

LEGAL AID BOARD



Annual Report
2006 - 2007

Introduction

Overview of

LEGAL, ALL BO

Just Co

LEGAL AID BOARD



VISION

“A just South Africa in which the rights enshrined in our Constitution are promoted, respected, defended, protected and fulfilled to ensure justice for all”.

MISSION

“To be a leading provider of quality legal services, ensuring effective access to justice for the poor and vulnerable, in an independent manner.”

VALUES

Dedication and commitment
Service Excellence and Professionalism
Respect for human dignity
Integrity, Efficiency and Effectiveness
Accountability
Promotion of an internal culture that is inspirational & empowering

RP: 37/2007

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Innocent until
proven guilty

LEGAL AID BOARD

Justice

General Information

LEGAL AID BOARD

Just  ce
for all!



Chapter One

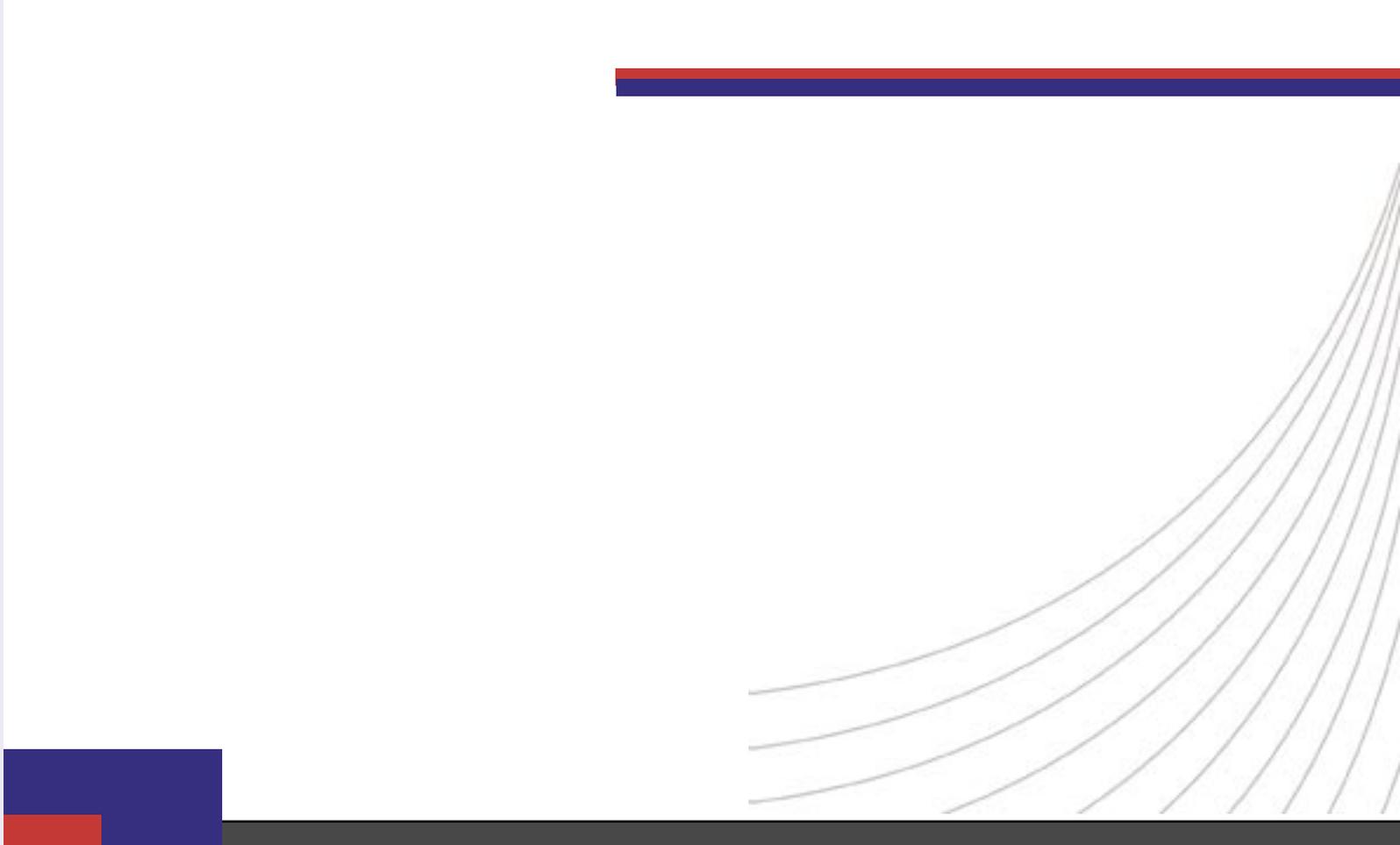


Annual Report

2006 - 2007

LEGAL AID BOARD





General Information

1.1 To Mrs B.S. Mabandla, MP, Minister for Justice and Constitutional Development

The Directors have pleasure in presenting to you the Annual Report of the Legal Aid Board of South Africa for the period 1 April 2006 to 31 March 2007.

We are pleased to report on another year of success. The highlights of this reporting period are indicated in the introduction by the Chairperson reflected on page 8 and in the report of the Chief Executive Officer reflected on page 10. A more detailed report on the successes is reflected in Chapter 2. In summary, the Legal Aid Board highlights in respect of the 2006/07 financial year are as follows:

- a 5% increase in the number of new cases resulting in more than 350,000 indigent South Africans receiving legal assistance;
- improved efficiencies as evidenced by a 14% increase in the number of cases finalised;
- maintenance of the unqualified audit received for the sixth consecutive year; and
- the hosting of a successful access to justice conference in November 2006.

1.2 Legislative Mandate

The Legal Aid Board of South Africa is an autonomous statutory body established by the Legal Aid Act (Act 22 of 1969) and the Legal Aid Amendment Act (Act 20 of 1996). The objective of the Board is to render or make available legal representation to indigent persons at State expense as contemplated in the Constitution of the Republic of South Africa (Act 108 of 1996), which affords every citizen access to justice.

The Legal Aid Board is funded from the national fiscus and is accountable to the Minister of Justice and Constitutional Development and ultimately to Parliament for service delivery and the efficient and effective use of its budget allocation. The budget allocation to the Legal Aid Board is managed within the framework of the Public Finance Management Act, Act 1 of 1999 (PFMA).

Introduction by the Chairperson

Judge Dunstan Mlambo

As with others the passing of the 2006/2007 financial year provides one with an opportunity to reflect on the highs and lows of the year that was as well as ponder the future. I am happy to announce that this financial year was by all accounts very successful whilst it also brought into sharp focus a number of challenges requiring urgent attention.

The Board functioned as efficiently as ever in keeping with its oversight responsibility. All corporate governance requirements and other PFMA obligations were diligently complied with. From an operations point of view the performance of the Legal Aid Board grew from strength to strength as is evident from the growth in new and finalised matters dealt with by the Chief Executive Officer in her report. This is testimony of the fact that the Legal Aid Board in its remodelled form has established its track record as a high performing and integral stakeholder within the criminal justice system. The latter is demonstrated by the proportion of court rolls in every court that are dependent on our services, without which the system would not be able to function. It would therefore be the uninformed who remain blind to this reality whether in the consideration of allocation of resources or the review of the criminal justice system or the legal sector.

In this financial year we embarked on a review of the strategic plan we crafted in the 2005/2006 financial year. Our deliberations in this regard again sensitised us to the reality that our geographical coverage of courts is inadequate, despite our footprint of 58 justice centres, 41 satellite offices and our utilisation of judicare and co-operation agreement partners. We also realised that our court coverage in terms of personnel was not at the required level. In this regard it became clear that our practitioner per court model had to be complemented by additional practitioners to ensure that the representation provided was effective. Whilst it cannot be suggested that there should be an equal number of Legal Aid Board practitioners to prosecutors per court, it has become inevitable to increase the Legal Aid Board practitioners per court to ensure effective service delivery. The financial implications implicit in these challenges has been brought to the attention of our Executive Authority, the Ministry of Justice and Constitutional Development, to take into account in the allocation of Medium Term Expenditure Framework (MTEF) funds.

Incessant and very often inaccurate allegations of below standard performance by our candidate attorneys (CAs) in the District Courts have not abated, despite our assurances to the contrary. Whilst we take all the care to ensure that our CAs are properly trained and exposed to quality assurance measures, it is clear that the continuing aspersions regarding their work, whilst in most instances based on perception, have to be addressed.



A possible solution revolves around the reduction of the case load of CAs in order to have a balance between their training and their exposure to work in general.

A recurring challenge has to do with the remuneration of our staff, particularly our legal staff. The continuing non-alignment of the conditions of employment of legal staff in the justice cluster has become a serious problem. For the first time since we started grappling with this problem, industrial action has become a real threat unless a resolution of this is arrived at without delay. Implicit in addressing this issue is the proper establishment of career paths to address the aspirations of our staff, particularly legal staff.

It has become increasingly obvious that the application of the means test though justifiable in the South African context, excludes a large number of persons who, though not indigent, are in fact unable to fund their own legal expenses through private law firms. We have to find a solution to this problem as a large sector of society continues to be excluded and go through with their trials undefended.

The issue of civil legal aid remains unresolved. We have engaged the Ministry in this regard. It is hoped that this discourse will take the issue forward and result in clear guidelines regarding the availability of state funded civil legal aid and the extent thereof.

Without exception, all the challenges I have referred to are capable of being addressed which will inevitably result in an increased demand in resources. I am satisfied that this consequential increase is fully justified. I am pleased however with the role that the Legal Aid Board continues to play in the enhancement of access to justice in South Africa. We held a very successful Access to Justice Conference in November 2006 and were able to draw key role players in justice to share in our successes and also provide us with constructive input on where we can improve.

