vision for the organisation; to see it become the leader in the provision of accessible, sustainable, ethical, quality and independent legal services to the poor and vulnerable. We are excited to watch the organisation mature and contribute to its future growth paths, ultimately realising equality, justice and a better life for all.

Judge President Dunstan Mlambo
Chairperson: Board of Legal Aid SA



GENERAL INFORMATION



7. CHIEF EXECUTIVE OFFICER'S OVERVIEW

Legal Aid South Africa continues to demonstrate our commitment to ensuring access to justice for all. The successful delivery of our constitutional mandate for another financial year underscores our sustained focus on good governance and strategic planning, which enables the organisation to carry on being a voice for justice for the indigent and vulnerable.

This focus has enabled Legal Aid SA to continue delivering professional legal services as per our constitutional mandate, to nearly 732,000 persons in this year of reporting. The includes legal representation in 426,617 criminal and civil matters as well as legal advice to 305,239 persons. Assisting such a large number of persons and ensuring that their human rights are upheld requires strong pillars of financial management, governance and human resources across the organisation. Our commitment to accountability certainly extends to the spending of public resources – Legal Aid South Africa has now received 17 consecutive unqualified audit opinions from the Auditor-General of South Africa. We do this in a context of good governance and prudent financial management, spending 98.7% of our budget in 2017-2018. We have met more than 90% of our set targets in our Business Plan

for the financial year, highlighting Legal Aid SA's efforts to sustain its status as a high performing public entity. We were also named a Top Employer in South Africa for the ninth consecutive year, as well as Industry Leader in the Public Sector for the third consecutive year. Additionally, Legal Aid South Africa was also named one of the Top 20 Top Employers in South Africa.

In the 2017-2018 financial year, Legal Aid SA provided legal representation and advice to 731,856 people. We are able to serve the public through our mixed model of service delivery, comprising 128 Legal Aid SA Local Offices and Satellite Offices nationwide; Judicare practitioners; Co-operation Agreements and Agency Agreements. In the year under review we took on a total of 426,617 new legal matters and finalised a total of 420,061 matters.

The vast majority of matters that Legal Aid South Africa handles are criminal matters 371,202 (87%), with 55,415 (13%) being civil matters. Our finalised matters show a similar split – 364,267 (87%) finalised matters were criminal, and 55,794 (13%) civil. We are able to handle such numbers of criminal matters through our presence at all criminal courts throughout the country.



GENERAL INFORMATION

Legal Aid SA assisted in 1,774 appeals matters where the judgment/sentence was appealed to a higher court. We also have dedicated civil legal practitioners nationwide, who are committed to assisting clients with their civil legal matters. Snapshots of some of the matters we handled in the year under review are featured throughout this Integrated Annual Report, showcasing our provision of independent, accessible and quality legal aid services in both criminal and civil legal matters.

General legal advice is provided at all of our offices nationwide; through visits with awaiting trial prisoners and sentenced prisoners and through our toll-free Advice Line. Of the total number of 305,239 people who received legal advice, 232,507 were assisted at Legal Aid SA Local and Satellite Offices; 24,869 awaiting trial and sentenced prisoners were assisted through visits by our ATP Paralegals to prisons, and 47,863 people were assisted by our Legal Aid SA Advice Line, having either called the Advice Line or sent a Please Call Me requesting contact. While we are noting a decrease in the face-to-face advice sessions in this reporting year, as compared to 2016-2017, we are pleased that our Advice Line assisted 6,086 (14.6%) more people in 2017-2018. Our Legal Development team has been researching further means of accessing the public in order to provide general legal advice, including video calls with our Call Centre, which has been piloted at some Legal Aid SA Local Offices, with plans for rollout in the new financial year. It is necessary to note that our legal advice services are demand-based; no one is turned away.

Legal Aid South Africa both directly litigates and funds civil society organisations in precedent-setting matters that promote the rights of communities in impact litigation matters, through our Impact Litigation Unit. The Unit assessed 65 matters in the year under review, submitted from both internal legal practitioners and external organisations, approving 25 as impact matters. As at the end of the financial year, 19 of these matters had been finalised, with a 92% outcome success rate. Protecting the rights of vulnerable communities and ensuring that they too have access to justice is at the heart of the Unit's work – in the year under review we represented the families of the survivors in the Life Esidimeni matter and were proud to be part of the making of legal history when constitutional damages were awarded to litigants. Even though these were not findings made by a court, they might in future have persuasive authority in other such matters. You can read about more such matters throughout this Integrated Annual Report.

In the 2017-2018 financial year Legal Aid SA assisted 16,350 children, with 62% (10,141) being children in conflict with the law and 38% (6,209) being children needing assistance with civil legal matters.

We are proud of the high numbers of people we serve, thereby ensuring access to justice. The findings of our Legal Quality Assurance Unit (LQAU) further endorses our work, in confirming that 99% of our internal legal practitioners are providing quality legal services, aligned with our strict requirements. The LQAU assesses both matter files and court appearances when conducting their audit. Our practitioners exceeded the set legal quality targets. The same is done with Judicare practitioners, who have generally met our quality requirements. The professional growth of our legal practitioners is significant, with training, research and support programmes in place to ensure that our service offering is of the highest quality.

Our good governance further extended to our financial management – we are very pleased to have received an unqualified and a clean audit opinion from the Auditor-General. This 17th consecutive unqualified audit opinion highlights our commitment to the responsible, accountable and prudent spending of public resources. During the 2017-2018 financial year we spent 98.7% of our budget; a total of R1,837,124,887. Part F of this Integrated Annual Report features our Annual Financial Statements, as well as the report of the Auditor-General. We remain committed to good governance and financial management, more so in a time of budget constraints that are cutting into our service delivery.

Legal Aid South Africa continued to be recognised for our employee conditions in receiving our ninth consecutive accreditation as a Top Employer, as well as being named the Industry Leader in the Public Sector for the third consecutive year. We were also named one of the Top 20 Top Employers in South Africa. This benchmark continues to contribute to the growing maturity of our talent management offering; we are very pleased with the continued recognition we receive as a Top Employer. Part E of this Integrated Annual Report details our Human Resources Management; further confirming our best practice in this area. Performance remained stable in all talent management areas including sustaining high recruitment levels and low turnover, as well as exceeding training and development targets.



GENERAL INFORMATION

Other organisational areas of support also performed very well during the 2017-2018 financial year. Stakeholder engagement continued to strengthen (see the Report on Stakeholder Engagement in Part D), ultimately ensuring that our organisational stakeholder matrix commitments are fulfilled. With one of the objects of Legal Aid SA being to provide education and information concerning legal rights and obligations, stakeholder engagement is a very necessary part of our service offering. Community outreach programmes, stakeholder interactions and networking sessions, and participation in justice system functions all contribute to meeting the full extent of our legislative mandate. The section on our Service Delivery Environment, in Part D of this Integrated Annual Report, details our work in tackling case backlogs in our courts with National and Provincial Efficiency Enhancement Committees.

Awareness of our organisation and its work continues to grow as reported elsewhere in this report. With a change in the physical elements of our brand (grey/blue to maroon/blue), our marketing and public relations efforts are essential in establishing Legal Aid South Africa as a voice for justice for communities around the country.

The rebranding of all Legal Aid SA offices nationwide commenced in the 2017-2018 financial year, with full rollout of the new brand due to be completed in the new financial year.

Our new IT legal administration application, electronic Legal Aid Administration 2016 (eLAA 2016), will be launched in the new financial year. We look forward to the impact this new online administration system will have on our workflow processes, for both internal employees, Judicare practitioners and Co-operation and Agency partners.

More details on the Organisational Environment can be found in Part B: Performance Information.

Legal Aid SA's governance structures ensured that the organisation continued to perform in a sustainable manner, upholding its constitutional mandate. Our Board was properly constituted and fulfilled its obligations with aplomb during this first year of budget constraints. Our presentations to the Portfolio Committee on Justice and Constitutional Development were well received, with special mention made of our exceptional performance, including financial management and continued commitment to bettering our service provisions. Indeed, our commitment was made more visible through the launch of our Client Services Charter during the year

under review, which solidifies our promise of access to justice for our clients.

The Legal Aid Guide was replaced by the Legal Aid Regulations and Legal Aid Manual in August 2017. These two documents govern the policy and procedure provisions of the delivery of our legislative mandate.

The Internal Audit function conformed to the Institute of Internal Auditors standards, continuing to be a source of assurance of our controls and a strategic business partner to management.

Other areas of governance, detailed in Part C: Governance, were handled and/or implemented effectively, including risk management, alignment to the King IV Code of Governance and compliance with our legislative universe.

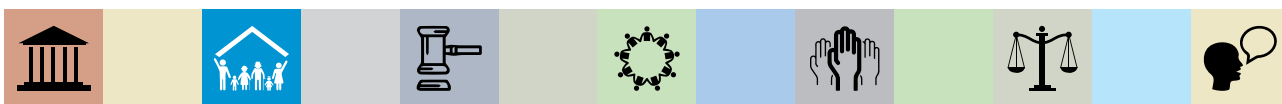
Our employees are collectively referred to as 'Legal Aid SA Citizens' – indeed, our attitude, and commitment to championing the rights of all persons to access justice through the provision of independent, accessible and quality legal aid services in criminal and civil legal matters, will certainly hold us in good stead as we face the challenges ahead; the most pressing being our fiscal constraints. In the new financial year, we, together with other government departments and entities, have received a 5% budget cut to our baseline allocation from the national fiscus. Being a human capital intensive organisation, this is impacting our staffing which will have a consequent negative impact on the delivery of legal aid services. This will require a review and prioritisation of legal aid services so that we prioritise matters having a higher impact on our clients.

I thank our Legal Aid SA Citizens – our management teams and employees, who have worked tremendously hard to make our organisation as successful as it is. Thank you also to our Board Chairperson, Judge President Dunstan Mlambo; our newly appointed Deputy Chairperson Judge Motsamai Makume; the Board of Directors, and all other stakeholders.

Our collective efforts to uphold human rights, ensure access to justice and ultimately, a better life for all, will continue to guide our work. We look forward to continuing our work in ensuring quality justice for all.

Vidhu Vedalankar

Chief Executive Officer: Legal Aid SA



PART B: PERFORMANCE INFORMATION

In spite of the prevailing unfavourable economic circumstances, we continued to provide access to justice to all South Africans without compromising the high quality standards which we have committed ourselves to.





PERFORMANCE INFORMATION

1. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION FOR THE YEAR ENDED 31 MARCH 2018

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.

Furthermore, 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 2018.

Legal Aid SA's performance information for the year ended 31 March 2018 has been examined by the external auditors and their report is presented on page 107.

The performance information of Legal Aid South Africa set out on pages 37 to 46 was approved by the Board.

Vidhu Vedalankar

Chief Executive Officer: Legal Aid SA
28 July 2018

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 SA, as it provides independent assurance that activities being carried out within Legal Aid South Africa 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, with material findings being reported under the Predetermined Objectives in the Report on other legal and regulatory requirements.

Please refer to page 106 of the Report of the External Auditor, published in Part F: Financial Information.

Children remain a focus area for Legal Aid South Africa and this includes foreign children that find themselves in a vulnerable position. A 15-year-old child fled war-torn Democratic Republic of Congo to South Africa but in the process was separated from her family and other refugees. The child was found abandoned on the streets of Pietermaritzburg. Mr N attempted to assist the child to locate her family but was unsuccessful. Mr N also attempted to re-patriate the child but this could not be done as no family could be found in the Democratic Republic of Congo. Mr N wanted to approach courts to assist the child. Our Legal Aid SA Pietermaritzburg Local Office assisted Mr N in applying for parental rights and responsibilities in respect of the child so that a proper assessment of the circumstances could be done and that a Court, which is the uppermost guardian of children, can intervene and make an appropriate order to protect the child.



PERFORMANCE INFORMATION

3. OVERVIEW OF LEGAL AID SA'S PERFORMANCE

3.1 SERVICE DELIVERY ENVIRONMENT

In spite of the prevailing unfavourable economic circumstances, we continued to provide access to justice to all South Africans without compromising the high quality standards which we have committed ourselves to. In doing so, we have continued to affirm and protect the rights of all South Africans, thereby making the Constitution a living document for all.

Our national footprint remained unchanged at 64 Legal Aid SA Local Offices and 64 Satellite Offices, supported by 6 Provincial Offices, as well as our National Office. This footprint is continuously reviewed to ensure that our offices are located so that they provide easy access to our clients, and are conveniently located close to the courts and other public amenities, such as public transport nodes. Extensive work is done to secure suitable accommodation for our offices by continuously monitoring our lease agreements, renovating some of our premises, and by purchasing some of our premises to guarantee the security of our tenure.

Our limited staff resources were supplemented by our use of a mixed model delivery system, which enables us to extend the range of our services, as well as to tap into the wealth of expertise existing within the legal fraternity. The mixed model of delivery 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.

During the course of the financial year, Legal Aid SA conducted an extensive research study of all court rolls in criminal courts throughout the country, in order to better understand the demand for criminal legal aid services. This study has given us a better understanding of our operating environment, and we use the information we obtained from the study to inform the provisioning of staff resources at all courts.

Our practitioner per court model of staff provisioning to the courts remains the cornerstone of our internal legal aid delivery system.

The 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, while minimising court downtime due to the unavailability of practitioners. This has contributed to a better flow of cases through the courts, and facilitates the speedy finalisation of a higher number of cases, thereby restoring the public's faith in

the justice system. We have made capacity available to cover all specialised criminal courts such as Commercial Crimes Courts and Sexual Offences Courts.

Stakeholders in the Criminal Justice System continue to expect us to have relief capacity to cover the courts in the event that our practitioners are not able to. We have in the past introduced a limited relief model at certain identified Legal Aid SA Local Offices, but we had to discontinue this due to a reduction in budgets. We have implemented Standard Operating Procedures (SOPs) for all Legal Aid SA Local Offices to ensure that the courts are serviced in the absence of the regular practitioner.

During the year under review, Legal Aid South Africa 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 Legal Aid SA Local Offices, Judicare practitioners, and Co-Operation and Agency partners.

To ensure that we are able to address the ever increasing demand for legal aid in civil matters, we have had to employ creative ways of rearranging our civil delivery teams, so that we can obtain maximum benefit from them. Whereas previously our civil recruitment strategy was geared more to finding practitioners with high experience levels 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 provisioning of a sufficient number of civil supervisors to oversee the work of the less experienced practitioners ensures that the quality of the services we deliver is not compromised.

The increased demand for civil legal services poses the challenge to our, to our civil practitioners, to render client-focused services, while at the same time meeting the exacting time demands of a civil practice. We have SOPs and guidelines in place to regulate the functioning of our civil units. We have also adopted a technology-driven approach to assist our practitioners in meeting these challenges. We have procured and rolled out advanced document generation software to all our Legal Aid SA Local Offices to lessen the load of generating the multiple documents that a civil practitioner generates on any given day. We have also introduced web-based systems to assist civil practitioners to monitor compliance with prescribed time periods, as well as monitoring all cases which have defined prescription periods. Research material as well as precedents are easily accessible from our Intranet, and through our subscription to cutting edge research resources such as Jutastat and LexisNexis.



PERFORMANCE INFORMATION

Between August 2017 and October 2017 we conducted a pilot study at four of our High Courts by using a Paralegal and a legal practitioner to determine how many litigants are unrepresented in their matters before the High Court.

The research indicated that 85% of litigants appearing in these four High Courts did not apply for legal aid and that 72% of the litigants that did not apply for legal aid did not know about Legal Aid SA and the services we render. This study further showed that 69% of the litigants had matters for which legal aid could possibly have been granted, if they met our criteria in terms of means and merit. This study also showed that where a Paralegal and legal practitioner were available at the High Court, more clients were assisted with legal representation as opposed to where only a Paralegal was available. The results of the pilot study reflect that a large number of litigants that have matters in the High Courts are not aware that they can apply for legal aid and that if they applied, a significant number of unrepresented litigants could possibly have qualified for legal aid to protect their rights. Matters litigated in the High Courts are generally more serious matters which impact significantly on the life of clients and therefore proceeding in these types of matters as unrepresented is certainly prejudicial to clients. Legal Aid South Africa has very limited capacity available to attend to these matters in the High Courts and with further constraints on available resources we will have to review our policy to re-prioritise the available resources to ensure access to legal aid services at High Courts.

With the introduction of new procurement regulations by the National Treasury requiring all suppliers to be registered on the Central Supplier Database (CSD), we faced some challenges with regard to the service of court processes, as some Sheriffs were not registered on the CSD. We consulted widely with the Board for Sheriffs, the National Treasury, as well as the Department of Justice and Constitutional Development to resolve this issue. Discussions are still ongoing to resolve all outstanding issues in areas where we are not able to utilise the services of the local Sheriffs to serve court process.

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, 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. Access to our Legal Aid Advice Line has widened through the provision of a Please Call Me service, whereby clients who cannot call the Legal Aid Advice Line can send a Please Call Me, and our Call Centre team will call them back.

Our Impact Litigation Unit has continued to ensure that the Constitution becomes a living document for the indigent and vulnerable through the litigation of cases of high constitutional importance. The Impact Litigation Unit dealt with a number of cases which had a positive impact on the rights of the indigent by taking on cases dealing with land issues, evictions, the rights of children, the right to housing, as well as many other issues that impact on the daily lives of ordinary South Africans. Significantly, the Unit was instrumental in securing the right of arrested undocumented migrants to be treated like all other arrested persons, and to be brought before a court within 48 hours of their arrest.

Through our High Court Units, Legal Aid SA is able to ensure that legal aid is available to litigants in the highest courts in the land, including the Supreme Court of Appeal and the Constitutional Court.

The High Court Units are staffed by highly experienced practitioners who are dedicated to servicing the High Courts only. We are in continuous discussions 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. Dedicated High Court Unit Paralegals are utilised to visit clients in Correctional Centres so as to free up the time of High Court practitioners for the actual delivery of legal services.

We have improved our systems to give early notification to our High Court Units 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 High Court Units of all matters in which we have successfully applied for leave to appeal in the lower courts, so that the High Court Units are aware and ready for the ensuing appeal. The management of appeal matters has also been improved with the introduction of web-based systems to monitor the various stages of each appeal matter, to identify causes of delays. We continuously engage with court stakeholders to fast track the preparation of case records to be used in appeals.

Legal Aid South Africa is committed to resolving the challenge of case backlogs in our courts. We continued with our programme to monitor Remand Detainees (RDs) and Children Awaiting Trial in custody (CAT). RDs awaiting trial for periods exceeding two years are an indication of backlogged cases, and are therefore a special focus group in the Criminal Justice Cluster. Legal Aid SA is currently playing the lead role within the CJS (Criminal Justice System) cluster in the monitoring of this category of RDs in order to establish the reasons for the delays in finalising their matters,



PERFORMANCE INFORMATION

as well as formulating strategies for the speedy finalisation of their cases. The RDs are tracked by our Legal Aid SA Local Offices on an individual basis. Reports are then provided by Legal Aid South Africa to all National and Provincial Efficiency Enhancement Committees for discussion and interventions by all stakeholders. One of these reports is a summary report of the top 20 longest serving RDs per province.

The representation of children as a special vulnerable group has always been a matter of priority for Legal Aid SA. We have capacitated all our practitioners by offering them training in dealing with matters involving children in conflict with the law. We have practitioners available to help with the representation of children in all Child Justice Courts, as well as in all Preliminary Inquiry Courts, whenever our assistance is required. We also guarantee legal representation to all children in civil matters.

Our civil units continue to provide legal representation for children, most of whom are children in need of care, in the Children's Courts. Through our partnership with the Master's Offices, we continue to help in the administration of estates in which children are beneficiaries, and have in the year under review deposited millions of rands with the Guardians Fund for the benefit of these children.

Our Quality Management Programme ensures that we continue to render services of the highest quality to our clients, to realise maximum client satisfaction.

This programme is reviewed and refined annually to ensure that it is continuously improved, and remains relevant to our operations. The Legal Quality Assurance Unit (LQAU), located within the Internal Audit Department, conducts independent quality audits of our practitioners, thereby providing a measure of independent assurance of the quality of our services. We are assured that the majority of our practitioners meet and exceed the quality targets we have set for ourselves. The quality assurance programme has been extended to include a review of the work of all practitioners handling cases on behalf of Legal Aid South Africa clients, including Judicare practitioners, Co-operation Agreements and fixed-fee Agency Agreements. The effectiveness of our Quality Management Programme can be seen from the positive feedback received in client satisfaction surveys, as well as the reduced number of complaints received.

We continued to participate in the activities of the Criminal Justice System Review Committee, so that we can provide input into the improvement of the criminal justice system. We have implemented all recommendations and protocols developed as a result of the work of the CJS Review Committee.

Legal Aid SA is also represented in all specialist committees such as the Intersectoral Committee on Child Justice, the Sexual Offences Committee, as well as a number of other ad hoc committees that deal with issues affecting specific vulnerable groups. We also monitored and provided input to proposed legislative changes.

The end of the financial year saw the announcement of further budget cuts to our baseline funding, which will further threaten our ability to provide quality legal services to all qualifying clients at the level we do now. In particular, the reduction in funding will directly affect our ability to staff the courts at the level we cover them currently. We are continuously devising ways to minimise the impact that any staff rationalisation will have on our ability to deliver our services.

3.2 ORGANISATIONAL ENVIRONMENT

The organisational environment remained stable in the year under review despite our business facing significant and increasing pressure due to budgetary constraints which led to a reduced organisational capacity as a result of reduced staffing. The operational budget was also significantly reduced and the lifecycles of assets increased so as to offset the impact of the budgetary reductions. Notwithstanding the budget constraints, Legal Aid South Africa maintained a high performance. That was made possible by the resilience of a capable leadership and committed staff. Our ability to retain the intellectual capacity at all levels of Management proved valuable in advancing the strategic goals of the organisation. That resulted in Legal Aid SA again being accredited as Top Employer for the ninth time, as well as being named an Industry Leader in the Public Sector.

Our business model depends heavily on the stability of the IT systems to function effectively, particularly since our Legal Aid SA Local and Satellite Offices are spread nationwide, which necessitates the efficiency of our IT platform.

We have, however, been able to maintain stability of our IT platform with limited funding. The development of eLAA 2016 which was initiated in 2016-2017, is still on course and targeted for completion in the 2018-2019 financial year. The eLAA 2016 project, once fully rolled out, will bring more online, self-service access to clients and Judicare practitioners. It is pleasing to report our current legacy Ad Infinitum system which will be replaced by the eLAA 2016 system is still demonstrating the ability to meet our business needs in the short term.

Legal Aid South Africa has an established brand which conveys its distinguished symbols, logo, name, colours and payoff line as a combination to express its meaning and recognition.



PERFORMANCE INFORMATION

In line with Legal Aid SA's practice of periodically reviewing its strategies, our corporate brand was reinvigorated in this financial year. The reviewed Brand Uniformity Strategy is meant to strengthen Legal Aid South Africa's corporate identity and visibility to potential clients. The renewed branding exchanges the silver/grey with the far more visible marooi, so the primary colours become blue and marooi. All corporate documents and all offices will assume this visual representation in order to achieve brand uniformity across all service points.

The brand rollout in terms of office signage is being implemented in phases due to the tough economic climate we operate in. Furthermore, in order to ensure that the public immediately understands the geographical scope of Legal Aid SA Local and Satellite Offices, the Brand Uniformity Strategy also brought changes to our naming convention of Regional Offices (now Legal Aid SA Provincial Offices) and Justice Centres (now Legal Aid SA Local Offices). Satellite Offices remained named as such.

Legal Aid SA continued to use both the electronic and print media in showcasing its services to communities and potential clients. The good work of our staff both in the courts and in their interaction with clients has led to the increase of our brand awareness from 60% in 2017-2018 to 66% in the current reporting period. To further alleviate the impact of the budgetary reductions, we are pleased with Memoranda of Understanding signed with a number of community media which has resulted in regular interview slots. These partnerships have provided our senior legal practitioners with multiple media platforms to effectively share organisational success stories in a positive and distinctive way and with communities whose main languages are not often catered for by national media. The move was therefore significant in responding to the key elements of the Legal Aid SA Language Policy as well as effective sharing of organisational success stories following the review of key messages in the previous financial year.

In addition, the new Client Services Charter was launched and introduced to all employees, which was a key strategic shift to ensure that the focus to clients was embraced by all employees and that ways to add value to clients were adopted.

Legal Aid South Africa continued in its efforts to reduce the business' impact on the environment. The organisation partnered with a recycling service provider, Remade Recycling, to pilot a recycling programme at the Legal Aid SA National Office. Remade Recycling collects (at no cost) recyclable material from Legal Aid House, our National Office in Braamfontein. It is anticipated that the

programme will be extended to the provinces to ensure that the carbon footprint of the organisation is reduced.

We continued to monitor the status of the other assets, in particular vehicles, to ensure that they did pose any risk of any kind to staff by extending their life span.

At the start of the year under review we were mindful that due to the budget shortfalls we faced, it was going to be tough to maintain the stability of our business environment at the same levels we have been able to maintain in the past years. For this reason, the Organisational Culture Programme focus for 2017-2018 was on continuing leadership business priority conversations. This covered a wide range of topics, that included the Brand and Communications Strategy and the Social and Ethics Programme, amongst others. The intention was to specifically focus attention on strengthening a positive culture of Legal Aid SA by all employees. Furthermore, Legal Aid SA held successful Provincial Leadership Summits which were attended by all its management staff throughout the country. The theme of the Provincial Summits was 'How to lead effectively to deliver sustainability outcomes', aimed at strengthening the links across all the management teams so that all have a shared understanding with regard to the direction of the organisation to respond to the needs of its clients amidst the budgetary reductions. It also ensured that a values-based high performance culture was strengthened.

All these efforts were made to keep employees focused on the mandate to ensure that our clients did not go unrepresented in court in both criminal and civil matters despite the budget limitations. The purpose was to also ensure we continue to increase access to justice for the indigent, vulnerable and marginalised persons in our communities in order to realise the rights enshrined in our Bill of Rights and make our Constitution a living document for all in SA. We are optimistic that the sustained values-based and organisation-wide shared corporate culture that exists within the organisation will continue to enable us to thrive.

3.3 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The Legal Aid South Africa Act 39 of 2014 has now been in operation for just over three years and the new Board has been constituted and operational for 25 months after their appointment in accordance with the requirements of the Legal Aid SA Act. During the period under review the relevant governance requirements were fully operational and all governance structures functioned efficiently and effectively and the Board reviewed and refined all the Board Governance Charters and instruments.



PERFORMANCE INFORMATION

There were unexpected delays in bringing both the Regulations and Manual into operation by the legislated deadline of 01 March 2017. The 2014 Legal Aid Guide therefore remained in operation until it was replaced by the Legal Aid Regulations (Policy) and Legal Aid Manual (Procedures), as stipulated in sections 23 and 24 of the new Legal Aid SA Act, with effect from 22 August 2017. In compliance with a request from Parliament at the time when the initial regulations were considered, the Legal Aid South Africa Means Test has been reviewed by the Board and recommendations have been sent to the Minister for amendments to be effected.

These proposed amendments have been tabled in Parliament for consideration and approval. We anticipate that the updated Means Test will become operational in the second half of 2018.

With Part 1 and 2 of Chapter 10 of the Legal Practice Act having been brought into operation on 1 February 2014, and the constitution of the Interim Legal Practice Council in February 2015, the committee has continued with the development of the relevant substantive recommendations to the Minister but inevitably an extension of the Council time periods was required to complete the substantive recommendations to the Minister. The operationalisation of the Legal Practice Act is now set for 1 November 2018. 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 is conscious of the need for indigent and vulnerable persons to be able to access justice as contemplated in our Constitution.

As previously mentioned, 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 indigent and vulnerable communities, has prepared and submitted proposed draft legislation to regulate the sector to the Minister of Justice and Correctional Services who has constituted a drafting task team to prepare the necessary legislation by the 2019-2020 financial year.

The adoption of the UN Principles and Guidelines on access to legal aid in criminal matters continues to play a critical role internationally to guide sustainable development. This is paving the way for the development of legal aid systems and increased access to justice by indigent persons in all member countries. The inclusion of access to justice in the UN Sustainable Development Goals (SDGs) which includes a set of 17 Sustainable Development Goals (or Global Goals) to end extreme poverty and fight injustice and inequality for the next 15 years is focusing efforts, both nationally and internationally, on measuring the achievement of these goals. These

issues were brought to the fore during the International Legal Aid Group (ILAG) conference that was co-hosted by Legal Aid South Africa and the ILAG in Johannesburg from 14 to 16 June 2017. Many African countries could for the first time engage with the heads of international legal aid institutions, academics and policymakers at this conference, thereby taking forward the experiences shared at this conference.

SDG 16 Target 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.* The common set of measures that have been agreed to track progress towards the goals and monitor the actions taken to achieve the SDGs are very narrow and focus only on criminal justice to the exclusion of civil justice.

These measures need to be enhanced, especially at national level, and some progress has been made in conjunction with our partners in delineating broader goals to achieve the goal of ending extreme poverty and to fight injustice and inequality that pervades in South Africa and the rest of the world.

Specifically, Statistics South Africa are in the process of enhancing the Victims of Crime Survey to obtain baseline information on the legal needs of South Africans and to whom they turn for assistance when they encounter a legal problem. We are advised that this revised survey will be conducted in 2018 and we will give further attention to this during the coming year, including the setting of national measures for South Africa to determine our progress to achieve Target 16.3.

3.4 STRATEGIC OUTCOME ORIENTED GOALS

The strategic outcome orientated goals of Legal Aid SA are detailed in Part A, Section 3.1 of this Integrated Annual Report (page 09). Progress made towards the achievement of the Objectives, Strategies and Programmes as set out in the Legal Aid SA Strategic Plan 2015-2020 and Annual Performance Plan 2017-2018 is reported in Section 4, Performance Information by Programme.

4. PERFORMANCE INFORMATION BY PROGRAMME

The 2017-2018 Annual Performance Plan of Legal Aid South Africa was approved by the Executive Authority, the Minister of Justice and Correctional Services, Adv. M Masutha, MP, on 06 March 2017.

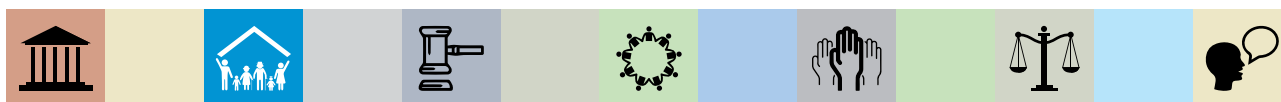
The following are the delivery statistics for the organisation nationally and per province for the 2017-2018 financial year and the detailed performance information against the approved 2017-2018 Annual Performance Plan.



PERFORMANCE INFORMATION

Table 2: Legal Aid SA Corporate Dashboard

No.	Indicator	Performance – 2017/18					Performance prior years		Variance
		Annual Target		Actual Performance			2016/17	2015/16	FY 2017/18 compared to FY 2016/17
		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 Reports	5		5		Achieved	5	5	0.0%
6	Parliamentary Briefings	2		1* See note at the bottom of the Dashboard		Achieved	3	2	-66.7%
	CLIENT COMMUNITY								
7	New Legal Delivery Matters/ Instructions (i.e. number of instructions to legal practitioners) (excluding Pro Bono)			426,617			444,962	441,056	-4.1%
				% in Actual Performance column represents split across delivery systems					
7.1	Legal Aid SA Local Office – New Matters	377,642		406,754	95.3%	7.7% positive variance to target	421,431	413,790	-3.5%
	(i) District Court			305,734			315,318	315,749	-3.0%
	(ii) Regional Court			48,362			50,438	48,740	-4.1%
	(iii) High Court (including SCA and CC)			3,552			3,596	3,583	-1.2%
	(iv) Civil	45,859		49,106		7.1% positive variance to target	52,079	45,718	-5.7%
7.2	Judicare – New Matters			11,789	2.8%		16,786	21,301	-29.8%
7.3	Co-operation Partners – New Matters			6,330	1.5%		5,534	4,647	14.4%
7.4	Agency Agreements – New Matters			1,719	0.4%		1,198	1,303	43.5%
7.5	Impact Litigation – New Matters			25	0.0%		13	15	92.3%
7.6	Pro Bono			337			473	247	-28.8%



PERFORMANCE INFORMATION

Table 2: Legal Aid SA Corporate Dashboard (continued)

No.	Indicator	Performance – 2017/18					Performance prior years		Variance FY 2017/18 compared to FY 2016/17
		Annual Target		Actual Performance			2016/17	2015/16	
		Number	%	Number	%	Variance against target	Number/%	Number/%	
				% in Actual Performance column represents split across delivery systems					
8	Finalised Delivery Matters/ Instructions (excluding Pro Bono)			420,061			445,625	432,210	-5.7%
8.1	Legal Aid SA Local Office – Finalised Matters	377,671		399,190	95.0%	5.7% positive variance to target	422,412	411,057	-5.5%
	(i) District Court			299,685			322,791	308,958	-7.2%
	(ii) Regional Court			47,456			47,701	47,808	-0.5%
	(iii) High Court (including SCA and CC)			3,193			3,296	3,044	-3.1%
	(iv) Civil	45,859		48,856		6.5% positive variance to target	48,624	51,247	0.5%
8.2	Judicare – Finalised Matters			12,838	3.1%		16,528	15,468	-22.3%
8.3	Co-operation Partners – Finalised Matters			6,461	1.5%		5,530	4,501	16.8%
8.4	Agency Agreements – Finalised Matters			1,553	0.4%		1,140	1,170	36.2%
8.5	Impact Litigation – Finalised Matters			19	0.0%		15	14	26.7%
8.6	Pro Bono			107			47	62	127.7%
				% in Actual Performance column represents split across delivery systems					
9.1	Criminal Total New Matters			371,202	87%		385,972	388,692	-3.8%
9.2	Civil Total New Matters			55,415	13%		58,990	52,364	-6.1%
10	General Advice	322,069		305,239	94.8%	5.2% negative variance to target	322,694	308,563	-5.4%
10.1	Legal Aid SA Local Offices & Satellite Offices	253,681		232,507	91.7%	8.3% negative variance to target	253,681	242,045	-8.3%
10.2	Call Centre	41,777		47,863	114.6%	14.6% positive variance to target	41,777	35,944	14.6%
10.3	ATP – Paralegals	26,611		24,869	93.5%	6.5% negative variance to target	27,236	30,574	-8.7%



PERFORMANCE INFORMATION

Table 2: Legal Aid SA Corporate Dashboard (continued)

No.	Indicator	Performance – 2017/18					Performance prior years		Variance FY 2017/18 compared to FY 2016/17
		Annual Target		Actual Performance			2016/17	2015/16	
		Number	%	Number	%	Variance against target	Number/%	Number/%	
11	Children Awaiting Trial (as per DCS monthly reports)								
				% in Actual Performance column represents split across delivery systems					
11.1	Pending (> 1 month in custody)			46			78	64	-41.0%
12	Children – Total Matters			16,350			18,025	17,701	-9.3%
12.1	Children – New Criminal Matters			10,141	62%		11,378	11,978	-10.9%
12.2	Children – New Civil Matters			6,209	38%		6,647	5,723	-6.6%
13	Pending Matters								
13.1.1	Pending Matters – Legal Aid SA Local Office			172,401			164,813	171,165	4.6%
13.1.2	Total Backlog Matters (Legal Aid SA Local Office)			28,042	16%		25,367	29,875	10.5%
13.2.1	Pending DC – Total (Legal Aid SA Local Office)			89,627			83,656	92,729	7.1%
13.2.2	DC Matters > 6 months		20%	7,412	8.3%	11.7% positive variance to target	6,605	9,155	12.2%
13.3.1	Pending RC – Total (Legal Aid SA Local Office)			28,427			27,392	27,050	3.8%
13.3.2	RC Matters > 9 months		25%	8,479	29.8%	4.8% negative variance to target	7,664	8,326	10.6%
13.4.1	Pending HC – Total (Legal Aid SA Local Office)			4,200			3,953	3,968	6.2%
13.4.2	Pending HC – excluding Appeal Matters			717			510	573	40.6%
13.4.3	HC Matters ≥ 12 months (excluding Appeal/Petition Matters)		30%	153	21.3%	8.7% positive variance to target	112	192	36.6%
13.5.1	Pending Civil – Total (Legal Aid SA Local Office)			50,147			49,812	47,418	0.7%
13.5.2	Civil Matters > 18 months		30%	11,988	23.9%	6.1% positive variance to target	10,986	12,202	9.2%
14	Legal services delivery – Quality Monitoring								
14.1.1	CAs – IA (LQAU) File Audit score		80%		86%	6% positive variance to target	86%	86%	0.0%
14.1.2	CAs IA (LQAU) Court Observation Score		80%		89%	9% positive variance to target	89%	90%	0.0%



PERFORMANCE INFORMATION

Table 2: Legal Aid SA Corporate Dashboard (continued)

No.	Indicator	Performance – 2017/18					Performance prior years		Variance FY 2017/18 compared to FY 2016/17
		Annual Target		Actual Performance			2016/17	2015/16	
		Number	%	Number	%	Variance against target	Number/%	Number/%	
14.2.1	LPs – IA (LQAU) File Audit Score		85%		90%	5% positive variance to target	90%	90%	-0.3%
14.2.2	LPs – IA (LQAU) Court Observation Score		85%		93%	8% positive variance to target	93%	93%	0.0%
14.3.1	HCU LPs – IA (LQAU) File Audit score		90%		93%	3% positive variance to target	93%	93%	0.5%
14.3.2	HCU LPs – IA (LQAU) Court Observation		90%		94%	4% positive variance to target	96%	95%	-1.8%
14.4.1	LPs – Civil – IA (LQAU) File Audit score		85%		91%	6% positive variance to target	92%	91%	-1.1%
14.4.2	LPs – Civil – IA (LQAU) Court Observation Score		85%		–	–	–	95%	
15	Community Outreach Programme								
15.1	– Prison Cells (total 331) Branding	331	100%	558	169%	Positive variance to target	512	395	9.0%
15.2	– Police Cells (total 913) Branding	913	100%	1,497	164%	Positive variance to target	1,300	1,118	15.2%
15.3	– Court (total 1,208) Branding	1,028	100%	1,262	123%	Positive variance to target	1,067	964	18.3%
15.4	– Community Events at Government key points (target 1,032)	1,032	100%	1,536	149%	Positive variance to target	824	802	86.4%
FINANCIAL SUSTAINABILITY									
16	Budget			1,860,956,466			1,830,537,692	1,751,687,424	1.7%
16.1	MTEF Allocation			1,754,394,000			1,577,171,000	1,522,986,000	11.2%
16.2	Expenditure (% of budget)		98%	1,837,124,887	98.7%	0.7% positive variance to target	1,809,439,652	1,728,523,001	1.5%
16.3	Payments (%) within 30 days								
16.3.1	Judicare		100%		85.4%	Below target	91.8%	99.99%	-7.0%
16.3.2	Creditors		100%		99.3%	Below target	99.5%	99.4%	-0.2%
17	AFS reporting issues								
17.1	Fraud detected/reported			1			2	1	-50.0%
17.2	Unauthorised, Irregular, Fruitless, Wasteful Expenditure			38			62	61	-38.7%
17.3	Financial Misconduct			15			68	41	-77.9%