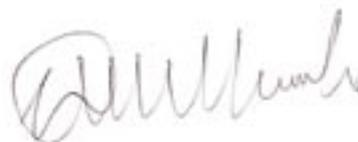
The Legal Aid Board has continued to engage with lawyers and legal aid providers in the African continent. The Legal Aid Board is constantly approached to share its experiences and model of providing legal services to the poor.

These interactions have provided us with a unique opportunity to interact more meaningfully with like minded role players on the African continent regarding the development and establishment of concrete programmes around access to justice. As South Africans we also get exposed to the unabating gross violations of human rights in conflict ridden regions. I hope that collectively this scourge will be dealt with effectively and that justice will be achieved for the victims of such abuses.

Strong programmes and institutions that enable access to justice for the poor, the vulnerable and marginalised are both necessary and important interventions that will enhance the rule of law on the continent. It is proper, in my view, that we should as South Africans collaborate with lawyers and other activists on the continent in the quest to re-establish the rule of law.

It is also opportune for me to make the observation that certain realities of the South African environment continue to pose challenges for the promotion and defence of a strong human rights culture. I specifically single out the high crime levels prevalent in this country. It is, in my view, imperative that our response to this phenomenon should not countenance mob justice and any other 'trial' of persons accused of complicity in the commission of criminal activity, by individuals, communities or the media outside of a court of law. We should deal with the problems of crime but not at the expense of our human rights culture which once eroded will be very difficult to reclaim. In this regard an efficient and effective criminal justice system which ensures timeous and fair trials is essential.

In conclusion, I must state that the continued success of the Legal Aid Board is due to the commitment shown by Board Members in particular the Chairpersons of each of the Board Committees who worked tirelessly to advance Board business. The Chief Executive Officer and her Executive Management team scaled new heights in advancing the operations of the organisation. The staffers in the organisation continued to render high quality services. I however single out the legal professionals in the employ of the Legal Aid Board who, despite unenviable odds, continue to represent our clients as efficiently as ever. Their dedication is unquestionable and the Board is truly appreciative of their contribution. It is therefore not remiss of me to express my gratitude and appreciation to all in the Legal Aid Board family for their commitment to the objectives of the organisation. I lastly thank our Executive Authority, Minister Mabandla, for her understanding and continued support.



Judge Dunstan Mlambo
Chairperson
1 August 2007

1.4 Report by Chief Executive Officer

Ms Vidhu Vedalankar



It is always gratifying to report on a year that has ended well. A year of high performance and another year of assisting increasing numbers of indigent persons to access justice. The impact of that small quantum of legal assistance on a person's life is the difference between freedom and incarceration, the difference between having one's rights violated and having one's rights protected and defended. That is the difference that the Legal Aid Board makes to the lives of thousands of South Africans.

Highlights

The period ending March 2007 completed the first year of delivery of our three year Strategic Plan 2006-2009. Our strategic priority for this period is the delivery of quality legal services. The highlight of our delivery in the past year was our continuing high performance at greater than 90% within a strong governance framework. An increase in capacity and a strong focus on our core business of delivering legal services continued to provide improved access to justice for more than 350,000 poor South Africans, up 5% from the last financial year. The number of finalised matters in this year also increased by 14%. This was achieved through Legal Aid Board services being made available at all criminal courts, an increased number of court rooms serviced, an increased number of clients assisted, and an increase in the type of legal matters taken up including an additional focus on children. Public education on legal aid services offered and on our Bill of Rights continued to keep citizens informed. The quality of legal services delivered improved as our quality assurance programmes were consolidated. An increased participation in justice cluster initiatives contributed to improving the efficiency of the justice system. Strong governance and financial management systems ensured an unqualified audit record maintained for the sixth year, with no emphasis of matter from the Auditor General for the second successive year. Our support platform continued to be strengthened. This included the stabilisation of our IT platform as well as Business Intelligence becoming available. People being our key asset meant that our strong focus on human capital development and people development continued.

Increasing Access to Justice

In increasing access to justice the Legal Aid Board has continuously strived to decrease the number of unrepresented accused that are going through our courts. In particular we have examined the reasons for automatic reviews that are referred to the High Courts and as a result, have addressed various factors in terms of which we could reduce the number of automatic reviews. In the past year we have noted a reduction in the number of automatic reviews by 20%. In a recent analysis of court rolls across various courts linked to each of our Justice Centres, the Legal Aid Board has established the critical role it plays in the functioning of the courts and hence the functioning of the criminal justice system. An analysis of our involvement in courts indicates that:

- 60-75% of matters in District Courts are defended by the Legal Aid Board;
- 70-80% of matters in Regional Courts are defended by the Legal Aid Board; and
- 90% of matters in High Courts are defended by the Legal Aid Board.

This demonstrates our success in reaching an increasing number of poor persons with the services of qualified legal professionals who can help them obtain a fair trial. Our defence of criminal accused gives effect to the Bill of Rights in our Constitution, which bestows on all criminal accused the right 'to be presumed innocent' until a court of law rules on the charges. Our extensive involvement in the criminal courts raises the concern of unequal resourcing among the various stakeholders in the criminal justice system.

Expanding the National Footprint

The Legal Aid Board continues to provide the bulk (87%) of its services from its 99 delivery points, its Justice Centres and Satellite Offices, across the country. It continues to use a mixed-model system of delivery which also includes delivery through a Judicare model (11%) of briefing private practitioners to represent clients, as well as co-operation agreements (2%) with NGOs involved in the delivery of legal services to the poor. Our internal capacity was increased by 9% in the last year with 76% of our total staff complement of 2,135 being legal professionals.

In reviewing our National Footprint we have noted the need to increase delivery points through five new Justice Centres and twenty-four new Satellite Offices over the next three years. The location of many of these offices in townships and rural areas will increase opportunities for clients to access our services. The additional offices will also reduce the distances that internal practitioners have to travel to court to attend to matters. The LAB currently has four regional offices to co-ordinate all the Justice Centres in the country. With the increase in delivery points it is proposed to increase the number of regional offices to six with a regional office for each of the larger provinces of KwaZulu-Natal, Eastern Cape and Gauteng and one regional office shared between two provinces namely Western Cape/Northern Cape, Mpumalanga/Limpopo and North West/Free State.

Quality Assurance

A study of best practice in the delivery of legal aid services to the poor shows that the strongest motivation for a public defender or in-house delivery model is not primarily related to the cost of the service but to the quality control and client focus that is possible through an in-house Justice Centre model. This relates to a greater ability and commitment to implement quality programmes and actively monitor and improve on quality. It is also about a stronger commitment to being more responsive to client need, to placing the client at the centre of delivery and to empowering the client to make informed choices from options available to them. In this regard the Legal Aid Board implements a variety of interventions to improve the quality of the legal services it delivers to its clients including increasing supervisory staff at justice centres, legal training and development, mentorship, coaching and support, candidate attorney checklists, research support to legal practitioners, consultation with clients and preparation for trials.

The Legal Aid Board also monitors and controls the quality of the legal services delivered by its practitioners with various quality monitoring instruments. The outcomes of its quality assessment are utilized both for management of performance as well as for developmental purposes facilitating targeted responses to improve quality.

Quality assessment reviews form a major part of our monitoring programme. The quality review involves an examination of the case file of a practitioner to determine the attorney's level of preparation and consultation using standard quality assessment instruments. We have also introduced quality review of court work by court observation of practitioners in courts. The quality reviews include self-reviews by practitioners, JCE reviews of practitioners by legal managers and peer reviews of our practitioners. A sample of the reviews of immediate managers is cross-audited by regional office legal managers, as well as reviewed by an independent legal expert. Electronically compiled matter-activity reports also allow managers to monitor the quality of work, the turnaround times of cases, and the outcomes of legal matters, and to thus manage the work of individual practitioners. Justice Centre Executives are required to interact with justice cluster stakeholders, including judges, magistrates and prosecutors to obtain feedback on the performance of practitioners in order to assist the Legal Aid Board in developing individual intervention plans to improve the quality of representation by practitioners. All LAB clients, whether they are visiting our Justice Centre for legal advice, or are receiving representation in a criminal or civil case, are requested to complete a client satisfaction survey that indicates to management the areas of weakness in the operations of the Justice Centres, and their suggestions for improvements. The Legal Aid Board Justice Centre Performance Monitor has been developed to monitor, on a quarterly basis, the overall performance of Justice Centres on various aspects of their operations, including the rendering of quality legal services, governance, finance and human resources.

A major concern in our continuous quest to improve quality is our inadequate ratio of practitioners to courts. We are struggling to maintain a ratio of one practitioner per court due to inadequate resourcing. When compared to the prosecuting authority, which has a ratio of close to two prosecutors per court, the challenge of unequal resourcing within the justice system is evident. This will clearly impact on our practitioners, leaving them with little time for adequate consultation and preparation. We are currently motivating for additional resources to remedy this situation.

The Legal Aid Board, in implementing its commitment to a client-focused approach, executes various client relationship programmes, such as complaints registers; suggestion boxes; client satisfaction surveys; ethics hotline managed by an independent company; Client Services Charter; front desk staff training; client focus training of legal staff, and feedback to clients by legal staff during the case.