PERFORMANCE INFORMATION

Table 2: Legal Aid SA Corporate Dashboard (continued)

No.	Indicator	Performance – 2017/18					Performance prior years		Variance
		Annual Target		Actual Performance			2016/17	2015/16	FY 2017/18 compared to FY 2016/17
		Number	%	Number	%	Variance against target	Number/%	Number/%	
18	Supply Chain Management								
18.1	BAC Meetings	12 or as required		14		Achieved	16	13	-12.5%
18.2	Business Continuity/Crisis contingency plan – Meetings	2		1		Achieved	1	3	0.0%
19	Board								
19.1	Meetings	4		5		Achieved	4	4	25.0%
19.2	Training	2		2		Achieved	2	1	0.0%
19.3	Board positions filled	14		14		Achieved	14	20	0.0%
20	Auditor-General Report								
20.1	A-G Overall Report (2017/18)	Unqualified		Unqualified		Achieved	Unqualified	Unqualified	
20.2	A-G Matters of Emphasis/ mention (2017/18)	0		–		Achieved	0	0	
21	Internal Audit Reports								
21.1	IA Coverage – completed reports	158	95%	156	99%	Achieved	167	150	-1%
	BUSINESS PROCESSES								
22	System Availability (%)		99%		99.58%	0.58% positive variance to target	99.6%	99.3%	0.0%
23	User support (% calls within agreed time)		90%		92.4%	2.43% positive variance to target	91.4%	92.5%	1.1%
23.1	IT Security – viruses blocked at firewall		95%		100%	Achieved	100%	100%	0.0%
23.2	Business Intelligence – available		99%		99.94%	Achieved	100%	100%	-0.1%
23.3	Disaster Recovery – tested successfully			Tested successfully			Tested successfully	Completed	
23.4	WAN Availability		95%		97.09%	2.1% positive variance to target			
	EMPLOYEE & ORGANISATIONAL CAPACITY								
24	Infrastructure								
24.1	Legal Aid SA Local Offices	64		64		Maintained	64	64	0.0%
24.2	Legal Aid SA Satellite Offices	64		64		Maintained	64	64	0.0%
25	Legal Staffing (only Legal Aid SA Local Offices)								
25.1	LPs (100% = 1,077 LPs) Reduced number from Q3 = 1,053		98%	994	94.4%	3.2% negative variance to target	1,057	1,042	-6.0%



PERFORMANCE INFORMATION

Table 2: Legal Aid SA Corporate Dashboard (continued)

No.	Indicator	Performance – 2017/18					Performance prior years		Variance
		Annual Target		Actual Performance			2016/17	2015/16	FY 2017/18 compared to FY 2016/17
		Number	%	Number	%	Variance against target	Number/%	Number/%	
25.2	CAs (100% = 571 CAs) Reduced number from Q3 = 561		98%	550	98.0%	0.4% positive variance from target	578	580	-4.8%
25.3	Legal Managers (100% = 344 posts)		98%	328	95.3%	1.2% negative variance from target	333	320	-1.5%
25.4	Paralegals (100% = 173 posts) Reduced number from Q3 = 172		98%	166	96.5%	4.4% negative variance from target	168	168	-1.2%
26	Staffing								
26.1	Establishment (budgeted posts)			2,761			2,863	2,853	-3.6%
26.2	Number of staff (recruited)		98%	2,627	95.1%	Lower than target	2,751	2,722	-4.5%
26.3	Number of Legal staff (including Paralegals) (budgeted)			2,184			2,275	2,265	-4.0%
26.4	Number of Legal staff (including Paralegals) as % of total staff (recruited)			2,084	79.3%		2,186	2,160	-4.7%
26.5	Turnover excluding CAs & Temporary/Contract Staff		Less than 10%		6.0%				
27	Employee Relations								
27.1	Grievances	108	4% of total staff	22	0.84%	Less grievances than target	22	22	0.0%
27.2	Disciplinary hearings	108	4% of total staff	18	0.69%	Less disciplinary hearings than target	33	16	-45.5%
27.3	Disciplinary matters	108	4% of total staff	21	0.80%	Less disciplinary matters than target	41	42	-48.8%
27.4	New Labour disputes	108	4% of total staff	8	0.30%	Less labour disputes than target	12	8	-33.3%
28	Staff training								
28.1	Legal Development (training hours)								
28.1.1	Legal staff (15 hours per legal staff – excl CAs)	9, 897		11,621	117%	Higher than target	13,200	20,923	-12.0%
28.1.2	Paralegals (10 hours per paralegal)	817		1,296	159%		2,330	7,066	-44.4%

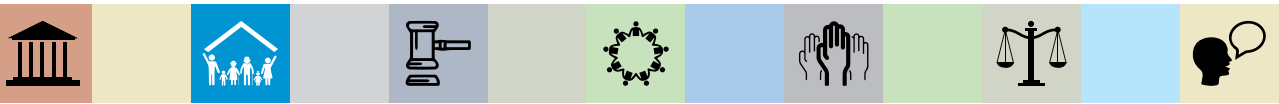


PERFORMANCE INFORMATION

Table 2: Legal Aid SA Corporate Dashboard (continued)

No.	Indicator	Performance – 2017/18					Performance prior years		Variance
		Annual Target		Actual Performance			2016/17	2015/16	FY 2017/18 compared to FY 2016/17
		Number	%	Number	%	Variance against target	Number/%	Number/%	
29	Legal staff (Legal Aid SA Local Office training hours)								
29.1	– CA (24 hours per CA)	13,478		21,257	210%	Higher than target	26,263	26,475	-19.1%
29.2	– LP (subject to needs profile)	11,386		18,547	217%	Higher than target	28,917	24,584	-35.9%
30	Health & Safety								
30.1	Injury on duty		4% of total staff	22	0.8%	Better than target	16	17	37.5%
30.2	HIV/AIDS – Voluntary counselling and testing (% of staff tested)		30%	482			40%	36%	
31	Employment Equity								
31.1	Overall total staff (includes contract and temporary staff)			2,685			2,827		
31.1.1	Blacks		91%	2,395	89.2%	1.8% negative variance to target	89.1%	88.4%	0.1%
31.1.2	Africans		77%	1,943	72.4%	4.6% negative variance to target	72.4%	71.4%	-0.1%
31.1.3	Women		45%	1,429	53.2%	8.7% positive variance to target	53.0%	52.1%	0.5%
31.1.4	People with disabilities		2%	48	1.8%	0.2% negative variance to target	1.7%	1.7%	5.3%
31.2	Senior Management			113					
31.2.1	Blacks		91%	91	80.5%	10.5% negative variance to target	80.9%	81.3%	-0.4%
31.2.2	Africans		77%	68	60.2%	16.8% negative variance to target	61.7%	61.6%	-2.5%
31.2.3	Women		45%	45	39.8%	4.7% negative variance to target	40.0%	37.5%	-0.5%

* Note to No. 6 Parliamentary Briefings: There were two (2) Parliamentary Briefings of the PC in the 2017-2018 calendar year, one held in March 2018.



PERFORMANCE INFORMATION

Table 3: Legal Aid SA Corporate Dashboard Provincial Split

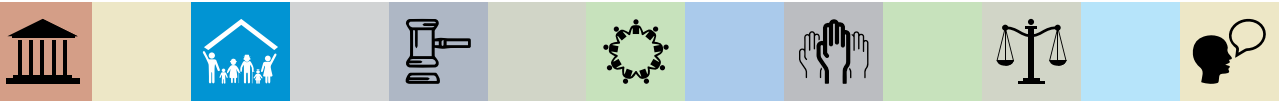
No	INDICATOR	PERFORMANCE – 2017/18																					
		Annual Target		Eastern Cape		Free State		Gauteng		KwaZulu-Natal		Limpopo		Mpumalanga		North West		Northern Cape		Western Cape		Full Year	
		Number	%	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	
LEGAL AID SA LOCAL OFFICE PERFORMANCE MONITOR																							
1	National Average		90%		98%		99%		98%		97%		96%		96%		97%		95%		97%		98%
CLIENT COMMUNITY																							
2	New Legal Delivery Matters/Instructions (i.e. number of instructions to legal				56,982		32,104		76,585		72,751		20,558		28,024		27,183		18,854		93,551		426,617
2.1	Legal Aid SA Local Offices – Total New Matters	382,726			54,609		30,161		72,688		70,151		19,755		27,393		26,167		17,963		87,867		406,754
2.2	Judicare – Total New Matters				1,215		1,354		2,552		2,227		323		408		897		608		2,205		11,789
2.3	Co-operation Partners – Total New Matters				1,158		–		1,345		373		–		223		119		–		3,112		6,330
2.4	Agency Agreements – Total New Matters				–		589		–		–		480		–		–		283		367		1,719
2.5	Impact Litigation				–		–		–		–		–		–		–		–		–		25
2.6	Pro Bono				59		55		68		58		32		21		25		4		15		337
2.7	Legal Aid SA Local Offices – New Criminal Matters				46,933		25,033		63,988		61,824		16,784		23,465		22,311		16,146		81,164		357,648
2.8	Judicare – New Criminal Matters				1,082		979		2,097		2,091		263		353		821		602		2,162		10,450
2.9	Co-operation Partners – New Criminal Matters				3																1,377		1,380
2.10	Agency Agreements – New Criminal Matters						589						480						283		367		1,719
2.11	Impact Litigation – New Criminal Matters																						5
2.12	Pro Bono – New Criminal Matters				31		14		60		32		30		16		17						200
2.13	Legal Aid SA Local Offices – New Civil Matters				7,676		5,128		8,700		8,327		2,971		3,928		3,856		1,817		6,703		49,106



PERFORMANCE INFORMATION

Table 3: Legal Aid SA Corporate Dashboard Provincial Split (continued)

		PERFORMANCE – 2017/18											
		Annual Target	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Limpopo	Mpumalanga	North West	Northern Cape	Western Cape	Full Year	
No	INDICATOR	Number	%	Number	Number	Number	Number	Number	Number	Number	Number	Number	
CLIENT COMMUNITY													
2.14	Judicare – New Civil Matters			133	375	455	136	60	55	76	6	43	1,339
2.15	Co-operation Partners – New Civil Matters			1,155		1,345	373		223	119		1,735	4,950
2.16	Agency Agreements – New Civil Matters												–
2.17	Impact Litigation – New Civil Matters												20
2.18	Pro Bono			28	41	8	26	2	5	8	4	15	137
3	Finalised Delivery Matters/Instructions			58,454	32,288	73,081	71,498	19,202	27,444	27,922	18,851	91,302	420,061
3.1	Legal Aid SA Local Offices – Finalised Matters	100%	of new matters	55,412	30,042	69,266	68,655	18,409	26,770	26,809	17,897	85,930	399,190
3.2	Judicare – Finalised Matters			1,576	1,756	2,355	2,510	366	442	993	649	2,191	12,838
3.3	Co-operation Partners – Finalised Matters			1,466		1,460	333		232	120		2,850	6,461
3.4	Agency Agreements				490			427			305	331	1,553
3.5	Impact Litigation												19
3.6	Pro Bono			21	17	25	7	17	3	11		6	107
4.1	Criminal new Matters			48,018	26,601	66,085	63,915	17,527	23,818	23,132	17,031	85,070	371,202
4.2	Civil New Matters			8,964	5,503	10,500	8,836	3,031	4,206	4,051	1,823	8,481	55,415
5	Children – Total Matters			2,293	1,686	2,765	2,489	371	610	1,211	823	4,102	16,350
5.1	Children – New Criminal Matters			1,110	859	1,365	1,312	300	248	731	629	3,587	10,141
5.2	Children – New Civil Matters			1,183	827	1,400	1,177	71	362	480	194	515	6,209
6	Pending Matters												
	Pending Matters – Legal Aid SA Local Office			24,254	12,951	32,381	27,451	9,733	13,333	10,038	7,696	34,564	172,401



PERFORMANCE INFORMATION

Table 3: Legal Aid SA Corporate Dashboard Provincial Split (continued)

		PERFORMANCE – 2017/18										
No	INDICATOR	Annual Target	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Limpopo	Mpumalanga	North West	Northern Cape	Western Cape	Full Year
		Number	%	Number	Number	Number	Number	Number	Number	Number	Number	Number
EMPLOYEE & ORGANISATIONAL CAPACITY												
7	Infrastructure											
7.1	Legal Aid SA Local Offices	64		10	6	10		5	4	7	3	9
7.2	Legal Aid SA Satellite Offices	64		11	3	4		7	10	3	6	9
7.3	National Footprint Expansion – New Legal Aid SA Local Offices			–	–	–		–	–	–	–	–
7.4	National Footprint Expansion – New Legal Aid SA Satellite Offices			–	–	–		–	–	–	–	–
8	Legal Staffing (Only Legal Aid SA Local Offices, excludes National Office)											
8.1	LPs (100% = 1108 LPs)	98%	170	77	177	170	69	72	68	43	148	994
8.2	CAs (100% = 584 CAs)	98%	75	38	118	106	35	33	44	21	80	550
8.3	Legal Managers (100% = 340 posts)	98%	52	28	53	53	23	22	29	22	46	328
9	Staffing (Only Legal Aid SA Local Offices, excludes National Office)											
9.1	Establishment (budgeted posts)		413	210	709	433	180	174	149	87	406	2,761
9.2	Number of staff (recruited)	98%	392	198	675	418	173	161	146	79	385	2,627
10	Budget per province (Total excludes National Office)		248,053,280	125,565,301	293,468,400	253,975,733	107,614,858	90,802,675	104,027,343	218,760,736	62,382,881	1,504,651,207



PERFORMANCE INFORMATION

Table 4: Annual Performance Report

CLIENT, COMMUNITY, STAKEHOLDER AND SHAREHOLDER PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
O1	Empowered clients and communities making informed choices about their legal rights and responsibilities					
S1	Delivering quality client-focused legal aid in criminal matters, particularly for the poor and vulnerable groups					
	P1	To deliver quality criminal legal aid services that are client-focused, within budget constraints				
	P1-1	Access to criminal legal aid services	Coverage Targets: Average DC coverage: ≥83% Average RC coverage: ≥93% HC Coverage: All legal aid matters covered	Legal aid provided to qualifying accused persons.	Legal Aid SA Local Office court coverage plans are reviewed bi-annually to ensure coverage of all criminal courts. We had 86% planned coverage of DCs as at the end of the FY. A practitioner per court model was used in DCs.	
					A practitioner per court model was used in RCs. Our RC planned coverage at the end of FY 2017/18 was 95%.	
					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, through our various delivery models, took on 371,202 criminal matters in FY 2017/18 of which 312,332 (84%) were DC matters; 54,450 (15%) were RC matters and 4,420 (1%) were HC matters. The total number of new matters for this FY was 3.8% lower than last year. Internal DC, RC and HC matters were 3%, 4.1% and 1.2% respectively lower than the previous year. Some of the reasons for this drop in demand for legal aid in criminal matters can be attributed to a decreasing number of cases being processed through the court system, as well as an increasing trend by the National Prosecuting Authority to divert cases away from the court system by using informal mediation and other Alternative Dispute Resolution options.	
					426,617 new matters were taken on for the financial year. Of this amount, 55,415 (13%) were civil matters and 371,202 (87%) were criminal matters.	



PERFORMANCE INFORMATION

Table 4: Annual Performance Report (continued)

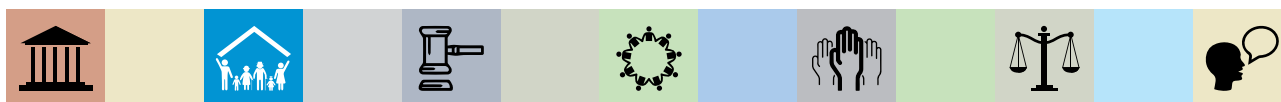
CLIENT, COMMUNITY, STAKEHOLDER AND SHAREHOLDER PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
S1	Delivering quality client-focused legal aid in criminal matters, particularly for the poor and vulnerable groups					
	P1	To deliver quality criminal legal aid services that are client-focused, within budget constraints				
					<p>Legal Aid SA finalised 364,267 criminal matters in FY 2017/18 of which 306,463 (84%) were DC matters; 53,770 (15%) were RC matters and 4,034 (1%) were HC matters.</p> <p>The total number of finalised criminal matters for this FY was 6.7% lower than last year. Internal DC, RC and HC matters were 7.2%, 0.5% and 3.1% respectively lower than the previous year. One of the primary reasons for the decrease in finalised matters was the reduction in legal staff recruitment of 4.7% during the course of the FY as a result of a realignment of our recruitment budget.</p> <p>Finalised matters represents 98.1% of the new matters that were taken on during the year. One of the main reasons why finalised matters were lower than new matters would be the decrease in our recruited capacity during the FY.</p>	
					<p>420,061 matters were finalised during the financial year. Of these, 55,794 (13%) were civil matters and 364,267 (87%) were criminal matters.</p>	



PERFORMANCE INFORMATION

Table 4: Annual Performance Report (continued)

CLIENT, COMMUNITY, STAKEHOLDER AND SHAREHOLDER PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
O2	All poor and vulnerable persons able to access quality legal services to protect and defend their rights					
S2	Delivering quality client-focused legal aid, including to poor and vulnerable groups, in civil matters with a priority focus on constitutional rights					
	P2					
	P2-1	Access to civil legal aid litigation services	I. Legal Aid SA Local Office = 90% of civil practitioner target calculated at actual recruitment rate II. Judicare: = 4% of Legal Aid SA Local Office civil matters III. Co-op: Based on budget allocation (based on cost/case being lower than Judicare cost/case for civil matters – unless otherwise agreed)	Civil clients assisted within available capacity.	In the 17/18 FY we took on 55,415 new civil matters through our mixed model service delivery mechanisms which exceeds the target of 49,875 by 11.1% (5,540). This accounts for 13% of the total new matters taken in the 17/18 FY. This is a 6.1% (3,575) decrease in total new civil matters compared to the previous FY. A total of 49,106 matters were dealt with by our internal practitioners which exceeds the internal target of 45,859 by 7% (3,247). Judicare practitioners dealt with 1,339 new matters which is 26% below the target of 1,834 (4% of internal civil matters). Co-operation Partners took on 1,380 new criminal matters and 4,950 new civil matters which exceeds the target of 167 for criminal matters by 826.3% and the civil matter target of 2,182 by 226.8%.	A reduction in the number of walk-in clients resulted in a reduction of the number of new internal civil matters taken on. The reduction in the Judicare budget due to budget cuts required Legal Aid SA Local Offices to manage the budget carefully and this impacted on the number of civil Judicare instructions that could be issued. In addition there are limited number of legal practitioners accredited for Judicare that are sufficiently skilled in civil legal work. Co-operation Partners exceeded the targets as they were able to attend to matters at a much lower cost/case than the Judicare cost/case.
					In the 17/18 FY we finalised a total of 55,794 civil matters through the mixed model service delivery mechanism. This constitutes 13% of the total finalised matters for FY 17/18. A total of 48,856 (88%) matters were finalised by internal practitioners; 1,840 (3.2%) by Judicare practitioners and 5,082 (9%) by Co-operation Partners.	The total number of matters finalised exceeds the new matter intake by 379. However, internal finalised matters are 250 lower than the new intake. Continued interventions by PEs are in place to ensure that we do not build up a backlog and increase our clearance rate for internal matters.



PERFORMANCE INFORMATION

Table 4: Annual Performance Report(continued)

CLIENT, COMMUNITY, STAKEHOLDER AND SHAREHOLDER PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
S3	Delivering quality client-focused legal advice services					
	P3	To deliver (increase access) quality legal advice services that are client-focused, within budget constraints				
	P3-1	Legal advice services	<p>General advice service available at all Legal Aid SA offices</p> <p>Growth in legal advice matters: 0% (target set at 0% subject to demand and available capacity)</p>	General advice service provided at all offices.	<p>A total of 305,239 clients, as compared to 322,694 in 2016/17, were assisted with general legal advice in 2017/18 which is an overall reduction of 5.4% (17,455) from the previous financial year.</p> <p>Of this total 232,507 clients were assisted with general legal advice through our Legal Aid SA Local and Satellite Offices. This is a decrease of 8.3% (21,174) when compared to the 16/17 FY. ATP Paralegals consulted with 24,869 detainees at prisons. This is a decrease of 8.6% (2,367) when compared to the previous FY. The Legal Aid Advice Line attended to 47,863 clients in the 17/18 FY which constitutes an increase of 12.7% (6,086) when compared to the 16/17 FY.</p>	General advice services are demand-based and no clients are turned away. When Legal Aid SA Local and Satellite Office Paralegals are not available, the general advice service is still provided by making a telephone available for clients to make use of the Legal Aid Advice Line. Hence the actual demand may vary from year to year although our target aims for a 0% increase from the previous FY which is subject to the demand.
	P4-1	Impact Litigation addressing social justice	<p>Impact matters as approved by the CCMC within budget</p> <p>≥90% success</p>	Legal representation provided in impact matters.	<p>YTD, the ILU assessed 73 matters for recognition as impact matters. 54 of those matters were presented to CCMC for recognition as impact matters and CCMC approved 25 new matters for impact funding. A total of R4,916,532 was approved by CCMC out of a Budget of R7 million for Impact Matters. This translated to 70% expenditure of the available Impact budget. The unspent funds were transferred to Judicare.</p> <p>19 matters have been finalised in the FY, with 11 of the 14 matters finalised with a successful outcome. This translates to a 79% success rate. 5 matters were closed with the approval of CCMC as we could not find an appropriate client or as the client had absconded. 13 (68%) of the finalised matters were Legal Aid SA matters and 6 (32%) were finalised by external service providers.</p> <p>At the end of the FY, 52 matters were pending.</p>	The outcome of litigation is not determinable with certainty or guaranteed. CCMC did an initial assessment of the merits and were satisfied that the matters had a reasonable prospect of success. CCMC has once again considered the merits in 2 of the 3 unsuccessful matters and has approved funding to appeal the judgments.



PERFORMANCE INFORMATION

Table 4: Annual Performance Report(continued)

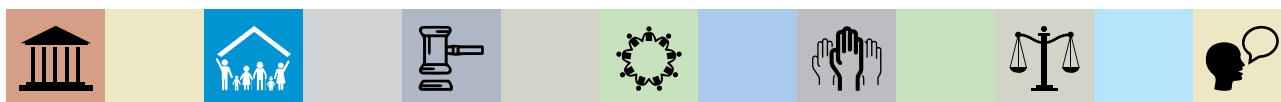
CLIENT, COMMUNITY, STAKEHOLDER AND SHAREHOLDER PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
O3	An accessible, fair, efficient, independent and effective justice system serving all in South Africa, contributing to building safer communities					
S5	Contributing to the effective functioning of the justice and legal sector to assist in building safer communities					
P5	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	Attendance at NEEC and PEEC meetings as per meeting schedules	Participation in National and Provincial efficiency enhancement structures.	Legal Aid SA is invited to NEEC and PEEC meetings that contribute to the efficient operation of the Justice System as a whole, and allow Legal Aid SA to advance the interests of the organisation. Legal Aid SA attended the following meetings as at the end of the FY: NEEC meetings – 1 PEEC meetings – 29	
O4	Delivering on our constitutional and statutory mandate in an independent, accountable and sustainable manner					
S6	Accounting to the Department of Justice and Correctional Services, and Parliament, on delivery of mandate, governance and sustainability					
P6	To account and provide assurance to the Department of Justice and Correctional Services, and Parliament, on performance and governance					
	P6-1	Reporting and accountability to the Executive Authority	4 quarterly performance reports 1 Annual Report	4 quarterly performance reports; 1 Annual Report.	During the FY 2017-2018: I. Four Quarterly Reports against APP 2017-2018 were submitted to the EA; II. The Legal Aid SA Integrated Annual Report 2016-2017 was submitted to the Executive Authority, Parliament, NT and Auditor-General by 31 August 2017. One Parliamentary Briefing was held on 11 October 2017 to present the Annual Report 2016-2017.	
FINANCE AND SUSTAINABILITY PROGRAMMES PER STRATEGY						
O5	An organisation embedding sustainable practice in every segment of the organisation, to positively impact on society, the economy and the environment					
S7	Increasing financial sustainability and managing the reductions to the budget					
P7	To improve financial planning (budgeting), including managing the budget cuts to ensure a balanced budget					
	P7-1	Financial planning	Balanced Budget (as per government grant allocation)	Approved balanced MTEF and Budget.	Balanced MTEF 2018/19 – 2020/21 was approved by the Board at the July 2017 meeting. The 2018/19 Budget was approved by the Board in November 2017 but was subsequently revised and approved by the Board in February 2018 after the budget cut of 5%. The MTEF/Budget was submitted to National Treasury and Department of Justice timeously.	



PERFORMANCE INFORMATION

Table 4: Annual Performance Report(continued)

CLIENT, COMMUNITY, STAKEHOLDER AND SHAREHOLDER PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
	P8	Ensure strong and best practice financial reporting to ensure unqualified audit and optimum financial maturity				
	P8-1	Financial reporting	Annual and Mid-Year Financial Statements compliant with relevant standards and regulations	Annual and Mid-Year Financial Statements.	<p>Annual Financial Statements 2017 were prepared. These were approved by the Board at the May and July 2017 Board meetings. They were compliant with relevant standards and regulations.</p> <p>Mid-Year Financial Statements were considered by the Audit Committee and Board at the November 2017 meeting.</p>	
	O6	Embedding good governance, high ethical standards and integrity, high performance and accountability				
	S8	Maintaining and enhancing good governance				
	P9	To ensure best governance practices (PFMA compliance, King IV guidelines & other relevant statutory requirements)				
	P9-1	Compliance with statutory requirements	100% compliance with statutory requirements	Monthly statutory compliance and deadlines exception listings; Quarterly updated compliance provisions; Quarterly Compliance Reports; Six monthly updated Legislative Universe Reports.	<p>All Executives confirmed compliance with legislative provisions applicable to their work areas and signed off on the monthly checklists for each of the 12 months ended 31 March 2018. Quarterly Compliance Reports were issued. Legal Aid SA was in compliance with all legislation that comprises the Legislative Universe, except for the Preferential Procurement Policy Framework Act 2000 (PPPFA) and the Public Finance Management Act 1999, for which it is materially compliant with two, but not fully compliant.</p> <p>There was non-compliance with the B-BBEE Act in that Legal Aid SA did not report on compliance with the B-BBEE Regulations in the Intergrated Annual Report 2016-2017.</p>	<p>Incidents of non-compliance with the PPPFA and the PFMA relate to the incurring of irregular expenditure due to non-compliance with SCM policies and procedures</p> <p>The reason for non-compliance with the B-BBEE Act was due to misinterpretation as to whether the reporting requirements of the Act was applicable to public entities. The matter has since been attended to.</p>



PERFORMANCE INFORMATION

Table 4: Annual Performance Report(continued)

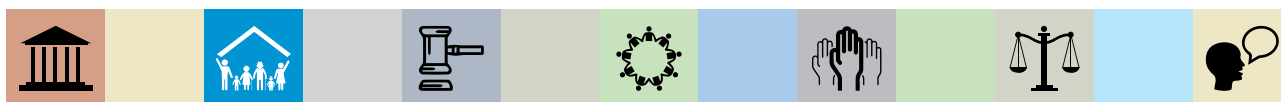
CLIENT, COMMUNITY, STAKEHOLDER AND SHAREHOLDER PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
	P10	Independent monitoring and oversight unit providing combined assurance				
		Audit Coverage Plan informed by Combined Assurance Model, Enterprise Risk Management Plan and Internal Control Framework, developed and implemented by IAD				
	P10-1	Risk-based Audit Coverage Plan	≥95% of Audit Coverage Plan delivered	One Annual Audit Coverage Plan; One Revised Mid-Year Audit Coverage Plan; Audit Reports issued as per the Audit Coverage Plan.	A total of 156 of 158 projects were completed as at the end of FY 2017/18, resulting in the achievement of 99% of the annual target. 11 audit projects were completed outside the approved Annual Coverage Plan, resulting in the overall achievement of 106%. The Forensic Unit, however, completed 6 out of the 8 planned investigations The 156 projects comprises 114 General Audit Reports, 20 Computer Audit Reports and 22 Forensic Audit Reports.	The overall Audit Coverage Plan achieved except for the forensic audit performance as explained hereunder. The scope of the two outstanding forensic audits were greater than anticipated and took longer to execute and finalise in the 2017/18 FY. General Audit and IT Audit achieved 100% of their planned and approved target.
	P11	An effective and strategic Board providing leadership and oversight of delivery on performance				
	P11-1	An effective, functional Board	Properly constituted Board (in terms of Legal Aid SA Act, 2014)	Board meetings as per schedule; Governance instruments approved by the Board.	As at the end of the FY 2017-2018, the Board of Legal Aid SA was fully constituted. Board Committees were in existence and functioned effectively. An effective and strategic Board provided leadership and oversight of delivery on the performance of Legal Aid SA.	An additional special Board Meeting was held in January 2018 bringing the total number of meetings for the Board to 5. The purpose of the special Board meeting was for the Board to discuss how to implement the budget cuts announced by the National Treasury in December 2017.
INTERNAL BUSINESS PROCESSES PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
	O7	Revised Legal Aid Act and its subsidiary legislation enacted and implemented				
	S9	Maintaining a regulatory framework incorporating best practices aligned to constitutional values				
	P12	Ensure the implementation of the rewritten Legal Aid Act and the gazetting/implementation of the Legal Aid Regulations (policy) and Legal Aid Manual (procedures)				
	P12-1	Legal Aid SA Act (2014)	Amendments to Legal Aid SA Act (2014) drafted, if required, in co-operation with the DoJ for consideration by Parliament	Take necessary steps to ensure that the new Legal Aid SA Act (2014) is implemented and amended where required.	Two sets of amendments to the Legal Aid South Africa Act were submitted to the DoJ&CD. The first set of amendments were included in the Judicial Matters Amendment Act which has amended certain sections of the Legal Aid South Africa Act 2014 from September 2017. The second set of amendments will be incorporated in the 2018 Judicial Matters Amendment Bill.	



PERFORMANCE INFORMATION

Table 4: Annual Performance Report(continued)

INTERNAL BUSINESS PROCESSES PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
O7	Revised Legal Aid Act and its subsidiary legislation enacted and implemented					
S9	Maintaining a regulatory framework incorporating best practices aligned to constitutional values					
	P12	Ensure the implementation of the rewritten Legal Aid Act and the gazetting/implementation of the Legal Aid Regulations (policy) and Legal Aid Manual (procedures)				
	P12-2	Legal Aid Regulations (Policy)	Prepare amendments to Regulations for the Board to recommend when required	Ensure updating of Regulations where required.	<p>The Regulations to the 2014 Legal Aid South Africa Act came into operation on 22 August 2017.</p> <p>An amendment to the Regulations with regard to the Means Test was approved by the Board at its meeting held in November 2017. The Minister has submitted the amendment to Parliament.</p>	
	P12-3	Legal Aid Manual (Procedures)	Prepare amendments to the Legal Aid Manual for approval by the Board and submission to the Minister for tabling in Parliament and simultaneous gazetting, when amendments are required	Take necessary steps to ensure that the new Legal Aid Manual is updated as required.	<p>The Legal Aid SA Manual came into operation on 22 August 2017.</p> <p>The Board approved an amendment to both civil and criminal tariffs at its November Board meeting. The amendment was submitted to the Department of Justice with the amendment to the Regulations. A formal submission from the Board has been requested before publishing in the Government Gazette.</p>	
O8	An effective, efficient, economic and environmentally responsive supply chain management system supporting client services delivery and internal business processes					
S10	Sustain strong financial management, supply chain and asset management practices					
	P13	To maintain a strong supply chain management framework and practices				
	P13-1	Supply chain management	100% compliance with PPPFA, PFMA and relevant NT regulations when acquiring goods and services	<p>Quarterly reports on acquisition of goods/services in excess of R0,5 million, indicating compliance with PPPFA, PFMA and relevant NT regulations.</p>	<p>Goods and services for tenders awarded and deviations were presented to the Board on a quarterly basis. Legal Aid SA was materially compliant with the PPPFA, PFMA and NT regulations when acquiring goods and services.</p> <p>99.3% of trade creditors were paid within 30 days while 85.4% of Judicare creditors were paid within 30 days.</p> <p>There was also non-compliance with the B-BBEE Act in that Legal Aid SA did not report on compliance with the B-BBEE Regulations in the Integrated Annual Report 2016-2017.</p>	<p>There were instances of irregular expenditure which arose as a result of failure to follow SCM policy and procedures and non-tax compliant landlords.</p> <p>Legal Aid SA did not pay 100% of its suppliers within 30 days. Creditors were less 0.7% and Judicare less 14.7% to target. This was due to various reasons including suppliers not providing all required documents when presenting invoices for payment, the payment system challenges, and the invoices received on the verge of the December closure.</p>



PERFORMANCE INFORMATION

Table 4: Annual Performance Report (continued)

EMPLOYEE AND ORGANISATIONAL CAPACITY AND INNOVATION AND LEARNING PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
O9	An appropriately resourced national footprint reaching the poor and vulnerable persons requiring legal assistance					
S11	Consolidate and review the national footprint to ensure access to legal aid services, especially in rural and remote areas (including the use of technology as well as other low cost service alternatives)					
	P14	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	Staffing Plans ensure effective management of recruitment statistics at ≥95%.	Recruitment as at the end of the FY was recorded at 95.1%. The staff turnover rate in respect of 2017/18 was recorded at 6.02% (excluding CAs and Temporary/Contract Staff).	During the reporting period, Legal Aid SA realigned its organisational structure with its approved budget to ensure that all remaining posts were 100% funded. At this point, the recruitment target was similarly aligned to 98% due to emerging budgetary pressures. The recruitment as at the end of the FY was below target due to vacant posts being frozen in the last quarter of the FY in anticipation of the further budget cuts in the new FY.
O10	Competent, dedicated, motivated and empowered employees capacitated to deliver the constitutional mandate and organisational strategies					
S12	Developing and expanding the quality and expertise for each segment of the national footprint					
	P15	To strengthen and improve organisational competences and expertise required for delivery of quality outcomes				
	P15-1	Skills development	Submissions to comply with the Skills Development Act	The Annual Training Report (ATR) and Annual Training Plan (ATP) submitted to SASSETA in compliance with the Skills Development Act.	The ATR 2016/2017 and ATP 2017/18 were submitted to SASSETA timeously on 30 April 2017.	
	P15-2	Employment equity	Targets defined nationally per performance, per Legal Aid SA Local Office and per Department as per approved Employment Equity Plan	Diverse workforce in line with annual targets to achieve employment equity goals; EE Plan and Reports.	Employment equity targets are defined nationally, provincially and per business unit. Legal Aid SA is implementing the approved EE Plan and completed year 3 of its 2015-2020 Employment Equity Plan.	Meeting the EE target for African Females at the senior management level remains a challenge.
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					
S13	Building and maintaining an integrated and service-oriented cutting-edge Information Technology system					
	P16	Maintain a modern IT Platform (including hardware, software, middleware and IT network infrastructure)				
	P16-1	IT network	Stable and reliable Wide Area Network (WAN) Virtual Private Network (VPN)	Provide effective throughput of reliable data across accessible IT systems.	WAN availability was at 97.1% in FY 2017-2018.	2.1% above the target of 95% due to stable WAN.
	P16-2	IT hardware	Stable hardware platform able to meet performance and availability delivery	Hardware available to support, maintain and sustain business needs.	Server availability was 99.6% in FY 2017-2018.	0.6% above the target of 99% due to stable virtual environment.



PERFORMANCE INFORMATION

Table 4: Annual Performance Report (continued)

EMPLOYEE AND ORGANISATIONAL CAPACITY AND INNOVATION AND LEARNING PROGRAMMES PER STRATEGY						
	Project	Project Description	KPI/Measures	Outputs	Delivery	Reason for Variance
	P16	Maintain a modern IT Platform (including hardware, software, middleware and IT network infrastructure)				
	P16-3	IT software and applications	Maintain and upgrade IT software and applications	Updated, reliable and dependable IT software and applications responsive to business needs.	<p>The software application availability at 99.6% with Licenses timeously renewed in FY 2017-2018:</p> <p>6 enhancements implemented on Ad Inifinitum and 7 systems digitisation implemented in the FY 2017-2018.</p> <p>Ad Inifinitum system stable with the reduced system bugs from 4 to 1.</p>	0.6% above the target of 99% due to stable Ad Inifinitum environment.

5. SUMMARY OF FINANCIAL INFORMATION

Table 5: Summary of Financial Information

REVENUE COLLECTIONS

	2017-2018			2016-2017		
Sources of revenue	Estimate	Actual amount collected	Over/(under) collection	Estimate	Actual amount collected	Over/(under) collection
Grant	1,754,394,000	1,754,394,000	–	1,577,171,000	1,577,171,000	–
Sponsorship for conference		200,958	200,958	–	30,000	30,000
Interest	21,500,000	23,193,726	1,693,726	21,500,000	27,978,104	6,478,104
Commission and legal fees received/recovered		136,097	136,097	–	366,349	366,349
Profit on disposal of assets		1,333,637	1,333,637	–	–	–
Sundry income		877,856	877,856	–	934,197	934,197
	1,775,894,000	1,780,136,274	4,242,274	1,598,671,000	1,606,479,650	7,808,650

Note:

1. The R1,69 million under 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 amount of R1,3 million is profit realised from sale of old and fully depreciated assets disposed of during the 2017-2018 financial year.
3. The R877 thousand surplus which is included in the sundry income is mostly recoveries from other operations.



PERFORMANCE INFORMATION

Table 5: Summary of Financial Information (continued)

PROGRAMME EXPENDITURE

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

	2017-2018			2016-2017		
Programme name	Estimate	Actual expenditure	Over/(under) expenditure	Estimate	Actual amount expenditure	Over/(under) expenditure
Client, Community, Stakeholders and Shareholders	1,307,326,352	1,296,052,970	11,273,383	1,285,957,091	1,224,095,952	61,861,139
Finance and Sustainability	25,853,340	25,853,340	–	25,430,747	25,430,747	–
Business Processes (Internal)	15,153,253	15,153,253	–	14,905,561	14,905,561	–
Employee and Organisational Capacity and Innovation and Learning	533,199,677	501,795,128	31,404,549	504,244,293	474,735,437	29,508,856
	1,881,532,622	1,838,854,690	42,677,932	1,830,537,692	1,739,167,697	91,369,995
Judicare commitments	60,798,557	53,686,330	7,112,227	64,726,996	64,726,996	–
	1,942,331,179	1,892,541,020	49,790,159	1,895,264,688	1,803,894,693	91,369,995

Note:

1. The R49,7 million under expenditure is due to commitments of R35,3 million for which rollover has been requested; R7,1 million Judicare contingent liability; surplus of R4 million comprising of R1,6 million due to over recovery of interest from CPD, R877 thousand from sundry income and R1,3 million proceeds from sale of assets and savings from operations of R4,7 million.
2. The employee and organisational capacity and innovation and learning budget and expenditure includes R20,5 million for the acquisition of buildings which was included in the prepayment for financial year 2016-2017.

CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

	2017-2018			2016-2017		
Programme name	Estimate	Actual expenditure	Over/(under) expenditure	Estimate	Actual amount expenditure	Over/(under) expenditure
Building improvements	9,407,761	–	9,407,761	153,099	153,099	–
Computer hardware	12,426,194	774,628	11,651,566	9,871,073	8,476,613	1,394,460
Computer software	8,805,430	7,112,120	1,693,310	14,735,265	5,620,314	9,114,951
Furniture and equipment	778,121	774,628	3,493	1,373,726	1,373,726	–
Leasehold improvements	4,435,729	2,911,781	1,523,948	6,387,235	2,799,588	3,587,647
Motor vehicles	13,671,021	12,485,613	1,185,409	8,433,407	10,006,299	(1,572,892)
Land and buildings	31,834,912	20,576,156	11,258,756	43,017,201	11,415,289	31,601,912
	81,359,168	44,634,925	36,724,243	83,971,006	39,844,928	44,126,078

Note:

1. The under expenditure in computer hardware and computer software is due to commitments relating to procurement of computers and the eLAA 2016 system development project but not finalised and/or not delivered at year end. The amounts have been requested for rollover.
2. The under expenditure on leasehold and buildings improvements is due to new acquired buildings; the refurbishments which could not be finalised by the end of the financial year. These funds have therefore been requested for rollover.
3. The over expenditure on land and buildings is due to the payment for the buildings that was done in 2017-2018, however the registration process had not been finalised during the period and therefore the expenditure was moved to prepayments.
4. The under expenditure on motor vehicles is as a result of vehicles ordered but not yet delivered due to unavailability of stock from the supplier. The amount has been requested as rollovers.
5. The land and buildings budget and expenditure includes R20,5 million for the acquisition of buildings which was included in the prepayment for financial year 2016-2017. The under expenditure on this line item is as a result of the outstanding procurement of the Legal Aid SA Port Elizabeth LO. The amount of R11,2 million has been requested as rollover.



PART C: GOVERNANCE

The Board and management proudly adhered to good governance in all its processes and practices. Principles of openness, integrity, accountability and inclusivity continued to be embraced by all associated with the organisation.





GOVERNANCE

1. INTRODUCTION

Good governance starts at the top level of the leadership of an organisation, that is the Board. It sets the tone for behaviour that filters down to the service points of the organisation. The Board and management of Legal Aid South Africa proudly adhered to good governance at high levels in all its processes and practices. Principles of openness, integrity, accountability and an inclusivity continued to be embraced by all associated with the organisation.

Integrity: In the year under review, neither Legal Aid SA (nor its officials) was not associated with any negativity in the public space as a result of maladministration, misuse of funds or any activity linked to corruption or fraud.

Compliance with all legislation and codes applicable to the organisation was consistently assessed during the financial year. The Board received reports tracking compliance with the PFMA and King IV on a quarterly basis. Management also implemented all NT requirements and instruction notes in its processes and practices in the running of the organisation. This proved that Legal Aid South Africa's Executive Management is not only aware of and understood the application of these frameworks, but also their application to the business environment of Legal Aid SA.

Accountability: The organisation consistently, timeously and accurately reported to the Executive Authority, the Minister of Justice and Correctional Services (Minister) as required. The Minister acknowledged the receipt of the reports and consistently sent messages of commendation to the organisation for exceptional performance.

Openness: The Annual Financial Statements on pages 110 - 154 adhere to all required standards and have been prepared with extreme care. The stakeholder engagement table on pages 77 - 87 has been prepared to indicate all interactions with the various stakeholders about all the activities of Legal Aid SA.

Risk Management: The Board received assurance regarding the effectiveness of the risk management process (risk assurance). It continually reviewed the risk registers for the top nine strategic risks of the organisation. It also reviewed the Risk Watch Reports by the Chief Risk Officer. All these reports confirmed that the controls implemented in the internal control environment of Legal Aid South Africa were adequate and effective.

With the recommendation of the King IV Code, the Combined Assurance Model was enhanced to include the five levels of assurance, with the fifth level being the Board. The Internal Control Policy was reviewed and approved by the Board at its meeting in May 2017. Various assurance providers plotted their assurance activities

planned against the risk profile of the organisation. This ensured that the top nine risks of the organisation were tracked and monitored. The model enabled the Audit Committee and the Board to confirm compliance in general and discuss how to deal with instances of non-compliance. It also provided the required support to the Audit Committee in making their control statements in the Integrated Annual Report regarding the effectiveness and efficiencies of their control environment.

The Results: The Internal (independent) Audit Department, the Audit Committee, the External Auditor (the A-G) all confirmed that the internal control environment of Legal Aid SA is healthy. All controls were effective and adequate.

We once again attained an unqualified and clean audit opinion by the Auditor-General, confirming this.

Net Effect: Legal Aid South Africa is viable and sustainable in the short to medium term, due to a mature leadership, managed control environment, good governance instruments, and retained and competent personnel.

Understanding and engaging with our organisational values has sustained our business amidst the adverse political, social and particularly economic climate.

CHALLENGES GOING FORWARD

Budgetary shortfalls and cuts require Board and Management to be at its best to consider and decide on conflicting demands on programmes, processes, systems and staff in the delivery of its mandate to the people of South Africa.

A further challenge resulting from the budget cuts will be maintaining quality of services and retaining personnel.

All the positive achievements mentioned above – a mature leadership, management, maturity, practices and processes – may not be enough in the future without sufficient resources to keep the business model of Legal Aid SA on track. The sustainability of Legal Aid South Africa in the short to medium term has to be considered and addressed.

2. PORTFOLIO COMMITTEE

At the invitation of the Portfolio Committee on Justice and Constitutional Development, Legal Aid SA appeared once before the Committee to present the Integrated Annual Report 2016-2017 in October 2017. The presentation on the Strategic Plan 2015-2020, Review 2017-2018, the Annual Performance Plan 2017-2018 and the Budget 2017-2018 had taken place in March of 2017. The Portfolio Committee showed much appreciation for the work done by and the quality of the leadership of Legal Aid South Africa.



GOVERNANCE

3. EXECUTIVE AUTHORITY

On 06 March 2017, the Minister of Justice and Correctional Services, the Executive Authority, approved the Legal Aid SA Annual Performance Plan 2017-2018, which was prepared in compliance with the Framework for Strategic and Annual Performance Plans. Subsequently, Legal Aid South Africa submitted four Quarterly Performance Reports to provide updates on the implementation of the Annual Performance Plan.

The Legal Aid SA Integrated Annual Report 2016-2017 was also submitted to the Executive Authority, Parliament, National Treasury and the Auditor-General in compliance with section 55(1)(d) of the PFMA by 30 August 2017.

4. THE ACCOUNTING AUTHORITY (BOARD)

4.1. THE BOARD OF DIRECTORS

The powers, functions and duties of the Board of Legal Aid South Africa are determined by the Legal Aid SA Act 2014 and are outlined fully in the Board Charter.

Legal Aid SA was led by a skilled, functional and effective Board and Board Committees, which provided leadership and oversight of delivery on its mandate and performance. The Board was fully constituted in the year

under review, consisted of 14 voting members appointed by the Minister in writing. These members included four Executive Directors and ten independent Non-executive Directors. The meetings of the Board were convened based on the approved meeting schedule and all meetings of the Board and its committees were quorate. The attendance of the meetings is indicated in Table 6 of this report on page 54. The Board approved all the governance instruments as per its schedule for the year.

The Board embraced the prescripts of its founding legislation, the Legal Aid SA Act of 2014, the new King IV Code on Corporate Governance for South Africa, which came into effect on 01 April 2017 as well as all relevant codes and best practices to maintain sound governance structures for effective delivery of its mandate. The Board of Legal Aid South Africa understands that its consistent high performance year-on-year and that of the organisation can only be sustainable through a leadership approach that encourages engagement at Board and Board Committee level and a system of internal control which is known and embraced by all its members as well as the Executive Management. This culminates into a shared value system and an inspiring organisational culture that spurs all Board members and all staff to perform at exceptionally high levels.



Back row, from left: Advocate Brian Nair, Mr Jerry Makokoane, Ms Adila Chowan, Advocate Pieter du Rand, Mr Patrick Hundermark, Ms Vidhu Vedalankar, Mr Langelihle Mtshali, Ms Marcella Naidoo, Judge President Dunstan Mlambo, Ms Nonhlanhla Mgadza.

Front row, from left: Ms Thulisile Mhlungu, Judge Motsamai Makume, Mr Matome Leseilane, Professor Yousuf Vawda.

Inset: Mr Nkosana Mvundlela





GOVERNANCE

The financial results as well as the External Audit Report of the A-G is a confirmation of this shared culture of consistent performance.

Principle 10 of the King IV Code provides for the appointment of, and delegation of responsibilities to competent Executive Management. The Board delegated authority for the day-to-day affairs of the organisation to the Executive Management, led by the Chief Executive Officer, Ms Vidhu Vedalankar. To this effect, the Board has reviewed and approved the Code of Delegation that outlines its delegated responsibilities to management.

Key programmes that the Board undertook in the financial year under review include the following:

Board Maturity Scale Conversations and Board Evaluation

The Board continued to review its own performance metrics and maturity as set out in its Maturity Scale in the year under review. This impacted positively on its maturity levels and engagement and self-management. It enabled the Board to improve itself to high performance levels and to ensure that its performance was on par with best practice. Most importantly, it enabled the Board to prioritise and monitor areas of strategic interventions including risk management and performance levels of the organisation. The Board accomplished all its goals as set out in its Charter.

The King IV Code recommends a formal evaluation process to be conducted at least every two years. In every alternate year, the Board should schedule an opportunity for consideration, reflection and discussion of its performance. At its meeting held in November 2017, the Board approved that for 2017-2018, the Board evaluation process follow an informal process. This was facilitated internally and a qualitative technique, involving informal feedback talks through facilitated discussion during the Board and Board Committee meetings, was utilised for all Board Evaluations. Members of the Board and its Committees responded, as a collective, to structured questions with the assistance of a facilitator. The Board scored its performance at above 90%, which translated into a consistently good performance. The Board also noted that the assessment reports of its Committees and that their performance was found to be on par with that of the Board.

The Board considered a formal process for evaluation of its Board Chairperson at its meeting in November 2017 and formalised the process and the methodology of evaluating itself, its Committees, its Chairperson and Deputy Chairperson as well as its individual members.

Board Workshops

As part of its ongoing development, the Board engaged in rigorous discussions during its two Board workshops that

were scheduled in 2017. The purpose of the workshops was to ensure common understanding of the issues that affect the sustainability of Legal Aid SA and to also to ensure that the Board had a better grip of its oversight responsibilities and that its ability to make insightful decisions improved.

The topics discussed at the Board workshops ranged from risk management and Board maturity to Legal matters relating to the justice system as well as increasing access to justice continentally and globally.

The workshops were a success and achieved their purpose. In light of the budget cuts, the Board saw the discussions as part of its endeavour to continually scan the environment, both internally and externally and engage management on ideas to sustain Legal Aid South Africa to ensure that the delivery of services to the indigent people of South Africa was not hampered. The Board further saw the workshops assisting it to gain a better understanding of the programmes it needs to have oversight of.

Code of Ethics for the Board

Corporate governance extends beyond structure and process and is also concerned about an ethical consciousness and conduct. One of the core principles of the King IV Report is ethical leadership. The Code of Ethics of Legal Aid SA, applicable to its staff, was also applicable to Board members. The Board undertook a process that ensured that at its November 2017 Board meeting, it approved a Code of Ethics specifically for the Board. This was a key enhancement to its endeavour for good governance and evidence that its engagement in Board Maturity Scale discussions bore positive results.

Another enhancement in the Board processes was the development of the electronic Gifts Register for the Board, to enable Board members to declare any gifts they receive, in line with approved policy, in the course of the performing their duties on behalf of Legal Aid South Africa. The declaration of gifts was also kept a standing item of the Board Agenda, over and above the Declaration of Interest.

The composition of the Board is detailed below. The Non-executive members of the Board are listed below. Their remuneration is presented in the Annual Financial Statements on page 144 of this Integrated Annual Report. The four Executive members of the Board are the CEO, NOE, COO and CLE and their qualifications are listed on page 13 of this Integrated Annual Report.



GOVERNANCE

Judge President Dunstan Mlambo

BProc (University of the North)

Judge President of the Gauteng Division of the High Court of South Africa, as well as Chairperson of the Board of Directors for Legal Aid South Africa since October 2002. Judge President Mlambo also chairs the Board Executive Committee.

Judge Motsamai Makume

B Iuris (University of the North)

A Judge of the High Court South Gauteng and a former member of the Legal Aid South Africa Board, from 2005-2010. He is the Deputy Chairperson of the Board of Directors for Legal Aid South Africa and serves as the Chairperson of the Legal Services Committee and as a member of the Board Executive Committee.

Ms Nonhlanhla Mgdza

BComm (University of Swaziland), MBA (De Montfort University – UK)

Currently the Chief Audit Executive at Impala Platinum Holdings Limited. Ms Mgdza has been a member of the Legal Aid South Africa Board since 2004. She serves as the Chairperson of the Audit Committee and a member of the Board Executive Committee.

Prof Yousuf Vawda

BA, LLM (University of Durban-Westville), BProc (UNISA), LLD (University of KwaZulu-Natal)

Professor of Law at the University of KwaZulu-Natal and a former Director of the University of Durban-Westville Law Clinic and former practicing attorney. He serves on the Legal Services Committee of the Board and the Constitutional Case Management Committee.

Advocate Pieter A du Rand

BProc (University of the Free State), LLB (UNISA)

Chief Director for Programme Planning and Support Services in the Department of Justice and Constitutional Development. Advocate du Rand is the designated official representing the Director-General for Justice, Mr Vusi Madonsela, on the Board of Legal Aid South Africa. He serves on both the Legal Services and Remuneration Social and Ethics Committees.

Mr Matome Leseilane

BAdmin (University of the North), PGDip Labour Law, BA Honours: Human Resources Development (University of Johannesburg), 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)

Self-employed as a consultant, with extensive experience in human resources, corporate governance and business management. He serves as the Chairperson of the Remuneration Social and Ethics Committee and a member of the Board Executive Committee.

Ms Thulisile Mhlungu

BProc (University of Natal), LLB (University of Natal)

Registered attorney and a clinical legal educator and conveyancer with extensive experience as a global facilitator, leadership and team coach and trainer in both public and private sector organisations. Ms Mhlungu serves as the Deputy Chairperson of the Legal Services Committee and as a member of the Remuneration Social and Ethics Committee and the Legal Services Technical Committee.

Ms Marcella Naidoo

BSocSci (University of Cape Town)

Currently a freelance consultant, with a focus on organisational development. Ms Naidoo was previously the National Director of the Black Sash, a leading human rights NGO, and Regional Director in the Truth and Reconciliation Commission SA. She serves as Deputy Chairperson of the Remuneration Social and Ethics Committee and as a member of the Legal Services Committee.

Mr Nkosana Mvundlela

BA Law, LLB (University of Venda), Diploma in Corporate Law (University of Johannesburg)

An admitted attorney and Chairperson of the Black Lawyers Association in Limpopo, Councillor and member of the Law Society of South Africa Management Committee, and Councillor and member of the HR Committee of the South African Judicial Education Institute. He serves on both the Legal Services and Audit Committees of the Board.

Ms Adila Chowan

BComm, PGDip Accounting (University of Durban-Westville), CA (SA)

Qualified Chartered Accountant, who currently holds the Chief Financial Officer position at Alexkor (SOC) Ltd. She serves as the Deputy Chairperson of the Audit Committee. Alternate Board Member as at 31 March 2018.



GOVERNANCE

Alternate Members

Ms Aneline Rhoda

BSocSci (University of Cape Town), Honours: Industrial and Organisational Psychology (University of the Western Cape), Masters: Industrial and Organisational Psychology (University of the Western Cape)

She is an Industrial and Organisational Psychologist with PMP (Project Management Professional USA) as well as Leadership Coaching (UCT) qualifications.

She is a Non-executive Board member, HR Director and Senior Business Manager with more than 21 years' work experience; thought leader and programme manager of many national and global projects, some of which have been a first of its kind.

She represented South Africa as part of a workgroup in New York who designed a flexible work arrangement policy for senior managers in the United Nations in 2010. She has facilitated many interventions with colleagues and clients in Brazil, Australia, the USA, Canada, Europe and Africa. She serves on the Remuneration Social and Ethics Committee of the Board.

Mr Langelihle Mtshali

BProc Law Degree (University of KwaZulu-Natal) and Postgraduate Diploma in Practical Legal Studies (University of KwaZulu-Natal)

Mr Mtshali is a Lead Training Facilitator and has immense training, organisational and leadership mentorship and legislative drafting skills that spans for more than two decades. In a recent project, he facilitated mentorship for non-profit organisation in KwaZulu-Natal. He is the Mediation Panellist for the Land Rights Dispute Management Facility for the Department of Rural Development and Land Reforms. He is Managing Director of Zizwele Ngolimi Business Enterprises. He is the Chairperson and the Acting Director of NADCAO (National Alliance for the Development of Community Advice Offices). He serves as an alternate Board member on the Legal Services Committee. He is also a member of the Minister of Justice's Court Annex Advisory Committee and a member of the Cape Peninsula University of Technology's Bachelor of Paralegal Degree Advisory Committee.

Ms Rebecca Hlabatau

Refer to page 13 for qualifications.

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 South Africa to effective, high quality legal services.

Co-opted Members of Committees as at 31 March 2018

Ms Erica Emdon

BA, Honours, LLB, Masters (University of the Witwatersrand)

Ms Erica Emdon was a founder staff member then subsequently National Director, from 2006 to 2017, of ProBono.Org, a legal NGO dedicated to promoting access to justice for marginalised and impoverished people living in South Africa. She has worked as a lawyer since the 1990s, focusing on public interest law, land, housing and development law, acting for civil society organisations and government. She is currently a Director at Erica Emdon Legal & Strategic Services and the Public Interest Practice, both of which provide legal and advisory services to public interest entities and community-based organisations with a focus on human rights. She is an admitted attorney and mediator. She serves as a member of the Legal Services Committee.

Mr Robin Theunissen

Bachelor of Accountancy (University of the Witwatersrand) member of the SA Institute of Chartered Accountants – CA(SA), Registered Auditor with the Independent Regulatory Board for Auditors, Diploma in Criminal Justice & Forensic Auditing (Rand Afrikaans University), Member of the Institute of Directors

Mr Theunissen is self employed as a consultant and serves as a member of Audit Committee of the Board.

Mr Willie Scholtz

Advanced Business, Corporate Strategy and Financial and Information Management Education, Executive Management Programme (IBM International Business School, in conjunction with Harvard University, Wits Business School and the UCT Graduate School of Business)

Willie Scholtz's career of more than 40 years includes business enablement through technology innovation and efficient and simplified business processes. He has been working with the South African government since 1996 and was involved in establishing the NPA and the first specialised commercial crime courts in South Africa. He is still playing a leading role in the transformation of the criminal justice system in a consulting capacity. He serves on the Board Executive Committee and Audit Committee of Legal Aid South Africa, the Audit and Risk Committees of the Law Society of South Africa and of the South African Banking Risk Information Centre.



GOVERNANCE

He previously served on the Boards of IBM South Africa, Business Against Crime SA (17 years) Legal Aid South Africa, SBV Services and was Chairperson of the IQ Consulting Group. Willie's executive qualifications include advanced business, corporate strategy and financial

and information management education through the IBM International Business School, in conjunction with Harvard University, Wits Business School and the UCT Graduate School of Business.

Attendance at Board meetings

Table 6: Attendance at Board Meetings

	Name	Number of meetings during year	Number Attended	Number not attended	Percentage Attendance
I.	Judge President Dunstan Mlambo	5	3	2	60%
II.	Judge Motsamai Makume	5	5	0	100%
III.	Ms Nonhlanhla Mgadza	5	5	0	100%
IV.	Adv. Pieter du Rand	5	4	1	80%
V.	Mr Nkosana Mvundlela	5	5	0	100%
VI.	Ms Adila Chowan	5	4	1	80%
VII.	Ms Marcella Naidoo	5	5	0	100%
VIII.	Prof Yousuf Vawda	5	5	0	100%
IX.	Ms Thulisile Mhlungu	5	5	0	100%
X.	Mr Matome Leseilane	5	5	0	100%
XI.	Ms Vidhu Vedalkar	5	5	0	100%
XII.	Adv. Brian Nair	5	4	1	80%
XIII.	Mr Jerry Makokoane	5	4	1	80%
XIV.	Mr Patrick Hundermark	5	5	0	100%
<i>I-X: Non-executive Directors</i>					
<i>XI-XIV: Executive Directors</i>					

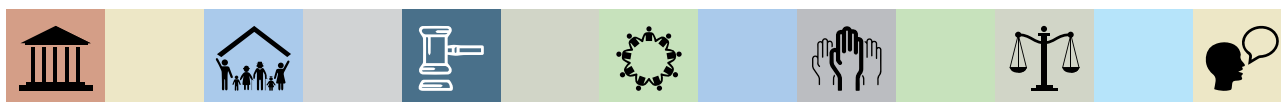
For Board of Directors' emoluments please refer to the Annual Financial Statements, page 143.

4.2 BOARD COMMITTEES

The Board of Legal Aid SA is assisted by four effective Board Committees, namely the Legal Services Committee, Audit Committee, Board Executive Committee and Remuneration Social and Ethics Committee, to which specific decision-making authority is delegated. Each Committee has specific responsibilities outlined in their comprehensive Charters which are reviewed annually.

The membership of the Committees comprises Non-executive Directors, Executive Directors and co-opted members. The Board appoints these members and determines their term of office. The Audit Committee comprises Non-executive members only.

The table on the next page shows the role, membership and attendance of members of each Committee:



GOVERNANCE

Table 7: Composition of Board Committees (attendance in brackets)

	Board Executive Committee	Legal Services Committee	Remuneration Social & Ethics Committee	Audit Committee
Chairperson	JP D Mlambo (2)	Judge M Makume (4)	Mr M Leseilane (4)	Ms N Mgadza (2)
Deputy Chairperson	Judge M Makume (4)	Ms T Mhlungu (4)	Ms M Naidoo (4)	Ms A Chowan (3)
Non-executive Directors of the Board	Chairperson LSC (4) Chairperson Audit Comm (2) Deputy Chairperson REMSEC (4)	Prof Y Vawda (4) Mr N Mvundlela (4) Ms M Naidoo (4) Adv. P du Rand (1) Ms M Naidoo (4)	Ms T Mhlungu (4) Adv. P du Rand (0)	Mr N Mvundlela (3)
Alternate Board Members		Mr L Mtshali (4)	Ms A Rhoda (3)	
Executive Directors of the Board	CEO (4) NOE (4) CLE (4) COO (4) CFO (invitee) (4)	CEO (4) NOE (4) CLE (4)	CEO (4) COO (3)	CEO (invitee) (4) NOE (invitee) (4) COO (invitee) (4) CFO (invitee) (4)
Co-opted members	Mr W Scholtz (3)	Ms E Emdon (4)		Mr W Scholtz (3) Mr R Theunissen (3)

Section 15 on page 64 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 2018, refer to the notes to the Annual Financial Statements on pages 127 to 154.

5. RISK MANAGEMENT

Legal Aid South Africa is committed to building a risk intelligent culture across the organisation and its employees. As such the Enterprise Risk Management Plan including the Fraud Management Plan was reviewed and approved by the Board. During the year under review the concepts of Risk Appetite and Risk Tolerance were fully understood and implemented by all levels of management in the organisation. A quarterly Risk Watch Report was submitted to 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 were approved by the Board. All other risk appetite and risk tolerance values were approved by management.

The Board Risk Registers are reviewed bi-annually by management and thereafter submitted to the Board for

noting. Risk Control Self Assessments (CSA) surveys are conducted bi-annually by all Executives and Managers.

The five rating scales used by Executives, including Heads of Offices, to assess mitigating measures or controls for each of the 167 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 Q4 2017-2018 Executives and Managers indicated that 98.76% of controls implemented to mitigate 172 risks were at Level 5; 1.22% of the controls were assessed at Level 4. The remaining 0.2% were assessed at Levels 2 and 1.

The Board approved the revised Combined Assurance Framework during the year which provides for five lines of assurance, i.e. management, the CRO, Internal Audit, External Audit and the Board constituting the fifth line. The Combined Assurance Report has been changed to focus on assurance on the top nine risks.



GOVERNANCE

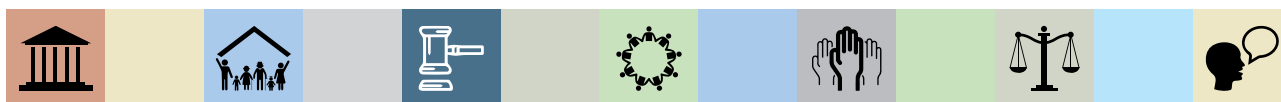
The Combined Assurance Report is completed on a quarterly basis by all five lines of assurance, which includes the Board. The same five rating scales used by Executives and Managers for the completion of Risk CSA are used by all five lines of assurance. The ratings provided by the various assurance providers for the 2017-2018 financial year are generally at Level 5 for the 58 identified controls or mitigating measures associated with the nine risks. The Internal Audit Department has provided over 90% coverage in these areas. Only in six instances were mitigating measures for risks rated at Level 4; four of these risks were rated by management and the other two 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, Combined

Assurance Framework, Fraud, Corruption and Ethics Management Policy and the Compliance Policy which was reviewed and submitted to the Board for approval.

The Board is of the view 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 Legal Aid SA Local Offices across the country. The Internal Audit Department is responsible for the monitoring of the Fraud and Ethics Hotline. The facility is operated by an independent external service provider. Quarterly reports are submitted to the Board in this regard. Two instances of fraud were reported in the year under review.

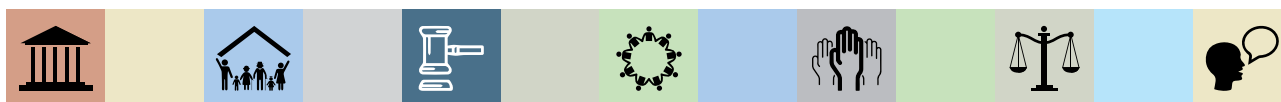
Ms Thembi Mngoma (not her real name) was charged with murder and attempted murder. The state alleged that she had thrown sulphuric acid at the deceased who was her boyfriend. The acid had also splashed on the complainant on the attempted murder charge, who had come to buy sulphuric acid from the accused, and was standing behind the deceased. Our client's version was that the deceased had assaulted her and, in trying to ward off his blows, the acid had spilled accidentally. In support of her version, we adduced evidence which was not known to the state namely that the acid spill had also splashed on the accused, who was hospitalised for two weeks as a result, as well as on her child. After our client had demonstrated to the court how she had blocked the blows from the deceased, and taking into account the further evidence we presented, she was acquitted. The acquittal of the accused was a major achievement in view of the fact that at the beginning of the trial, she had instructed the practitioner to offer a plea of guilty on culpable homicide, which was turned down by the state. The Legal Aid SA practitioner went out of his way to present evidence which the state had overlooked.



GOVERNANCE

Table 8: Strategic Risks and Mitigating Controls and Opportunities

Risk No.	Description of Risk	Mitigating Measures or Controls
1	Challenges to the Rule of Law	i. Criminal Courts Coverage Programme ii. Lower court and High Court delivery models iii. Impact Litigation Strategy Programme
2(a)	Lack of capacity to deliver on the demand for legal services (Criminal)	i. Bi-annual reviews of court coverage plans to ensure better alignment of supply of capacity to the demand per courtroom ii. Monitoring case turnaround times of all matters
2(b)	Lack of capacity to deliver on the demand for legal services (Civil)	i. Prioritisation of civil matters arising from constitutional rights as well as for vulnerable groups including children and women ii. Linkages with Community Advice Offices/traditional structures/ Government Departments, including the Masters Office for estates matters iii. Co-operation Partner agreements, Judicare programmes, and provision of self-help information modules on our website
3	Poor quality of the legal services provided by Legal Aid SA Local Offices and Judicare practitioners, Agency Agreements (Criminal) and Co-operation Partners (Civil)	i. Quality intervention, management, monitoring and assessment programmes for all practitioners employed by Legal Aid SA and linked to client satisfaction surveys and Complaints Handling Programme ii. Practitioner Support Needs Assessment and Competency development/ training of all legal staff iii. Independent Legal Quality Assessment by the Legal Quality Assurance Unit
4	Lack of confidence in the justice system due to ineffective and inefficient processes (ability to resolve cases timeously, fairly and efficiently)	i. Monitoring case turnaround times of all matters ii. Legal Aid SA playing a proactive role in ensuring that inefficiencies within the justice system are minimised through the Justice Sector Stakeholder Relationship Programme
5	Budgetary reductions impacting on Legal Aid SA's ability to deliver on its mandate	i. Prudent balanced budget and representations to National Treasury for additional budget ii. Maintaining minimum current ratio of 1.2:1 iii. Monitor cash flow closely ensuring that MTEF and annual budget are focused on essential and priority spending iv. Performance targets for the 2018-2019 financial year revised
6	Ineffective governance structures and processes	i. Reviewed Board and Committee Charters and Board members' Code of Conduct ii. Evaluation of the Board Chairperson's independence and Committees' and members' performance iii. Monitoring of achievement of intended outcomes as detailed in the King IV Principles



GOVERNANCE

Table 8: Strategic Risks and Mitigating Controls and Opportunities

Risk No.	Description of Risk	Mitigating Measures or Controls
7	Unethical, corrupt or fraudulent practices or acts	<ul style="list-style-type: none"> i. Implementation of financial controls, management oversight of procurement and an online Register of Interests for all employees ii. Monitoring and follow up of issues reported on the Ethics Hotline and to management structures iii. Implementation of Organisational Culture Programme including fraud and ethics awareness
8	Inadequate IT infrastructure to support the business needs	<ul style="list-style-type: none"> i. IT Strategic Plan responding to organisational strategy and best practice ii. IT architecture implemented in line with reviewed architecture framework of best practice and in support of business requirements iii. Relevant and applicable IT best practices applied across the IT environment
9	Lack of engagement with the organisational values and culture by employees	<ul style="list-style-type: none"> i. Organisational Culture Programme implemented to improve the levels of engagement with organisational values ii. Leadership Development Programme implemented to improve leadership and management capability iii. Annual Internal Omnibus Survey to monitor and measure levels of engagement

6. IT GOVERNANCE

The IT Strategy has been reviewed and approved by the Board to ensure alignment with the business strategy as required by the King IV Code of Practice.

In line with the Information Systems Governance structures, the Information Systems Steering Committee (ISSC) has been instrumental in ensuring that the newly developed electronic Legal Aid Administration system (eLAA 2016) is seen to completion. The project is currently at its last stage of the quality assurance performed by the various business representatives.

The Information Systems Department continues to stabilise the legacy administration system (Ad Infinitum), to ensure that the legacy system performs to its optimal level while the new system (eLAA 2016) is being developed.

System enhancements are constantly done in an attempt to close gaps where the legacy system has missing functionality, and ensure compliance with the reviewed organisational policies. A Document Management System has been launched using the SharePoint technology with enhanced security and better collaboration capabilities. Ninety percent (90%) of the VPN/MPLS lines have been upgraded across all Legal Aid SA Local and Satellite Offices for effective performance in line with business growth.

Business continuity forms part of the Sustainability Strategy of the organisation. The Information Systems

Department as the business enabler plays a vital role in this aspect. The disaster recovery line has been upgraded with the successful rehearsal in recovering and testing of the organisational critical data. This has been achieved through the live replication processes that are closely monitored to improve the concept of disaster recovery. Uninterrupted power supplies have also been installed and are constantly being maintained at all Legal Aid SA Local Offices to ensure continuity at a local level.

The Information Systems Department performs a maturity rating on an annual basis, ensuring that the IT systems contribute to the organisational maturity levels. Maturity ratings have not been performed in the year under review as the organisation is currently implementing its core system (eLAA 2016), planned for go live in quarter two of the 2018-2019 financial year.

To ensure sufficient capacity to support business requirements, an assessment and health check on Legal Aid SA's virtual environment infrastructure was done by our approved service provider. The environment was found to be well-equipped and capable of running the current systems with capacity to accommodate the newly developed core system. In preparation for the cloud services adoption, the security measures were also assessed and areas of improvement were identified and categorised as housekeeping findings.



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7. INTERNAL CONTROL

Legal Aid South Africa has internal control systems whose responsibility is that of the relevant Executives, as the organisation does not have an internal control unit. A system of matrix management is however in place, which provides management with sufficient oversight over all the activities of the organisation.

The Board has ultimate responsibility for establishing a framework for internal controls, including an appropriate procurement and provisioning system. During the period under review, the Board approved the reviewed Internal Control Framework which assists the organisation to assess and enhance internal control systems. The Internal Control Framework considered the following:

- a. effectiveness of internal control systems and governance processes;
- b. legal matters that could have a material impact on the organisation;
- c. effectiveness of the system and process of risk management including the following specific risks:
 - i. financial reporting;
 - ii. internal financial controls;
 - iii. fraud risks relating to financial reporting;
 - iv. information technology risks relating to financial reporting and internal control; and
- v. the effectiveness of the organisation's compliance with legal and regulatory requirements.

Legal Aid SA implemented internal controls ensure that the following objectives are achieved:

- a. manage public income, expenses, assets and liabilities in an effective, economic and efficient manner;
- b. operate finance and administration in accordance with the laws and other regulations;
- c. prevent and detect irregularity and fraud in all types of financial decisions and transactions;
- d. provide regular, timely and reliable reporting and acquisition of information to make and follow decisions; and
- e. prevent misusing and wastage of assets and to provide protection against losses.

Legal Aid South Africa's policies, procedures, structures and approval frameworks provide direction, accountability and division of responsibilities and contain self-monitoring mechanisms.

Both Management and the Internal Audit function closely monitor the controls, and actions are taken to correct deficiencies as they are identified.

A Combined Assurance Report which is aligned to King IV, is prepared from input provided by management, Internal Audit and external audit 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 develop recommendations for their improvement. Recommendations add value, and are measured against the reduction of the likelihood that a risk can materialise.

The Chief Risk Officer is responsible for the risk management function which includes, amongst others:

- a. 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;
- b. assisting with the development of and manage processes to identify and evaluate business areas' risks and control self-assessments; and
- c. managing the process for developing risk policies and procedures, risk limits, tolerance and appetite levels.

8. INTERNAL AUDIT FUNCTION

8.1 INTERNAL AUDIT FUNCTION

The Internal Audit function at Legal Aid SA provides an independent, objective assurance and consulting service designed to add value and improve the organisation's operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, compliance and governance processes.

The Internal Audit function is responsible for the following:

- a. Evaluating controls, including assessing the tone and risk management culture of the organisation and reporting on the effectiveness and efficiency of the implementation of management controls;
- b. Evaluating risks by identifying key activities and relevant risk factors and assessing their significance. The Internal Audit function has adopted a more proactive and risk-based approach. This enables the function to anticipate possible future concerns and opportunities as well as identifying current issues;
- c. Analysing operations and confirming information by closely working with line managers to review operations then report their findings; and
- d. Reviewing compliance to ensure that the organisation is adhering to rules, regulations, laws,



GOVERNANCE

codes of practice, guidelines and principles as they apply individually and collectively to all parts of the organisation.

The Internal Audit activity assesses and makes appropriate recommendations for improving risk and governance processes to accomplish the following objectives:

- a. Promote appropriate ethics and values within the organisation;
- b. Achieve effective organisational performance management and accountability;
- c. Communicate risk and control information to appropriate areas of the organisation;
- d. Assist management in achieving the organisation's strategic objectives;
- e. Secure reliability and integrity of financial and operational information;
- f. Operate effectively and efficiently;
- g. Safeguard assets, and
- h. Comply with laws, regulations, policies, procedures, and contracts.

The Internal Audit function generally conforms to the International Standards for the Professional Practice of Internal Auditing and performs its activities in compliance with the PFMA, National Treasury regulations and the King IV Report on Corporate Governance. Accordingly, Internal Audit adopted a risk-based approach and the Audit Plan is approved by the Audit Committee. The Audit Plan is flexible and responsive to Legal Aid South Africa's risk profile.

The purpose, authority, and responsibility of the Internal Audit activity is formally defined in the Internal Audit Charter. The Internal Audit Department reports functionally to the Audit Committee.

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

The Internal Audit function completed 99% of its approved Audit Coverage Plan. A total of 11 additional projects over and above the planned and approved audits were completed during the year, resulting in a 106% overall achievement for the year.

8.2 LEGAL QUALITY ASSURANCE

The LQAU conducted 1,190 out of the targeted 1,192 assessments, which translates into an achievement of 99.83% of its Annual Coverage Plan. Whereas the LQAU

made provision for six follow up internal practitioners file assessments, only two practitioners were eligible for the assessment. Of the two practitioners who could have been assessed, one resigned at short notice, whilst the second one's contract of service expired before she could be assessed, hence there was no follow up file assessment conducted in the 2017-2018 financial year, which resulted in the Unit not achieving 100%.

9. COMPLIANCE WITH LAWS AND REGULATIONS

Legal Aid SA's Compliance Universe consists of approximately 94 applicable laws. Approximately 15 applicable laws require the attention of management on an ongoing basis, such as the Legal Aid South Africa Act No. 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 with 282 provisions that includes deadline dates for complying with certain statutory requirements, is confirmed annually by all Executives and Heads of Offices (HoOs) through a webpage, and thereafter monthly confirmations are done by all Executives and HoOs.

A separate webpage has been created called 'Statutory Submissions Tracking' which allows Executives and HoOs to record dates of submission, extensions granted and to upload a copy of the submission as well as any extensions granted for a submission on a later date. The Legislative Compliance Checklist is updated every six months by the Chief Risk Officer (CRO).