Relationship with Stakeholders

The relationship with our stakeholders has strengthened at local, provincial and national levels. Our links with client and community-based stakeholders has also improved at a local level. We have continued to engage with stakeholders within the justice cluster, as well as NGOs to address matters pertaining to the improved functioning of the justice system. This has resulted in improved networks resulting in prompt and responsive interventions to remedy problems and challenges as they arise. We have worked with the legal professional bodies to ensure that the ethical and regulatory requirements of the profession have been met. We have also embarked on joint programmes on training and co-operation on pro-bono initiatives. Our participation in various justice cluster initiatives includes the Criminal Justice Review, the Case Backlog Task Team as well as submissions on the White Paper on Transformation of Judiciary, and the Legal Services Charter. In our involvement with the Legal Services Charter process to address the transformation of the legal services sector, we are also advocating an emphasis on access to justice and client-focused delivery. We continue to document and develop the experience of a functional legal aid system in South Africa as a model for the development of viable legal aid systems in the rest of Africa, in order to improve access to justice for millions across the continent.

Support Platform

To support the delivery of quality legal services we have also strengthened our support platform in the past year. We have finalised a capital asset replacement programme, and succession planning to ensure more sustainable planning for the future. Our strong financial management has assured our audit status but also ensured that more than 99% of our budget is spent in pursuit of access to justice. Our employee centred programmes on strengthening organisational culture, employee wellness, employee safety and diversity management have continued. Our focus is on an appropriately resourced business with an emphasis on skills, competencies, employment equity and leadership development. In a professional services delivery organisation, knowledge management, learning and innovation is becoming a key area of intervention.

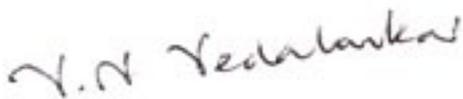
Our IT Platform with the Ad Inifinitum software system was stable and effective in the past year. Full benefits of the system were attained and system enhancements were introduced. eLearning tools were also implemented. A new SAP module for human resources was introduced this past year. This created some standard challenges associated with the introduction of new IT systems, which will be addressed in the new financial year.

Challenges

Our ongoing challenges are primarily related to resourcing of the delivery of legal services. In this regard we should be continuing to improve access beyond the court systems, particularly in rural areas, although these matters would be primarily civil in nature. As stated, the ratio of practitioners per court continues to be out of synchrony with other justice stakeholders. The remuneration of legal practitioners similarly remains inconsistent within the justice cluster, and although a DPSA process is under way, it is not keeping pace with expectations. Continuous improvement of the quality of legal services will remain a priority as legal service delivery is our core business. Despite the huge demand for civil legal assistance, only 11% of our matters are civil legal matters. The ongoing debate over civil legal aid and addressing the socio-economic rights in our Constitution requires urgent resolution, as alluded to in the Chairperson's statement. In the next period, we will be giving greater attention to promoting the Legal Aid Board brand, as well as the strategic positioning of the Legal Aid Board.

Appreciation

It is a pleasure to pay tribute to all the Legal Aid Board Citizens within our national network of offices, who are the main reason for our success. Without the personal and collective contributions that each of you makes, it would not be possible to build an organisation that is high on performance and quality, and to achieve our mission of being a leading provider of quality legal services, ensuring effective access to justice for the poor and vulnerable, in an independent manner. Congratulations to each one of you on your success and thank you for your commitment and dedication to ensuring that many more South Africans could access justice in this past year. I am confident that this dedication and selflessness will enable the Legal Aid Board to continue to scale even greater heights of success in the coming period. I appreciate the leadership of our Chairperson, Judge Dunstan Mlambo, and his Board of Directors who continue to provide invaluable support and guidance to the management and staff, to enable us to achieve and deliver on our mandate. Lastly, a tribute to the many South Africans who, despite their battle to survive on a daily basis, continue to live by the rights enshrined in our Constitution to make our country a better place for all.



Ms Vidhu Vedalankar
Chief Executive Officer
1 August 2007

Legal aid reaches thousands more

THABO MKHIZE

A RECORD number of South Africans are getting free legal representation, with access having increased by more than 200% in the past five years.

The Legal Aid Board has managed to increase the number of state-funded criminal and civil cases from 115 000 in 2001 to 340 244 last year.

Brian Nair, the board's national operations executive said the board was providing a much needed legal service to people who could otherwise not afford to defend themselves in court.

The board spent about R100-million of its R561-million budget on 42 000 cases that were referred to private legal practitioners.

The bulk of its budget was spent on cases being handled by the board's own legal practitioners.

Nair said although the bulk of its funding goes towards criminal cases — that is, about 87% of its funding — it aims to make extra provision to ensure that it can also assist the poor, women and children, in civil matters.

To date, the most expensive criminal trials funded by the board have been for the defence of the accused in the ongoing Boeremag treason trial (R8.3-million so far) and the now-concluded Marble Hall heist trial, which cost almost R13-million.

The Boeremag case started in May 2003 after 22 Boeremag members were charged with numerous offences including murder, attempted murder, treason and terrorism.

The bloody 1997 Marble Hall heist, which left six security guards dead after they were ambushed by a gang armed with automatic rifles was only concluded in 2004. The 15 accused who stood trial were all sentenced to life in prison.

This week, Sheila Camerer, of the parliamentary portfolio committee on justice and constitutional development, said: "I do have a problem with the amount spent on some cases, the amounts are undesirable, but it is difficult for the board to suddenly turn back and say we are stopping legal assistance because it is costing too much."

But she said it was necessary for the board to provide adequate funding for women and children in maintenance and divorce cases.

Meanwhile, Nair said the board had gradually cut down on the use of private lawyers to handle cases in areas where it does not have offices or the necessary expertise.

Currently, it spends around R100-million on private lawyers handling around 42 000 of its cases.

Some of the rates payable to private lawyers handling legal aid board cases include:

- A daily rate of R796 for a criminal matter in a magistrate's court;
- Up to R2 693 a day for a High Court matter; and
- Up to R12 480 per 10-hour day for senior counsel and specialist attorneys handling civil matters.

SUNDAY TIMES

Sunday, 24 September 2006, p. 14

Back left to right:

Adv Sita Kolbe, Ms Seka Monaledi, Ms Aletta Mosidi, Mr Jan Maree, Judge Dunstan Mlambo, Prof Philippa Kruger, Mr Vincent Saldanha, Mr Vuyani Jarana, Ms Nonhlanhla Mgadza, Mr Edwin Molahlehi, Mr Motsamai Makume

Front left to right:

Ms Thulisile Mhlungu, Prof Yousuf Vawda, Adv Pieter Du Rand, Dr Len Konar, Ms Nonthuthuzelo Memka

Board of Directors



Dr Molefe Tsele



Ms Marcella Naidoo



Judge Letty Molopa

Executive Structure of the Legal Aid Board

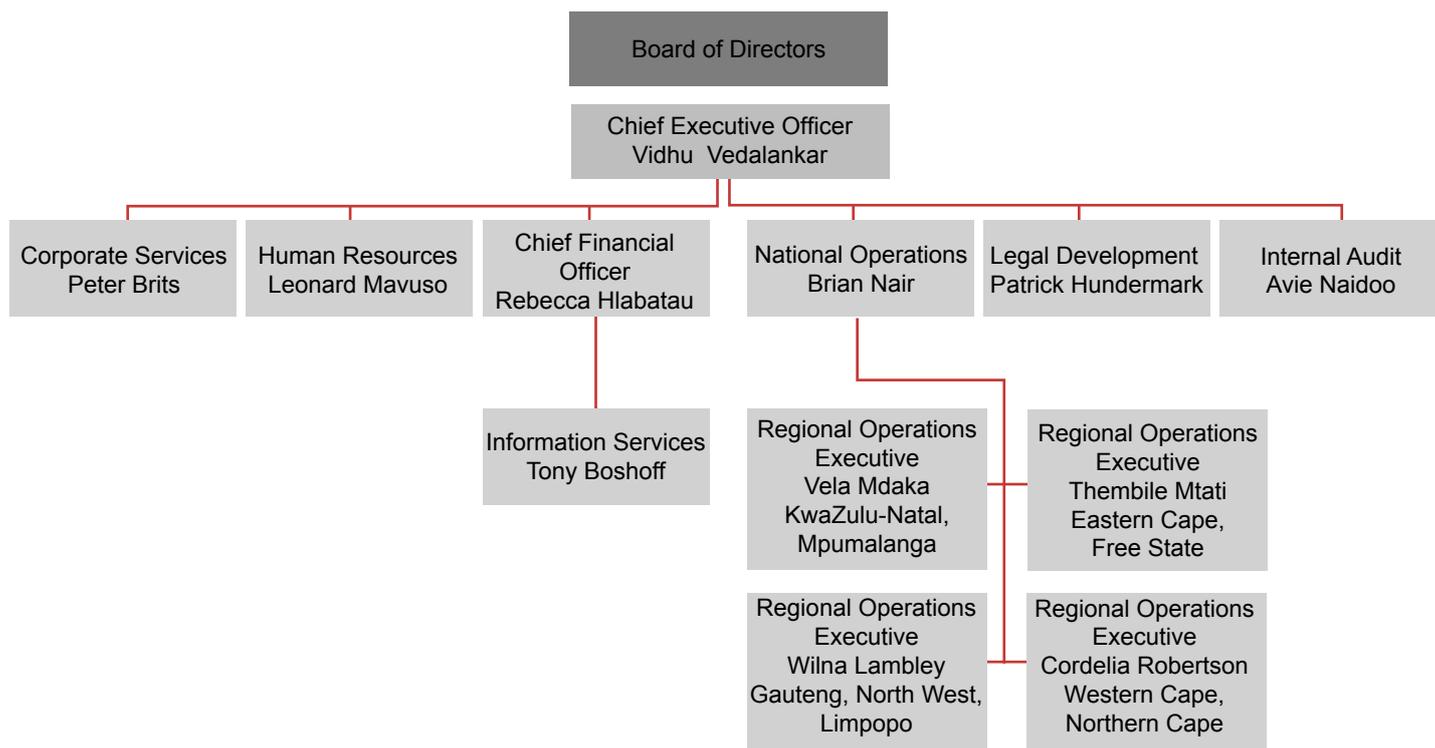


Back left to right:

Mr Patrick Hundermark, Mr Peter Brits, Ms Cordelia Robertson, Mr Thembile Mtati, Ms Rebecca Hlabatau, Mr Tony Boshoff, Mr Vela Mdaka, Mr Avie Naidoo, Mr Brian Nair

Front left to right:

Ms Wilna Lambley, Ms Vidhu Vedalankar, Ms Amanda Clark, Mr Leonard Mavuso



Executive appointments and resignations during the reporting period:

The Human Resources Executive, Ms Tshidi Tiale-Malao, resigned and left the service of the LAB with effect from 30 April 2006. Mr Leonard Mavuso was appointed to the position of Human Resources Executive with effect from 1 July 2006.