Late in March 2018, it was brought to the attention of Legal Aid South Africa by the Broad-Based Black Economic Empowerment Commission that in terms of section 11(1)(2)(c) and 13G(i) of the Broad-Based Black Economic Empowerment Act, 2004: "requires the Minister to issue, change or replace a strategy to provide a system for organs of state, public entities and other enterprises to prepare broad-based black economic empowerment plans and to report on compliance with those plans".

In addition, all spheres of government, public entities and organs of state must report on their compliance with broad-based black economic empowerment in their audited Annual Financial Statements and Annual Reports required under the Public Finance Management Act, 1999 (Act No. 1 of 1999).



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A Legislative Compliance Checklist was completed monthly by all Executives and Managers. A Quarterly Compliance Report was thereafter submitted to 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.

Legal Aid SA is in compliance with all legislation that comprises the legislative universe, except for the Legal Aid South Africa Act 2014, Preferential Procurement Policy Framework Act 2000 (PPPFA) and the Public Finance Management Act 1999 (PFMA), for which it is materially compliant with all three, but not fully compliant.

All incidents of non-compliance with the PPPFA and the PFMA relate to the conduct of individual employees and suppliers of Legal Aid South Africa.

The King IV Report on Corporate Governance for South Africa, 2016, hereafter referred to as 'King IV', was published by the Institute of Directors in Southern Africa NPC (IODSA) on 01 November 2016, and is effective in respect of financial years starting on or after 01 April 2017. King IV replaces King III in its entirety. Legal Aid SA has completed a gap analysis which indicated 18 areas of improvement in practices. Some of these improvements are in progress. Legal Aid South Africa. has managed to

achieve the outcomes of 15 principles. Challenges are being experienced with the meeting of outcomes relating to Principle 15 on assurance.

Roles and responsibilities, 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 submitted to the Board for the first time in February 2016.

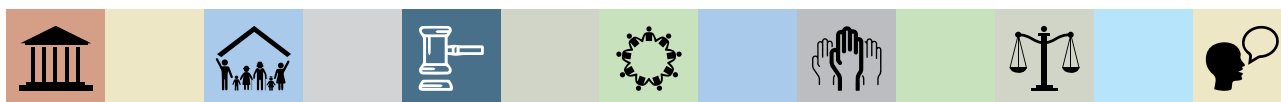
PAIA requests for the year under review

In respect of the Promotion to Access to Information Act 2 of 2000 (PAIA), Legal Aid SA reported during the last reporting period that it had received two requests for information, both of which were refused in full.

During the 2017-2018 reporting period, Legal Aid South Africa. received three requests. In one request access to information was granted in full whereas in two requests, access to records was refused in full. The two latter requests for records relate to one requester whose requests have formed part of litigation.

In compliance with section 32 of PAIA a report was submitted to the South African Human Rights Commission stating the number of all requests received and how each request was dealt with.

Mrs Mercy Blige (not her real name) was charged with two counts of assault and malicious damage to property and one count of reckless driving. It was alleged that she had assaulted her ex-husband on two occasions. Both assaults happened when the parties were picking up their children from school. On one of the occasions, she had left the school premises in a rage and had driven her vehicle recklessly. In an attempt to evade the police, she had also driven into a security estate, and had driven into the security boom. It later transpired that our client was suffering from bipolar disorder. A psychiatrist later confirmed that she was in a manic state when the incidents happened. It was also reported that she lacked insight into her illness and was not taking her medication as prescribed. She was also socially isolated and as a result, the psychiatrist recommended that she should be managed as a state patient. The Legal Aid SA practitioner negotiated a compromise arrangement in which the client would go and live with her sister, who would take care of her.



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10. FRAUD AND CORRUPTION

The organisational Fraud Management Plan and Fraud Management Policy were approved by the Board in May 2017. These documents outline specific measures on the management of fraud. The Fraud 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 were two (2) matters brought forward from the 2016-2017 financial year and eight (8) new matters reported through the Ethics Hotline and by management during the year. Eight (8) matters were finalised and two (2) were carried forward to the 2018-2019 financial year. Only one matter investigated concluded that there was evidence of unethical conduct by a Legal Aid SA employee. The employee was dismissed after following the Legal Aid South Africa disciplinary processes.

Lifestyle and ethics audits were also conducted during the period under review; these audits could not detect any employees conducting business that is in conflict with Legal Aid SA. The Forensic Unit conducted ten fraud and corruption awareness campaigns during the financial year.

Zero tolerance on fraud and corruption remains entrenched.

11. MINIMISING CONFLICT OF INTEREST

The key to minimising conflict of interest lies in ensuring that no conflicts of interest arise, particularly in procurement. This is achieved by ensuring that Supply Chain Management Policies are adhered to for all procurement. Employees of Legal Aid South Africa are obligated to declare instances of conflict of interest, which is regulated through the Code of Conduct and Ethics Policy. Declarations of Conflict of Interest by employees was done once in the year under review. The results of the declarations made in the year under review showed an increasing trend of reporting year-on-year over the last three years.

A three-year average view of compliance by employees is shown in the table below:

Table 9: Average percentage completion of the Register of Interest by employees – three-year comparison

Financial Year	2015-2016	2016-2017	2017-2018
Compliance Rate	96%	98%	99%

All employees receiving gifts, regardless of value or size, were required to register the receipt on the centralised online Gift Register. Quarterly reports on the declaration relating to gifts, hospitality and favours were reviewed by the Management Executive Committee in order to assess the risks the organisation is facing and inform the Risk Awareness Programme.

All Directors 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 Legal Aid SA Code of Ethics and Conduct Policy was reviewed and approved by the Board in July 2017. The Policy applies equally to all employees and compliance with the Code is compulsory. The purpose of the Code of Ethics and Conduct Policy is to promote and enforce ethical business practices and standards within Legal Aid South Africa. This Code represents the highest ethical standards applicable in the environment in which the organisation operates and strongly emphasises integrity and objectivity on the part of all employees, all Managers and all Executives.

A contravention of the Code must be reported to a line manager, the Human Resources Executive or the Internal Audit Executive. The matter will then be investigated and dealt with in terms of the Legal Aid SA Disciplinary Policy and Procedure.

13. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The Legal Aid South Africa Health and Safety Policy and the Occupational Health and Safety Act 85 of 1993 provide guiding principles for the achievement of the organisation's health and safety programmes. Health and Safety representatives and Committees are in place.



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Ms Charmaine Witbooi (not her real name), an 18-year-old, was charged with shoplifting, together with her stepmother. It was alleged that she had pushed a trolley full of groceries out of a department store, in full view of security. On further investigation, the practitioner established that the accused suffered from an intellectual disability which made her act on instructions from adults without question, a trait which her stepmother exploited. The Legal Aid SA practitioner procured the services of an expert witness, a psychologist, to show that the client's mental capacity is that of a person younger than 18, so that she can be treated as a child under the Child Justice Act, and diverted away from the Criminal Justice system.

Any serious injuries, reportable diseases or dangerous occurrences taking place at work must be reported to the Human Resources Department. Fifteen incidents of injury on duty were reported.

As part of the HIV/Aids Programme, voluntary counselling and testing (VCT) was undertaken. The VCT testing participation was recorded at 40.7%. The Employee Wellness and HIV Education Programme was fully implemented to encourage awareness and support.

The Vicarious Trauma Counselling Programme planned interventions were partially delivered on a national scale by the in-house clinical psychologist due to delayed recruitment as a result of budgetary constraints.

This programme has however remained effective in mitigating the vicarious trauma suffered by legal professionals, particularly in serious violent criminal matters, through the creation of awareness and coping strategies for affected employees.

14. BOARD SECRETARY

The Board should have support to coordinate its functioning and those of the Committees. In this regard, the Board of Legal Aid SA had access to the advice and services of the secretary of the Board, whose main responsibilities were outlined below:

- a. Assessing corporate governance changes within the current legal and regulatory landscape;
- b. Spearheading the recruitment process of Directors, ensuring that the right talent is attracted to drive greater productivity of the organisation;
- c. Assisting with the induction and training programmes for Board members;
- d. Preparing the annual review of the Board programme and ensuring that the meetings of the Board are held as scheduled;
- e. Providing guidance to the Board on the duties of the Directors and good governance;
- f. Tracking the review and approval of the governance instruments by the Board;
- g. Preparing agendas of meetings in agreement with the Board and Board Committee Chairpersons;
- h. Ensuring that minutes of Board and Committee meetings are recorded, circulated to and agreed to by members of the Board and filed securely;
- i. Ensuring that the decisions of the Board are implemented;
- j. Spearheading the evaluation of the Board, Committees and individual Directors; and
- k. Advising the Directors of the Board with regard to their entitlement to obtain independent professional advice, at Legal Aid South Africa's expense, where necessary.

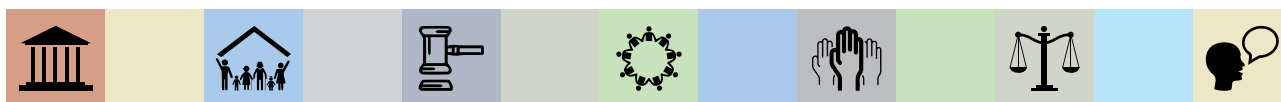


Table 10: Details of the Audit Committee members, qualifications, date of appointment/termination

Name	Qualifications	Internal or external	Date appointed
Ms Nonhlanhla Mgadza (Chairperson)	BComm (University of Swaziland), MBA (De Montfort University)	External (Non-executive Director)	01 March 2016 for the period of three years
Mr Nkosana Mvundlela	BA Law, LLB (University of Venda), Diploma in Corporate Law (University of Johannesburg)	External (Non-executive Director)	01 March 2016 for the period of three years
Ms Adila Chowan	BComm, PGDip Accounting (University of Durban-Westville), CA (SA)	External (Non-executive Director)	01 March 2016 for the period of three years
Mr Robin Theunissen	Bachelor of Accountancy (University of the Witwatersrand)	External (Co-opted Committee member)	01 April 2016 for the period of three years
Mr Willie Scholtz	Technology and Business Leadership Programme (IBM International Academy and Harvard Business School)	External (Co-opted Committee member)	01 April 2016 for the period of three years

15. REPORT OF THE AUDIT COMMITTEE

The purpose of the Legal Aid SA Audit Committee is to assist the Board in fulfilling its oversight responsibility on the system of internal financial control; the governance of risk; internal and external audit functions; integrated reporting, and Legal Aid South Africa's processes for monitoring statutory and regulatory compliance. This is over and above its statutory responsibility to the governing authority.

The Audit Committee adopted its formal terms of reference, which are updated accordingly year-on-year and approved by the Board of Directors. During the past financial year, the Committee has carried out its duties in accordance with its terms of reference, the Public Finance Management Act, the National Treasury Regulations 3.1.13 and King IV report on Corporate Governance for South Africa 2016.

15.1 COMPOSITION

The Committee consists of four independent Non-executive Directors and one independent specialist member. Collectively, they have sufficient skills and knowledge to deliver on the set responsibilities of the Committee. The meetings of the Audit Committee members for the financial year are detailed in table 7 on page 55.

The table above provides the qualifications and the appointment/termination dates of the members of the Committee.

The Legal Aid SA CEO, COO, NOE, CFO and other senior members of management, together with the internal and

external auditors, attend these meetings by invitation. During the year, the Committee held separate meetings with senior management, external auditors and internal auditors individually, before every meeting. The internal and external auditors have unrestricted access to the Audit Committee. The Committee and its members are assessed for effectiveness on an annual basis.

The Audit Committee reports that it has regulated its affairs in compliance with its set terms of reference and has delivered on all its responsibilities as contained therein.

15.2 THE EFFECTIVENESS OF INTERNAL CONTROL

The Committee reviewed:

- the significant issues raised by both sets of auditors; internal and external. The Committee discussed and was satisfied with regard to the resolution of all these issues as and when they were reported;
- the policies and procedures relating to the prevention and detection of fraud and corruption, and
- the effectiveness of Legal Aid South Africa's system of internal controls including the assurance received from management, Internal Audit and external audit.

The Combined Assurance Model was reported to us in the three quarters subsequent to the first quarter of FY18. The Combined Assurance Report concluded that the internal controls are satisfactory.



Regulatory compliance:

The Audit Committee of Legal Aid SA has complied with all applicable legal and regulatory responsibilities.

External audit:

Throughout the year (each quarter) we reviewed, discussed and deliberated on the external audit service received and the fees as set out in Note 16 of the Annual Financial Statements. We concur with the conclusions on the status of the internal financial controls and we therefore recommended these to the Board for approval.

Internal Audit:

The Committee:

- Reviewed and recommended the Internal Audit Charter as updated and approved by the Board;
- Evaluated the independence, effectiveness and performance of the function as well as compliance with its Charter;
- Considered and satisfied itself that Internal Audit has the necessary resources, budget and standing within Legal Aid South Africa;
- Approved the Internal Audit Plan and the adjustments thereafter, and
- Continuously encouraged co-operation and reliance between internal and external audit.

The Internal Audit Department is subject to an external assessment every five years, which is now due. The Audit Committee recently approved the proposed Request for Proposal prepared by Internal Audit to procure services for the External Quality Assurance Review (EQAR) for FY19.

15.3 MANAGEMENT MONTHLY/QUARTERLY REPORTS

Legal Aid SA submitted monthly and quarterly reports to the Executive Authority.

15.4 EVALUATION OF FINANCIAL STATEMENTS

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

15.5 AUDITOR'S REPORT

We have reviewed Legal Aid SA's implementation plan for audit issues raised in the prior year as stated above and we are satisfied that the matters raised by external audit have been adequately resolved.

The Audit Committee concurs and accepts the conclusions by the external auditor as articulated in the Annual Financial Statements. We are of the opinion that the audited Annual Financial Statements should be accepted and read together with the report of the Auditor-General.

Integrated Reporting

We recommend the Integrated Report for approval by the Board on the basis of the processes in place, underpinned by the assurance provided by the Internal Audit function.

In conclusion, nothing came to our attention to indicate any breakdown of the Legal Aid South Africa internal control processes, risk management, corporate governance and compliance.

Ms Nonhlanhla Mgadza

Chairperson of the Audit Committee
Legal Aid SA

Date: 28 July 2018



PART D: SUSTAINABILITY REPORT

Focusing on the impact of the organisation's work on the economy, society and the environment in the short, medium and long term, and improving the maturity level of the organisation so that it operates at optimal levels.





SUSTAINABILITY REPORT

1. SUSTAINABILITY STRATEGIC PLAN

Legal Aid South Africa has a Sustainability Strategic Plan which is linked to the organisational Strategic Plan. The focus is two-fold; the sustainability impact of the organisation and the sustainability of the organisation itself. This translates into the impact of the organisation's work on the economy, society and the environment in the short, medium and long term, and 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.

A SUSTAINABILITY VISION was formulated

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 Report below is reported per sustainability goal and focus area. A Sustainability Risk Register was in place during the financial year and the risks were managed and Risk Registers and Risk Management Reports were submitted to the Board.

2. REPORT ON PERFORMANCE AGAINST SUSTAINABILITY GOALS

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

We have systems in place which enable clients to access legal aid services, including our practitioner per court model in the lower courts, which ensure that clients can access legal aid services when required. A court roll coverage research study conducted in the 2017-2018 financial year revealed that only 1% of Regional Court and High Court accused persons are unrepresented at trial stage. During this financial year our coverage in District Courts reduced by 1% (86%) and by 2% in the Regional Courts (95%). This is attributable to the staff rationalisation process that was implemented as a result of budget constraints. It must be noted that the reduction of both District Court and Regional Court practitioner posts will reduce our cover of courts and will negatively affect both the courts and our clients because matters will take longer to finalise as a result of practitioners having to carry the workload of those staff posts that were rationalised.

Our continuous monitoring of automatic review statistics confirmed that these statistics have consistently reduced which means that there are fewer accused going through the criminal justice system unrepresented. The Remand Detainee Programme contributed to a reduction in the number of accused that go through the criminal justice system unrepresented. There was a 2.7% decrease in the number of automatic reviews, as compared with the 2016-2017 financial year.

Although we have a programme to ensure that every accused has an opportunity to apply for bail when in custody (relating to the constitutional right to liberty and the right to be presumed innocent until proven guilty), as at the end of the financial year 33% of our clients are awaiting trial in custody. Of these, 21% have bail fixed which remained unpaid. This highlights the fact that poverty impacts on clients' ability to pay for bail while awaiting the outcome of their trial thus impacting their



SUSTAINABILITY REPORT

Disabled people are often abused, prejudiced and taken advantage of because of a particular disability they are living with. Mr J, a paraplegic, found himself in such a situation when his spouse and brother-in-law wanted to take his specially modified vehicle from him through fraudulent means. His spouse and brother-in-law forged documents and had the motor vehicle he was using transferred to the name of the brother-in-law without his permission. Thereafter the brother-in-law brought a spoliation application to court in order to obtain possession of the motor vehicle. Mr J approached the Legal Aid SA Pietermaritzburg Local Office for assistance. We opposed the applications and worked on gathering all information regarding the transfer of the ownership of the vehicle. We ensured that all relevant information was placed before court as evidence in our opposition. The Court found in our favour and made a punitive cost order against the brother-in-law because of his conduct, and our client retained his vehicle.

right to freedom. This impacts the overall sustainability outcome of a just society since poor persons are prejudiced more so than those able to afford their bail.

There was a reduction of 3.8% in the number of new criminal matters when compared with the 2016-2017 financial year. This is due to more cases being diverted out of the formal court process. This is positive from a sustainability of the organisation point of view considering the negative impact of the budget cut. This will enable us to reduce our coverage of courts in light of the decrease in demand.

The overall number of internal pending matters has increased by 0.9%. This indicates a marginal increase in finalisation time of criminal matters and will have to be monitored. This increase in turnaround time has been anticipated due to the reduction in staff numbers at both District Courts and Regional Courts as a result of budget cuts.

Legal Aid South Africa's mixed model service delivery mechanism was used to assist 55,415 clients in civil matters. In terms of our matter prioritisation policy, whereby there are waiting periods for non-priority matters, 3.7% of clients had to wait three months for their matters to be attended to.

Civil matters exceeding the 18-month turnaround time have increased from 22% in the 2016-2017 financial year

to 23.9% in the 2017-2018 financial year. The delay in recruitment during the financial year as a result of the staff rationalisation process impacted on the capacity available to attend to civil pending matters.

For ease of accessibility for clients, our Legal Aid SA Local Offices linked to 145 Community Advice Offices and conducted 1,422 visits. We further enhanced our programme to make provision for Community Advice Offices to contact us as and when they need assistance. Our various linkage initiatives have contributed to ensuring that clients requiring our services have been referred to Legal Aid SA for assistance. Clients are thus able to access our services at our various outreach sites including Civil Courts. This therefore extends access to our services beyond our current 64 Legal Aid SA Local Offices and 64 Satellite Offices. Co-operation Partners funded by Legal Aid South Africa assisted 4,950 clients in specialist matters including labour matters. A survey looking at the demand for civil legal aid in High Courts was conducted. The results indicate that there is a need to make general advice available at High Courts to decrease the number of unrepresented litigants in the High Courts and ensure that qualifying clients' rights are protected.





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Legal representation was provided to vulnerable groups (children, women, land/eviction matters, mental health care matters, refugees, aged/elderly) in a variety of specialist matters. The level of representation to women and mental health care patients increased during the financial year. A number of our Impact cases have also specifically focused on the rights of these vulnerable groups including the Life Esidimeni Arbitration matter which focused on mental health care users. Legal aid representation is now available to all undocumented migrants appearing before courts within 48 hours of their arrest so that they are able to challenge their detention and deportation which ensures access to their constitutional rights as detained persons.

We monitored children awaiting trial in custody with the aim of concluding these matters as speedily as possible. This intervention resulted in a 41% decrease (over the previous financial year) in the number of children awaiting trial in correctional facilities for periods greater than a month. We assisted children with legal representation in civil matters including the administration of 3,400 new deceased estates.

Legal advice was provided through general advice consultations at Legal Aid SA Local Offices and Satellite Offices, through the Legal Aid Advice Line and community outreach advice services. Legal advice was therefore easily accessible to all persons and could be obtained at no cost to clients, positively impacting on clients' ability to access their rights and services associated with such rights. The introduction of a Please Call Me service allowed cell phone users to access telephonic advice services at no cost to them. Further, vulnerable patients and people who are prone to discrimination have access to the Legal Aid Advice Line through linkages with health and frail care organisations.

Self-help services through the self-help website and the ongoing refinement of existing civil document templates as well as the development of new civil document templates ensures the ongoing improvement in efficiencies and therefore the sustainability of the civil legal practice, achieving the sustainability outcome of more clients able to help themselves on a larger number of legal matters as more self-help modules were rolled out.

The Impact Litigation matters focused on the protection of constitutional rights, including the testing of the constitutionality of legislation negatively impacting on our clients as well as the development of legal jurisprudence.

For the first time in SA legal history constitutional damages were awarded to litigants in the Life Esidimeni Arbitration. Even though these were not findings made by a court, they might in future have persuasive authority

in other such matters. Impact matters finalised in the financial year dealt with the protection of mental health care users, providing clarity on the application of the doctrine of common purpose (*S v Masimango*) and the provisions of the Minimum Sentencing Act (*S v Ndlovu*) in criminal trials and protected the rights of dignity, equality and association (civil marriages with asylum seekers – *Zizipho Nkumando & Emmanuel Oche*). The Silicosis Class Action, seeking to vindicate the rights of vulnerable gold miners and their families, continued and was close to settlement by the end of the financial year.

Quality of legal services and advice

The quality of legal services provided continued to receive consistent focus so that clients are assured of receiving quality services. We make certain that practitioners are offered a variety of interventions that contribute towards improving competence since we are cognisant of the fact that quality services have an impact on the outcomes of cases and ultimately the lives of our clients. Some of the interventions used are:

- Training programme covering the core modules for criminal and civil litigation as well as specialist areas, and
- Legal research and support programmes which ensure that practitioners are current in terms of their legal knowledge.

The results of the Legal Quality Assurance Reviews indicate that 99% of our legal practitioners and 97% of our Paralegals render services which comply with our quality requirements. This is verification that our clients receive quality legal services. The quality review process was enhanced through the introduction of a review of the quality of the assessments of Legal Quality Assurance Unit auditors by our Senior Litigators.

Those practitioners who have not met the quality targets receive additional supervision from their managers, so that clients are in no way prejudiced. If quality findings are made against a practitioner, these are recorded and the supervisor is obliged to implement interventions with the practitioner to address these findings as well as continuously monitor the practitioner's work to alleviate repeat findings.

The quality of work of Judicare practitioners is also reviewed and 97% achieved the quality target for court observations, however more work needs to be done on file maintenance to improve the file reviews score. Legal Aid SA Local Office supervisors are available to provide support to Judicare practitioners.



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A reviewed and improved training programme to prepare Candidate Attorneys for the Attorneys Admission Exams resulted in a marked increase in the pass rate of Candidate Attorneys.

Overall, a high quality of legal services is offered by internal practitioners, Paralegals as well as external service providers acting on behalf of Legal Aid SA.

A marketing plan is implemented to increase awareness of Legal Aid South Africa and included new initiatives such as walkway billboards at shopping malls and inserts in commuter publications. As a result of the various marketing and advertising channels used, the National Brand Perception Survey conducted to measure awareness indicated a 6% increase in awareness of the Legal Aid SA brand and the work that the organisation does. The sustained growth in the usage of the website supports the finding of an increase in awareness of the organisation by the public.

Changes were made to the physical attributes of the brand during the financial year and this may be a reason that the Survey results showed a reduction in the number of people who identified the Legal Aid South Africa logo. Branding efforts will continue to focus on the visibility of the refreshed logo.

Community outreach and education

In order to ensure that clients and communities are empowered with information (about the Constitution and Bill of Rights) which enables them to make informed choices, outreach events were held at local structures and government key service delivery points. Events in communities have assisted in increasing awareness of the brand and the services we provide. They also provide an opportunity to partner with our stakeholders since many events are centred around specific campaigns including Human Rights Month and 16 Days of Activism. Ultimately, the increase in awareness includes educating people about their legal rights as contained in the Constitution and the Bill of Rights.

Feedback from clients is important to measure the effectiveness of legal services provided and assess needs. We have a Client Relationship Management Strategy in place and a Client Services Charter which is displayed at all Legal Aid SA offices. Client satisfaction surveys were conducted by our Call Centre agents and show an increase in satisfaction; 2% increase for criminal clients and 7% for civil clients. Practitioners are trained to ensure that clients are empowered to make informed decisions on the conducting of their cases.

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)

Through the implementation of our practitioner per court model, all clients who require legal assistance and qualify in terms of the Means Test are assisted. This is positive for the Criminal Justice System because matters are not unnecessarily delayed. Our lawyers are always present in courts to attend to matters, including attending to bail applications and guilty pleas immediately upon the finalisation of instructions from clients. The high coverage of matters by Legal Aid South Africa, including all clients who require legal aid in the High Courts, ensures that clients' rights to a fair trial are protected and that the decisions of courts are made only after accused persons have had an opportunity to present their side of the case before the court. Thus, access to justice for clients is upheld. During this financial year we conducted a criminal court roll research project to understand the legal representation of accused persons during the trial stage at the various courts. The majority of matters, that is, more than 70% at District Court, Regional Court and High Court level are handled by Legal Aid SA.

In order to realise increased efficiencies in the justice system we participate in all structures at local, provincial and national level. These partnerships are vital in eliminating blockages in the justice system, with the ultimate aim of timeously finalising justiciable matters that impact on the current and future life of clients.

We have continued implementing protocols such as the DCS/Legal Aid South Africa consultation protocol and the protocol for Legal Aid SA cases, and participated in the Rules Board, as well as contributed to the development of the law through input and comment on new and proposed legislative changes. In this way we protect the interest of indigent litigants so that access to justice is made more accessible to the public.

Legal Aid South Africa participated in meetings on Sustainable Development Goal 16: *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels* including a consultative meeting regarding the Governance, Public



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Safety and Justice questionnaire focusing on the sections of the questionnaire that deal with constitutional and human rights, courts and access to justice.

Speedy and fair resolution of matters (civil)

Backlog civil cases exceeding turnaround times increased by 1.9% over the previous financial year. The number of civil matters exceeding turnaround times increased from 10,986 in the 2016-2017 financial year to 11,998 in the 2017-2018 financial year.

The delays in recruitment due to the staff rationalisation process impacted on the available capacity to deal with pending matters. The result is that clients have to wait longer for their matters to be finalised. 250 practitioners and support staff make use of Hotdocs software, and they have generated 16,801 documents in client matters. The use of Hotdocs reduces the turnaround time to prepare civil pleadings enabling legal practitioners to become more efficient in order to assist more clients with civil matters.

Justice governance

We continuously engage stakeholders in the justice cluster to improve the effectiveness of the justice system. Legal Aid SA's Court Stakeholder Relationship Management Programme has confirmed that presiding officers are generally satisfied with the quality of our legal

services. Interventions are implemented by Legal Aid SA Local Office Managers to remedy any weaknesses in the performance by our practitioners.

Partnerships with stakeholders, particularly where the capacity of Legal Aid South Africa is limited, means that clients do not go unrepresented in criminal or civil matters because they do not have the means to afford legal services. Access to justice was increased as a result of extended pro bono services rendered by the legal profession, including work done by ProBono.Org and the South African Society for Labour Law. Linkages with community structures ensures that the public is able to access legal advice and legal representation services through these linkages.

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

Housing remains a critical issue in South Africa and many court cases revolve around this issue and the obligation of the state. Mr W and Others were tenants of a non-profit organisation that is administering a social housing scheme. Social housing schemes are state-funded to assist socially and economically disadvantaged citizens with the provision of accommodation. Mr W and Others were served with eviction papers in which the non-profit organisation sought their eviction. The Legal Aid SA Cape Town Local Office opposed the eviction application. The crux of the argument was that a social housing scheme assists local government with their constitutional obligations and are therefore an arm of the State, and as such, has a higher constitutional obligation to assist the poor with accommodation/housing than a private property owner has. The Court found in our client's favour and the eviction applications were dismissed, with the Court finding that the non-profit organisation that administers a social housing scheme cannot cause citizens to be homeless and that they have to address the issue of alternative accommodation.



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Strong governance performance

Systems/governance structures and processes are in place to comply with best governance practices

Legal Aid South Africa has an effective governance framework in place as well as systems to monitor and ensure compliance with relevant legislation. We follow best practices aligned to the King IV Code on Corporate Governance. Compliance reports are reviewed by the Board and Legal Aid SA is materially compliant with all legislation forming part of its legislative universe.

Incidents of non-compliance with the PPPFA and the PFMA relate to the conduct of individual employees and suppliers of Legal Aid South Africa. We have obtained 17 unqualified audits without matters of emphasis, which is evidence of strong governance performance.

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

The organisation continued to raise awareness through fraud and corruption awareness campaigns. Ethics and lifestyle audits were conducted. It is evident that a high level of ethical conduct is entrenched/maintained amongst employees as only one matter investigated concluded that there was evidence of unethical conduct, which resulted in the employee being dismissed after following the Legal Aid SA disciplinary processes. It is clear that employees buy in to the organisational values of accountability and integrity.

An effective and visionary Board

The Legal Aid South Africa Board functioned effectively in its oversight role to ensure that the organisation fulfils its mandate. The Board reviewed the Quarterly Performance Reports to monitor the performance against the Strategic Plan and Annual Performance Plan and monitored risk management. During the financial year the Board formalised a succession plan and completed a self-evaluation.

The outcome of the Board Workshops in 2017 was better understanding of the Board's oversight role with regard to the AFS, Legal Aid SA Brand Strategy, IT Governance, Justice Indices as well as the role of Legal Aid South Africa in rendering assistance to legal aid organisations globally. The Board actively and regularly reviewed the risk reports and confirmed the stability of the internal control environment of Legal Aid SA.

IT Governance

The Board, in compliance with the King IV Code, exercised its responsibility for IT Governance and effectively

reviewed IT risks and identified emerging risks related to IT. A Board workshop was conducted on IT Governance to clarify the Board mandate on IT Governance and enable Board members to fulfil their responsibilities with regard to this.

The Board, through its oversight role, has effectively managed IT investments, IT Strategy and IT performance and maturity. This has resulted in effective management of contracts and projects, an enhanced IT Strategy and policies and effective mitigation of IT risks.

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

The various programmes implemented to strengthen our maturity level in both criminal and civil legal services delivery have resulted in an improvement both for internal and Judicare practitioners. We have seen better monitoring of Judicare cases, all pending civil and criminal cases (particularly those exceeding the turnaround times) and appeal matters. The quality review process was extended to Paralegals delivering criminal legal advice. The Legal Quality Assurance Unit (LQAU) audits confirmed that 99% of practitioners working with criminal matters have met or exceeded our quality targets. This confirms that clients' rights to a fair trial have been protected and they can have confidence in receiving quality services. Our coverage of courts continued to be aligned to demand.

The LQAU audits of civil practitioners confirmed that 100% of our civil practitioners met or exceeded the quality targets. Matters exceeding turnaround time has increased by 1.9% from the previous financial year. Improvements have also been made to the management of our trust funds in civil cases by the enhancement to the trust account webpage to improve the payments to



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beneficiaries and Guardians Funds. We have improved access to general advice services to cell phone users by the introduction of the free call back message, the Please Call Me. A court observation process specific to civil cases was implemented.

We have made some changes to our quality monitoring programme to include the verification of auditor assessments.

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

The maturity of the Human Resources programmes has remained stable over the reporting period, confirmed by low levels of turnover (6%), high levels of employee satisfaction and low levels of grievances and disputes as well as the Top Employer Accreditation in 2017-2018.

The Finance Department has stabilised in financial planning, maintaining expenditure levels above 98% of budget. While the number of incidents of fruitless and wasteful expenditure reduced by 77%, there is however a need to focus on compliance related to transactions with regards to supply chain management.

The Communication function has grown significantly in the aspect of brand awareness. The Information Systems function remain effective, with systems available and accessible, although our email system has intermittently shown instability. Internal Audit successfully met its coverage target and is proactive in audit coverage of compliance and legal assurance.

To embed Enterprise Risk Management into the business approach and culture of the organisation

Risk management remained effective and bi-annual risk registers and quarterly Risk Watch Reports were submitted to the Board. Quarterly Risk Watch Reports have also confirmed that the majority of risks are managed within the risk tolerance level. The Combined Assurance Report was modified to focus on the top nine risks only.

The Internal Audit Department has also confirmed the adequacy and effectiveness of the risk management in Legal Aid South Africa. Whilst the levels of risk intelligence in the organisation has improved, there is a need to reinforce a risk intelligent culture at the level of middle management.

Legal Aid SA employees maintained a high level of ethical and professional conduct. One matter relating to an allegation of fraud committed by an employee was reported

during the year, however the investigation thereof found no evidence of fraud to support the allegation.

Financial maturity and clean audits

Legal Aid South Africa received an unqualified 'clean' audit opinion from the AGSA in 2017-2018 which was the 17th unqualified audit opinion.

A reduced budget resulted in the reprioritisation of business activities with major contractual expenditure impacting on business operation expenditures necessitating creative ways of maintaining business standards, including:

- Reviewing of the organisational structure to be aligned to the available budget, resulting in 110 positions being abolished.
- Implementation of cost containment measures with non-contractual operating expenditure being reduced by 9.9% year-on-year.
- Implementation of increased life cycles of capital assets.

Service delivery was not impacted by the R45 million budget shortfall since it was funded from operational efficiency and existing cash reserves while ensuring that solvency and liquidity tests are met. Expenditure was appropriately utilised to achieve the Business Plan objectives.

IT and IT Systems

IT systems availability and accessibility remained stable with the user satisfaction survey indicating 89% of IT systems usability. Sufficient storage is available to accommodate the eLAA 2016 project rollout and future business needs. The IT Strategy was reviewed and is aligned to business strategy. The Risk Watch Report has indicated that mitigations are in place to effectively manage IT risks.

Business Continuity

A Business Continuity and Crisis Management Plan which responds to business challenges is in place. A sustained working environment was achieved through the implementation of the Uninterrupted Power Supply (UPS), which was tested and monitored, at all Legal Aid SA Provincial and Local Offices. We continued with water saving initiatives aimed at preserving this scarce natural resource and water reservoirs were installed at affected offices.

Fire damage at the Legal Aid SA Upington Local Office affected operations for a minimal amount of time as the landlord was able to provide alternative premises. Legal Aid SA continues to be a sustainable organisation with strong and committed leadership.



In Impact matters, Legal Aid SA may undertake or fund litigation or other legal work which has the potential to positively affect the lives or a larger number of indigent people other than the person or persons to whom legal services are rendered directly. These are matters which may establish a legal precedent, jurisprudence, have the potential of resolving a large number of disputes or potential disputes or may improve the lives of a group of persons or a sizeable portion of a group. Legal Aid SA's strategy in these matters is a commitment to ensuring that constitutional socio-economic rights become a reality for all.

In the 2017-2018 financial year, Legal Aid SA through its own in-house counsel represented the Appellants in the Supreme Court of Appeal case of *S v Masimango*, where the court was called upon to decide whether the constitutional right to a fair trial of the Appellant was not infringed upon if the State has failed to allege in the charge sheet that it will rely on the doctrine of common purpose if the accused is convicted. The accused was charged with his co-accused for various counts, i.e. aggravated robbery as well as two counts of attempted murder but the State did not allege in the charge sheet that it will rely on the doctrine of common purpose to seek conviction. The trial court convicted both of them for attempted murder in respect of the victim which was attacked by one of them. The SCA clarified the legal position in that the appellant's right to a fair trial was infringed by convicting the appellant based on the doctrine of common purpose when it was not alleged in the charge sheet.





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. corporate social responsibility (CSR)

Recruitment and retention

Legal Aid South Africa is an employer of choice, having been accredited as a Top Employer for the ninth consecutive year in 2017-2018. This benchmark provides assurance that Legal Aid SA's talent management, leadership, culture and development practices are in keeping with international contemporary best practice. A stable work environment is evident from the low staff turnover of 6%. Talented employees have been retained and the succession planning project has resulted in the availability of experienced and capable employees within the organisation. The level of internal promotion into leadership and management posts, with nine out of ten critical positions being filled by internal candidates, is evidence of the organisation's ability to provide meaningful career development opportunities.

Employee engagement and development

Competency-based individual development plans are in place and the organisational Annual Training Plan is aligned to these. Legal training, presented through training courses, self-learning and e-learning modules, has contributed to improving the competency of practitioners. This is confirmed by the Legal Quality Assurance Unit reviews which indicate that 98% of practitioners are rendering services in compliance with our quality requirements. The skills level of support employees has improved as a result of the training programmes implemented. All training targets were achieved, for both legal and support staff.

Labour relations

We maintained a favourable relationship with organised labour and were able to manage internal and external labour cases effectively, thus achieving sound labour relations.

Organisational culture

The Organisational Culture Programme for 2017-2018 was successfully implemented, focusing on, amongst others, discussion on the Legal Aid South Africa Social

and Ethics Programme, understanding the new Client Services Charter and celebrating the provincial and national Achiever Awards. This resulted in high levels of employee engagement being maintained.

Employees were kept up to date on a variety of matters and are a part of the organisation's branding efforts, through the implementation of a diverse Internal Communication Plan.

An Internal Communication Staff Survey was conducted during the financial year, with a 48% response rate. Respondents were again of the opinion that internal communication has improved and were positive about the weekly blog (Legal Aid SA Online News) as well as signage and branding issues.

The Legal Aid South Africa Employment Value Proposition (EVP) continues to be effective in attracting talent and motivating existing talent to maintain high performance levels. The participation and engagement in organisational issues by the leadership which then filters down to the staff is one of the contributing factors to the organisation's ongoing success.

Employee wellness

Participation in various health risk assessments improved, indicating that the health ownership culture is improving. The benefits of a healthy workforce are being realised in lower absenteeism due to unauthorised and unpaid leave – 0.55 days per capita 2017-2018 as compared to 0.64 days per capita in 2016-2017. Sick leave usage increased marginally (6.65 days per capita in 2017-2018 as compared to 6.21 days per capita in 2016-2017). This usage is however within the managed target set at less than 8 days per capita. Supporting employees to take ownership of their health in order to assist with the management of lifestyle diseases continues to be a focus.

Corporate social responsibility

Whilst Legal Aid SA does not have a CSR strategy and corresponding budget in place, we ensured that clients' and communities' awareness of their constitutional rights and obligations increased through legal support programmes which contributed to greater access to justice. The organisation has a pool of 159 employees registered as Small Claims Court Commissioners which results in speedy resolution of small disputes, thereby increasing access to justice for the indigent. Our Asset Disposal Policy helps organisations that provide access to justice to indigent people meet the challenges of the prevailing negative economic outlook.



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GOAL 6: REDUCED CARBON FOOTPRINT (OF ORGANISATION)

Focus area VI – carbon footprint

Sub-focus areas:

- i. reduce carbon footprint related to business operations

An Environmental Policy, which is reviewed annually, is in place in order to guide the organisation in its approach to environmental issues. The Internal Communication Programme continued to raise awareness amongst employees and included a focus on recycling. This resulted in an increase in the amount of recyclable material collected. We also formed a partnership with a recycling company. Systems are in place to track the use of electricity and water and both electricity and water consumption decreased. A system to measure carbon dioxide emissions from the Legal Aid South Africa fleet was implemented during the 2017-2018 financial year. As a result of our Provincial Leadership Summits which involved travel between provinces, there was an increase in air travel and therefore CO² emissions expelled though flights increased.

3. STAKEHOLDER ENGAGEMENT

Our internal stakeholders which are primarily employees continue to play a critical role in advancing the strategic objective and mandate of the organisation. Our legal practitioners interact daily with our clients who need legal representation and do not have the financial means. Legal Aid SA employees are thus at the forefront of offering legal services to clients with passion, integrity and a spirit of professionalism. Moreover, at national, provincial and local level our employees actively participate in the justice, crime prevention and security cluster meetings in order to add value to an efficient criminal justice system. As a result, Legal Aid South Africa strives for a meaningful interaction and effective relations with our justice cluster stakeholders in recognition of our interdependency while observing the independence of its legal professionals on the matters of application of the law.

There is an established arrangement to interact and foster a common good by Legal Aid SA with other government departments, public institutions and international bodies on issues of social and legal justice. Hence, Legal Aid South Africa is part of dedicated forums that promote dialogue and representations on access to justice through collaborations and partnerships to advance the legal interests of vulnerable groups in societies.

Some of these partnerships include:

- i. Working with key stakeholders in the justice cluster to promote the efficient functioning of the justice system within South Africa.
- ii. Continuously hosting informative outreach initiatives through our Legal Aid SA Local Offices, to ensure that communities are educated about their legal rights and interact with our staff as they receive legal assistance and advice in matters affecting them.
- iii. Continuously seeking opportunities to develop, nurture and maintain meaningful relationships with like-minded stakeholders, such as NGOs and CBOs with a focus on awareness of rights and access to legal aid services.
- iv. Supporting traditional community structures and Community Advice Offices in order to give access to legal services even to far-flung rural communities.
- v. Engaging internal stakeholders by rolling out Occupational Culture Programmes aimed at our employees in an effort to continuously train and monitor service excellence as well as promote good brand ambassadorship.
- vi. On an international level, Legal Aid SA continues to provide expert knowledge and advice to other countries to model their access to justice and legal services.

The following table details the various stakeholder groups and the specific stakeholders that we interacted with during the 2017-2018 financial year, as well as the engagements we had, and inputs and responses we received.



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Table 11: 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) Acquire meaningful insight and input to the organisation's strategic direction.</p> <p>D) Improved relationship with courts 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>Report on Performance</p> <p>A) Legal Aid SA continues to participate in the Criminal Justice System review process.</p> <p>B) Legal Aid SA participates in the Rules Board for Courts of law that updates and improves the functioning of the civil justice system.</p> <p>C) Legal Aid SA's National Office, as well as Legal Aid SA Provincial and Local Offices engaged court-based stakeholders through the following engagements:</p> <ol style="list-style-type: none"> participated in meetings/interactions (>6413) with presiding officers. interactions (816) held with DoJ senior officials including court managers. interactions (>2000) with other justice cluster stakeholders. NEEC (1), PEEC (14) meetings and Dev Comm meetings (5). participated in meetings (1589) of local case flow committees (427). participated in the Intersectoral Committee on Child Justice that deals with matters of children in conflict with the law. 	<p>i) Stakeholder concerns about the extent of our criminal legal aid coverage and capacity in courts, e.g. our inability to provide 100% coverage in both DC and RC; coverage of courts on Fridays; increased capacity at Specialised Commercial Crimes Courts and staggering practitioner consultation days throughout the week.</p> <p>ii) Stakeholders representation on increased civil legal aid services, e.g. civil legal aid services/consultations at all courts; increased legal services in maintenance matters and domestic violence and the representation for unrepresented civil litigants in the High Courts.</p>	<p>i) The details of our criminal service delivery was shared with stakeholders, explaining:</p> <ol style="list-style-type: none"> the alignment of supply and demand per court room based on our court roll research. staff deployment programme at courts with a request to share information on any Legal Aid SA Local Offices who do not provide practitioner capacity on Fridays. the productivity targets and actual caseloads of specialist Small Claims Court Commissioners practitioners – 159 Legal Aid SA practitioners have been appointed as Commissioners of Small Claims Courts. importance of allowing time for practitioners to consult in order to improve the quality of their work. Statistics were provided on the number of children represented by Legal Aid SA with the detail required. <p>ii) Our civil delivery programme was explained:</p> <ol style="list-style-type: none"> expanded outreach programme to ensure that general advice services are available at Civil Courts and that clients can access civil legal aid services at those courts. our policy has been revised to give priority to maintenance and domestic violence matters, even if it is only to give advice where resource constraints limit our ability to represent the clients in court. a review is being undertaken to consider the allocation of civil capacity to the High Courts away from non-priority matters.
	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) Legal Aid SA Local Offices linked to 145 Community Advice Offices through 1,422 visits to provide assistance and back up legal services. A total of 6,886 clients were seen and 914 new files were opened.</p> <p>B) Our Asset Disposal Policy provides for the donation of usable assets and equipment to Law Clinics and Community Advice Offices to assist them in carrying out their work for the indigent.</p> <p>C) Community Advice Office access to all self-help modules to provide support for the advice services they provide.</p>	<p>i) Community Advice Offices require support to ensure their sustainability.</p> <p>ii) Legal representation support required for clients whose matters require litigation.</p> <p>iii) Support required when expertise available at Community Advice Office cannot address legal needs of their clients.</p>	<p>i) Legal Aid SA not in a position to provide financial support to Community Advice Offices and focus our support on addressing legal services needs of clients.</p> <p>ii) Litigation support and specialist legal advice support made available through our programme which was amended to allow Community Advice Offices to call on us when they need assistance.</p> <p>iii) Access to our self-help modules support Paralegals at Community Advice Offices to assist clients with their legal needs.</p> <p>iv) Policy on donation of usable assets to Community Advice Offices implemented.</p> <p>v) Legal Aid SA on the Legislative Task Team appointed by the Minister to prepare legislation to recognise the Paralegal sector.</p>



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Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
	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 through continued interaction with legal professional bodies.</p> <p>B) The organisation is represented by a senior executive in the National Forum which has been established to give effect to the Legal Practice Act.</p> <p>C) Legal Aid SA participated in 74 provincial Law Society meetings.</p> <p>D) Pro bono agreements concluded with all Law Societies and 5 Bar Councils.</p> <p>E) Input into development of relevant regulations for the Legal Practice Council.</p> <p>F) Legal Aid SA lawyers participated in all AGMs and meetings of the Law Societies, Black Lawyers Association (BLA), Nadel, South African Women Lawyers Association (SAWLA).</p> <p>G) One Legal Aid SA Board member, a Provincial Executive and 3 Heads of Offices participate in the executive structures of the Free State Law Society, the BLA and SAWLA.</p> <p>H) Legal Aid SA Pro Bono Award in collaboration with ProBono.Org awarded to the legal practitioner that completed the most pro bono hours.</p> <p>I) Implementation of a briefing policy for Impact matters that promotes gender and race empowerment for previously disadvantaged groups in the legal profession.</p>	<p>i) Increasing the exposure of CAs to a variety of work.</p> <p>ii) Processing of payments of membership fees for our practitioners.</p> <p>iii) Efficient processing of contracts of community service for our CAs.</p> <p>iv) The maximum number of Candidate Attorneys to a Principal.</p> <p>v) Implementation of our Quality Monitoring Programme for Judicare practitioners.</p> <p>vi) The representation by Legal Aid SA of more than one client where a conflict of interest exists.</p> <p>vii) Implementation of the Legal Aid SA Act and Regulations which contain the policy provisions relating to rendering of legal aid.</p> <p>viii) The allocation of pro bono work to legal practitioners.</p> <p>ix) Briefing patterns in Impact matters to address inequalities of the past.</p> <p>x) Encouraging General Council of the Bar of South Africa members to register on the NT Central Supplier Database to ensure ease of briefing in Impact and Corporate Legal matters.</p>	<p>i) Our Preadmission Training Programme was revised to ensure that CAs are exposed to as wide a variety of work as possible.</p> <p>ii) Our CA Programme makes provision for CAs to carry criminal as well as civil files to ensure practical exposure to a variety of matters.</p> <p>iii) Legal Aid SA implemented policy relating to payment of membership fees of practitioners.</p> <p>iv) Improved processing of documentation for registration of community service.</p> <p>v) Information was disseminated through our newsletter to all Judicare practitioners on the performance of such practitioners in file quality and court observation reviews.</p> <p>vi) SOP developed to guide Legal Aid SA Local Offices where a conflict exists between two people, both seeking legal aid assistance.</p> <p>vii) Statistics on the number of pro bono instructions issued have been shared.</p> <p>viii) Certificates have been issued to pro bono practitioners to use as proof of delivery of pro bono work to their professional bodies.</p> <p>ix) The second Legal Aid SA ProBono.Org Award was awarded to a Judicare practitioner.</p> <p>x) Comment and input provided on the Legal Practice Act.</p>



SUSTAINABILITY REPORT

Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
	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>F) 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>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) Legal Aid SA Local Offices hosted annual Justice Cluster Forums.</p> <p>C) Legal Aid SA participated in 74 legal fraternity meetings.</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) Protocol entered into with the Sheriff's Board and Sheriff's Associations to limit the cost of service or process for indigent clients.</p> <p>F) Engagement with Sheriff's Board and Deputy Minister of Justice to resolve procurement-related challenges in light of the establishment of a Central Supplier Database by the National Treasury.</p> <p>G) Legal Aid SA participated in the forum established to monitor the cross-border abduction of children in terms of the Hague Convention.</p> <p>H) Legal Aid SA participated in 192 joint projects to increase access to justice such as Wills Week, Access To Justice week, Women's Month, 16 Days of Activism for no Violence against Women and Children, Youth Month, Human Rights Month.</p>	<p>i) Practices that cause delays in the finalisation of cases.</p> <p>ii) Reducing the number of RDs 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) Improving our relationship with justice cluster stakeholders to ensure improved communication to address local challenges.</p> <p>v) Providing assistance to litigants seeking divorces with the assistance of Regional Court Registrars.</p> <p>vi) Making qualifying practitioners available to act as Commissioners of the Small Claims Courts.</p> <p>vii) Non-payment of Sheriff accounts.</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 RD list per province for attention of respective PEEC.</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) A divorce self-help package is available on our website.</p> <p>vii) The protocol with the Sheriff's Board provides guidelines on the processing and payment of Sheriffs accounts as well as the lodgment of complaints.</p>



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Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
B. Government (Executive Authority) and Department of Justice and Constitutional Development	5. Master's Office	Strategic Objectives A) Linkage with Master's Office to attend to estate matters on behalf of children. Report on Performance A) Engagements with Chief Master to respond to operational challenges. Provincial engagements in place to resolve local challenges. B) Memorandum of Understanding revised and amended. C) 3,409 new children estates matters were taken on. D) Payments to beneficiaries were effected in the amount of approximately R42 million. E) Engagements with Guardians Fund to facilitate efficient payment processes. F) Engagement with Banking Association of South Africa on working relationship to better administer estates of minors.	i) Compliance with Administration of Estates Act for Estates exceeding R250,000 (After 24/11/2014). ii) Monies returned by Guardians Fund where relevant documents not received for all the Beneficiaries. iii) More efficient manner to finalise estates where immovable property cannot be transferred due to lack of funds in estates. iv) Delay in allocation of funds to beneficiaries when we cannot allocate deposit to a specific estate.	i) SOP updated to provide for submitting L & D Accounts in estates exceeding section 18(3) limits. ii) Trust Account Tracking Schedule updated to track estates exceeding section 18(3) limits. iii) Updated the webpage to track reasons for matters exceeding 12 month turnaround for payments. iv) Engagement with Guardians Fund on required documents improved quality of submissions. v) Incidence of monies being returned reduced as immediate action can be taken when documents outstanding. vi) Engagement with Banking Association expected to eliminate unknown deposits resulting in speedy allocation to relevant estates.
	6. Ministry of Justice and Correctional Services	Strategic Objectives A) Ensure best governance practice, King IV guidelines, and compliance with PFMA and other statutory requirements. Report on Performance A) Accounting to the Department of Justice and Constitutional Development, and Parliament on delivery of mandate done timeously as required. B) 1 Minister's Briefing was held on 05 March 2018: Annual Performance Plan 2018-2019	i) The Ministry of Justice acknowledged the performance of Legal Aid SA and remarked that it was on track. Legal Aid SA staff were commended. ii) Meetings with the Executive Authority and other stakeholders occurred as and when required.	i) No issues raised by the Executive Authority. Legal Aid SA was accountable and compliant with relevant legislation. ii) The organisation participated in all relevant stakeholder meetings as required.
	7. National Treasury	Strategic Objectives A) Ensure best governance practice and compliance with PFMA and other statutory requirements. Report on Performance A) Legal Aid SA attended 2 National Business Continuity Management workshops. B) Legal Aid SA was part of National Treasury workshops and forums on risk, Supply Chain Management, quarterly reports and alignment of budgets.	i) Legal Aid SA is 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 due to financial constraints facing the country as a whole. 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 Annual Financial Statements consolidation templates and new Accounting Standards.	i) Material compliance on PFMA and full compliance on other statutory requirements. Legal Aid SA did not have a budget cut in 2017/18, however budget cuts for subsequent years were announced for Legal Aid SA. ii) New circulars and NT guidelines introduced and discussed at the forums and workshops were implemented by Legal Aid SA to ensure good governance and financial maturity. iii) New accounting standards were applied when preparing the quarterly and Annual Financial Statements.



SUSTAINABILITY REPORT

Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
	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) 694 poster displays and 824 outreach events were achieved at key government service points, in partnership with government departments this financial year. This was executed by the Communication Department.</p> <p>B) Attendance of Bi-Annual Mental Healthcare seminar.</p> <p>C) Participation in approximately 3,000 meetings with various government departments.</p> <p>D) Referral of mental healthcare clients for legal advice and representation where needed.</p> <p>E) Participation in Criminal Justice Cluster and explore innovation opportunities from technological solutions to improve justice system in South Africa. Attendance of Integrated Justice System quarterly Board meetings every second month.</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 healthcare patients.</p> <p>iv) Issue of assistance in parole matters</p> <p>v) Criminal Justice Cluster: Integration with the Criminal Justice Cluster on Case Management.</p>	<p>i) Webpage implemented to put into effect the consultation protocol with Department of Correctional Services.</p> <p>ii) Legal Aid SA representatives participated in joint meetings as arranged by Department of Justice & Department of Public Works relating to the building of the new High Courts in Limpopo and Mpumalanga.</p> <p>iii) Participated in discussions between the DOJ and Department of Health on challenges common to departments.</p> <p>iv) Investigating how Legal Aid SA can assist parolees using paralegals.</p> <p>v) The development of eLAA 2016 in an attempt to enhance the already established integration point so as to enable the consumption of the additional IJS information in the Criminal Justice Cluster Hub.</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) 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) Ongoing meetings with JICS and interactions with independent Correctional Centre Visitors (ICCVs) at Legal Aid SA Local Office level.</p> <p>D) Attendance at visitation committee meetings.</p> <p>E) 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>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>iv) Conclusion of an MOU between Legal Aid SA and the JICC.</p>	<p>i) Legal Aid SA ensures that senior Legal Aid SA Local Office 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 inmates concerns regarding legal aid investigated and addressed.</p> <p>iii) Visits undertaken by Legal Aid SA Local Office Paralegals to offer assistance to unrepresented accused.</p> <p>iv) Draft MOU between Legal Aid SA and JICC finalised.</p>



SUSTAINABILITY REPORT

Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
C. Service Providers	10. SAPS and Department of Social Development (DSD)	<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 427 Case Flow Management Committees to improve linkages which includes representatives from SAPS and Social Development.</p> <p>B) Legal Aid SA Local Office personnel attended almost 1,589 case flow committee meetings.</p> <p>C) Legal Aid SA participated in all activities of the Intersectoral Committee on Child Justice.</p> <p>D) Provinces participated in all Provincial Child Justice Fora.</p> <p>E) Integration of our legal administration system (Ad Infinitum) and the CAS system pursued as part of the IJS 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 Legal Aid SA Local Offices.</p> <p>H) Solid 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>iii) Children used by adults to commit crime.</p> <p>iv) Drug abuse and its impact on crime levels.</p> <p>v) Programmes offered by DSD for the rehabilitation of children.</p> <p>vi) The legal representation of children in preliminary enquiry matters and in Child Justice Courts – details including their ages as well as the type of offences they were charged with.</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) DSD and DCS stakeholders are continuously engaged on the quality of reports prepared in children's matters, both criminal and civil.</p> <p>iii) Information is shared within Legal Aid SA on research studies on trends regarding children used by adults to commit crime.</p> <p>iv) Information shared within Legal Aid SA on research conducted by DSD on the link between drug abuse and offending.</p> <p>v) Information given for the development of the National Policy Framework on Child Justice.</p> <p>vi) Data provided on children represented in Preliminary Inquiries and in Child Justice Courts.</p>
	11. Parliamentary Portfolio Committee on Justice and Constitutional Development	<p>Strategic Objectives</p> <p>A) Reporting and accountability to the Executive Authority and statutory compliance maintained and improved.</p> <p>Report on Performance</p> <p>A) 1 Parliamentary Portfolio Committee Briefing was held in the 2017-2018 financial year. Reporting done by Legal Aid SA Management: Integrated Annual Report 2016-2017.</p>	<p>i) The Portfolio Committee was appreciative of the work done by and the quality of the leadership of Legal Aid SA.</p>	<p>i) Legal Aid SA responded to all Parliamentary Questions raised.</p>
	12. Co-operation Partners	<p>Strategic Objectives</p> <p>A) Boost capacity and resources to deliver quality legal services/ensure increased access to justice.</p> <p>Report on Performance</p> <p>A) Increased access to justice in civil matters, with specific legal focus or specific geographical areas.</p> <p>B) 11 Co-operation agreements in place.</p> <p>C) A total of 6,330 new matters were taken on by the Co-operation Partners.</p> <p>D) Effective referral system in place with Co-operation Partners in respect of specialist matters or in instances where a conflict of interest prevents Legal Aid SA from providing legal representation.</p>	<p>i) Additional funding required to extend services.</p> <p>ii) Allocation of fully depreciated motor vehicles.</p> <p>iii) Clients assisted without delay.</p>	<p>i) Funding to Co-operation Partners available and limited to the allocated budget for co-operation agreements.</p> <p>ii) Vehicles available for donation to Co-operation Partners in terms of our disposal policy.</p> <p>iii) Referral systems in place between Legal Aid SA Local Offices and relevant Co-operation Partners to ensure that clients that Legal Aid SA cannot assist are assisted by a Co-operation Partner without delay.</p>



SUSTAINABILITY REPORT

Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
	13. Judicare practitioners and Agency Agreements	<p>Strategic Objective</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 Legal Aid SA Local Office.</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 Legal Aid SA Local Office remains as the instructing attorneys.</p> <p>B) Bi-annual newsletter published for Judicare practitioners.</p> <p>C) All Legal Aid SA Local Offices held Judicare practitioner briefings sessions to discuss all issues affecting Judicare practitioners.</p> <p>D) Individual communications sent to Judicare practitioners to highlight changes in policy.</p> <p>E) All Agency Agreements renewed and new proposed sites advertised.</p>	<p>i) Criteria for Judicare accreditation.</p> <p>ii) Judicare quality monitoring of case files as well as at court observations.</p> <p>iii) Account payment enquiries.</p> <p>iv) Central Supplier Database registration requirements.</p>	<p>i) Accreditation criteria reviewed and refinements effected.</p> <p>ii) Court observation of Judicare practitioners by senior Legal Aid SA Local Office Managers rolled out.</p> <p>iii) Details of our Quality Monitoring Programme shared with practitioners in their compulsory briefing session with Legal Aid SA Local Office management.</p> <p>iv) Judicare newsletters contained articles on requirements for the efficient processing of Judicare practitioner accounts.</p> <p>v) Webpage 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> <p>vii) New Agency Agreement practitioners inducted and agreements finalised.</p>
	14. Other Suppliers	<p>Strategic Objective</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 on website.</p> <p>C) Prospective suppliers advised to register on NT Central Supplier Database (CSD).</p>	<p>i) Suppliers requested Legal Aid SA to clarify SCM requirements for tenders and requested assistance with CSD registration.</p> <p>ii) Suppliers requested to be informed timeously about Legal Aid SA's December closure and cut-off dates for submission of accounts for payment purposes.</p>	<p>i) Held tender briefing meetings, where applicable, to clarify SCM requirements.</p> <p>ii) Suppliers informed of the cut-off dates for submission of accounts to be processed before December closure.</p> <p>iii) Suppliers were assisted with registration on NT CSD.</p>



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Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
D. Internal Public	15. Employees	<p>Strategic Objective</p> <p>A) Ongoing dialogue between Legal Aid SA employees and management at all levels.</p> <p>B) Consult with internal stakeholders to obtain input on Legal Aid SA Strategic Plan 2015-2020; Review 2018-2019.</p> <p>Report on Performance</p> <p>A) Strategic Plan 2015-2020: Review 2018-2019 considered by Executives.</p> <p>B) Strategic Plan and strategic shifts discussed with management at Leadership Summits.</p> <p>C) Management discussion on Strategic Plan as part of Leadership Business Priorities Conversation Programme.</p> <p>D) Employee Wellness and People Development Programmes implemented during the year.</p> <p>E) Values-based Legal Aid SA Organisational Culture Programme implemented including diversity.</p> <p>F) The Social and Ethics Programme implemented.</p> <p>G) Monthly staff meetings including quarterly forums.</p> <p>H) Issued weekly online newsletters (55), including Good News Alerts.</p> <p>I) Internal events on human rights and other special days implemented (46) for employees, including annual and mid-year Achiever Awards ceremonies.</p> <p>J) Internal Communication and Brand Employee surveys conducted.</p>	<p>i) The most significant revisions to the Strategic Plan 2015-2020: Review 2018-2019 related to financial sustainability as a result of the budget shortfall and the adverse impacts thereof.</p>	<p>i) The Strategic Plan 2015-2020: Review 2018-2019 was approved by the Board and submitted to the Executive Authority. It was tabled in Parliament on 09 March 2018, together with the Legal Aid SA Annual Performance Plan 2018/19.</p> <p>ii) Suggestions and recommendations received through Internal Communication and Brand Employee Surveys.</p> <p>iii) Strengthened focus on both social media and internal communication, including increase in the frequency of information sharing on our social media platforms; introduction of brand uniformity document, i.e. the roll out of the revised corporate colours in terms of office branding, signage and email signature.</p>



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Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
E. External Public	16. Clients and potential Client/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) New advertising campaigns such as Rank TV, mail walkway billboards and broadcast news clocks and Live Reads were introduced.</p> <p>B) 6-month call-to-action marketing campaigns for TV and Radio as well as themed print media campaigns.</p> <p>C) Branded marketing materials promoting Legal Aid SA services, with emphasis on the Legal Aid Advice Line and the new entry, Please Call Me service.</p> <p>D) 1,536 community events held at government key service delivery points.</p> <p>E) Proactive positioning of Legal Aid SA brand in the media through lobbying for broadcast and print features.</p> <p>F) Central email platform for external publics renewed and actively monitored.</p> <p>G) Legal commentaries and features for the 16 Days of Activism campaign in lifestyle magazines.</p> <p>H) 25 service exhibitions with public and civil stakeholders.</p> <p>I) Social media development and growth in order to increase brand awareness and client engagement. The primary social media platforms are Facebook and Twitter; these are used to communicate with clients.</p> <p>J) National Brand Perception Study conducted and showed an increase of 6% in awareness levels from 60% in 2017 to 66% in 2018. There is an 8% increase in those that would recommend others to Legal Aid SA; 81% in 2018 from 73% in 2017.</p>	<p>i) Complaints on different legal matters; many received on social media and the general Legal Aid SA email address.</p> <p>ii) There is a need to draw up a Social Media Marketing Strategy in order to clearly plot the way forward for these platforms as tools to build brand awareness and client engagement.</p> <p>iii) Better awareness needed of the revised brand.</p>	<p>i) Complaints referred to National Operations and Call Centre for consultation, resolution and register.</p> <p>ii) Social Media Marketing Strategy drafting has commenced.</p> <p>iii) Brand roll out to rebrand Legal Aid SA Local Offices and Satellite Offices, in order to better familiarise the public with our revised brand.</p> <p>iv) Visual advertising mediums including Rank TV, mail walkway billboards, broadcast news clocks and social media used to boost awareness of the revised brand.</p>
	17. 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) Stakeholders invited to be part of the local and provincial stakeholder forums.</p>	<p>i) Funding/support of partnership programmes at community level.</p>	<p>i) No funding available so programmes are supported through the provision of legal advice and promotional items.</p>



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Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
F. Advocacy Groups	18. 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.</p> <p>B) Legal Aid SA engaged with the Commission on Cultural, Religious and Linguistic Rights (CRL Commission) with regard to providing legal representation to people referred by them.</p> <p>C) Legal Aid SA participated in the process to develop mediation rules steered by the South African Law Reform Commission (SALRC).</p> <p>D) Legal Aid SA participated in a consultative forum of the Commission of Gender Equality (CGE) on improving access to services to the public.</p> <p>E) Public information sharing with relevant institutions through co-partnerships on access to justice and awareness on constitutional rights.</p> <p>F) Legal Aid SA engaged with the South African Human Rights Commission and the Public Protector on the manner in which they can process complaints received at their various offices.</p>	<p>i) SALRC required information regarding mediation pilot project Legal Aid SA conducted as well as the use of interns to deliver legal services.</p> <p>ii) SALRC required information on services and operations of Legal Aid SA to better understand how we can work together.</p> <p>iii) CRL Commission required information on how people access legal aid in order to enforce their rights.</p> <p>iv) CGE required information on an effective referral system at a Provincial and Local Office level.</p> <p>v) Public Protector requires information on referral of complaints and liaison for follow up and finalisation of complaints referred by them to Legal Aid SA.</p>	<p>i) Shared reports and experiences on the mediation pilot project and use of interns pilot with the SALRC.</p> <p>ii) Conducted a workshop with SALRC team on the services provided by Legal Aid SA, our national footprint and the programmes in place to deliver the services we render.</p> <p>iii) Participated in workshop with SALRC on developing rules for mediation.</p> <p>iv) Discussed a referral system and procedure with CRL Commission and CGE.</p> <p>v) Discussed referral process with Public Protector and allocated a Public Relations Liaison to facilitate the receipt of complaints, distribution to relevant internal person and to follow up on finalisation of complaint to ensure response to complainant.</p>
	19. 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 campaigns.</p> <p>B) Relationship established with the Teddy Bear Foundation to strengthen referral system.</p> <p>C) Memorandum of Understanding between Legal Aid SA and Childline South Africa being drafted to create formal organisational recognition between the parties to enhance the contribution made to effective training and the provision of access to justice to children.</p> <p>D) Legal Aid SA was part of 260 meetings with NGOs the South African National Council on Alcoholism and Drug Dependence, National Institute Community Development and Management, and Teddy Bear Foundation to provide education and information on legal rights and obligations.</p>	<p>i) Teddy Bear Foundation's lack of national footprint hindered the chances of a structured service level agreement.</p>	<p>i) A meeting was organised with Legal Aid SA Local Offices in close proximity to Teddy Bear Clinics for a co-branding initiative.</p>



SUSTAINABILITY REPORT

Table 11: Engagement with Stakeholders (continued)

Group	Stakeholder	Engagement	Report on input received	How issues were responded to
G. Inter-national legal bodies	20. African/ Interna-tional legal aid bodies	Strategic Objective A) Foster relationships that will result in partnerships to strengthen legal aid internationally. Report on Performance A) Legal Aid SA hosted ILAG Conference 2017 in June 2017 with 13 African countries attending this conference for the first time. B) 5 delegations were hosted in this financial year. C) Extended study tour by a delegation from Fiji to assist in the development of their legal aid system and the Legal Aid SA Eastern Cape Provincial Executive allocated as their Legal Aid SA contact. E) Legal Aid SA attended and contributed to the African Centre for Excellence Access to Justice Continental Conference held in Kigali, Rwanda in August 2017. F) Legal Aid SA Chairperson visited Botswana and contributed on the use of Paralegals. G) Legal Aid SA visited China to present on the quality monitoring and intervention programmes. H) Legal Aid SA KwaZulu-Natal Provincial Executive visited Sierra Leone as part of the ongoing reciprocal mentoring programme implemented by Legal Aid SA to facilitate knowledge sharing.	i) Legal aid bodies seek to understand the development and management of a sustainable legal aid system with particular reference to: i) Legislation and Policy; ii) Governance Structures; iii) Delivery Systems including quality management; iv) Support systems/structures, e.g. Information Systems and Human Resources.	i) Knowledge/information sharing with other legal aid bodies is based on the specific requirements of each visiting delegation. ii) The promotion of Legal Aid SA outside of South Africa remains a key ongoing activity. iii) Successful hosting of ILAG Conference 2017 ensured the sharing of information on legal aid systems and the emerging risks relating to the sustainability of legal aid services. iv) Legal Aid SA and other legal aid entities on the continent working towards establishing an Africa Legal Aid Forum.
		Strategic Objective 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) 24 University outreach programmes were conducted and the total number of students that participated was 2,860. B) 2,987 Candidate Attorney applications were received while 305 were placed.	i) Legal Aid SA is mostly the preferred organisation that students want to do their Articles of Clerkship with. ii) The students enquired about the recruitment process to become Candidate Attorneys.	i) Complaints with regard to Candidate Attorney recruitment were referred to Legal Aid SA Provincial Offices for further clarification and resolution.
I. Media	22. National Print, Broadcast, Online, Community and Regional Media	Strategic Objective A) Improved share of voice for Legal Aid SA in the media. B) Position thought leadership within Legal Aid SA. Report on Performance A) 103 media networking sessions focusing more on executive news editors and producers. B) 35 self-written media pieces including press releases and Board opinion pieces issued and some published in major national and regional media outlets. C) 159 broadcast interviews by senior legal practitioners discussing the mandate of Legal Aid SA, clarifying legal issues and other topics. D) 69 media queries responded to timeously. E) Social media development and growth; Facebook grew by 3,523 followers and Twitter by 988 followers. Instagram, YouTube and LinkedIn were launched during the financial year.	i) Most reporters/journalists still referring to Legal Aid Board name. ii) Management raised concerns with community media partnerships not being formalised. There is a need to draw up a Social Media Marketing Strategy to plot the way forward for the use of these media platforms.	i) Instead of individual reminders to reporters/journalists, editors were engaged to address their respective staff on the correct naming convention. ii) Memorandums of Understanding were concluded with a number of community media to formalise the partnerships. iii) Social media remains a tool to increase brand awareness and strengthen public engagement. As such, the Social Media Marketing Strategy was researched, with drafting commencing. The document will be finalised in the 18/19 FY.



PART E: HUMAN RESOURCES MANAGEMENT

The key priorities set for the Human Resources function, over and above maintaining the standard Talent Management Programmes, included maintaining a competitive Employment Value Proposition, ongoing leadership development and high levels of employee engagement all within the context of budget reductions to the cost of employment.





HUMAN RESOURCES MANAGEMENT

1. OVERVIEW OF HR MATTERS AT THE PUBLIC ENTITY

In the 2017-2018 financial year, Human Resources Management performance remained stable in all talent management areas including sustaining high recruitment levels, low turnover and the exceeding of training and development targets.

2. SET HR PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE PRIORITIES

The key priorities set for the Human Resources function, over and above maintaining the standard Talent Management Programmes, included maintaining a competitive Employment Value Proposition (EVP), ongoing leadership development and high levels of employee engagement all within the context of budget reductions to the cost of employment.

2.1 MAINTAINING A COMPETITIVE EMPLOYMENT VALUE PROPOSITION

The Legal Aid South Africa Employment Value Proposition articulates both the financial and non-financial value presented as a total rewards package in the Legal Aid SA employment offering. The EVP establishes the expectation by the employer from the employee in terms of commitment to the Constitution, the organisational culture, the Legal Aid South Africa brand and approach to providing access to justice to the indigent and vulnerable. The Legal Aid SA 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 2017-2018 financial year, the organisational EVP was reviewed in keeping with people management best practices. These interventions were found to be competitive in that Legal Aid South Africa was accredited as a Top Employer for the 9th consecutive year and Industry Leader for the Public Sector segment of the benchmark for the second consecutive year. This firmly entrenches Legal Aid SA in the position of employer of choice whilst the benchmark provides assurance that our talent management, leadership, culture and development practices are in keeping with international contemporary best practice. This leading practice has been translated into the EVP. During 2017-2018, the financial aspects of the EVP came under significant pressure due to the budget shortfall and the need to cap the Compensation of Employees. In mitigation of the cost pressures, internal marketing of the EVP was implemented including highlighting critical benefits such as the Group Life Scheme and presenting all employees with a Total Rewards Statement for

the period. The EVP remained effective in ensuring that Legal Aid South Africa has been able to attract and retain talent during the reporting period.

2.2 LEADERSHIP DEVELOPMENT PROGRAMME

During 2017-2018, the Legal Aid South Africa Leadership Programme was supported by continued in-house education and training in critical leadership competencies.

Provincial Leadership Summits were held during the period focusing on leading for a sustainable Legal Aid South Africa.

Leadership Business Priority Conversations continued to ensure universal critical awareness of strategic issues facing the organisation. These conversations have empowered leaders to contribute solutions to current business challenges.

During the reporting period, the 9 Box Talent Management Tool was introduced, and all leaders were mapped in terms of their potential and performance. This tool will assist in more directed leadership and succession management in the new financial year.

2.3 MANAGING EMPLOYEE ENGAGEMENT

A quarterly assessment of the climate within each business unit and across all management forums was conducted. The findings were used to direct the HR Business Partners to work with leaders and teams to address and improve the engagement dimensions which needed attention. All employees remain committed to the values and organisational culture of Legal Aid SA. Leaders are held accountable for levels of employee engagement within each business unit.

3. WORKFORCE PLANNING FRAMEWORK AND KEY STRATEGIES TO ATTRACT AND RECRUIT A SKILLED AND CAPABLE WORKFORCE

Legal Aid South Africa bases its workforce planning framework on a practitioner per court model which is aimed at having dedicated Legal Aid SA practitioners based at courts.

In the Magistrate's Courts (District and Regional) the practitioner per court model is able to serve the requirements of providing service at scale, meeting high volume needs. The advantage of the practitioner per court model is that 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



HUMAN RESOURCES MANAGEMENT

to who the Legal Aid South Africa service provider is and contributes positively to efficient case flow management.

Legal Aid SA's practitioner per court model has a target of achieving $\geq 83\%$ coverage of District Courts and $\geq 93\%$ coverage of Regional Courts. In the 2017-2018 financial year we achieved our targets of 86% coverage of District Courts but achieved 95% coverage of Regional Courts.

In the High Courts, the central diary system 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 organisation remained reasonably well recruited throughout the year under review with a recruitment rate

of 95.1% being recorded as at financial year end against the targeted recruitment of 95%.

During the reporting period, Legal Aid South Africa realigned its organisational structure with its approved budget to ensure that all remaining posts were 100% funded. At this point, the recruitment target was similarly aligned to 98% due to emerging budgetary pressures. The recruitment as at the end of the financial year was below target due to vacant posts being frozen in the last quarter of the financial year in anticipation of the further budget cuts in the new financial year.

In so far as civil legal aid is concerned, workforce planning is undertaken on the basis of demand in a given Legal Aid SA Local Office 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

Women often find themselves in a vulnerable situation because of a particular family unit dynamic or circumstance. A surgeon's wife, Mrs K, found herself in a situation where she was destitute after her affluent husband made her leave their communal home. The parties had just relocated to a new city and Mrs K had nowhere to go and had no money. Acquaintances took pity on her and provided accommodation. The husband kept the minor daughter and made unreasonable rules regarding when she can see her daughter. Mrs K approached the Legal Aid SA Vereeniging Local Office, which immediately brought an application to court for an interim order regarding care and contact of the minor child as well as maintenance and financial support. This application was opposed and the affluent husband appointed Senior Counsel to oppose this application. Legal Aid SA was successful in this application and an interim order was made which ordered that the daughter shall be in the care of Mrs K and that the husband should maintain both the daughter and Mrs K pending the finalisation of a divorce. This matter is an example of how Legal Aid SA will protect a client's rights, especially those clients who are destitute and need to fight for their rights against another party who has significant resources.



HUMAN RESOURCES MANAGEMENT

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 the organisation's mandate.

The turnover rate of 6.04%, in relation to permanent positions, recorded for the 2017-2018 financial year is well 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 indigent and vulnerable by providing access to justice.

4. EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

The Legal Aid SA Performance Management Framework has continued to deliver sustainable, holistic and integrated organisational performance. This is because the inclusive performance management policy applies to all permanent employees and because it contains elements of collective performance and individual performance which must be delivered within budget and in compliance with organisational rules and policies. Stated differently, whilst each employee's individual performance is critical, every employee has to ensure a team approach to performance so that the organisation's Business Plan is holistically delivered whilst complying with budgetary and policy frameworks.

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.

Each leader's performance assessment is weighted as follows:

<i>Key Performance Indicators</i>	60%
<i>Contribution to Strategic Outcomes</i>	20%
<i>Management & Leadership Effectiveness</i>	10%
<i>Engagement with Culture & Values</i>	10%

Each non-management employee's performance assessment is weighted as follows:

<i>Key Performance Indicators</i>	70%
<i>Contribution to Strategic Outcomes</i>	20%
<i>Engagement with Culture & Values</i>	10%

As such, the performance management framework contributes to the sustainable realisation of Legal Aid South Africa's stated outcomes. During the year under review, improved technology applications were implemented in order to improve the quality of performance conversations and bring greater efficiency to the performance management process.

During the reporting period, the financial quantum of the performance bonuses payable was reduced by 25% globally due to budget reductions.