Ms Vidhu Vedalankar

(BSc, University of Durban – Westville, MTRP [Masters in Town and Regional Planning], University of Natal).

CEO responsible for overall strategic direction and service delivery of the organisation.

Ms Rebecca Hlabatau

(B Com, B Compt Honours, CTA (UNISA)).

Chief Financial Officer as well as being responsible for information technology.

Mr Brian Nair

(B Paed (UDW), B Ed (UNISA), FD Computer Science (University of Natal); MBL [Masters in Business Leadership] (UNISA)) National Operations Executive, ensuring the delivery of cost effective high quality legal services.

Mr Leonard Mavuso

(BA (Fort Hare), MA (Warwick - UK), EDP (USA))

Human Resources Executive, responsible for the HR department and ensuring that the HR processes and systems are aligned to the Legal Aid Board strategy.

Mr Patrick Hundermark

(B Com, LLB, (University of Port Elizabeth)) Practising Attorney TPD)

Legal Development Executive responsible for the improvement of quality and range of legal services offered to legal aid applicants, impact services, legal training and pilot projects.

Mr Peter Brits

(BA (Hons), LLB (Wits) Practising Attorney TPD)

Corporate Services Executive, responsible for corporate services including corporate legal services, the Board secretariat, corporate governance and national communications.

Mr Avie Naidoo

(B Com (UDW), B Compt Honours (UNISA), MBA (Bond University))

Internal Audit Executive, responsible for the assessment and evaluation of risk and controls within the Legal Aid Board including compliance with the Legal Aid Act, Public Finance Management Act and Treasury Regulations, Attorney's Act, Labour Legislation, Occupational Health and Safety Act and the Information Act.

Mr Tony Boshoff

Information Technology Executive, responsible for the Information Technology infrastructure and the provision of support to all users within the Legal Aid Board.

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

Ms Cordelia Robertson

(B.Com, B Proc (UNISA), LLM (UWC)) Region: Western and Northern Cape.

Ms Wilna Lambley

(B Juris (UNISA)) Region: Gauteng, Limpopo and the North-West.

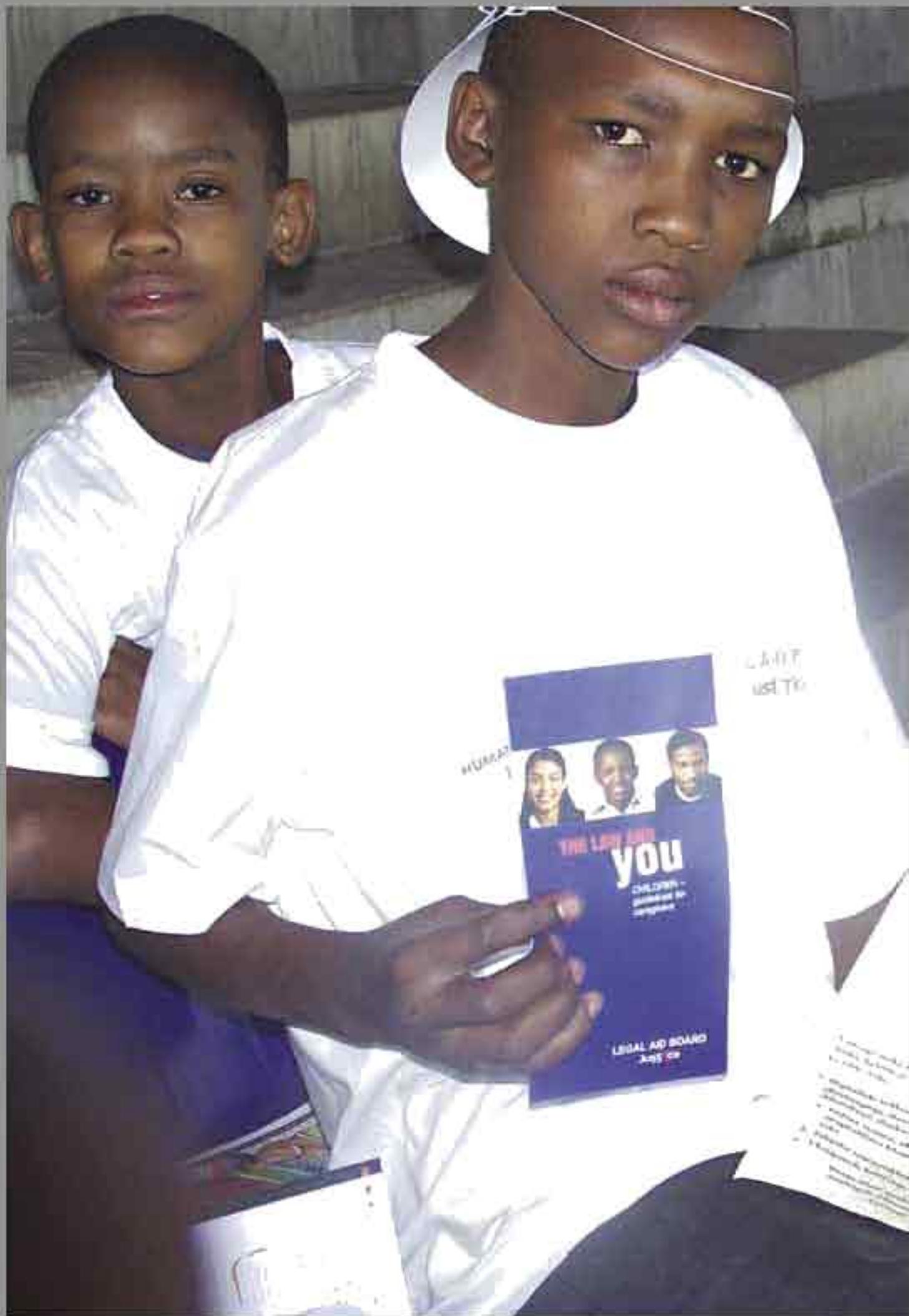
Mr Thembile Mtati

(B Proc (Fort Hare)) Region: Eastern Cape and the Free State.

Mr Vela Mdaka

(B Proc, LLB (University of Zululand)) Region: KwaZulu-Natal and Mpumulanga.





Innocent until
proven guilty

LEGAL AID BOARD
Justice

The Management Report

LEGAL AID BOARD

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Chapter Two



Annual Report

2006 - 2007

LEGAL AID BOARD



The Management Report

2.1 Delivery Statistics

TABLE 1: LEGAL AID BOARD JUSTICE CENTRES PER PROVINCE 2006/2007

Regional Offices	Province	Justice Centres	Satellite Offices	High court Units
KwaZulu - Natal/ Mpumulanga	KwaZulu - Natal	10	6	2
	Mpumulanga	4	5	0
Eastern Cape/ Free State	Eastern Cape	10	9	4
	Free State	4	2	1
Western Cape/ Northern Cape	Western Cape	7	8	1
	Northern Cape	3	2	1
	North West	5	2	1
Kopanong	Gauteng	8	4	2
	Limpopo	5	3	1
	North West	2	0	0
		58	41	13

TABLE 2 : LEGAL AID BOARD STAFF PER PROVINCE

	No. of JCs	No. of Legal Staff	No. of Non-Legal Staff	Total Staff	% Staff
Eastern Cape	10	243	61	304	16%
Free State	4	86	25	111	6%
Gauteng	8	317	63	380	18%
Limpopo	5	85	24	109	6%
North West	7	115	35	150	8%
KwaZulu - Natal	10	260	64	324	17%
Mpumulanga	4	87	19	106	5%
Western Cape	7	230	43	273	14%
Northern Cape	3	60	12	72	4%
National Office		6	118	124	6%
Total Staff - Actual	58	1,489 (76%)	464 (24%)	1,953	100%
Total Staff - Budget		1,622	513	2,135	
% Recruited		92%	90%		

TABLE 3 : LEGAL SERVICES DELIVERY FOR 2006/07 – NEW MATTERS

LEGAL AID BOARD DELIVERY SYSTEM	Total New Legal Matters 2006/07	%
Justice Centre New Matters	314,084	87.5%
Judicare New Matters	39,331	11.0%
Co-operation Partners New Matters	5,468	1.5%
Total New (JC, Judicare, Co-op Partners) Matters	358,883	100.0%

GRAPH 1: LEGAL SERVICES DELIVERY – NEW MATTERS

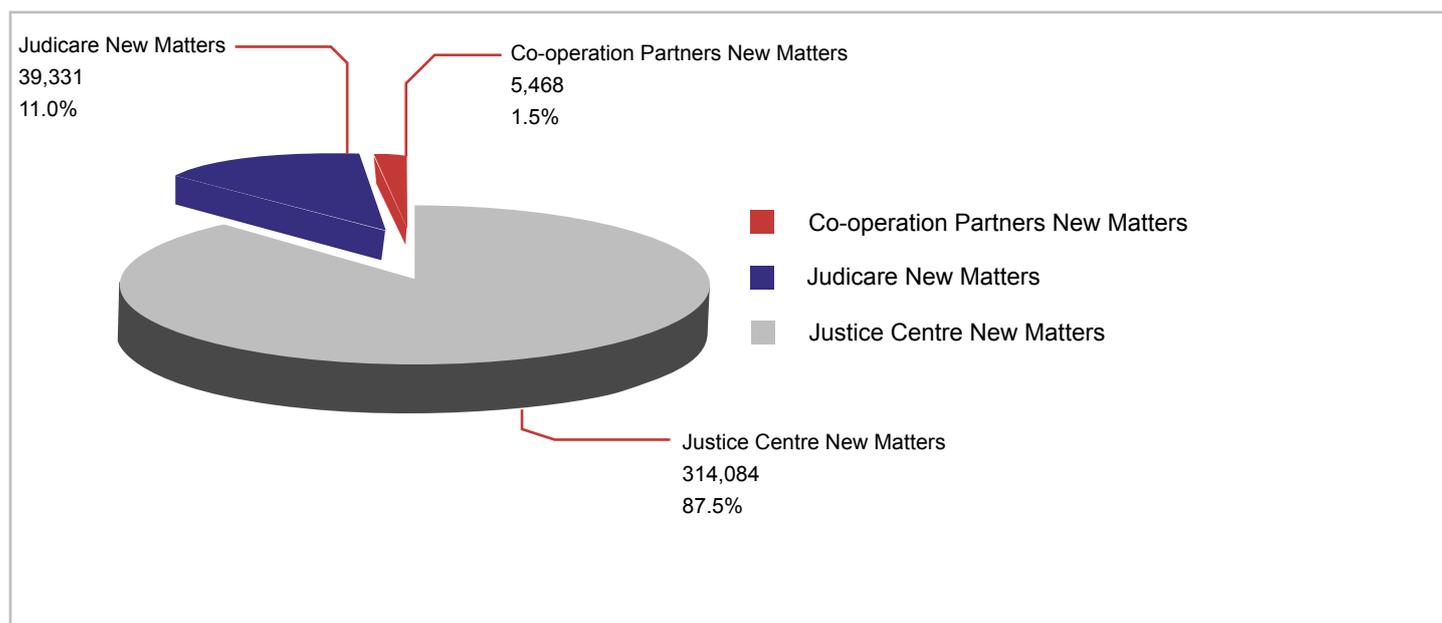


TABLE 4: LEGAL SERVICES DELIVERY FOR 2006/07 – FINALISED MATTERS

LEGAL AID BOARD DELIVERY SYSTEM	Total Finalised Legal Matters 2006/07	%
Justice Centre Finalised Matters	312,824	90.0%
Judicare Finalised Matters	28,826	8.0%
Co-operation Partners Finalised Matters	4,847	2.0%
Total Finalised (JC, Judicare, Co-op Partners) Matters	346,497	100%
Justice Centre Pending Matters at end of year	151,296	

TABLE 5: SHIFT IN LEGAL SERVICES DELIVERY SYSTEMS FROM 2003/04 TO 2006/07

LEGAL AID BOARD DELIVERY SYSTEM	% New Legal Matters 2006/07	% New Legal Matters 2005/06	% New Legal Matters 2004/05	% New Legal Matters 2003/04	% Increase/ Decrease in New Matters from 2005/06 to 2006/07
Justice Centre New Matters	87.5%	85.0%	84.0%	78.0%	8%
Judicare New Matters	11.0%	13.0%	13.0%	16.0%	-8%
Co-operation Partners New Matters	1.5%	2.0%	3.0%	6.0%	-9%
Total New (JC, Judicare, Co-op Partners) Matters	100%	100%	100%	100%	5%

GRAPH 2: SHIFT IN LEGAL SERVICES DELIVERY SYSTEMS FROM 2003/04 TO 2006/07

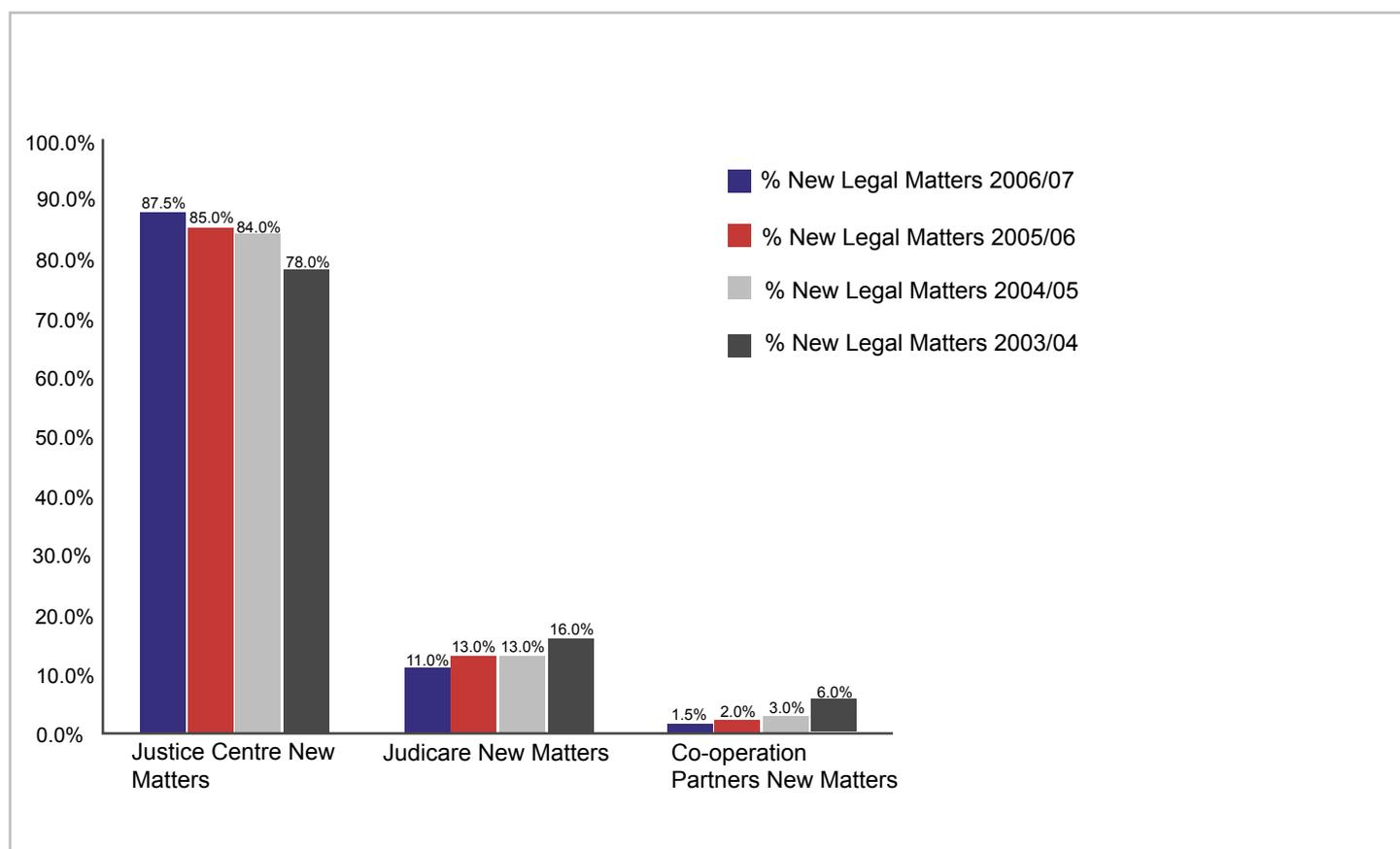


TABLE 6 : LEGAL SERVICES DELIVERY: JUSTICE CENTRE NEW MATTERS PER PROVINCE 2006/07

	Q1			Q2			Q3			Q4			Grand Total
	Civil	Criminal	Total										
EC & FS Regional Office	1,729	13,824	15,553	1,674	13,771	15,445	1,662	12,902	14,564	2,040	11,680	13,720	59,282
Eastern Cape	1,261	10,605	11,866	1,339	10,645	11,984	1,285	9,587	10,872	1,216	8,978	10,194	44,916
Free State	468	3,219	3,687	335	3,126	3,461	377	3,315	3,692	824	2,702	3,526	14,366
Kopanong Regional Office	2,328	20,714	23,042	3,144	20,119	23,263	3,094	19,381	22,475	3,037	20,308	23,345	92,125
Gauteng	1,782	16,918	18,700	2,244	15,260	17,504	2,284	14,825	17,109	2,251	15,745	17,996	71,309
Limpopo	357	2,692	3,049	710	3,325	4,035	635	3,367	4,002	649	3,774	4,423	15,509
North West	189	1,104	1,293	190	1,534	1,724	175	1,189	1,364	137	789	926	5,307
KZN & MP Regional Office	2,501	15,517	18,018	2,772	17,295	20,067	2,567	13,852	16,419	2,613	17,420	20,033	74,537
Kwa-Zulu Natal	1,537	11,147	12,684	1,798	13,354	15,152	1,983	11,181	13,164	1,818	13,650	15,468	56,468
Mpumalanga	964	4,370	5,334	974	3,941	4,915	584	2,671	3,255	795	3,770	4,565	18,069
WC & NC Regional Office	1,440	22,051	23,491	1,198	20,054	21,252	1,268	19,975	21,243	1,326	20,828	22,154	88,140
North West (WC)	579	3,300	3,879	454	3,487	3,941	431	3,257	3,688	434	2,830	3,264	14,772
Northern Cape	79	3,237	3,316	146	2,453	2,599	216	3,005	3,221	263	2,719	2,982	12,118
Western Cape	782	15,514	16,296	598	14,114	14,712	621	13,713	14,334	629	15,279	15,908	61,250
Grand Total	7,998	72,106	80,104	8,788	71,239	80,027	8,591	66,110	74,701	9,016	70,236	79,252	314,084