5. EMPLOYEE WELLNESS PROGRAMME

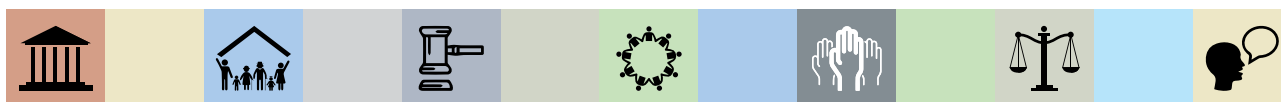
The Employee Wellness Programme took the form of health awareness programmes and an independent counselling service. The employment of an in-house clinical psychologist has continued to reap rewards in terms of assisting legal professionals to deal with vicarious trauma they are often exposed to in the course of 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 Top Employers standard and is proud that it received Top Employers accreditation for the ninth consecutive year during 2017-2018.

In keeping with its commitment to continuous improvement in people management practice, the organisation has continuously benchmarked its human resources policies and practices against the Top Employer standards.

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



HUMAN RESOURCES MANAGEMENT

In forecasting the new reporting period, the fiscal outlook indicates a continuous reduction in the cost of employment. A key focus in the year ahead will be to leverage the non-financial aspects of the EVP to mitigate any negative impacts to employee engagement caused by the budget cuts. In addition, staff rationalisation is likely to become necessary in the financially constrained environment faced by Legal Aid SA.

Continuing to create a humanistic work environment and improving the levels of employee resilience, agility and engagement within the financially constrained environment 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."

7. HUMAN RESOURCES OVERSIGHT STATISTICS

Table 12: Personnel Cost by Business Unit

Directorate/Business Unit	Total Expenditure for the entity	Personnel Expenditure	Personnel exp. as a % of total exp.	No. of employees	Average personnel cost per employee
Legal Aid SA National Office	R302,163,632	R124,322,238		233	R6,307,498
Office of the CEO (includes COO & BS)	R8,832,506	R8,164,882	92%	6	R2,449,915
Board Members	R0	R467,572		10	R46,757
Communication	R13,110,251	R5,357,946	41%	13	R412,149
Internal Audit	R19,851,092	R19,221,845	97%	30	R640,728
Human Resources	R60,951,201	R10,741,477	18%	20	R537,073
Finance (includes PPU & Creditors)	R77,625,638	R29,349,110	38%	68	R431,604
Information Systems	R66,670,665	R18,482,198	28%	31	R596,199
National Operations	R21,376,538	R9,733,924	46%	16	R608,370
Legal Development Services	R33,745,741	R22,803,279	68%	39	R584,699
Eastern Cape Province	R239,270,023	R221,420,523		499	R5,215,132
Legal Aid SA Aliwal North LO	R9,975,806	R9,019,153	90%	19	R474,692
Legal Aid SA Butterworth LO	R13,555,382	R12,402,180	91%	37	R335,194
Legal Aid SA East London LO	R19,624,998	R18,580,327	95%	44	R422,280
Legal Aid SA Eastern Cape Provincial Office	R10,144,825	R6,758,740	67%	9	R750,971
Legal Aid SA Graaff-Reinet LO	R13,427,409	R12,569,967	94%	22	R571,362
Legal Aid SA Grahamstown LO	R21,086,005	R19,183,050	91%	41	R467,879
Legal Aid SA King Williams Town LO	R24,080,267	R22,437,892	93%	46	R487,780
Legal Aid SA Port Elizabeth LO	R51,386,248	R50,176,534	98%	102	R491,927
Legal Aid SA Queenstown LO	R21,510,124	R20,656,387	96%	44	R469,463
Legal Aid SA Uitenhage LO	R12,927,621	R11,761,484	91%	31	R379,403
Legal Aid SA Mthatha LO	R41,551,338	R37,874,809	91%	104	R364,181



HUMAN RESOURCES MANAGEMENT

Table 12: Personnel Cost by Business Unit (continued)

Directorate/Business Unit	Total Expenditure for the entity	Personnel Expenditure	Personnel exp. as a % of total exp.	No. of employees	Average personnel cost per employee
Free State/North West Province	R200,302,861	R181,152,200		442	R5,414,005
Legal Aid SA Bethlehem LO	R15,632,504	R13,789,983	88%	34	R405,588
Legal Aid SA Bloemfontein LO	R38,634,631	R36,536,493	95%	78	R468,417
Legal Aid SA Botshabelo LO	R12,016,494	R10,931,735	91%	29	R376,956
Legal Aid SA Free State/North West Provincial Office	R10,308,572	R6,241,609	61%	10	R624,161
Legal Aid SA Klerksdorp LO	R15,832,513	R14,904,336	94%	33	R451,647
Legal Aid SA Kroonstad LO	R9,658,221	R8,943,356	93%	20	R447,168
Legal Aid SA Lichtenburg LO	R9,650,422	R8,750,812	91%	24	R364,617
Legal Aid SA Mafikeng LO	R17,382,084	R15,285,411	88%	40	R382,135
Legal Aid SA Phuthaditjhaba LO	R12,534,367	R11,044,102	88%	32	R345,128
Legal Aid SA Potchefstroom LO	R15,347,597	R14,272,839	93%	36	R396,468
Legal Aid SA Rustenburg LO	R14,729,726	R13,795,946	94%	34	R405,763
Legal Aid SA Vryburg LO	R7,324,015	R6,429,608	88%	17	R378,212
Legal Aid SA Welkom LO	R21,251,715	R20,225,970	95%	55	R367,745
Gauteng Province	R292,503,195	R264,295,263		646	R4,938,176
Legal Aid SA Alexandra LO	R15,991,438	R15,020,902	94%	41	R366,363
Legal Aid SA Benoni LO	R26,430,704	R24,873,818	94%	67	R371,251
Legal Aid SA Ga-Rankuwa LO	R20,136,004	R19,013,417	94%	47	R404,541
Legal Aid SA Gauteng Provincial Office	R16,522,234	R7,486,248	45%	12	R623,854
Legal Aid SA Germiston LO	R14,895,385	R13,447,819	90%	46	R292,344
Legal Aid SA Johannesburg LO	R53,222,568	R47,936,899	90%	107	R448,008
Legal Aid SA Krugersdorp LO	R20,145,237	R19,947,021	99%	49	R407,082
Legal Aid SA Pretoria LO	R44,303,998	R40,668,944	92%	86	R472,895
Legal Aid SA Soshanguve LO	R12,640,748	R12,058,795	95%	32	R376,837
Legal Aid SA Soweto LO	R28,822,239	R27,409,758	95%	64	R428,277
Legal Aid SA Tembisa LO	R13,332,259	R12,118,891	91%	37	R327,538
Legal Aid SA Vereeniging LO	R26,060,381	R24,312,751	93%	58	R419,185



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Table 12: Personnel Cost by Business Unit (continued)

Directorate/Business Unit	Total Expenditure for the entity	Personnel Expenditure	Personnel exp. as a % of total exp.	No. of employees	Average personnel cost per employee
KwaZulu-Natal Province	R237,717,950	R216,690,957		562	R4,382,904
Legal Aid SA Durban LO	R46,152,663	R41,108,804	89%	90	R456,764
Legal Aid SA Empangeni LO	R25,028,950	R22,931,072	92%	63	R363,985
Legal Aid SA KwaZulu-Natal Provincial Office	R9,917,345	R7,228,133	73%	11	R657,103
Legal Aid SA Ladysmith LO	R12,142,190	R10,412,763	86%	29	R359,061
Legal Aid SA Newcastle LO	R12,609,666	R11,227,798	89%	32	R350,869
Legal Aid SA Pietermaritzburg LO	R35,078,125	R32,593,609	93%	85	R383,454
Legal Aid SA Pinetown LO	R16,616,335	R15,321,738	92%	48	R319,203
Legal Aid SA Port Shepstone LO	R21,015,483	R18,994,663	90%	51	R372,444
Legal Aid SA Umlazi LO	R19,277,042	R18,565,959	96%	47	R395,020
Legal Aid SA Verulam LO	R25,525,291	R25,130,841	98%	70	R359,012
Legal Aid SA Vryheid LO	R14,354,860	R13,175,578	92%	36	R365,988
Limpopo/Mpumalanga Province	R191,496,699	R170,690,968		425	R4,150,863
Legal Aid SA Ermelo LO	R17,368,945	R16,018,641	92%	37	R432,936
Legal Aid SA Limpopo/Mpumalanga Provincial Office	R12,036,164	R6,176,175	51%	10	R617,617
Legal Aid SA Makhado LO	R12,283,851	R10,708,370	87%	30	R356,946
Legal Aid SA Middelburg LO	R18,913,605	R16,936,154	90%	41	R413,077
Legal Aid SA Modimolle LO	R10,350,767	R9,343,174	90%	27	R346,043
Legal Aid SA Nelspruit LO	R32,704,063	R29,696,348	91%	74	R401,302
Legal Aid SA Polokwane LO	R32,892,266	R31,419,850	96%	74	R424,593
Legal Aid SA Thohoyandou LO	R14,080,386	R13,546,067	96%	36	R376,280
Legal Aid SA Tzaneen LO	R20,086,100	R18,849,440	94%	42	R448,796
Legal Aid SA Witbank LO	R20,780,552	R17,996,749	87%	54	R333,273



HUMAN RESOURCES MANAGEMENT

Table 12: Personnel Cost by Business Unit (continued)

Directorate/Business Unit	Total Expenditure for the entity	Personnel Expenditure	Personnel exp. as a % of total exp.	No. of employees	Average personnel cost per employee
Northern Cape/Western Cape Province	R281,233,408	R255,872,275		594	R5,839,170
Legal Aid SA Athlone LO	R41,823,594	R40,866,892	98%	97	R421,308
Legal Aid SA Bellville LO	R24,002,887	R22,916,867	95%	61	R375,686
Legal Aid SA Caledon LO	R12,970,414	R11,426,435	88%	22	R519,383
Legal Aid SA Cape Town LO	R37,956,821	R34,754,060	92%	74	R469,649
Legal Aid SA Colesburg LO	R11,198,216	R10,025,071	90%	22	R455,685
Legal Aid SA George LO	R31,434,577	R30,186,433	96%	57	R529,587
Legal Aid SA Kimberley LO	R29,760,571	R26,859,593	90%	63	R426,343
Legal Aid SA Malmesbury LO	R11,434,943	R10,436,428	91%	31	R336,659
Legal Aid SA Stellenbosch LO	R25,616,389	R23,310,772	91%	64	R364,231
Legal Aid SA Upington LO	R17,001,220	R15,015,308	88%	40	R375,383
Legal Aid SA Vredendal LO	R12,154,939	R10,646,140	88%	25	R425,846
Legal Aid SA Northern Cape/ Western Cape Provincial Office	R12,506,556	R6,930,668	55%	10	R693,067
Legal Aid SA Worcester LO	R13,372,281	R12,497,607	93%	28	R446,343
	1,744,687,768	1,434,444,423	82%	3,401	36,247,749

In the past year, the Constitutional Court clarified the legal position in the applicability of the provisions of the Criminal Law Amendment Act (Minimum Sentencing Act) in cases where the accused was charged with an offence with a minimum sentence of 15 years but the trial court imposed the maximum sentence of life imprisonment. The case of *S v Ndlovu* where the appellant was legally represented by counsel from Legal Aid SA, argued the matter on appeal in the North Gauteng High Court. The appeal was dismissed. It was taken further to the Supreme Court of Appeal where the appeal was dismissed. The Constitutional Court upheld the appeal reducing the sentence of life imprisonment to 15 years' imprisonment. Of importance is that the Constitutional Court clarified the legal position regarding the application of the provisions of the Minimum Sentencing Act in that if the State charges the accused with an offence read with the provisions of the lesser sentence (minimum sentence), the State cannot argue that the maximum penalty be imposed unless it has applied for amendment of the charge.



HUMAN RESOURCES MANAGEMENT

Table 13: Personnel Cost by Salary Band

Level	Personnel Expenditure	% of personnel exp. to total personnel cost	No. of employees	Average personnel cost per employee
Top Management	R26,785,581	2%	17	R1,575,622
Senior Management	R122,805,484	8%	103	R1,192,286
Professional Qualified	R1,003,417,075	70%	1,525	R657,978
Skilled	R185,139,501	13%	1,161	R159,466
Semi-skilled	R95,760,965	7%	480	R199,502
Total	R1,433,908,605	100%	3,286	R436,369

Note: Excluding Board members

Table 14: Performance Rewards

Salary Band	Performance Rewards	Personnel Expenditure	% of performance rewards to total personnel cost
Top Management	R2,726,251	R26,785,581	10%
Senior Management	R7,596,836	R122,805,484	6%
Professional Qualified	R39,707,194	R1,003,417,075	4%
Skilled	R3,293,685	R185,139,501	2%
Semi-skilled	R3,433,815	R95,760,965	4%
Total	R56,757,781	R1,433,908,605	4%

Table 15: Training Costs

Directorate/Business Unit	Personnel Expenditure	Training Expenditure	Training Expenditure as a % of Personnel Cost	No. of employees trained	Average training cost per employee
Legal Aid SA National Office	R123,854,666	R2,188,093		733	
Office of the CEO (includes COO & BS)	R8,164,883	R5,814	0.07%	4	R1,454
Internal Audit	R19,221,845	R90,019	0.47%	24	R3,751
Human Resources	R10,741,478	R347,323	3.23%	84	R4,135
Communication	R5,357,947	R0	0.00%	5	R0
Finance (includes PPU & Creditors)	R29,349,111	R2,189	0.01%	30	R73
Information Systems	R18,482,198	R495,849	2.68%	479	R1,035
National Operations	R9,733,925	R2,895	0.03%	3	R965
Legal Development Services	R22,803,280	R1,2444	5.46%	922	R1,349
Eastern Cape Province	R221,420,523	R701,261		421	
Legal Aid SA Aliwal North LO	R9,019,153	R8,206	0.09%	15	R547
Legal Aid SA Butterworth LO	R12,402,180	R36,012	0.29%	33	R1,091
Legal Aid SA East London LO	R18,580,327	R17,805	0.10%	37	R481
Legal Aid SA Eastern Cape Provincial Office	R6,758,740	R487,709	7.22%	7	R69,673



HUMAN RESOURCES MANAGEMENT

Table 15: Training costs (continued)

Directorate/Business Unit	Personnel Expenditure	Training Expenditure	Training Expenditure as a % of Personnel Cost	No. of employees trained	Average training cost per employee
Legal Aid SA Graaff-Reinet LO	R12,569,967	R7,762	0.06%	21	R370
Legal Aid SA Grahamstown LO	R19,183,050	R23,084	0.12%	37	R624
Legal Aid SA King Williams Town LO	R22,437,892	R9,820	0.04%	36	R273
Legal Aid SA Port Elizabeth LO	R50,176,534	R17,395	0.03%	85	R205
Legal Aid SA Queenstown LO	R20,656,387	R23,012	0.11%	32	R719
Legal Aid SA Uitenhage LO	R11,761,484	R5,233	0.04%	28	R187
Legal Aid SA Mthatha LO	R37,874,809	R65,223	0.17%	90	R725
Free State/North West Province	R181,152,200	R1,074,388		376	
Legal Aid SA Bethlehem LO	R13,789,983	R7,150	0.05%	24	R298
Legal Aid SA Bloemfontein LO	R36,536,493	R5,875	0.02%	49	R120
Legal Aid SA Botshabelo LO	R10,931,735	R2,075	0.02%	14	R148
Legal Aid SA Free State/North West Provincial Office	R6,241,609	R974,330	15.61%	61	R15,973
Legal Aid SA Klerksdorp LO	R14,904,336	R10,125	0.07%	25	R405
Legal Aid SA Kroonstad LO	R8,943,356	R4,725	0.05%	14	R338
Legal Aid SA Lichtenburg LO	R8,750,812	R2,075	0.02%	20	R104
Legal Aid SA Mafikeng LO	R15,285,411	R25,600	0.17%	29	R883
Legal Aid SA Phuthaditjhaba LO	R11,044,102	R9,314	0.08%	23	R405
Legal Aid SA Potchefstroom LO	R14,272,839	R4,419	0.03%	26	R170
Legal Aid SA Rustenburg LO	R13,795,946	R14,350	0.10%	29	R495
Legal Aid SA Vryburg LO	R6,429,608	R7,400	0.12%	11	R673
Legal Aid SA Welkom LO	R20,225,970	R6,950	0.03%	51	R136
Gauteng Province	R264,295,263	R475,555		505	
Legal Aid SA Alexandra LO	R15,020,902	R0	0.00%	28	R0
Legal Aid SA Benoni LO	R24,873,818	R11,100	0.04%	41	R271
Legal Aid SA Gauteng Provincial Office	R7,486,248	R429,676	5.74%	237	R1,813
Legal Aid SA Germiston LO	R13,447,819	R0	0.00%	10	R0
Legal Aid SA Ga-Rankuwa LO	R19,013,417	R12,029	0.06%	36	R334
Legal Aid SA Johannesburg LO	R47,936,899	R9,750	0.02%	39	R250
Legal Aid SA Pretoria LO	R40,668,944	R0	0.00%	20	R0
Legal Aid SA Krugersdorp LO	R19,947,021	R6,500	0.03%	27	R241
Legal Aid SA Soweto LO	R27,409,758	R0	0.00%	21	R0
Legal Aid SA Vereeniging LO	R24,312,751	R6,500	0.03%	20	R325
Legal Aid SA Soshanguve LO	R12,058,795	R0	0.00%	11	R0
Legal Aid SA Tembisa LO	R12,118,891	R0	0.00%	15	R0
KwaZulu-Natal Province	R216,690,957	R498,977		473	
Legal Aid SA Durban LO	R41,108,804	R10,736	0.03%	46	R233



HUMAN RESOURCES MANAGEMENT

Table 15: Training Costs (continued)

Directorate/Business Unit	Personnel Expenditure	Training Expenditure	Training Expenditure as a % of Personnel Cost	No. of employees trained	Average training cost per employee
Legal Aid SA Empangeni LO	R22,931,072	R27,014	0.12%	56	R482
Legal Aid SA KwaZulu-Natal Provincial Office	R7,228,133	R320,925	4.44%	90	R3,566
Legal Aid SA Ladysmith LO	R10,412,763	R14,189	0.14%	26	R546
Legal Aid SA Newcastle LO	R11,227,798	R8,347	0.07%	30	R278
Legal Aid SA Pietermaritzburg LO	R32,593,609	R32,926	0.10%	28	R1,176
Legal Aid SA Pinetown LO	R15,321,738	R12,620	0.08%	41	R308
Legal Aid SA Port Shepstone LO	R18,994,663	R17,938	0.09%	42	R427
Legal Aid SA Umlazi LO	R18,565,959	R4,997	0.03%	45	R111
Legal Aid SA Verulam LO	R25,130,841	R28,801	0.11%	39	R738
Legal Aid SA Vryheid LO	R13,175,578	R20,484	0.16%	30	R683
Limpopo/Mpumalanga Province	R170,690,968	R914,997		372	
Legal Aid SA Ermelo LO	R16,018,641	-R588	-0.00%	10	-R59
Legal Aid SA Limpopo/Mpumalanga Provincial Office	R6,176,175	R904,660	14.65%	220	R4,112
Legal Aid SA Makhado LO	R10,708,370	R0	0.00%	27	R0
Legal Aid SA Middelburg LO	R16,936,154	R6,300	0.04%	25	R252
Legal Aid SA Modimolle LO	R9,343,174	R0	0.00%	11	R0
Legal Aid SA Nelspruit LO	R29,696,348	R0	0.00%	12	R0
Legal Aid SA Polokwane LO	R31,419,850	R0	0.00%	20	R0
Legal Aid SA Thohoyandou LO	R13,546,067	R0	0.00%	11	R0
Legal Aid SA Tzaneen LO	R18,849,440	R0	0.00%	12	R0
Legal Aid SA Witbank LO	R17,996,749	R4,625	0.03%	24	R193
Northern Cape/Western Cape Province	R255,872,275	R334,238		483	
Legal Aid SA Athlone LO	R40,866,892	R11,700	0.03%	60	R195
Legal Aid SA Bellville LO	R22,916,867	R11,100	0.05%	35	R317
Legal Aid SA Caledon LO	R11,426,435	R0	0.00%	2	R0
Legal Aid SA Cape Town LO	R34,754,060	R10,400	0.03%	58	R179
Legal Aid SA Colesburg LO	R10,025,071	R0	0.00%	2	R0
Legal Aid SA George LO	R30,186,433	R9,025	0.03%	47	R192
Legal Aid SA Kimberley LO	R26,859,593	R7,175	0.03%	56	R128
Legal Aid SA Malmesbury LO	R10,436,428	R1,950	0.02%	19	R103
Legal Aid SA Stellenbosch LO	R23,310,772	R19,600	0.08%	38	R516
Legal Aid SA Upington LO	R15,015,308	R4,150	0.03%	35	R119
Legal Aid SA Vredendal LO	R10,646,140	R2,075	0.02%	18	R115
Legal Aid SA Northern Cape/Western Cape Provincial Office	R6,930,668	R251,283	3.63%	96	R2,618
Legal Aid SA Worcester LO	R12,497,607	R5,780	0.05%	17	R340
Note: Excluding Board members					



HUMAN RESOURCES MANAGEMENT

Table 16: Employment and Vacancies per Province

Provinces	Number of Posts	Number of Posts filled	Number of Permanent Posts filled	Vacancy Rate %	*Number of posts filled additional to establishment
Legal Aid SA National Office	200	193	189	5.50%	4
Northern Cape/Western Cape Province	493	479	464	5.88%	15
KwaZulu-Natal Province	433	431	418	3.46%	13
Eastern Cape Province	413	395	392	5.08%	3
Gauteng Province	509	499	486	4.52%	13
Free State/North West Province	359	351	344	4.18%	7
Limpopo/Mpumalanga Province	354	339	334	5.65%	5
Total	2,761	2,687	2,627	4.85%	60

** Includes Candidate Attorneys and Temps*

Table 17: Employment Changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	16	1	1	16
Senior Management	98	0	6	97
Professional Qualified	1,448	28	93	1,413
Skilled	823	293	331	760
Semi-skilled	366	9	24	341
Total	2,751	331	455	2,627

Table 18: Employment and Vacancies per Critical Occupation

Critical Occupation	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%	4
Internal Audit	1	1	0%	2
Legal Development	1	1	0%	3
Corporate Services	1	1	0%	3
Information Systems	1	1	0%	2
Communication	1	1	0%	2
National Operations	1	1	0%	2
Chief Operations	1	1	0%	2
Chief Executive	1	1	0%	3
Total	16	16	0%	40



HUMAN RESOURCES MANAGEMENT

Table 19: Reasons for Staff Leaving

Termination type	Number	% of total terminations
Abscondment	0	0.00%
Death	8	1.79%
Dismissal	2	0.45%
Dismissal incapacity	1	0.22%
Resignation	148	32.53%
End of contract*	282	61.98%
Retirement	10	2.23%
Medical Boarding	4	0.89%
Dismissal due to operational changes	0	0.00%
Total	455	100%

* 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 20: Labour Relations: Misconduct and Disciplinary Action

Nature of disciplinary action	Number
Verbal Warning	12
Written Warning	18
Final Written Warning	4
Dismissal	2
Other	15
Total	51

Table 21: Equity Target and Employment Equity Status

Levels	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	7	7	0	1	1	1	1	1
Senior Management	38	41	6	6	6	2	9	5
Professional Qualified	540	583	53	83	35	28	122	76
Skilled	103	101	9	14	2	5	0	13
Semi-skilled	65	148	4	21	2	7	1	19
Total	753	880	72	125	46	43	133	114

* Excluding Candidate Attorneys/Temps



HUMAN RESOURCES MANAGEMENT

Table 21: Equity Target and Employment Equity Status (continued)

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	3	6	2	1	1	0	1	1
Senior Management	20	34	3	5	4	1	11	3
Professional Qualified	371	486	119	69	49	14	99	49
Skilled	106	84	16	12	1	2	4	8
Semi-skilled	204	123	43	18	9	4	24	12
Total	704	733	183	105	64	21	139	73
* Excluding Candidate Attorneys/Temps								

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	1	1	1	1
Professional Qualified	26	15	6	13
Skilled	0	2	1	3
Semi-skilled	2	1	5	6
Total	29	19	13	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

1. STATEMENT OF RESPONSIBILITY

Refer to page 21 for the Statement of Responsibility.

2. REPORT OF THE CHIEF EXECUTIVE OFFICER

GENERAL FINANCIAL REVIEW

Legal Aid South Africa continued to strengthen its financial management processes, internal controls, and financial risk management controls. The organisation reviewed its policies and procedures to be in line with best practices in the industry. The Internal Control Framework was also 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 R1,754 billion in the 2017-2018 financial year which is 11.2% higher than the 2016-2017 allocation. The increase was higher than the average macro increase of 6% due to the lower base budget of 2016-2017 as a result of the budget cut of R92,7 million.

EXPENDITURE: TRENDS AND CHALLENGES

The organisation completed the financial year on a positive note by implementing the 2017-2018 approved budget and spending and committing more than 98.5% of its budget. This was after supplementing the grant allocation with R11,5 million from cash reserves, ensuring that the service delivery levels are maintained. This was consistent with the organisational spending trends of spending and committing more than 98% of the budget.

Legal Aid South Africa continues to face challenges with regard to office accommodation as the organisation operates mostly from rented premises. The escalation rates and/or renewal of these leases are usually higher than the macro of 5%-6% provided by National Treasury. The organisation also faced challenges with the renting of office accommodation in that in some areas where there is no alternative office accommodation, the landlords are not compliant with the National Treasury supply chain management (SCM) requirements, and any continued payment to them results in irregular expenditure.

Increasing employee costs also bring financial challenges due to the cost of living increases that are higher than the National Treasury macro of 5%. The higher cost of living increases were funded from the baseline allocation by implementing further cost containment measures and reducing the organisational staff establishment to the available salaries budget. Intermittent vehicle fuel prices continue to be a challenge as they continue to increase above the inflation rates.

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

ROLLOVER OF FUNDS FROM 2017-2018

During the 2016-2017 financial year, Legal Aid SA embarked on projects, most notably the development of the new system (eLAA 2016), to enhance its IT infrastructure to align to its business operational requirements. The project commenced in the 2016-2017 financial year, however it could not be finalised in the same financial year due to the complexity and the size of the project. As expected, development projects of this nature take multiple financial years to be finalised. The project is currently in the testing phase and will be finalised during the 2018-2019 financial year. The Board has been requested to approve the request to roll over funds set aside for the development of this system to the new financial year for finalisation of this project.

Since most of these projects were not completed in the current financial year, the organisation has submitted a report on commitments to the Board for approval to roll over these committed funds to the 2018-2019 financial year as they could not be absorbed in the current budget, taking into account the budget cut of 5% on the baseline allocation amounting to R92,8 million.



FINANCIAL INFORMATION

SUPPLY CHAIN MANAGEMENT (SCM)

Legal Aid South Africa submitted its Procurement Plan to National Treasury by 31 March 2017 as required in terms of the National Treasury Instruction Note. Legal Aid SA 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 in place effectively functioning Bid Specification, Bid Evaluation and Bid Adjudication Committees. Compliance with SCM policies and procedures was managed by Executive Management, Provincial Office and Legal Aid SA Local Office 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. It was also reviewed as per the organisational requirements and submitted to the National Treasury.

Legal Aid South Africa continued to face a challenge of incurring irregular expenditure as a result of non-tax/Central Supplier Database compliant office accommodation service providers. In most of the rural areas, the possible suppliers do not comply with supply chain management policy requirements in that they do not always have valid tax clearance certificates in place, and are not registered on the National Treasury Central Supplier Database and as a result the organisation cannot lease office space from them.

In some of the instances where Legal Aid SA does not have alternatives for office accommodation, the organisation had to continue to rent offices from these suppliers/landlords to ensure that services are not interrupted and this has resulted in the organisation incurring irregular expenditure.

In order to curb this irregular expenditure, the Board approved the acquisition of immovable property in areas where we are facing challenges. Legal Aid South Africa went out on tender to acquire office accommodation. Through the tender process, Legal Aid SA recommended the acquisition of the Legal Aid SA Port Elizabeth Local Office for approval by the Board.

99.3% of trade creditors were paid within 30 days while 84.5% of Judicare creditors were paid within 30 days. The Judicare creditors payment rate is low due to system enhancements that we implemented during the financial year, resulting in payment processes taking longer. The December closure also contributed to the lower payment rate statistics as the number of days outstanding continued to count during this period. Further systems enhancements have been put in place to improve the payment turnaround rate of our creditors.

ASSET MANAGEMENT

In terms of sub-section 51(1)(c) of the Public Finance Management Act as amended, the Accounting Authority of 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 South Africa's asset register, the organisation carried out several activities including the quarterly asset verification.

The finance and administrative staff at various Legal Aid SA Local Offices continued to carry out and manage the asset verification processes. Overall coverage for asset verification in the 2017-2018 financial period was 100%, maintaining the asset verification coverage of the 2016-2017 financial year. The Fixed Assets Register was reconciled to the general ledger on a monthly basis; there were no long outstanding reconciling items during the financial year under review.

During the finalisation of the 2018-2019 budget, Legal Aid SA reviewed and assessed the useful lives of its property, plant and equipment. This resulted in the extension of the lifespan of motor vehicles, 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 motor vehicles.

The organisation also implemented the revised Fixed Assets Policy which provides for amongst other things, the donation of computer hardware to non-governmental/profit organisations which provide legal advice services.



FINANCIAL INFORMATION

50% of the replaced computer hardware equipment was donated to these organisations. A total of 82 computers were donated to various non-profit organisations during the 2017-2018 financial year.

During the 2017-2018 financial year, the organisation had functional Legal Aid SA Local Office, Provincial and National Office Disposal Committees. These committees approved assets for disposal in terms of the Approved Fixed Assets Policy.

AUDIT 2017-2018

The organisation produced its financial statements for the 2017-2018 financial year and submitted them to the Auditor-General and National Treasury timeously. Legal Aid South Africa received its 17th unqualified audit opinion in 2017-2018 with no matters emphasised by the Auditor-General.

Interim financial statements were issued for various quarters of the 2017-2018 financial year that fairly presented the financial performance, financial position, changes in net assets and cash flows of the organisation at the end of each quarter.

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 to Legal Aid SA. The organisation's grant allocation was cut by 5% over the MTEF period 2018-2019 – 2020-2021, with R92,8 million in the immediate financial year, 2018-2019. With the organisation having implemented operational efficiency measures and with no other budget line items to cut, the only other place to reduce the expenditure was to review the organisational structure.

The organisation completed and submitted its Budget for 2018-2019 to the Executive Authority.

The 2018-2019 Budget had a budget shortfall of R71,5 million and a budget cut of R92,8 million resulting in the total budget cut/shortfall of R164 million which was funded through reprioritisation of the existing resources and from existing cash reserves. The budget shortfall/cut is beginning to impact negatively on service delivery.

EVENTS AFTER REPORTING DATE

The organisation was able to produce its financial statements for the 2017-2018 financial year 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.

Ms V Vedalankar
Chief Executive Officer
28 July 2018



FINANCIAL INFORMATION

3. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON LEGAL AID SOUTH AFRICA

Report on the audit of Legal Aid South Africa's financial statements

Opinion

1. I have audited the financial statements of Legal Aid South Africa set out on pages 110 to 154, which comprise the statement of financial position as at 31 March 2018, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of Legal Aid South Africa as at 31 March 2018, and its financial performance and cash flows for the year then ended in accordance with 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).

Context for the opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Accounting Authority for the financial statements

6. The board of directors, which constitutes the accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the 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.
7. In preparing the financial statements, the accounting authority is responsible for assessing Legal Aid South Africa's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the accounting authority either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

8. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.



FINANCIAL INFORMATION

Report on the audit of the annual performance report Introduction and scope

10. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
11. My procedures address the reported performance information, which must be based on the approved performance planning documents of the public entity. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
12. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the public entity for the year ended 31 March 2018:

Objectives	Pages in the annual performance report
Objective 1 – Empowered clients and communities making informed choices about their legal rights and responsibilities.	37-38
Objective 2 – All poor and vulnerable persons able to access quality legal services to protect and defend their rights.	39-40
Objective 3 – An accessible, fair, efficient, independent and effective justice system serving all in South Africa, contributing to building safer communities.	41

13. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following objectives:
 - Objective 1 – Empowered clients and communities making informed choices about their legal rights and responsibilities.
 - Objective 2 – All poor and vulnerable persons able to access quality legal services to protect and defend their rights.
 - Objective 3 – An accessible, fair, efficient, independent and effective justice system serving all in South Africa, contributing to building safer communities.



FINANCIAL INFORMATION

Report on the audit of compliance with legislation

Introduction and scope

15. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the public entity with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
16. I did not raise material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

17. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.
18. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
19. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

Internal control deficiencies

20. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. I did not identify any significant deficiencies in internal control.

Other reports

21. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the public entity's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

Auditor - General

Pretoria
31 July 2018



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence



FINANCIAL INFORMATION

Annexure – auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected objectives and on the public entity's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
 - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
 - obtain an understanding of internal control relevant to the audit 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 public entity's internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors, which constitutes the accounting authority
 - conclude on the appropriateness of the board of directors, which constitutes the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Legal Aid South Africa's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease continuing as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting authority that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

Country of incorporation	South Africa
Nature of business	Provide legal services to the indigent
Members of Accounting Authority	

Non-executive Members

Judge President D Mlambo – Chairperson
 Judge M Makume – Deputy Chairperson
 Adv. P du Rand
 Ms N Mgadza
 Prof Y Vawda
 Ms M Naidoo
 Ms T Mhlungu
 Mr MNF Mvundlela
 Ms A Chowan
 Mr M Leseilane

Executive Members

Ms V Vedalankar
 Mr J Makokoane
 Mr P Hundermark
 Adv. B Nair

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 of South Africa





LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

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

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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 Annual 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.

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 SA's budgets and cash flow forecasts for the period under review. 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 South Africa will be a going concern in the foreseeable future. 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.

The Annual Financial Statements which appear on pages 110 to 154 were approved by the Accounting Authority on 28 July 2018 and signed on their behalf by:

Vidhu Vedalankar
Chief Executive Officer
Legal Aid SA
Johannesburg

Judge President Dunstan Mlambo
Chairperson
Legal Aid SA
Johannesburg



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

REPORT OF THE ACCOUNTING AUTHORITY FOR THE YEAR ENDED 31 MARCH 2018

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 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 01 March 2015.

2. BUSINESS AND OPERATIONS

Legal Aid SA's results 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 R2,831,865 (Restated deficit March 2017 R92,843,121).

4. PROPERTY, PLANT AND EQUIPMENT

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

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 Members

Judge President D Mlambo – Chairperson	Ms M Naidoo
Judge M Makume – Deputy Chairperson	Ms T Mhlungu
Adv. P du Rand	Mr MNF Mvundlela
Ms N Mgadza	Ms A Chowan
Prof Y Vawda	Mr M Leseilane

Executive Members

Ms V Vedalankar	Mr P Hundermark
Mr J Makokoane	Adv. B Nair

6. EVENTS AFTER REPORTING DATE

There were no significant events that took place after the reporting date of the Statement of Financial Position.

7. GOING CONCERN

The Accounting Authority reviews Legal Aid South Africa's budgets and cash flow forecasts for the period under review. 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 year ahead. The Annual Financial Statements are prepared on a going concern basis based on the Accounting Authority's assessment.

Johannesburg
28 July 2018



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2018

	Notes	March 2018 R	Restated March 2017 R
ASSETS			
Non-current assets		202,926,184	176,424,834
Property, plant and equipment	2	190,546,224	169,640,637
Finance lease assets	2.1	746,868	1,099,255
Intangible assets	3	11,633,092	5,684,942
Current assets		302,608,570	318,271,458
Trade and other receivables	4	5,614,606	6,156,791
Prepayments	5	4,343,503	24,568,320
Client trust funds	6	56,498,805	38,248,204
Deposits	7	1,557,170	1,661,651
Inventories	8	–	1,664,789
Cash and cash equivalents	9a	234,594,486	245,971,703
Total assets		505,534,754	494,696,292
NET ASSETS AND LIABILITIES			
Accumulated surplus		246,757,269	249,589,134
Non-Current liabilities			
Non-current portion of finance lease	10	252,779	–
Employee benefits	11	1,045,517	1,096,704
Current liabilities		257,479,189	244,010,454
Current portion of finance lease	10	516,303	616,757
Provisions	12	107,509,833	122,271,996
Client trust funds	13a	56,402,311	38,169,530
Trade and other payables	13	93,050,742	82,952,171
Net assets and liabilities		505,534,754	494,696,292



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2018

	Notes	March 2018 R	Restated March 2017 R
Revenue		1,780,136,274	1,606,479,650
Non-exchange transactions			
Grant	14	1,754,394,000	1,577,171,000
Sponsorship for conference	14	200,958	30,000
Exchange transactions		25,541,316	29,278,650
Interest income	15	23,193,726	27,978,104
Other income	15.1	2,347,590	1,300,546
Expenses		(1,782,968,139)	(1,699,322,771)
Personnel		(1,393,267,692)	(1,331,167,737)
Administrative	16	(130,419,333)	(115,965,136)
Other expenses	16.1	(231,218,792)	(221,743,560)
Depreciation and amortisation	9c	(27,879,850)	(30,232,759)
Finance costs	10.1	(182,472)	(213,579)
Deficit for the year		(2,831,865)	(92,843,121)

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31 MARCH 2018

	Notes	R
Balance as at 31 March 2016		338,341,758
Prior year adjustment	26	4,090,497
Restated balance as at 31 March 2016		342,432,255
Net deficit for the year ended 31 March 2017		(92,843,121)
Restated balance as at 31 March 2017		249,589,134
Net deficit for the year ended 31 March 2018		(2,831,865)
Balance as at 31 March 2018		246,757,269



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2018

	Notes	March 2018 R	March 2017 R
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts		1,778,802,637	1,606,479,650
Grant		1,754,394,000	1,577,171,000
Sponsorship for conference		200,958	30,000
Interest received		23,193,726	27,978,104
Other receipts		1,013,953	1,300,546
Payments		(1,737,284,616)	(1,697,034,379)
Employee costs		(1,393,267,692)	(1,331,167,737)
Suppliers		(343,834,453)	(365,653,063)
Finance costs		(182,472)	(213,579)
Net cash flow from operating activities	9c	41,518,022	(90,554,729)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds on disposals of property, plant and equipment		3,327,054	3,973,756
Acquisition of property, plant and equipment	2	(48,774,431)	(34,224,614)
Acquisition of Intangible assets	3	(7,112,120)	(5,620,315)
Cash flows from investing activities		(52,559,497)	(35,871,173)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance leases		(335,741)	(1,221,200)
Cash flow from financing activities		(335,741)	(1,221,200)
(Decrease) in cash and cash equivalents		(11,377,216)	(127,647,102)
Cash and cash equivalents at beginning of the year		245,971,703	373,618,805
Cash and cash equivalents at end of the year	9a	234,594,485	245,971,703



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 31 MARCH 2018 BUDGET ON CASH BASIS

	Approved Budget R	Final Budget R	Actuals R	Difference between Final Budget and Actuals R	% Difference
Revenue	1,787,394,000	1,826,512,739	1,817,600,235	8,912,505	
Grant	1,754,394,000	1,754,394,000	1,754,394,000	–	0%
Sponsorship for conference	–	200,958	200,958	–	0%
Interest income	21,500,000	21,500,000	23,193,726	(1,693,726)	-8%
Other income	–	–	2,347,590	(2,347,590)	-100%
Rollover funding	–	38,917,781	25,963,961	12,953,820	33%
Funding from reserves	11,500,000	11,500,000	11,500,000	–	0%
Expenses	(1,785,627,548)	(1,796,445,988)	(1,782,968,139)	(13,477,848)	
Personnel	(1,444,864,547)	(1,400,394,199)	(1,393,267,692)	(7,126,507)	1%
Administrative	(95,268,712)	(131,404,670)	(130,419,333)	(985,337)	1%
Other expenses	(214,778,043)	(233,805,944)	(231,218,792)	(2,587,152)	1%
Depreciation and amortisation	(30,716,246)	(30,716,262)	(27,879,850)	(2,836,412)	9%
Finance costs	–	(124,913)	(182,472)	57,559	100%
Capital expenditure	(32,482,698)	(60,783,012)	(55,886,551)	(4,896,461)	8%
Depreciation – non cash flow item	30,716,246	30,716,262	27,879,850	2,836,412	9%
Surplus for the period	–	–	6,625,395	(6,625,394)	-100%

The 2017-2018 approved budget was prepared on cash basis and financial statements are presented on the accrual basis. The approved budget was for the period 01 April 2017 to 31 March 2018. 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 8% variance on interest is mainly due to higher interest received than budgeted.
- The 33% variance on rollover funding is mainly due to land and buildings which were not procured on time.
- 100% variance on other income mainly relates to profit on disposals of assets and monies collected from client contributions.
- 100% variance on finance costs is due to finance costs incurred which were not budgeted for.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

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 respects, 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) and the Treasury Regulations issued in terms of the Act.