TABLE 7 : LEGAL SERVICES CO-OPERATION PARTNERS 2006/07

Name of Co-operation Partner	Province	New Matters 2006/07
University of Pretoria	Gauteng	640
Wits Law Clinic	Gauteng	1,425
KwaZulu - Natal Land Legal Cluster	KwaZulu - Natal	159
Campus Law Clinic	KwaZulu - Natal	135
Mpumalanga Land Legal Cluster	Mpumalanga	194
Free State Rural Development Association	Free State	368
Free State University	Free State	1,459
University of the Western Cape	Western Cape	512
University of Stellenbosch	Western Cape	576
TOTAL CO-OPERATION PARTNERS NEW MATTERS		5,468

TABLE 8.1 : LEGAL SERVICES JUSTICE CENTRES: NEW MATTERS PER DELIVERY SYSTEM – CRIMINAL AND CIVIL 2006/07

REGION	NEW MATTERS PER DELIVERY SYSTEM			
	Criminal	Civil	Total	%
Justice Centre New Matters	279,691	34,393	314,084	87.5%
Judicare New matters	37,007	2,324	39,331	11.0%
Co-operation Partner New matters	1,169	4,299	5,468	1.5%
TOTAL	317,867	41,016	358,883	100.0%
%	89%	11%		

TABLE 8.2 : LEGAL SERVICES JUSTICE CENTRE: FINALISED MATTERS PER DELIVERY SYSTEM – CRIMINAL AND CIVIL 2006/07

REGION	FINALISED MATTERS PER DELIVERY SYSTEM			
	Criminal	Civil	Total	%
Justice Centre Finalised Matters	279,279	33,545	312,824	90.3%
Judicare Finalised matters	28,223	603	28,826	8.3%
Co-operation Partner Finalised matters	1,225	3,622	4,847	1.4%
TOTAL	308,727	37,770	346,497	100.0%
%	89%	11%		

TABLE 9 : JUDICARE INSTRUCTIONS 2006/07

LEGAL AID BOARD					
JUDICARE INSTRUCTIONS FY 2006/07					
	Q1	Q2	Q3	Q4	Grand Total
Civil	388	375	424	1,137	2,324
EC & FS Regional Office	55	48	68	305	476
Eastern Cape	9	32	20	88	149
Free State	46	16	48	217	327
Kopanong Regional Office	295	288	318	596	1,497
Gauteng	291	263	308	564	1,426
Limpopo	4	25	10	32	71
KZN & MP Regional Office	26	32	28	177	263
Kwa-Zulu Natal	26	24	26	144	220
Mpumalanga	-	8	2	33	43
WC & NC Regional Office	12	7	10	59	88
North West (WC)	4	-	5	10	19
Northern Cape	3	2	-	36	41
Western Cape	5	5	5	13	28
Criminal	6,457	6,464	5,478	18,608	37,007
EC & FS Regional Office	2,681	2,397	2,234	6,186	13,498
Eastern Cape	1,443	1,371	1,486	4,012	8,312
Free State	1,238	1,026	748	2,174	5,186
Kopanong Regional Office	1,204	1,380	1,100	3,982	7,666
Gauteng	1,124	1,259	970	3,666	7,019
Limpopo	80	121	130	316	647
KZN & MP Regional Office	819	726	532	3,346	5,423
Kwa-Zulu Natal	651	520	420	2,179	3,770
Mpumalanga	168	206	112	1,167	1,653
WC & NC Regional Office	1,753	1,961	1,612	5,094	10,420
North West (WC)	88	219	125	1,068	1,500
Northern Cape	789	836	677	1,645	3,947
Western Cape	876	906	810	2,381	4,973
Grand Total	6,845	6,939	5,902	19,745	39,331

TABLE 10 : LEGAL SERVICES DELIVERY: NEW MATTERS PER DELIVERY SYSTEM 2006/07 PER PROVINCE

	JC	Judicare	Co-op Partner	Totals	%
Gauteng	71,309	8,445	2,065	81,819	22%
NW	20,079	1,519	-	21,598	6%
Limpopo	15,509	718	-	16,227	5%
EC	44,916	8,461	-	53,377	15%
FS	14,366	5,513	1,827	21,706	6%
WC	61,250	5,001	1,088	67,339	19%
NC	12,118	3,988		16,106	4%
KZN	56,468	3,990	294	60,752	17%
MP	18,069	1,696	194	19,959	6%
	314,084	39,331	5,468	358,883	100%
	JC	Judicare	Co-op Partner	Totals	%
WC/NC	88,140	10,508	1,088	99,736	28%
EC/FS	59,282	13,974	1,827	75,083	21%
Kopanong	92,125	9,163	2,065	103,353	29%
KZN/MP	74,537	5,686	488	80,711	22%
	314,084	39,331	5,468	358,883	100%

2.2 Report on performance against measured objectives

Each year the Legal Aid Board (LAB) draws up a business plan to ensure that it achieves its strategic plan. All staff are then provided with performance contracts which are compiled from the business plan.

Incentive bonuses are paid for fulfilling the performance contract. This system provides a highly measurable performance system as required in terms of the Public Finance Management Act, Act 1 of 1999 (PFMA).

The Directors have pleasure in reporting on the year's performance.

Strategy 1: Deliver Quality Legal Services	
Description of Output	Outcome Achieved
Delivery Programme 1: Legal services delivery – increasing quality	
Improving the quality of legal services delivered through quality interventions, assessment, monitoring, research and development.	<p>Improving the quality of legal services received priority attention during the year under review. Various interventions and monitoring programmes were implemented to improve quality. These programmes focused primarily on ensuring that legal practitioners were better prepared to represent clients in their cases. The use of various checklists, case discussion forums and mentorship programmes ensured that practitioners were well prepared for their cases. Court observation programmes were strengthened during this year and practitioners were monitored on their actual court work by supervisors.</p> <p>Great emphasis was placed on interacting with court stakeholders, particularly presiding officers, in order to receive independent feedback on the performance of practitioners at courts. Whilst much of the feedback from presiding officers was very positive, supervisors were able to note important areas where individual practitioners could improve through additional support.</p>

Strategy 1: Deliver Quality Legal Services

Description of Output	Outcome Achieved
	<p>Structured training programmes were arranged at local, regional and national level to ensure that practitioners developed the required competencies and skills to perform effectively in their representation of clients. Practitioners were also provided with legal newsletters, access to various research materials including on-line Jutastat so that they could properly research and prepare for cases.</p> <p>Recommendations from the independent audit conducted during the previous year on the quality of legal services delivered by the Legal Aid Board were implemented at all justice centres. Various monitoring systems, including quarterly assessments on the quality of work done by practitioners, indicated that most practitioners were producing work of exceptional quality. All categories of practitioners in the Legal Aid Board exceeded the quality targets set for them at the beginning of the year. This improvement in the quality of work done by LAB practitioners was confirmed by a follow up independent audit that was performed during the final quarter of the year under review.</p>
	<p>Research reports were prepared on the following:</p> <ul style="list-style-type: none"> • GDP Spend: Legal Aid vs Prosecution • Outstanding Cases in the High and Regional Courts linked to NPA Statistics • LAB Legal Services Charter response • LAB Response to policy document on transformation of the judiciary • Analysis on all forms of alternate dispute resolution available

Delivery Programme 2 : Legal services delivery – increasing access

<p>Increasing access to legal services by improving LAB coverage of criminal courts, civil courts and specialised courts. Special focus on increasing access to legal aid services by children and awaiting trial prisoners. Implementing alternative solutions to increasing access to justice including the piloting of new concepts, pro bono schemes and alternate dispute resolution mechanisms.</p>	<p>The Legal Aid Board ensured that clients were able to access its services at all criminal courts across the country through its mixed model delivery system. 87,5% of LAB cases were undertaken by in-house lawyers at justice centres and satellite offices. A further 12,5% of cases were outsourced either to private practitioners (judicare system) or to co-operation partners. During the financial year under review, the LAB assisted clients in 358,883 matters, 89% of which were criminal matters and 11% civil matters.</p> <p>The establishment of Children’s Units at a number of justice centres was a very significant highlight. This has been a major step toward realising the objective of increasing access to justice for children in both criminal and civil matters. Extensive networking took place with stakeholders involved with children to ensure that children in need of assistance were able to access LAB services. This strategy of working closely with stakeholders has been beneficial noting the fact that the LAB’s representation of children greatly increased during the second half of the year under review.</p>
	<p>A priority programme of the LAB during this year was the reduction in the number of unrepresented accused going through the criminal justice system. In addition to closely monitoring automatic review statistics and researching the reasons that such accused go through the system unrepresented, the LAB increased its focus on awaiting trial prisoners, specifically children awaiting trial as well as those accused awaiting trial for extended periods. This strategy has proved effective, although automatic review statistics have not decreased. Further research of these court rolls will be done in the new year to determine reasons for this.</p>