The Annual 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 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 entity, which except where noted, are consistent in all material respects with those applied in the previous period. The Annual Financial Statements have been prepared on the historical cost basis and at fair value where applicable.

The Annual Financial Statements are presented in South African Rands (R) and all amounts are rounded to the nearest rand.

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 South Africa. 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.

Standards approved but not yet effective:

TITLE	NATURE	DATE EFFECTIVE	DATE APPLIED	NAME
GRAP 20	Disclosure	Not yet known	On effective date	Related party disclosure
GRAP 32	Disclosure	Not yet known	Not applicable to the organisation	Service Concession Arrangements: Grantor
GRAP 34	Disclosure	Not yet known	Not applicable to the organisation	Separate Financial Statements
GRAP 35	Disclosure	Not yet known	Not applicable to the organisation	Consolidated Financial Statements
GRAP 36	Disclosure	Not yet known	Not applicable to the organisation	Investments in Associates and Joint Ventures
GRAP 37	Disclosure	Not yet known	Not applicable to the organisation	Joint Arrangements
GRAP 38	Disclosure	Not yet known	On effective date	Disclosure of Interest in Other Entities
GRAP 108	Disclosure	Not yet known	Not applicable to the organisation	Statutory receivables
GRAP 109	Disclosure	Not yet known	Not applicable to the organisation	Accounting by principals and agents
GRAP 110	Disclosure	Not yet known	Not applicable to the organisation	Living and Non-living Resources



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

Interpretations approved but not yet effective:

TITLE	NAME	NATURE	DATE EFFECTIVE	DATE APPLIED
IGRAP 17	Service Concession Arrangements Where a Grantor Controls a Significant Residual Interest in an Asset	Disclosure	Not yet known	On effective date
IGRAP 18	Recognition and Derecognition of Land	Disclosure	01 April 2019	On effective date
IGRAP 19	Liabilities To Pay Levies	Disclosure	01 April 2019	On effective date

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 SA prepares its annual budget on a cash basis in terms of the PFMA and the National Treasury Medium Term Expenditure Framework Guidelines issued annually. 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 that 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:

- It is probable that economic benefits or services potential will flow to the entity.
- These benefits can be measured reliably.

Grant

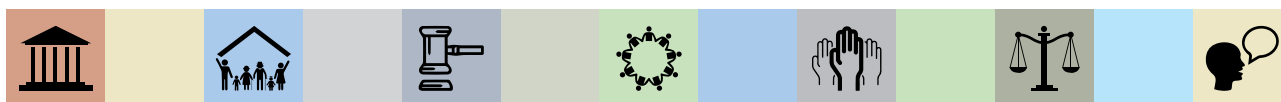
Revenue received from unconditional grants is recognised in the period when received or receivable. The grant Legal Aid South Africa received is unconditional.

Other income

Legal Aid SA 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 South Africa 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 cash and cash equivalent.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

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.

Provisions

Provisions are recognised when Legal Aid SA 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 South Africa are short-term in nature and thus ignore the effects of discounting.

Judicare provision

Judicare provisions are recognised when Legal Aid SA 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 reviewing actual payments for matters over a minimum period of 5 financial years and adjusting all payments made during this period to their present day value. We thereafter determine the percentage of case activities that is completed per month for each matter and/or court type up to a maximum of 36 months. This information is then used to determine the provision amount for each pending matter based on its age and the cost per case of the matter.

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.

Commitments

Commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.

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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

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 yearly at reporting date to determine if there is any indication that the assets are impaired.

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 cession 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 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 all cost incurred initially to acquire or construct an item of property, plant and equipment less 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, or 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:



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

Description	%	Estimated useful life
Land	0%	Infinite
Building	4%	25 years
Building improvements	6.67%	15 years
Motor vehicles	11.1%	6 to 9 years
Furniture and equipment	6.67%-20%	5 to 15 years
Leasehold improvements	Lease term	Lease term
Fitting and fixtures	10%	10 years
Computer equipment	10%-20%	5 to 10 years

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, and the market value of similar assets that have 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 calculated on a straight line basis over the estimated useful life 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 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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

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

Cost includes the purchase price, all developmental costs incurred in preparing the intangible asset to be ready for use less discounts received on acquisition including service costs. Intangible assets are carried at cost less accumulated amortisation 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 cost are capitalised as a new asset and the initial asset is derecognised.

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 2 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 are 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, 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 Taxation

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

1.10 Financial assets and instruments

Financial instruments are recognised on the Statement of Financial Position when Legal Aid South Africa 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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

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

Recognition

Financial assets 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.

Trade and other receivables

Trade and other receivables are initially measured at cost, and subsequently measured at cost less impairment. Appropriate allowances for estimated irrecoverable amounts are recognised in surplus or deficit when there is objective evidence that the asset is impaired.

An estimate of doubtful debts is made based on a review of all outstanding individual amounts at statement of position date.

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.

Receivables included in the Statement of Financial Position arise from staff debtors, duplicate Judicare travel claims by practitioners, normal Judicare debtors and trade debtors.

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.

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, using the effective interest rate method.

Trade and other payables are classified as financial liabilities at fair value.

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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

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) the 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.

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 SA 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 of 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.





LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

1.15 Irregular 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.

All expenditure relating to irregular, expenditure is recognised as an expense in the Statement of Financial Performance in the period that the expenditure was incurred.

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.

Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are derecognised when settled or subsequently written off as irrecoverable.

1.16 Fruitless and wasteful expenditure

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 fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the period that the expenditure was incurred.

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and/or wasteful expenditure incurred.

Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.

Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are derecognised when settled or subsequently written off as irrecoverable.

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.

1.18 Client trust funds

These constitute amounts received from estates late 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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

ACCOUNTING POLICIES (CONTINUED)

1.19 Deposits

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

Deposits are recorded at fair value.

1.20 Inventories

Inventories which consists of consumables are recognised as an asset if:

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

Legal Aid South Africa uses the FIFO method to value the stock on hand. In the 2017-2018 financial year inventory on hand was deemed to be immaterial and was therefore expensed.

1.21 Subsequent events

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

1.22 Risk management of financial assets and liabilities

Credit risk:

- Each class of instrument is disclosed separately.
- Maximum exposure to credit risk is not covered by collateral is specified.
- Financial instruments covered by collateral are specified.

Liquidity risk:

A maturity analysis for financial assets and liabilities that shows the remaining contractual maturities.

Liquidity risk is managed by ensuring that all assets are invested at maturity at competitive interest rates in relation to cash flow requirements. Liabilities are managed by ensuring that all contractual payments are met on a timeous basis and, if required, additional new arrangements are established at competitive rates to ensure that cash flow requirements are met.

A maturity analysis for financial liabilities that shows the remaining undiscounted contractual maturities is disclosed in 13.1 to the Annual Financial Statements.

1.23 Prepayments

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

The prepayments are recognised at fair value.

1.24 Change in accounting estimates

Change in estimates is an 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. Changes in accounting estimates are accounted for prospectively.

1.25 Prior Period Error

The accounting policies applied are consistent with those used to present the previous year's financial statements, unless explicitly stated otherwise.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with GRAP 3 requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the entity shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

2. PROPERTY, PLANT AND EQUIPMENT

	Cost R	March 2018 Accumulated Depreciation R	Carrying Value R	Cost R	March 2017 Accumulated Depreciation R	Carrying Value R
Owned assets						
Land	6,080,822	–	6,080,822	3,556,000	–	3,556,000
Building	49,679,623	8,743,608	40,936,015	31,628,289	7,485,120	24,143,169
Building improvements	16,196,480	6,356,334	9,840,146	15,299,718	6,343,809	8,955,909
Motor vehicles	82,054,574	17,125,100	64,929,474	75,465,280	16,535,643	58,929,637
Furniture and equipment	24,721,578	20,497,210	4,224,368	24,835,975	20,454,915	4,381,060
Fitting and fixtures	2,937,376	2,791,439	145,937	2,937,376	2,497,701	439,675
Leasehold improvements	19,433,184	8,996,775	10,436,409	18,491,311	7,801,062	10,690,249
Computer equipment	101,869,354	47,916,301	53,953,053	96,370,894	37,825,956	58,544,938
	302,972,991	112,426,767	190,546,224	268,584,843	98,944,206	169,640,637

The cost for maintenance on buildings amounted to R343,254.

The cost for maintenance on motor vehicles amounted to R3,618,772.

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

Reconciliation of property, plant and equipment – March 2018

	Carrying Value at Beginning of Year R	Additions R	Disposals R	Depreciation R	Carrying Value at End of Year R
Owned assets					
Land	3,556,000	2,524,822	–	–	6,080,822
Building	24,143,169	18,051,334	–	(1,258,488)	40,936,015
Building improvements	8,955,909	1,778,612	–	(894,375)	9,840,146
Motor vehicles	58,929,637	12,485,611	(1,298,154)	(5,187,620)	64,929,474
Furniture and equipment	4,381,060	774,628	(24,054)	(907,266)	4,224,368
Fitting and fixtures	439,675	–	–	(293,738)	145,937
Leasehold improvements	10,690,249	2,911,782	(76,453)	(3,089,169)	10,436,409
Computer equipment	58,544,938	10,247,642	(594,757)	(14,244,770)	53,953,053
	169,640,637	48,774,431	(1,993,417)	(25,875,427)	190,546,224

Land

The first land is described as ERF 4410 Johannesburg Township Registration Division I.R., provision of Gauteng, Johannesburg Division Gauteng Province. The land measures 1 490 square metres. It was transferred to Legal Aid South Africa on 04 September 2008. For initial split, the land was revaluated by an independent valuator, J.O. Schoonraad on 23 September 2011 and has been stated at cost of R11,788,000.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

Land (continued)

The second land is described as ERF 408 Middelburg Registration Division I.R., provision of Mpumalanga, Middelburg Division Mpumalanga Province. The land measures 966 square metres. It was transferred to Legal Aid South Africa on 08 March 2017. For initial recognition split, the land was revaluated by an independent valuator, Kgolofelo Property Services CC, on 15 August 2016 and has been stated at cost of R630,000.

The third land is described as ERF 1956 Lichtenburg Registration Division I.R., provision of North West, Lichtenburg Division North West Province. The land measures approximately 1 086 square metres. It was transferred (sold) to Legal Aid South Africa on 19 May 2016. For initial recognition split, the land was revaluated by an independent valuator, Etienne E. Pretorius, on 20 September 2016 and has been stated at cost of R543,000.

The fourth land is described as ERF 884 Johannesburg Registration Division I.R., provision of Gauteng, Johannesburg Division Gauteng Province. The land measures approximately 595 square metres. It was transferred (sold) to Legal Aid South Africa on 29 July 2016. For initial recognition split, the land was revaluated by an independent valuator, Etienne E. Pretorius, on 20 September 2016 and has been stated at cost of R595,000.

The fifth land is described as ERF 1737 Krugersdorp Township Registration Division I.R., provision of Gauteng, Krugersdorp Division Gauteng Province. The land measures approximately 495 square metres. It was transferred (sold) to Legal Aid South Africa on 13 April 2017. For initial recognition split, the land was revaluated by an independent valuator, Tsebo Real Asset Management, on 14 November 2017 and has been stated at cost of R850,000.

The sixth land is described as ERF 39 Welkom Registration Division I.R., provision of Free State, Welkom Division Free State Province. The land measures approximately 373 square metres. It was transferred (sold) to Legal Aid South Africa on 10 May 2017. For initial recognition split, the land was revaluated by an independent valuator, Equity Property Professionals, on 28 March 2018 and has been stated at cost of R292,696.

The seventh land is described as ERF 109 Witbank Registration Division I.R., provision of Mpumalanga, Witbank Division Mpumalanga Province. The land measures approximately 2 231 square metres. It was transferred (sold) to Legal Aid South Africa on 12 July 2017. For initial recognition split, the land was revaluated by an independent valuator, Equity Property Professionals, on 28 March 2018 and has been stated at cost of R1,382,130.

Building

The first building is described as ERF 4410 Johannesburg Township Registration Division I.R., provision of Gauteng, Johannesburg Division Gauteng Province. The building measures approximately 8 289 square metres and it was transferred (sold) to Legal Aid South Africa on 04 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 second building is described as ERF 408 Middelburg Registration Division I.R., provision of Mpumalanga, Middelburg Division Mpumalanga Province. The building measures approximately 616 square metres and it was transferred (sold) to Legal Aid South Africa on 08 March 2017. The estimated useful life of the building is 25 years and has been stated at the cost price of R5,250,554.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

Building (continued)

The third building is described as ERF 1956 Lichtenburg Registration Division I.R., provision of North West, Lichtenburg Division North West Province. The building measures approximately 258 square metres and it was transferred (sold) to Legal Aid South Africa on 19 May 2016. The estimated useful life of the building is 25 years and has been stated at the cost price of R1,307,425.

The fourth building is described as ERF 884 Ekurhuleni Metropolitan Registration Division I.R., provision of Gauteng, Johannesburg Division Gauteng Province. The building measures approximately 1 696 square metres and it was transferred (sold) to Legal Aid South Africa on 29 July 2016. The estimated useful life of the building is 25 years and has been stated at the cost price of R3,089,310.

The fifth building is described as ERF 1737 Krugersdorp Township Registration Division I.R., provision of Gauteng, Krugersdorp Division Gauteng Province. The building measures approximately 1 380 square metres and it was transferred (sold) to Legal Aid South Africa on 13 April 2017. The estimated useful life of the building is 25 years and has been stated at the cost price of R4,325,371.

The sixth building is described as ERF 39 Welkom Registration Division I.R., provision of Free State, Welkom Division Free State Province. The building measures approximately 1 073 square metres and was transferred (sold) to Legal Aid South Africa on 10 May 2017. The estimated useful life of the building is 25 years and has been stated at the cost price of R7,292,718.

The seventh building is described as ERF 109 Witbank Registration Division I.R., provision of Mpumalanga, Witbank Division Mpumalanga Province. The building measures approximately 1 548 square metres and it was transferred (sold) to Legal Aid South Africa on 12 July 2017. The estimated useful life of the building is 25 years and has been stated at the cost price of R6,433,243.

Reconciliation of property, plant and equipment – March 2017

	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	1,768,000	–	–	3,556,000
Building	15,533,240	9,647,289	–	(1,037,360)	24,143,169
Building improvements	9,841,226	153,098	–	(1,038,415)	8,955,909
Motor vehicles	56,670,474	10,006,299	(1,723,049)	(6,024,087)	58,929,637
Furniture and equipment	3,828,225	1,373,726	(76,966)	(743,925)	4,381,060
Fitting and fixtures	733,413	–	–	(293,738)	439,675
Leasehold improvements	11,399,451	2,799,588	(67,726)	(3,441,064)	10,690,249
Computer equipment	65,872,919	8,476,613	(489,851)	(15,314,743)	58,544,938
	165,666,948	34,224,613	(2,357,592)	(27,893,332)	169,640,637



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

2.1 Finance leased assets

	Cost R	March 2018 Accumulated Depreciation R	Carrying Value R	Cost R	March 2017 Accumulated Depreciation R	Carrying Value R
Photocopiers	–	–	–	2,275,865	1,176,610	1,099,255
Cellphones	1,028,985	282,118	746,868	–	–	–
	1,028,985	282,118	746,868	2,275,865	1,176,610	1,099,255

Reconciliation of property, plant and equipment – March 2018

Finance leased assets

	Carrying Value at Beginning of Year R	Additions R	Disposals R	Depreciation R	Carrying Value at End of Year R
Photocopiers	1,099,255	–	(540,920)	(558,335)	–
Cellphones	–	1,028,985	–	(282,118)	746,868
	1,099,255	1,028,985	(540,920)	(840,453)	746,868

Reconciliation of property, plant and equipment – March 2017

Finance leased assets

	Carrying Value at Beginning of Year R	Additions R	Disposals R	Depreciation R	Carrying Value at End of Year R
Photocopiers	2,209,918	64,887	–	(1,175,551)	1,099,255
Cellphones	–	–	–	–	–
	2,209,918	64,887	–	(1,175,551)	1,099,255

3. INTANGIBLE ASSETS

	Cost R	March 2018 Accumulated Amortisation R	Carrying Value R	Cost R	March 2017 Accumulated Amortisation R	Carrying Value R
Computer software	14,439,601	2,806,509	11,633,092	7,327,482	1,642,539	5,684,942

Reconciliation of intangible assets – March 2018

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

	Carrying Value at Beginning of Year R	Additions* R	Disposals R	Amortisation R	Carrying Value at End of Year R
Computer software	5,684,942	7,112,120	–	(1,163,971)	11,633,092

*Amount of R7,112,120 under additions is for software still under development



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

Reconciliation of intangible assets – March 2017

	Carrying Value at Beginning of Year R	Additions* R	Disposals R	Amortisation R	Carrying Value at End of Year R
Computer software	3,768,188	5,620,315	(2,539,684)	(1,163,876)	5,684,942

*Amount of R5,620,315 under additions is for software still under development

4. TRADE AND OTHER RECEIVABLES – EXCHANGE TRANSACTIONS

	March 2018 R	Restated March 2017 R
Trade receivables	15,996,425	16,568,381
Provision for doubtful debts	(10,470,023)	(10,517,783)
Other receivables	88,203	106,194
	5,614,606	6,156,791

4.1 Reconciliation of doubtful debt provision

	March 2018 R	Restated March 2017 R
Balance at the beginning of the period	10,517,783	10,622,615
Bad debts written off	(23,777)	(92,256)
Decrease in provision for doubtful debts	(23,983)	(12,576)
	10,470,023	10,517,783

5. PREPAYMENTS

	March 2018 R	March 2017 R
Prepayments	4,343,503	24,568,320
	4,343,503	24,568,320
Reconciliation of prepayments		
Operating expenditure	4,343,503	3,992,165
Capital expenditure	–	20,576,155
	4,343,503	24,568,320

2018 – Prepayments relate mainly to payments in advance for software licences.

2017 – Prepayments relate mainly to payments in advance for software licences and office buildings bought in Welkom, Witbank and Krugersdorp but not yet registered with the Deeds Office.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

6. CLIENT TRUST FUNDS

Client trust funds

March 2018 R	March 2017 R
56,498,805	38,248,204
56,498,805	38,248,204

These constitute amounts received from estate sales 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.

7. DEPOSITS

These constitute mainly amounts paid to landlords as security for rent repayment.

The total deposit above is classified as follows:

Later than 1 year and not later than 5 years

Not later than 1 year

March 2018 R	March 2017 R
1,557,170	1,661,651
1,308,816	1,421,179
248,354	240,472
1,557,170	1,661,651

7.1 Deposit Reconciliation

Opening Balance

Recoveries

Deposits expensed

Deposits moved to Debtors

Deposits written off

New/Additional deposits for the year

Closing Balance

March 2018 R	March 2017 R
1,661,651	1,697,715
(85,801)	(42,900)
(3,800)	(3,706)
(24,882)	–
–	–
10,001	10,542
1,557,170	1,661,651

8. INVENTORIES

Stationery on hand

March 2018 R	March 2017 R
–	1,664,789
–	1,664,789

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 pledged as a security. The stationery on hand at year end was immaterial and was expensed.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

8. INVENTORIES (continued)

8.1 Reconciliation for inventory

Stationery – March 2018

	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	1,664,789	–	(1,664,789)	–

Stationery – March 2017

	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	1,540,046	1,664,789	(1,540,046)	1,664,789

9. 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:

	March 2018 R	March 2017 R
Funds held with the Corporation for Public Deposits	230,193,551	239,676,128
Bank balance and cash on hand	4,400,935	6,295,575
	234,594,486	245,971,703

(b) Property, plant and equipment

During the year, Legal Aid South Africa acquired property, plant and equipment of R48,774,431 by means of grants allocated by the national government.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

9. NOTES TO CASH FLOW STATEMENT (continued)

(c) Cash generated by operating activities

Reconciliation of net cash flows from operating activities to surplus

	March 2018 R	March 2017 R
Net profit (deficit)	(2,831,865)	(92,843,121)
Non-cash flow movement		
Depreciation	26,715,881	29,068,883
Amortisation	1,163,970	1,163,876
Increase in provision and employee benefits	(14,813,350)	(21,155,642)
Increase in payables	10,080,751	5,668,829
(Increase)/Decrease in inventories	1,664,789	(124,744)
(Gains)/Loss on sale of property, plant and equipment	(1,333,637)	1,034,026
Debts written off	23,777	92,256
(Increase)/Decrease in receivables	20,847,706	(13,459,091)
	41,518,022	(90,554,729)

10. FINANCE LEASES

Interest bearing borrowings

	March 2018 R	March 2017 R
Non-current portion of finance leases	252,779	–
Current portion of finance lease liability	516,303	616,757
Total lease liability	769,082	616,757

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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

10. FINANCE LEASES (continued)

Reconciliation of minimum lease payments with their present values

	Up to 1 year R	March 2018 2-5 years R	Total R	Up to 1 year R	March 2017 2-5 years R	Total R
Minimum lease payments	578,898	261,436	840,334	641,353	–	641,353
Finance charges	62,595	8,657	71,252	24,596	–	24,596
Fair value adjustment	–	–	–	–	–	–
Present value	516,303	252,779	769,082	616,757	–	616,757

Finance leases cash flow recon

	March 2018 R	March 2017 R	Net Cash Flow
Finance leases assets	746,868	1,099,254	352,386
Finance leases liability	(769,082)	(616,757)	152,325
Depreciation on finance leases	(840,453)	(1,175,551)	(335,098)
	(862,667)	(693,056)	169,613

10.1 Finance costs

Finance leases obligation

March 2018 R	March 2017 R
182,472	213,579

Finance costs relate to finance charges for photocopier and cellphones.

11. 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 (Act 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 a 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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

11. EMPLOYEE BENEFITS (continued)

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 10.15% and investment returns will average 7.71%. Medical costs trend rates 9.21% above CPI. The actuarial value of the promised benefits is R1,045,517 (2017: R1,096,704) 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

Post-retirement medical aid benefits

March 2018 R	March 2017 R
1,045,517	1,096,704
1,045,517	1,096,704

Liability at the beginning of the year

Interest cost

Contribution payments

March 2018 R	March 2017 R
1,096,704	1,133,067
100,317	103,643
(151,504)	(140,006)
1,045,517	1,096,704

R1,045,517 (2017: R1,096,704) 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 has a significant effect on the amounts recognised in surplus or deficit. A one percent point change in assumed health care cost trend rates would have the following effects:

Defined benefit obligation

March 2018 (1%) R	1% R	March 2017 (1%) R	1% R
(10,455)	10,455	(10,967)	10,967



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NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

12. PROVISIONS

March 2018

	Carrying Value at Beginning of Year	Used During the Year R	Additional/ Reversal Provisions R	Carrying Value at End of Year R
Judicare*	73,058,118	(84,873,149)	81,323,421	69,508,390
Provision for incentive payments	46,414,559	(56,757,781)	45,987,671	35,644,448
Provision for Workmen's Compensation	1,204,702	(1,204,702)	–	–
Corporate litigation*	1,594,618	(1,594,618)	2,356,996	2,356,996
	122,271,996	(144,430,250)	129,668,088	107,509,833

*The amounts used for the year includes used and reversed provisions.

March 2017

	Carrying Value at Beginning of Year R	Used During the Year R	Additional Provisions R	Carrying Value at End of Year R
Judicare*	96,683,581	(96,055,523)	72,430,060	73,058,118
Provision for incentive payments	43,954,205	(49,673,644)	52,133,998	46,414,559
Provision for Workmen's Compensation	1,023,413	(965,484)	1,146,773	1,204,702
Corporate litigation*	1,730,076	(1,730,076)	1,594,618	1,594,618
	143,391,276	(148,424,728)	127,305,449	122,271,996

*The 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 vary; 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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

12. PROVISIONS (continued)

Outstanding claims provision

The method used is based on reviewing actual payments for matters over a minimum period of 5 financial years and adjusting all payments made during this period to their present day value. We thereafter determine the percentage of case activities that is completed per month for each matter and/or court type up to a maximum of 36 months. This information is then used to determine the provision amount for each pending matter based on its age and the cost per case of the matter.

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 R403,500 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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

13. TRADE AND OTHER PAYABLES

	March 2018	March 2017
Trade payables	64,541	128,538
Leave pay benefits	34,416,247	32,219,023
Bonus pay benefits (13th cheque)	29,967,273	28,533,921
Accruals	2,625,576	3,999,218
Sundry creditors*	25,977,105	18,071,472
	93,050,742	82,952,171

* 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.

13.1 Maturity analysis

Year 2018

	< 1 Year	1-2 Years	2-5 Years	5+ Years	Total
Trade and other payables	88,564,871	4,485,871	–	–	93,050,742

Year 2017

Trade and other payables	78,461,914	4,490,257	–	–	82,952,171
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13a. Clients Trust

	March 2018 R	March 2017 R
Client trust fund	56,402,311	38,169,530
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.		
Client trust recon		
Client trust asset	56,498,805	38,248,204
Less: Payments made from main account	(96,494)	(26,160)
Less: Section 3d payments not paid over to board	–	(52,514)
Client trust liability	56,402,311	38,169,530



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

14. 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.

	March 2018 R	March 2017 R
Unconditional government baseline allocation	1,754,394,000	1,577,171,000
Sponsorship for International Legal Aid Group (ILAG) conference	200,958	30,000
	1,754,594,958	1,577,201,000

15. INTEREST INCOME

Interest income consists mainly of income received from funds invested with the Corporation for Public Deposits

March 2018 R	March 2017 R
23,193,726	27,978,104

15.1 Other income

Other income comprises

Commission on garnish and benefit to the Board
Profit on disposal of assets
*Sundry income

March 2018 R	March 2017 R
136,097	366,349
1,333,637	–
877,856	934,197
2,347,590	1,300,546

**Sundry income comprises monies from disposed assets sold to staff and cost recovered.*

16. ADMINISTRATIVE EXPENSES

Co-operation Agreements
Impact Litigation
Judicare
Civil disbursements

March 2018 R	Restated March 2017 R
12,733,215	10,953,711
4,820,739	1,286,747
106,268,502	98,161,417
6,596,877	5,563,260
130,419,333	115,965,136



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

16. ADMINISTRATIVE EXPENSES (continued)

16.1 Other expenses

Other expenses is made up of the following material expenses:

	March 2018 R	March 2017 R
Advertising	4,770,938	5,161,672
Audit fees	3,862,781	3,815,230
Board fees	652,307	587,311
Cleaning services	7,702,648	6,941,689
Communication	3,046,190	2,557,877
Computer software licenses	14,645,949	14,857,502
Document exchange	1,042,320	990,781
Education and training	4,021,037	4,167,941
Insurance – Group Life	21,429,589	20,174,956
Insurance short term	5,759,237	5,501,904
IT support	992,787	1,327,574
Leadership programme	–	453,904
Library and publications	3,644,527	3,532,438
Maintenance building	1,257,957	647,715
Maintenance office	2,363,941	2,282,928
Management fees	851,105	490,340
Municipal services	13,557,267	12,619,017
Office rental	42,780,645	41,602,197
Office rental - Satellite Offices	7,676,975	7,150,395
Postage and courier	1,101,382	945,685
Printing and stationery	7,093,129	5,870,754
Recruitment	593,591	879,725
Refreshments	871,732	913,811
Security costs	2,258,171	2,144,152
Signage and branding	853,035	927,449
Storage costs	853,881	798,685
Subscriptions and membership fees	2,392,100	4,460,004
Skills development	116,447	167,484



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

16. ADMINISTRATIVE EXPENSES (continued)

16.1 Other expenses (continued)

Other expenses is made up of the following material expenses (continued):

	March 2018 R	March 2017 R
Software maintenance	739,880	661,246
Telephone and faxes	14,229,140	13,529,324
Tools and equipment	1,678,502	1,267,431
Travel and subsistence	7,677,326	6,491,323
Travelling and sub-circuit court	316,566	340,749
Vehicle fuel	10,060,359	9,986,199
Vehicle maintenance	3,618,772	3,261,211
Vehicle tracking	1,085,508	2,173,173
Wide Area Network	16,533,814	14,834,172
Workmen's compensation	1,045,677	1,146,773
Workshops	1,122,485	216,379
Computers - disaster recovery	63,532	20,456
Education and training Legal Development	1,026,903	1,011,543
Legal fees	1,614,301	1,738,103
Other expenses, not material individually	14,214,361	13,094,358
	231,218,792	221,743,560

Other expenses include bank charges, public relations, bursaries, et cetera

17. 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 01 April 2017 to 31 March 2018.

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 2018 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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

17. RECONCILIATION OF ACTUAL AMOUNT IN THE CASH FLOW STATEMENT AND COMPARATIVE STATEMENT (continued)

		Operating Activities R	Financing Activities R	Investing Activities R
Actual amount on comparable basis as presented in the budget and actual comparative statement	SCBA	24,847,026	–	(55,886,551)
Basis difference	SFP	16,670,996	(335,741)	3,327,054
Actual amount in the Cash Flow Statement	CFS	41,518,022	(335,741)	(52,559,497)
Deficit for the year		2,831,865		

The budget was prepared on cash basis for the 2017-2018 financial year.

The Statement of Profit and Loss and other comprehensive income include both accruals and non cash items.

18. DIRECTORS' EMOLUMENTS

18.1 Directors – Non-executive

– For services as Directors

Name	Comments	March 2018 R	March 2017 R
Judge President D Mlambo	Non beneficial	–	–
Adv. P du Rand	Non beneficial	–	–
Judge M Makume	Non beneficial	–	–
Ms N Mgadza		60,803	61,129
Prof Y Vawda		72,784	57,642
Ms M Naidoo		84,755	71,608
Ms T Mhlungu		77,339	73,506
Ms A Rhoda	(Remuneration Social and Ethics Committee member)	22,206	26,635
Mr W Scholtz	(Board Exco and Audit Committee member)	30,863	26,199
Mr N Mvundlela		83,539	64,622
Mr M Leseilane		87,521	71,831
Mr L Mtshali	(Legal Services Committee member)	31,323	28,164
Ms A Chowan		53,433	57,855
Ms E Emdon	(Legal Services Committee member)	29,480	22,925
Mr R Theunissen	(Audit Committee member)	18,262	25,081
		652,307	587,195



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

18. DIRECTORS' EMOLUMENTS (continued)

18.2 Executive Management's remuneration

– For services as Executives

					March 2018 R	March 2017 R
Name	Basic Salary	Bonus and Incentives	Expenses/ Allowances	Other	Total	Total
Ms V Vedalankar – Chief Executive Officer	1,303,403	295,882	1,049,618	35,274	2,684,177	2,502,589
Mr J Makokoane – Chief Operating Officer	1,112,494	255,957	700,577	45,355	2,114,383	1,973,478
Ms R Hlabatau – Chief Financial Officer	1,127,416	272,231	237,733	168,738	1,806,119	1,699,144
Ms A Clark – Human Resources Executive	805,740	158,888	553,948	23,599	1,542,176	1,383,306
Mr P Hundermark – Chief Legal Executive	1,213,339	330,615	275,979	187,647	2,007,580	1,841,867
Adv. B Nair – National Operations Executive	1,262,201	246,963	386,691	178,734	2,074,589	1,936,823
Mr MV Shabangu – Communication Executive*	343,275	-	228,850	13,348	585,473	-
Ms M Mahape-Marimo – Communication Executive*	113,468	-	78,493	138,748	330,709	826,092
Mr T Mtati – Legal Executive	766,853	205,688	332,043	133,259	1,437,842	1,467,032
Mr V Mdaka – Provincial Executive KZN	983,952	236,832	209,345	152,774	1,582,902	1,454,291
Mr H Bambiso – Provincial Executive EC	898,972	147,065	270,416	150,850	1,467,303	1,333,427
Ms C Robertson – Provincial Executive NC/WC	849,164	157,787	555,940	23,679	1,586,570	1,473,113
Adv. W Lambley – Provincial Executive GP	849,164	159,808	545,552	38,446	1,592,969	1,495,688
Mr T Makamedi – Provincial Executive FS/NW	983,952	234,495	206,747	171,718	1,596,912	1,447,539
Ms M Kgabi – Provincial Executive L/MP	885,687	208,309	205,890	170,329	1,470,215	1,336,529
Mr S Mamotheti – Internal Audit Executive	759,160	146,763	501,637	40,335	1,447,896	1,304,048
Ms M Monwa – Information Systems Executive	736,884	197,874	436,249	21,754	1,392,760	1,263,629
	14,995,121	3,255,156	6,775,710	1,694,587	26,720,574	24,738,594

*Executives for part of the financial year.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

19. CATEGORIES OF FINANCIAL INSTRUMENTS

Financial assets	Category	March 2018 R	March 2017 R
Cash and cash equivalents	Cash	234,594,486	245,971,703
Deposits	Financial instruments at amortised cost	1,557,170	1,661,651
Client trust account	Financial instruments at amortised cost	56,498,805	38,248,204
Trade and other receivables	Financial instruments at amortised cost	5,614,606	6,620,810
Financial liabilities			
Trade and other payables	Financial instruments at amortised cost	93,050,742	82,952,171
Finance leases obligation	Financial instruments at amortised cost	516,303	616,757

19.1 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 on salaries which are fixed for the period under review.

19.2 Sensitivity analysis

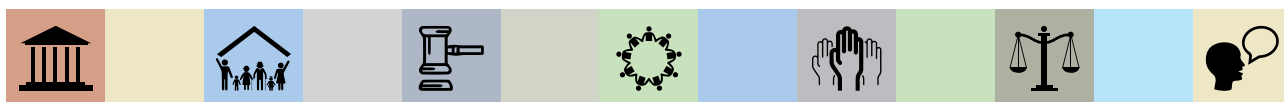
Below is the recalculated financial assets and liabilities showing the effect of:

- A one percentage point decrease or increase in the current account interest rate.
- A one percentage point decrease or increase in trade and other payables 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 2018 (1%) R	1% R	March 2017 (1%) R	1% R
Cash and cash equivalents	(234,594,486)	(2,345,945)	(245,971,703)	(2,459,717)
Deposits	(1,557,170)	(15,572)	(1,661,651)	(16,617)
Client trust account	(56,498,805)	(564,988)	(38,169,530)	(381,695)
Trade receivables	(5,614,606)	(56,146)	(6,156,791)	(61,568)



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

19.2 Sensitivity analysis (continued)

1. Market risk

Legal Aid South Africa is required by regulation to invest its short term funds in the Corporation for Public Deposits (CPD) which is a subsidiary of the South African Reserve Bank. It accepts call 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 what 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 term funds of Legal Aid South Africa are invested in short term bank deposits, the issue of market risk does not arise or is normal.

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.

	March 2018 R	Restated March 2017 R
Receivables past due		
<3 months	81,991	532,829
3-6 months	701,977	54,667
6 months-1 year	–	136,166
1+years	4,830,639	5,433,130
	5,614,606	6,156,791

Payables past due date		< 1 Year	1-2 Years	2-5 Years	5+ Years	Total
Trade and other payables	Year 2018	88,564,871	4,485,871	–	–	93,050,742
Client trust funds	Year 2018	56,402,311	–	–	–	56,402,311
Finance leases obligation	Year 2018	516,303	–	–	–	516,303
Trade and other payables	Year 2017	78,461,914	4,490,257	–	–	82,952,171
Client trust funds	Year 2017	38,169,530	–	–	–	38,169,530
Finance leases obligation	Year 2017	616,757	–	–	–	616,757

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.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

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NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

19.2 Sensitivity analysis (continued)

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:

	March 2018 R	March 2017 R
Receivables past due	4,830,639	5,897,149

- 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 to either employees or any other person, except where a debtor may be raised due to advances on travel and subsistence.

20. COMMITMENTS

20.1 Judicare commitments

March 2018 R	March 2017 R
53,686,330	64,726,996

R53,6 million (R64,7 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.

20.2 Other commitments

	March 2018 R	March 2017 R
Computer hardware and IT support	2,699,813	1,628,950
Computer software	1,695,267	9,926,506
Computer maintenance	253,508	2,500,000
Conferences – ILAG	–	51,832
Impact Litigation	7,166,526	7,547,800
Advertising	–	625,586
Signage and branding	75,501	–
Land and building	11,258,553	11,025,756
Furniture and equipment	111,708	–
Leasehold improvements	1,523,947	3,387,475
Tools and equipment	19,161	20,349
Education and training	–	227,991



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

20. COMMITMENTS (continued)

20.2 Other commitments (continued)

	March 2018 R	March 2017 R
Motor vehicles	2,226,739	458,281
Communications	331,205	187,410
Professional services	48,944	25,400
Legal services	–	1,117,400
Printing and stationery	163,820	137,045
Building improvements	7,629,149	–
Moving costs	149,298	–
Sponsorship	–	50,000
Computer software licences	1,208,029	–
	36,561,168	38,917,781

Legal Aid South Africa placed orders with suppliers before year-end and the goods and services were not received on 31 March 2018.