<p>Determining client need and forecasting demand based on client segmentation and service differentiation.</p>	<p>Attempts were made to source donor funding for primary research in relation to client demand. These attempts were unsuccessful and funding will have to be provided from the LAB’s sources to conduct this research in the new financial year.</p> <p>Service differentiation reports have been provided through the Ad Infinitum system.</p>
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Description of Output	Outcome Achieved
<p>Increasing access to justice through specialist litigation aimed at assisting a class of persons or setting precedents in law.</p>	<p>A number of new precedent setting impact litigation matters were financed during the reporting period. Eight of these were undertaken by external legal service providers, whilst six were undertaken internally. As at year end, these matters were still pending before the courts. These matters generally address the following legal aspects :</p> <ul style="list-style-type: none"> • the right to safety and security on public transport in particular rail passenger transport; • the principle of legality and the extension of the common law definition of rape as well as the statutory age of consent to sexual acts of boys below the age of 19 years; • the extension of the definition of murder to include the death of an unborn infant; • claims of miners in respect of silicosis poisoning as a result of working in gold mines without compliance of health and safety requirements; • the recognition of a customary marriage despite the fact that it was not registered as required by the Transkei Marriage Act; • the use of the mandament of spolie remedy to claim damages arising out of the illegal demolition of client's homes; • the applicability of penalties in life assurance policies where no such penalties were provided for in the rules or policy; and • the constitutionality of differing pensionable ages between males and females to qualify for State pensions.
	<p>During the year under review, the organisation implemented pilot projects with the Judicial Inspectorate of Prisons, Rural Legal Trust and the Department of Land Affairs.</p> <p>The Judicial Inspectorate of Prisons project involved the placement of community liaison officers at the eighteen prisons with more than 80% of the awaiting trial detainees to specifically deal with their legal aid requirements.</p> <p>The Rural Legal Trust has deployed its land matter teams at LAB justice centres to specifically deal with the issues of land tenure and eviction. The Department of Land Affairs have funded the Rural Legal Trust in the amount of R5 million to continue the project in the new financial year.</p>
	<p>As at year end, the LAB was in the process of negotiating with the Cape Law Society to accredit the LAB as an institution through which their members can render compulsory pro bono services. Despite the fact that the Law Society of South Africa have resolved that pro bono should be compulsory for its members, the remaining three statutory law societies have not implemented this resolution.</p> <p>Negotiations are underway with the Law Society of the Northern Provinces to recognise the LAB as an institution where their members can render voluntary pro bono services.</p>
<p>Increased use of additional delivery mechanisms including alternative dispute resolution and general advice capability.</p>	<p>It was not possible to assess whether there has been an increase in the use of alternate dispute resolution processes due to the fact that the computerised legal administration system does not cater for the collation of these statistics. LAB practitioners do however engage in a limited number of formal plea bargains on behalf of their clients whilst informal plea bargaining is continuously practiced where this will be to the advantage of LAB clients. In civil cases most matters are settled to the advantage of clients without the need to proceed to the litigation stage.</p> <p>Paralegal capacity at each justice centre was geared to focus on providing general legal advice to clients. During the year under review, it was not possible to quantify the scale of general advice delivered due to the fact that the computerised legal administration system did not cater for the collation of these statistics. It is anticipated that system enhancements will be implemented in the next financial year to create the capacity to monitor the general advice function carried out at justice centres.</p>

Strategy 1: Deliver Quality Legal Services

Description of Output	Outcome Achieved												
<p>Delivery Programme 3: Legal services delivery – client centred</p> <p>Improved client relationship management, client communication, consultation and client services.</p> <p>Communities better informed about LAB services. Increased awareness by clients, communities, poor and vulnerable persons and detained persons on LAB services and rights in general.</p> <p>Improved awareness of LAB services by client community.</p>	<p>Client relationship training has been implemented in respect of all justice centre staff. Quality standards are in place to ensure that practitioners provide regular feedback to clients on the progress with their matters. Where necessary, LAB lawyers make use of language interpreters to ensure that effective consultation takes place with clients. All staff have committed themselves to the LAB client services charter and clients are made aware of the standard of service they may expect at the justice centre. An independent review of the organisation's client relationship management programme was conducted during the year under review. The review confirmed the effectiveness of the programmes implemented as well as made recommendations to strengthen same.</p> <p>The community outreach strategy was approved by the Board during the 2005/06 financial year. This strategy was fully implemented during the year under review. Numerous public education outreach programmes were implemented. A number of communities, schools and civic formations were visited during the year under review with the aim of educating the audience about their rights and LAB services. These programmes have contributed to an increased awareness of the LAB brand and the uptake in the LAB services. The events that took place across the country during the year under review are listed below :</p> <table border="1" data-bbox="671 875 1062 1048"> <thead> <tr> <th>Event</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>Fair play tournaments</td> <td>64</td> </tr> <tr> <td>Community events</td> <td>91</td> </tr> <tr> <td>Cell Branding</td> <td>50</td> </tr> <tr> <td>Public Lectures</td> <td>73</td> </tr> <tr> <td>Total Events</td> <td>278</td> </tr> </tbody> </table> <p>Information leaflets were developed during the fourth quarter of the year under review. The distribution of these leaflets commenced in the latter part of the financial year. The prison and police cell branding programme achieved its targets both in terms of the scale of venues branded and in terms of the aim of increasing awareness of the LAB services by detained persons.</p> <p>Media reports were monitored on a daily basis throughout the financial year. Where necessary, LAB official statements and responses were published to ensure that the correct public perceptions were formulated on reported issues. The LAB participated in numerous television and radio interviews aimed at improving the citizen's awareness of rights.</p> <p>The LAB participated in two national omnibus surveys during the year under review. The survey results indicate that community awareness of the LAB services improved tremendously compared to previous years. The survey indicated that respondents would prefer to approach the LAB for help should they be in any form of trouble. This indicates an increase in the confidence index of the LAB.</p> <p>One million copies of the annual newsletter were printed in seven official languages during the year under review and distributed through major newspapers (Daily Sun, Isolezwe and Cape Argus) targeting some ten million readers. This newsletter was aimed at keeping citizens informed about the activities of the LAB.</p> <p>The updating of the website proceeded well during the year under review with information monitored on a weekly basis. Minor cosmetic changes were effected to improve the look-and-feel of the website, with the major revamp expected in the new financial year.</p> <p>In order to increase the awareness of LAB services in the community, all justice centres engaged in an extensive networking exercise with client stakeholder organisations. This included the hosting of client stakeholder forums at each justice centre. Networking with client organisations has greatly increased the profile of the LAB in local communities.</p>	Event	Number	Fair play tournaments	64	Community events	91	Cell Branding	50	Public Lectures	73	Total Events	278
Event	Number												
Fair play tournaments	64												
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Total Events	278												

Strategy 1: Deliver Quality Legal Services

Description of Output	Outcome Achieved
<p>Lobbying and advocacy in support of the role and scope of legal aid services.</p>	<p>The LAB hosted a national conference focused on the role and importance of legal aid in the next two decades and on the need to increase the scale and scope of civil legal aid services. The Minister of Justice and Constitutional Development graced the event as a key note speaker. The conference was well attended and provided an excellent forum for discussion and debate amongst critical justice sector stakeholders.</p> <p>A stakeholder forum targeted at women and other civil society formations was also hosted by the Legal Aid Board in the fourth quarter of the financial year. The workshop was well attended by civil society formations and various developmental organisations.</p> <p>During the year under review informal strategic partnerships were struck between the Legal Aid Board and a number of media houses, as well as with other civil society formations namely the Field Band Foundation, with the view of using these partners to promote the image and brand of the Legal Aid Board.</p> <p>The LAB has participated fully in sectoral meetings with the aim of motivating for additional funding in the interests of extending its services.</p> <p>The LAB has submitted comment on a number of legislative bills during the year under review.</p> <p>These included submissions on the following bills:</p> <ul style="list-style-type: none"> • Children’s Bill regarding the implications of the reporting requirement placed on attorneys where they become aware that children have been abused in relation to attorney/client privilege (Section 76) • Amendments to the Criminal Procedure Act to provide for video postponements
	<p>The LAB was represented at workshops dealing with the following:</p> <ul style="list-style-type: none"> • Human Trafficking Bill • Children’s Bill • SAPS - Operation Basadi dealing with Children in conflict with the Law • Sentencing Reform • Sexual Offences Bill • Legal Services Charter • Draft Policy Document on the Transformation of the Judiciary • Reduction of over crowding in Prisons • Babies behind Bars
<p>Delivery Programme 4 : Stakeholder Programme</p>	
<p>Improved relations with justice cluster stakeholders, legal fraternity stakeholders and general stakeholder groups.</p>	<p>Justice centres participate fully in all local justice cluster efficiency meetings including local case flow management meetings. A Justice Centre Executive court visitation programme was introduced in terms of which the heads of justice centres visit court stakeholders to ensure that LAB services are provided efficiently and effectively, thereby contributing to improving the efficiency of the courts.</p> <p>The Legal Aid Board has actively promoted greater interaction of its officials with all legal fraternity organisations. Regular meetings were held with all provincial law societies to address various regulatory issues.</p> <p>A LAB representative appeared on the Rights & Recourse Programme on SABC with the President of the Law Society of South Africa to discuss legal representation. The organisations participated in the following seminars:</p> <ul style="list-style-type: none"> • Sangonet • Eradication of Poverty & EU- funded assessment (Information & communications strategies of the Commission of Gender Equity, SAHRC and Office of the Public Protector). <p>The Legal Aid Board actively participated in the planning and actual implementation of the “Take Charge Campaign” launched on the 30th of March 2007 by the Premier of Gauteng, Mr Mbazima Shilowa.</p>

Strategy 1: Deliver Quality Legal Services

Description of Output	Outcome Achieved
Delivery Programme 5 : Contributing to an efficient and effective legal justice system	
Improved efficiency of legal justice system in order to better serve the needs of clients.	<p>The LAB participated in the following National Steering Committees during the reporting period:</p> <ul style="list-style-type: none"> • National Forum to address overcrowding in Correctional Facilities • Integrated Steering Committee for Child Justice (ISCCJ) • National Project Oversight Committee (NPOC) • Court Case Backlog Task Team • 2010 World Cup FIFA Intersectoral Committee • National Integrated Case Flow Management Committee <p>The organisation similarly participated in provincial initiatives. This participation has made a positive contribution to the achievement of efficiencies in the legal justice system.</p>
An improved criminal justice system.	The LAB has participated in the national initiative dealing with the review of the criminal justice system. The outcome of this review is expected in the new financial year.