Operating lease commitments

Operating lease – Legal Aid South Africa as lessee

The future minimum lease payments under non-cancellable operating leases are as follows:

	March 2018 R	March 2017 R
Not later than 1 year	36,821,024	40,734,400
Later than 1 year and not later than 5 years	49,724,012	49,570,453
	86,545,037	90,304,853

21. CONTINGENT LIABILITIES

21.1 Corporate litigation

March 2018 R	March 2017 R
–	270,000

Corporate litigation is constituted of three categories, namely, professional negligence, disputes in Judicare claims and general litigation.

2017 – There were 4 claims relating to professional negligence in which clients alleged failure to prosecute claims timeously or non-prosecution of claims resulting in prescription. All claims were being defended.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

21. CONTINGENT LIABILITIES (continued)

21.2 Surplus Fund linked to rollover fund and retained income

March 2018 R	March 2017 R
36,561,168	38,917,781

In the 2017-2018 financial year, Legal Aid South Africa had a deficit of R2,9 million. Legal Aid South Africa sourced R11,5 million from its own cash reserves making sure that service delivery was not hampered. The sourced funding was not included under revenue in the Statement of Financial Performance leading to the deficit. The R35,3 million is linked to rollover funding as per note 22.3 below.

In the 2016-2017 financial year Legal Aid South Africa had a restated deficit of R92,8 million. The deficit can be attributed to the R92 million budget cut that the organisation had in the 2016-2017 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 R38,9 million is linked to rollover funding requested as per note 22.3 below.

21.3 Rollover funding

	March 2018 R	March 2017 R
Computer hardware and IT support	2,699,813	1,628,950
Computer software	1,695,267	9,926,506
Computer maintenance	253,508	2,500,000
Conferences – ILAG	–	51,832
Impact Litigation	7,166,526	7,547,800
Advertising	–	625,586
Signage and branding	75,501	–
Land and building	11,258,553	11,025,756
Furniture and equipment	111,708	–
Leasehold improvements	1,523,947	3,387,475
Tools and equipment	19,161	20,349
Education and training	–	227,991
Motor vehicles	2,226,739	458,281
Communications	331,205	187,410
Professional services	48,944	25,400
Legal services	–	1,117,400
Printing and stationery	163,820	137,045
Building improvements	7,629,149	–
Moving costs	149,298	–
Sponsorship	–	50,000
Computer software licences	1,208,029	–
	36,561,168	38,917,781



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

22. BAD DEBTS WRITTEN OFF

	March 2018 R	March 2017 R
Bad debts written off	23,777	92,256

23. FRUITLESS AND WASTEFUL EXPENDITURE AND IRREGULAR EXPENDITURE

23.1 Fruitless and wasteful expenditure

	R Amount of Fruitless and Wasteful Expenditure Reported	R Amount of Fruitless and Wasteful Expenditure Recovered/Condoned	R Amount of Fruitless and Wasteful Expenditure Not Recovered
Opening balance	213	213	–
In one (1) instance summons issued due to late payment of Sheriff	459	459	–
In three (3) instances, Legal Aid SA Local Offices were charged penalties for late payment of vehicle license	427	242	185
In one (1) instance interest was paid on telephone management system	10	10	–
Total 5	896	711	185

Financial misconduct related to fruitless and wasteful expenditure

Five (5) incidences of financial misconduct which relate to fruitless and wasteful expenditure were reported for the year under review.

Steps taken

In 4 instances monies were recovered and 3 warning letters issued and 1 counselling provided, 1 condoned and 1 instance still being disputed by the alleged responsible person.

23.2 Irregular expenditure

	March 2018 R	March 2017 R
Opening balance	4,097,716	2,092,281
Irregular expenditure relating to office rental	3,869,933	1,087,703
Irregular expenditure relating to other goods and services	69,097	1,058,372
	8,036,746	4,238,357
Less: Amounts condoned	864,289	140,641
	7,172,457	4,097,716
Less: Amounts recoverable (not condoned)	–	–
Less: Amounts not recoverable (not condoned)	–	–
Irregular expenditure awaiting condonation	7,172,457	4,097,716



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

23. FRUITLESS AND WASTEFUL EXPENDITURE AND IRREGULAR EXPENDITURE (continued)

23.2.1 Irregular expenditure office rental

In seven (7) instances payments were made to suppliers for office rentals with no tax clearance certificate

In one (1) instance National Treasury approval was not obtained for contract extension/variations above 15%

In sixteen (16) instances payments were made to suppliers for office rentals with no signed contract. The contracts were not signed due to the supplier not complying with relevant Supply Chain Management policy. There was no alternative office accommodation

March 2018 R	March 2017 R
1,465,264	
386,401	
2,018,268	
3,869,933	
5,707	
14,490	
45,562	
3,339	
3,939,030	-

23.2.2 Irregular expenditure other goods and services

In one (1) instance the bidder with highest quote was awarded business without deviation

In two (2) instances National Treasury approval was not obtained for contract extension/variations above 15%

In five (5) instances invalid quotations were considered for tender (date after closing date of submission)

In one (1) instance the extension of security contract was not approved by the authorised personnel

Total 33

Financial misconduct related to irregular expenditure

Steps taken

Eleven (11) incidents of financial misconduct which relates to irregular expenditure were reported for the year under review.

All 11 incidents request for condonation will be submitted.

Other instances related to irregular expenditure

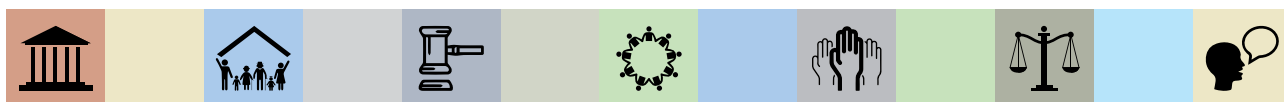
Steps taken

Twenty-two (22) incidents which relate to irregular expenditure were reported for the year under review.

In all 22 instances request for condonation will be submitted. No action was taken because the matters relate to office rentals with no tax clearance certificate and signed contract due to outstanding documents required from the suppliers; no employees were responsible for this irregular expenditure.

2018

When Legal Aid South Africa entered into the lease contract with the landlords of Soshanguve, Botshabelo, Stellenbosch, Bulwer, Vryheid and Klerksdorp Local and Satellite Offices they had valid tax clearance certificates which expired during the lease period and they could not be renewed timeously.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

23. FRUITLESS AND WASTEFUL EXPENDITURE AND IRREGULAR EXPENDITURE (continued)

23.2.2 Irregular expenditure other goods and services (continued)

2017

When Legal Aid South Africa entered in to the lease contract with the landlords of Soshanguve, Botshabelo, Ga-Rankuwa, Bulwer and Piet Retief Local and Satellite Offices they had valid tax clearance certificates which expired during the lease period and they could not be renewed timeously.

23.3 Financial misconduct related to non-compliance with Legal Aid SA financial policies and procedures

Two (2) incidents of financial misconduct related to non-compliance with Legal Aid South Africa financial policies and procedures 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 2 instances, 1 was given written warning and 1 verbal warning.

24. FRAUD

One (1) incident of fraud was reported in the year under review. An employee allegedly charged and accepted monies unlawfully, falsely and with intent to defraud.

Steps taken

Employee resigned pending investigation.

25. 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 organisations. Legal Aid South Africa operates under the umbrella of the Department of Justice and Correctional Services 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 Legal Aid SA Polokwane Local Office and Mitchells Plain Satellite Office are making use of the court buildings which are occupied by the Department of Justice, however no rental is charged for the office space allocated.

Remuneration paid to senior management as defined. Refer to note 19.2 above.



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

26. PRIOR YEAR ADJUSTMENTS

During the 2016-2017 financial year, management identified that certain Judicare practitioners submitted overstated travel claims to Legal Aid South Africa. This resulted in the Judicare practitioners being overpaid as follows:

2016/17 Financial Year	R 1,647,357
2015/16 Financial Year	R 3,048,091
2014/15 Financial Year	R 1,726,282
2004/05 to 2014/15 Financial Years	R 9,377,079
Total	R 15,798,809

Legal Aid South Africa raised debtors as soon as the overpayments were identified. Processes to recover the overpaid amounts are underway. Some of the Judicare practitioners have already paid the outstanding amounts. Provision for doubtful debts has been raised for amounts which were overpaid for periods relating to 2015-2016 and prior periods up to the 2004-2005 financial years.

Certain comparative figures have been restated to account for the Judicare overpayments which relate to the prior reporting periods. The effect of the restatement is as follows:

Statement of Financial Position at 31 March

	March 2017			March 2016		
	Previously Reported R	Adjustments R	Restated R	Previously Reported R	Adjustments R	Restated
Assets						
Current assets						
Trade and other receivables	6,620,810	(464,019)	6,156,791	4,866,800	4,090,497	8,957,297
Equity						
Accumulated surplus	250,053,153	(464,019)	249,589,134	338,341,758	4,090,497	342,432,255
Statement of Financial Performance						
Administrative	109,020,411	6,944,725	115,965,136	149,118,922	(14,151,452)	134,967,470
Other expenses	224,133,769	(2,390,209)	221,743,560	214,450,900	10,060,955	224,511,855
	333,154,180	4,554,515	337,708,695	363,569,822	(4,090,497)	359,479,325



LEGAL AID SOUTH AFRICA ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2018

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (CONTINUED)

26. PRIOR YEAR ADJUSTMENTS (continued)

Statement of Financial Position at 31 March (continued)

	March 2017 R	March 2016 R
(Increase)/Decrease in Judicare expense	6,944,725	(14,151,452)
Increase/(Decrease) in provision for Judicare expense	(2,390,209)	10,060,955
Increase/(Decrease) in total financial performance	4,554,516	(4,090,497)
Increase/(Decrease) in accounts receivables	4,090,497	14,151,452
Increase/(Decrease) in provision for doubtful debts	-	10,060,955
Increase/(Decrease) in total receivables	4,090,497	4,090,497
(Increase)/Decrease in equity	(464,019)	4,090,497



Legal Aid SA also represented a couple in the Eastern Cape High Court challenging the constitutional validity of the Directive which was issued by the Department of Home Affairs refusing to register the marriage between a South African citizen and an asylum seeker. In the matter of Zizipho Nkumando (SA citizen) and Emmanuel Oche v Minister of Home Affairs & Others (Nigerian citizen), the couple was challenging the refusal of the Department of Home Affairs to register their civil marriage. They had already entered into customary marriage when they applied to register their marriage civilly with the Department of Home Affairs but the Department refused, relying on a certain Directive which does not recognise civil marriages with asylum seekers. This decision was legally challenged on the basis that it infringes on the constitutional right to freedom of association and dignity. The Minister of Home Affairs applied for leave to appeal which was dismissed with costs.

Legal Aid SA practitioners have represented clients in many cases that are widely publicised. In these criminal matters, Legal Aid SA has the responsibility to ensure the implementation of Section 35 of the Constitution of RSA which provides that every accused person has a right to a fair trial, which includes amongst others, to be presumed innocent until found guilty by a court of law and to have a legal practitioner assigned to the person by the state and at state expense, if substantial justice would otherwise result. The Legal Aid SA Mthatha Local Office is representing some of the accused who were arrested after the Engcobo tragedy in which five policemen and a SANDF soldier lost their lives after an attack at a police station by members of a local church. The Legal Aid SA Verulam Local Office is acting for one of the accused who was arrested with three other people after a British couple were abducted from a holiday resort at Bivane Dam near Vryheid. The couple was later found dead. The Legal Aid SA Pretoria Local Office High Court Unit is representing one of the accused in the so-called 'House of Horror Case'. The accused and his wife are accused of multiple charges of child abuse allegedly committed on their five children, as well as possession of and dealing in drugs, and other charges.



PART G: COMPANY INFORMATION AND CONTACT DETAILS



COMPANY INFORMATION AND CONTACT DETAILS

1. LEGAL AID SA NATIONAL OFFICE

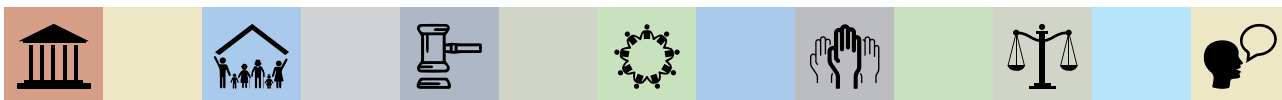
29 De Beer Street
Braamfontein
Johannesburg
2017
South Africa

Private Bag X76
Braamfontein
2017

Docex 117, Johannesburg

Tel: +27 11 877 2000
Fax: +27 11 877 2222
Legal Aid Advice Line: 0800 110 110
Please Call Me number: 079 835 7179
Legal Aid SA 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	Legal Executive	ThembileM@legal-aid.co.za
Ms Amanda Clark	Human Resources Executive	AmandaCl@legal-aid.co.za
Ms Mmantsha Monwa	Information Systems Executive	MmantshaM@legal-aid.co.za
Mr Victor Shabangu	Communication Executive	VictorS@legal-aid.co.za



COMPANY INFORMATION AND CONTACT DETAILS

2. LEGAL AID SA PROVINCIAL MANAGEMENT

EASTERN CAPE PROVINCE – WEARS BURGUNDY IN SUPPORT OF THE RIGHTS OF DISABLED ADULTS



Standing, from left: Ms Noliitha Jali (Mthatha HoO), Ms Netarie Verwey (Aliwal North HoO), Ms Tobeka Maqwati (East London HoO), Ms Lynette Franklin (Port Elizabeth HoO), Ms Yolundi Ngxola-Tshona (Queenstown HoO), Ms Wongiwe Makhenyane (Grahamstown HoO).

Seated, from left: Mr Mandla Mngaza (Butterworth HoO), Mr Grant Rudlin (PLM), Mr Hope Bambiso (Eastern Cape PE), Dr Henry Lerm (Uitenhage HoO).

Inset: Ms Linda Magaxeni (King Williams Town HoO).



FREE STATE/NORTH WEST PROVINCE – WEARS PURPLE IN SUPPORT OF THE RIGHTS OF THE ELDERLY



From left: Ms Anele Tshapa (Kroonstad HoO), Mr Aubrey Kunene (Vryburg HoO), Ms Stefani de Villiers (Welkom HoO), Mr Machini Motloung (Bloemfontein HoO), Mr Tshotlego Makamedi (FS/NW PE), Mr Cuma Siyo (Botshabelo HoO), Ms Victoria Mophulane-Zilanda (Mafikeng HoO), Mr Puseletso Mokoena (Phuthaditjhaba HoO), Ms Charmain Smit (Rustenburg HoO), Ms Dimakatso Mkhari (Lichtenburg HoO), Mr Moima Phakedi (Potchefstroom HoO), Ms Melinda de Kock (Klerksdorp HoO).

Inset: Mr Wouter de Villiers (Bethlehem HoO).





COMPANY INFORMATION AND CONTACT DETAILS

GAUTENG PROVINCE – WEARS DARK GREEN IN SUPPORT OF THE RIGHTS OF CHILDREN



Standing, from left: Mr Thami Manaba (Vereeniging HoO), Ms Ncikazi Moahloli (Johannesburg HoO), Mr Lungelo Mdletshe (Ga-Rankuwa HoO), Mr Mmeli Motsepe (Soweto HoO), Ms Flavia Isola (Pretoria HoO), Mr Michael Ramaphosa (Soshanguve HoO).
Seated, from left: Ms Nomawethu Mtebele (Benoni HoO), Mr Stephen Mofokeng (Krugersdorp HoO), Advocate Wilna Lambley (Gauteng PE), Ms Nelisa Soji (Alexandra HoO), Ms Aysha Ismail (Germiston HoO).

KWAZULU-NATAL PROVINCE – WEARS RED IN SUPPORT OF THE RIGHTS OF PEOPLE WITH OR PERCEIVED TO HAVE HIV/AIDS



Standing, from left: Ms Lungile Magoso (Empangeni HoO), Mr Roger Jasson (Port Shepstone HoO), Mr Sibuko Mashaba (Vryheid HoO), Mr Mandla Ntobela (Umlazi HoO), Ms Nokuphiwa Nguqu (Pietermaritzburg HoO), Ms Fathima Buckus (Newcastle HoO), Ms Nomsa Nkosi (Durban HoO), Mr Vis Nair (Pinetown HoO), Mr Vela Mdaka (KZN PE).
Seated, from left: Mr Bhekizenzo Mthethwa (Verulam HoO), Mr Sthembiso Khumalo (Ladysmith HoO).



COMPANY INFORMATION AND CONTACT DETAILS

LIMPOPO/MPUMALANGA PROVINCE – WEARS ROYAL BLUE IN SUPPORT OF RAISING AWARENESS OF CHILD ABUSE



Standing, from left: Mr Matthew Shongwe, Mr Ernest Mogashoa (PLM), Mr Elton Makhadi (Makhado HoO), Mr Thabo Ledwaba (Polokwane HoO), Mr Evans Mabitsela (Witbank HoO), Mr Thomas Madzaga (Thohoyandou HoO), Mr Sipho Ndhlovu (Nelspruit HoO).

Seated, from left: Ms Jacqueline Maimela (Modimolle HoO), Ms Mpho Kgabi (L/MP PE), Ms Tsakani Maluleke-Sihlangu (Tzaneen HoO).

NORTHERN CAPE/WESTERN CAPE PROVINCE – WEARS LIGHT GREEN IN SUPPORT OF RAISING AWARENESS OF MENTAL HEALTH



From left: Mr Nelis du Plessis (Caledon HoO), Ms Ronelle Arendse (Bellville HoO), Mr Shawn Flowers (Stellenbosch HoO), Mr Cobus Esterhuizen (Cape Town HoO), Ms Fawzia Essop Baccus (Worcester HoO), Mr Janus Roothman (Vredendal HoO), Mr Elroy Mc Helm (Malmesbury HoO).

Seated, from left: Ms Liezel du Toit (Colesburg HoO), Ms Silindile Hlatshwayo (Upington HoO), Ms Cordelia Robertson (NC/ WC PE), Mr Joseph Bosealetse (Kimberley HoO), Ms Zukiswa Mavuso (George HoO).





COMPANY INFORMATION AND CONTACT DETAILS

3. LEGAL AID SA PROVINCES

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details

No	Legal Aid SA Local Office	Head of Office (HoO)	Postal Address	Physical Address	Telephone Number	Fax Number
EASTERN CAPE PROVINCE						
1	Aliwal North	Ms Netarie Verwey	PO Box 153 Aliwal North Docex 4 Aliwal North	67 Somerset Street Aliwal North 9750	051 633 2579	051 634 2662
2	Butterworth	Mr Mandla Mngaza	PO Box 553 Butterworth 4960 Docex1 Butterworth	ECDC Building No. 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	33 Fleet Street (Commissioner Street entrance) East London 5200	043 704 4700	043 722 3503
4	Graaff-Reinet	Mr Daniel Weideman (Acting)	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 & Macclean Street King Williams Town 5601	043 604 6600	043 642 4885
7	Mthatha	Ms Nolitha 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
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



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

No	Legal Aid SA Local Office	Head of Office (HoO)	Postal Address	Physical Address	Telephone Number	Fax Number
EASTERN CAPE PROVINCE						
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 Provincial Office		Mr Hope Bambiso Provincial Executive	PO Box 63799 Greenacres Port Elizabeth 6056 Docex 131 Newton Park	5 Mangold Street Newtown Park Port Elizabeth 6001	041 363 8863	041 363 1216
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 Motloug	PO Box 9899 Bloemfontein 9300 Docex 46 Bloemfontein	1st Floor Southern Plaza Building 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	Shop No. 1 Re-A-Hola Shopping Complex Botshabelo 9781	051 534 4398	051 534 4930
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 X 831 Witsieshoek 9870 Docex 4 Harrismith	FDC Office Block E Cnr Motloug & 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 Heeren Street Welkom 9460	057 357 2847	057 357 1948



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

No	Legal Aid SA Local Office	Head of Office (HoO)	Postal Address	Physical Address	Telephone Number	Fax Number
NORTH WEST PROVINCE						
7	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
8	Lichtenburg	Ms Dimakatso Mkhari	PO Box 1208 Lichtenburg 2740 Docex 7 Lichtenburg	25 Bantjes Street Lichtenburg 2740	018 632 7600	018 632 7609
9	Mafikeng	Ms Victoria Mophulane-Zilanda	P/Bag X2125 Mafikeng 2745 Docex 8 Mafikeng	3794 IEC Building Protea Office Park Sekame Road Mafikeng 2745	018 381 0211	018 381 5094
10	Potchefstroom	Mr Moima Phakedi	PO Box 1447 Potchefstroom 2520 Docex 23 Potchefstroom	44 Dr James Moroka Street Royal Building, 2nd Floor Potchefstroom 2531	018 293 0045	018 297 7425
11	Rustenburg	Ms Charmain Smit	PO Box 2090 Rustenburg 0300 Docex 31 Rustenburg	122 Beyers Naude Drive Albach Building Rustenburg 0299	014 592 3185/6	014 592 3187
12	Vryburg	Mr Aubrey Kunene	PO Box 652 Vryburg 8601 Docex 7 Vryburg	71 Vry Street Vryburg 8601	053 927 0095 053 927 0142 053 927 0145	053 927 0119
Free State/North West Provincial Office		Mr Tshotlego Makamedi Province Executive	PO Box 12798 Brandwag Bloemfontein 9300 Docex 125 Bloemfontein	196 Nelson Mandela Drive Phg Building Bloemfontein 9301	051 412 8040/43	051 444 2386



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

No	Legal Aid SA Local Office	Head of Office (HoO)	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 Avenue Bramley Johannesburg 2018	011 786 8170	011 786 0862
2	Benoni	Ms Nomawethu Mtebele	PO Box 2972 Benoni 1500 Docex 12 Benoni	Bedford Court Building 23 Tom Jones Street Benoni 1501	011 845 4311	011 421 1082
3	Ga-Rankuwa	Mr Lungelo Mdletshe	PO Box 23 Ga-Rankuwa North 0209 Docex 3 Akasia	Shop no 58A Ga-Rankuwa City Centre Ga-Rankuwa 0208	012 700 0595	012 700 1908
4	Germiston	Ms Aysha Ismail	PO Box 4302 Germiston South 1401 Docex 23 Germiston	United House, 2nd and 3rd Floor 175 Meyer Street Cnr Meyer and Library Streets Germiston 1401	011 842 7300	011 825 7987/ 872 1534
5	Johannesburg	Ms Ncikazi Moahloli	PO Box 62378 Marshalltown 2107 Docex 259 Johannesburg	70 Fox Street Marshalltown Johannesburg 2000	011 870 1480	011 838 6658
6	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
7	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
8	Soshanguve	Mr Michael 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



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

No	Legal Aid SA Local Office	Head of Office (HoO)	Postal Address	Physical Address	Telephone Number	Fax Number
GAUTENG PROVINCE						
9	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
10	Tembisa	Ms Nivash Choudree (Acting)	PO Box 1725 Tembisa 1620 Docex 30 Kempton Park	Shop 42 Tembisa MegaMart Mall Botswana Road (Olifantsfontein Road) Tswelopele Section Tembisa 1632	011 316 0164	011 316 0198
11	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 Provincial Office		Advocate Wilna Lambley Provincial Executive	PO Box 16237 Lyttelton 0157 Docex 134 Pretoria	Selborne Centre 2nd Floor 144 Cantonments Road Lyttelton Pretoria 0157	012 664 2921	012 664 6920
KWAZULU-NATAL PROVINCE						
1	Durban	Ms Nomsa Nkosi	PO Box 4397 Durban 4000 Docex 214 Durban	The Marine Building Ground Floor 22 Dorothy Nyembe Street (formerly known as Gardiner Street) Durban 4001	031 304 0100	031 304 3564
2	Empangeni	Ms Lungile Magoso	PO Box 38 Empangeni 3880 Docex 18 Empangeni	Mazule 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 (opposite Anderson Motors) Ladysmith 3370	036 638 2500	036 637 5036



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

No	Legal Aid SA Local Office	Head of Office (HoO)	Postal Address	Physical Address	Telephone Number	Fax Number
KWAZULU-NATAL PROVINCE						
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	Ms Nokuphiwa Nguqu	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
8	Umlazi	Mr Mandla Ntobela	PO Box 36265 Ntokozeni 4089 Docex 1 Umlazi	V1332 Ithala Industrial Park Cnr Mangosuthu Highway & Road 1902 Umlazi 4031	031 918 8100	031 906 1477
9	Verulam	Mr Bhikizenzo 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 Sibuko Mashaba	PO Box 852 Vryheid 3100 Docex 5 Vryheid	ABSA Building Ground Floor Suite 199A Church Street Vryheid 3100	034 989 8300	034 989 8311



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

No	Legal Aid SA Local Office	Head of Office (HoO)	Postal Address	Physical Address	Telephone Number	Fax Number
KWAZULU-NATAL PROVINCE						
	KwaZulu-Natal Provincial Office	Mr Vela Mdaka Provincial Executive	PO Box 2489 Pinetown 3600 Docex 261 Durban	Charter House 7th Floor Cnr Crompton & Union Street Pinetown 3600	031 717 8450	031 702 1960
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
3	Polokwane	Mr Thabo Ledwaba	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	Polokwane High Court 3rd Floor Cnr Bodenstein & Biccard Street Polokwane 0700	015 291 2429	015 295 4386
4	Thohoyandou	Mr Thomas 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 Shongwe	PO Box 656 Ermelo 2350 Docex 9 Ermelo	14 Joubert Street Ermelo 2350	017 819 7291	017 819 7270
7	Middelburg	Ms Jacobeth Rampa (Acting)	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



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

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
9	Witbank	Mr Evans Mabitsela	PO Box 4373 Witbank 1035 Docex 51 Witbank	Room 701 Vusani Building 7th Floor Witbank 1035	013 656 5290	013 656 5291
Limpopo/ Mpumalanga Provincial Office		Ms Mpho Kgabi Provincial Executive	PO Box 11237 Bendor Park 0713 Docex 56 Polokwane	No. 3 Cormar Park Building Rhodes Drift Avenue Bendor Polokwane 0700	015 296 0117	015 296 0102
WESTERN CAPE PROVINCE						
1	Athlone	Mr Ron Holmes (Acting)	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



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

No	Legal Aid SA Local Office	Head of Office (HoO)	Postal Address	Physical Address	Telephone Number	Fax Number
WESTERN CAPE PROVINCE						
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
6	Malmesbury	Mr Elroy Mc Helm	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 Baccus	Docex 1 Worcester	WC Building 1st Floor Cnr High & Stockenstrom Street Worcester 6850	023 348 4040	023 348 4051
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	Ms Silindile Hlatshwayo	Postnet 100 Private Bag X5879 Upington 8800 Docex 12 Upington	Umbra Building 3rd Floor 54-59 Mark Street Upington 8800	054 337 9200	054 337 9210
Northern Cape/ Western Cape Provincial Office		Ms Cordelia Robertson Provincial Executive	Docex 23 Stellenbosch	Shiraz House 2nd Floor Trumali Road Brandwacht Office Park Stellenbosch 7600	021 861 3000	021 886 8657



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

SATELLITE OFFICES

No	Legal Aid SA Local Office	No	Legal Aid SA 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	Portion 4 Eslin Building 24 Uekerman Street Heidelberg 1441	016 341 4430	016 341 4430
LIMPOPO PROVINCE							
4	Makhado	4	Musina	PO Box 4591 Louis Trichardt 0920	Stand No. 2110 Nkhata Crescent Street Nancefield Extension 5 Musina 0900	015 533 1691	015 533 1692
5	Modimolle	5	Lephalale	PO Box 17 Lephalale 0555	Stamax Building 1st Floor 2 Booysen Street Lephalale 0555	014 763 1433	014 763 1437
6	Polokwane	6	Bochum	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	Shalas Complex Block B2 Mainstreet Senwabarwana 0790	015 505 9031/2	015 505 9030
		7	Lebowakgomo	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	Old Mutual Bld 1st Floor Lebowakgomo 0737	015 633 7636	015 633 7704
		8	Mokopane	PO Box 1314 Polokwane 0700 Docex 24 Polokwane	Rayveen Complex 58 Rabe Street Mokopane 0626	015 491 4461	015 491 4759



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

SATELLITE OFFICES

No	Legal Aid SA Local Office	No	Legal Aid SA Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
7	Tzaneen	9	Giyani	PO Box 2365 Tzaneen 0850	Old Mutual Building Ground Floor Giyani Main Road Giyani 0826	015 812 3065	015 812 3697
		10	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	11	Ingwavuma	PO Box 38 Empangeni 3880	Shop No. 4 Kosibay Hot Chicken Complex Skhemelele 3968	035 591 0950	035 591 0907
		12	Mkuze	PO Box 38 Empangeni 3880	Shop 22F Mkuze Plaza Old Main Road Mkuze 3974	035 573 1655	035 576 1656
9	Ladysmith	13	Estcourt	PO Box 1010 Estcourt 3310	Shop No. 1 127 Albert Street Estcourt 3310	036 352 1997	036 352 1998
10	Newcastle	14	Dundee	PO Box 1850 Newcastle 2940	Unit 13 56 Smith Street Dundee 3000	034 212 4460	034 212 4351
11	Pietermaritzburg	15	Bulwer	Suite 173 Postnet X9118 Pietermaritzburg 3200	Shop 5 Stavcom Building Main Road Bulwer 3244	039 832 0515/6	039 832 0518
		16	Greytown	Suite 173 Postnet X9118 Pietermaritzburg 3200	Shop No 1 40 Bell Street Greytown 3250	033 417 2146	033 417 2146
12	Port Shepstone	17	Ixopo	PO Box 33 Ixopo 3276	Shop No. 3 Ixopo Bottlestore Building Margaret Street Ixopo 3276	039 834 9392	039 834 2967
		18	Kokstad	PO Box 50148 Port Shepstone 4240	29 Barker Street Kokstad 4700	039 727 5081	039 727 5082
13	Umlazi	19	Umzinto	PO Box 186 Umzinto 4200	Office A11 Hypersingh Centre Cnr Court & Textile Road Umzinto 4200	039 974 4591	039 974 4591



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

SATELLITE OFFICES

No	Legal Aid SA Local Office	No	Legal Aid SA Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
14	Verulam	20	Stanger	PO Box 183 Verulam 4340	Suite 1 Stanger Mall 55 King Shaka Street Stanger 4450	032 551 3740	032 551 3957
15	Vryheid	21	Ulundi	PO Box 852 Vryheid 3100	Fairbreeze Office Park Princess Magogo Street Ulundi 3838	035 870 0832	035 870 3108
MPUMALANGA PROVINCE							
16	Ermelo	22	Eerstenhoek	PO Box 112 Elukwatini 1192	Stand Number 88 Nhlazatshe G Elukwatini 1192	017 883 7931	017 883 0118
		23	Piet Retief	PO Box 809 Piet Retief 2380	14 Kruger Street Piet Retief 2380	017 826 4567	017 826 2725
		24	Standerton	PO Box 1321 Ermelo 2430	Office No. 7 Time Square Building 48 Charl Cilliers Street Standerton 2429	017 712 5928	017 712 5963
17	Middelburg	25	Groblersdal	PO Box 827 Middelburg 1050	Eldoland Building 7 Voortrekker Street Groblersdal 0470	013 262 4770 013 262 4769	013 262 4768
		26	Siyabuswa	PO Box 827 Middelburg 1050	1664 A Maqhawe Street Siyabuswa 0472	013 973 3963	013 973 3461
18	Nelspruit	27	Burgersfort	PO Box 1146 Lydenburg 1120	Suite 2 Umshanti Building Ground Floor 83 Aloe Street Aloe Ridge West 1150	013 231 7058	No fax available
		28	Bushbuckridge	PO Box 2357 Bushbuckridge 1280	Protea Building R40 Road Bushbuckridge 1280	013 799 1832	013 799 1835
		29	Tonga	PO Box 1021 Kwalugedlane 1341	Stand 77 Tonga View N/A	082 725 0729	017 634 8532



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

SATELLITE OFFICES

No	Legal Aid SA Local Office	No	Legal Aid SA Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
19	Witbank	30	Kwa-Mhlanga	PO Box 4373 Emalahleni 1035	Erf 538/7 Kwa-Mhlanga Bankview 1022	013 947 3379	013 947 3498
		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
EASTERN CAPE PROVINCE							
20	Aliwal North	32	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	33	Cradock	PO Box 584 Cradock 5880 Docex 3 Graaff-Reinet	Market Square Adderley Street Cradock 5880	048 881 4867	048 881 2275
		34	Somerset East/ Oos	PO Box 448 Somerset East 5850 Docex 3 Graaff-Reinet	Visser Centre 12 Nojoli Street Somerset East 5850	042 243 0610	042 24 33 048
22	Grahamstown	35	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	36	Stutterheim	PO Box 2323 King Williams Town 5600 Docex 4 King Williams Town	75 Hill Street Stutterheim King Williams Town 4930	043 683 2973	043 683 1093
24	Mthatha	37	Bizana	PO Box 536 Mthatha 5099 Docex 13 Mthatha	159 Main Street Bizana 4800	039 251 0098	039 251 0098
		38	Lusikisiki	PO Box 536 Mthatha 5099 Docex 13 Mthatha	Office No. 9 & 10 Embassy Building AMCA Road Lusikisiki 5099	039 253 1442	039 253 1442
		39	Mount Frere	PO Box 536 Mthatha 5099 Docex 13 Mthatha	Erf 339 Hospital Road Mount Frere 4870	039 255 1473	039 255 1473



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

SATELLITE OFFICES

No	Legal Aid SA Local Office	No	Legal Aid SA Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
25	Port Elizabeth	40	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	41	Elliot	PO Box 1398 Queenstown 5320 Docex 28 Queenstown	18 Market Street Elliot 5460	045 931 1984	045 9311 986
27	Uitenhage	42	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	43	Mitchells Plain	PO Box 1566 Athlone 7760 Docex 9 Athlone	Mitchells Plain Court Mitchells Plain 7785	021 370 4220	No fax available
30	Caledon	44	Swellendam	Docex 3 Caledon	67 Voortrekker Street Swellendam 6470	028 514 3026	028 514 2674
31	George	45	Beaufort West	Docex 27 George	102 Bird Street Beaufort West 6970	023 415 1689	023 414 3162
		46	Oudtshoorn	Docex 27 George	Room 302, 303 & 304 Allied Building Kerk Street Oudtshoorn 6625	044 279 2255	044 279 2558
		47	Riversdale	Docex 27 George	17 Heidelberg Road Riversdale 6670	028 713 4620	028 713 4621
32	Malmesbury	48	Atlantis	Docex 6 Malmesbury	Drosdy Centre Wesfleur Circle Atlantis 7349	021 572 8522	022 482 4449
		49	Vredenburg	Docex 6 Malmesbury	Standard Bank Building 1st Floor Main Street Vredenburg 7380	022 713 1006	022 713 1007



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

SATELLITE OFFICES

No	Legal Aid SA Local Office	No	Legal Aid SA Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
33	Vredendal	50	Calvinia	Docex 3 Vredendal	20 Hantam Street Calvinia 8190	027 341 2240	027 341 2264
		51	Springbok	Docex 3 Vredendal	Portion of Old Royal Food Cnr of Riebeck & Loop Street Springbok 8240	027 718 2449	027 718 2453
NORTHERN CAPE PROVINCE							
34	Colesburg	52	De Aar	47 Church Street De Aar 7000 Docex 4 Colesburg	47 Church Street De Aar 7000	053 631 1950	053 631 1321
		53	Victoria West	14 Church Street Victoria West 7070 Docex 4 Colesburg	14 Church Street Victoria West 7070	053 621 0039	053 621 0037
35	Kimberley	54	Hartswater	PO Box 846 Kimberley 8300 Docex 4	21 Tom Naude Street Hartswater 8570	053 474 0341	053 474 0312
36	Upington	55	Kuruman	Private Bag X5879 Upington 8800 Docex 12	3 Federale Mynbou Street Kuruman 8460	053 712 3782	053 712 3783
		56	Postmasburg	22 Boe Street Postmasburg 8420 Docex 12 Upington	22 Boe Street Postmasburg 8420	053 313 3642	053 313 3642
		57	Prieska	PO Box 422 Prieska 8940 Docex 12 Upington	29 Loots Boulevard Prieska 8940	053 353 1184	No fax available
NORTH WEST PROVINCE							
37	Klerksdorp	58	Wolmaranstad	Kruger Mall 12 Kruger Street Wolmaranstad 2630	Kruger Mall 12 Kruger Street Wolmaranstad 2630	018 596 2775	018 596 1004
38	Lichtenburg	59	Delareyville	PO Box 918 Delareyville 2770	49 Government Street Delareyville 2770	053 948 1092	053 948 1182



COMPANY INFORMATION AND CONTACT DETAILS

Table 22: Legal Aid SA Local Office and Satellite Office Contact Details (continued)

SATELLITE OFFICES

No	Legal Aid SA Local Office	No	Legal Aid SA Satellite Office	Postal Address	Physical Address	Telephone Number	Fax Number
39	Potchefstroom	60	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	61	Ladybrand	PO Box 6141 Botshabelo 9781	Office 2 23 Piet Retief Street Terblanche 9745	051 924 0350	051 924 0360
41	Bethlehem	62	Ficksburg	None	15 Erwee Street Ficksburg 9730	051 933 3061	051 933 4086
		63	Frankfort	None	33 JJ Hadebe Street Frankfort 9830	058 813 1624	058 813 2171
42	Phuthaditjhaba	64	Vrede	PO Box 716 Vrede 9835	18 Ras Street Vrede 9835	058 913 3521	058 913 3579



We often have clients that are facing challenges that have to be resolved immediately in order to ensure that their dignity is protected. Sometimes the time it takes to approach a court is a luxury a client cannot afford. In one such matter, Ms C approached our Legal Aid SA Tzaneen Local Office when her niece passed on. Our client held or thought she held a funeral policy which she intended to use for the burial of her niece. The funeral parlour rejected the client's claim for this burial stating she had defaulted on her payments. The Legal Aid SA Tzaneen Local Office intervened and scrutinised the contract between the client and the funeral parlour. It found that the default the parlour relied on was not catered for in the contract. This default was that the client paid the installment on the next working day when the payment date fell on a Sunday. The parlour argued that the installment should have been made the last working day before a payment date that fell on a Sunday. Whilst our legal practitioner was sure of a successful outcome in court, the client needed to bury the niece and felt the dignity of the niece and the family trauma will be impacted should the niece have to stay in a mortuary for months. Realising this, the Legal Aid SA practitioner immediately engaged the parlour with the legal authority and successfully mediated the matter so that the parlour acquiesced and agreed they were wrong. Our client was able to bury the niece immediately and the family could provide a dignified burial.



Independent and within reach.

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