Strategy 2: Develop the Human Capital to Support the Delivery of Quality Services

Description of Output	Outcome Achieved
Corporate Programme 1: Organisational Culture	
Implement and maintain employee or people-centred programmes aimed at improving culture and gearing employees for delivery on the LAB strategic plan.	<p>An organisational culture survey was conducted during the previous financial year. The findings of this survey were used to inform the content of the 2006/07 organisational culture programme which was successfully implemented.</p> <p>Mechanisms to manage counter culture behaviour were not developed and this remains a challenge which will have to be addressed in the next financial year.</p>
Development of a LAB Transformation Plan which documents the history of the organisation and projects the organisations future transformational goals.	During the year under review, a LAB transformation framework was developed. This framework documents the thirty eight year history of the organisation and begins to set transformational goals for the future. A Board level transformation workshop was convened to revisit the organisation's history and to discuss the transformational goals for the future. These workshops will be rolled out to all levels of the organisation during the new financial year.
Improved organisational culture. Knowledge of and adherence to the organisation's vision and mission. People aligned to deliver on the strategic plan.	The LAB 2006/07 organisational culture programme involved a series of group activities in which employees were reminded of the vision and mission. A number of the value centred group activities took place during the period. A survey aimed at measuring the improvements in culture was administered during the last quarter. The survey will be completed in the first quarter of the new financial year. The results will indicate the extent to which the organisational climate has improved.
Development of a diversity management plan.	Diversity management workshops were convened at a national level as well as at the regional office level. A train-the-trainer programme will be implemented early in the new financial year. Once the internal trainers are fully capacitated, the diversity training will be implemented across the entire organisation.
Increased levels of awareness and improved internal communications.	Refer to Strategy 3 : Corporate Programme 6.

Strategy 2: Develop the Human Capital to Support the Delivery of Quality Services

Description of Output	Outcome Achieved
Corporate Programme 2 : Developing People Capacity / Competencies	
Adequately staffed business units.	As at year end, recruitment levels at justice centres were at 92%. At National Office recruitment levels closed the year at 93%.
Re-alignment of the number of candidate attorneys used to deliver legal services in order to impact on quality and to improve sustainability.	During the period under review, a concerted effort was made to ensure that the number of candidate attorneys were not increased. Instead, efforts were made to increase the number of fully qualified legal professional assistants and legal supervisory staff. Continuous motivations have been submitted for the allocation of additional funds in the Medium Term Expenditure Framework to finance the goals of increasing the number of permanent legally qualified persons employed.
Identification and development of competencies for legal service delivery.	<p>A new competency profile matrix was developed in respect of legal practitioners which will be incorporated into new competency profiles in the new financial year.</p> <p>The legal training target of 56,25 training hours per practitioner was achieved through national, regional and justice centre training interventions. Training was provided on the following key aspects:</p> <ul style="list-style-type: none"> • Comprehensive criminal trial training course • Law of evidence - the what, where and how • Constitutional litigation • Continuing legal education • Jutastat research • Paralegal training course • LAB candidate attorney introductory training course • High court litigation
Identification and development of competencies for the support of legal service delivery.	<p>An extensive training plan was implemented during the reporting period aimed at developing the competencies required for the support of the legal services delivery programme.</p> <p>A total of 2,752 non-legal training hours were achieved during the reporting period. Due to time constraints the annual training target was not achieved. Training was provided on the following key aspects:</p> <ul style="list-style-type: none"> • Diversity management • Customer relationship • Disability awareness
Implementation of a succession planning process.	<p>Succession candidates were identified during the previous reporting period. During the year under review, succession candidates each embarked on a personal development programme which was informed by psychometric assessment.</p> <p>The programme identified 36 critical posts and the succession planning process has been implemented in respect of each of these posts</p>
Implementation of a development programme for key positions, specifically for Justice Centre Executives positions.	A leadership development programme has been implemented in respect of all middle and senior managers. Refer to Strategy 2: Corporate Programme 3.
Individual career pathing and planning.	Individual career paths have been mapped in respect of all posts. These have been distributed to all internal stakeholders. Individual career planning was carried out on request.

Strategy 2: Develop the Human Capital to Support the Delivery of Quality Services

Description of Output	Outcome Achieved
Corporate Programme 3 : Strategic Planning and Leadership	
<p>Delivery of Strategic Plan 2006 - 2009. Monitoring the delivery of the 2006/07 business plan. Revision of the Strategic Plan 2006-2009.</p>	<p>The 2006/07 business planned was informed by the Strategic Plan 2006 - 2009.</p> <p>Progress on the implementation of the 2006/07 business plan was monitored by the LAB's executive management team. The Board of Directors monitored the progress in implementation on a quarterly basis.</p> <p>The strategic plan was reviewed to assess changes in the internal and external environment of the Legal Aid Board. This contextual review informed the content of the 2007/08 business plan.</p> <p>The revised strategic plan was submitted to the Minister of Justice and Constitutional Development in keeping with statutory requirements.</p>
<p>Developing and implementing a leadership programme.</p>	<p>The Legal Aid Board Leadership Programme was developed and introduced to all middle and senior managers including Justice Centre Executives. During the year under review, each participant undertook a self appraisal process in respect of management, leadership and emotional intelligence competencies. The manager of each participant similarly evaluated the same competencies. The results of both evaluations were compared and discussed between the participant and their manager. These results will inform each individual participant's leadership development plan for the forthcoming financial year.</p>
<p>Ensuring the sustainability of the Legal Aid Board.</p>	<p>The LAB has implemented its sustainability programme which focused on the organisation's sustainability in respect of resources, finances, technology and ways of doing business.</p>
Corporate Programme 4: Innovation and Learning	
<p>Developing a learning organisation through research, development and knowledge management.</p>	<p>An executive knowledge management workshop was conducted during the reporting period. This workshop introduced knowledge management concepts and strategic options to the executive team. A programme aimed at conducting an organisation wide knowledge audit was approved for implementation in the new financial year. The findings of the audit will inform the development of a LAB knowledge management strategy.</p>
<p>Creating an innovative organisation.</p>	<p>A conceptual framework for an innovation programme was developed. However, following an executive knowledge management workshop it was agreed that knowledge management and innovation were integrated concepts. The innovation programme was thus integrated into the knowledge management programme.</p>
<p>Improved international relations. Keeping abreast of international legal aid best practice.</p>	<p>The following international delegations were hosted during the reporting period:</p> <ul style="list-style-type: none"> • Uganda • Benin • Lesotho <p>This critical intervention has ensured that the LAB contributes towards the development of legal aid systems in Africa. Most African countries depend on donor funding to finance legal aid provisions. South Africa is the only country on the African continent where the government has committed to funding legal aid provision.</p> <p>The following international conferences were attended by representatives of the LAB during the reporting period :</p> <ul style="list-style-type: none"> • The launch of the African Court on Peoples and Human Rights held in Ghana.
<p>Developing an entrepreneurial culture in order to establish innovative ways of expanding the delivery of legal services despite budgetary constraints and embracing the necessary change.</p>	<p>The LAB leadership programme has the aim of growing innovation amongst middle and senior managers. The organisational wide innovation programme was integrated into the knowledge management programme.</p>

Strategy 2: Develop the Human Capital to Support the Delivery of Quality Services

Description of Output	Outcome Achieved
Corporate Programme 4 : Innovation and Learning	
Flexibility and responsiveness to change including rapid response to changes in the criminal justice system.	The LAB is perceived as an integral part of the criminal justice system and is represented on all relevant committees that deal with changes to the criminal justice system. The most critical of these are the criminal justice review research team, case backlog task team and the integrated steering committee on child justice.

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Support Programme 1: Asset Management (infrastructure and equipment)	
Secured and maintained fixed assets.	Infrastructure and assets in Justice Centres, Regions, Satellites and National Office were managed, maintained and secured throughout the reporting period.
Efficiently managed fixed assets.	The fixed asset register was fully reconciled to the general ledger throughout the reporting period on the basis of monthly reconciliation processes. The physical verification of assets took place in the second and in the fourth quarter.
A favourable external audit opinion in relation to fixed assets.	A favourable external audit opinion was received in relation to fixed assets.
Development and implementation of a fixed assets management procedure.	A fixed assets management procedure was implemented and has been adhered to throughout the reporting period.
Efficient fleet maintenance and management.	The fleet has been adequately managed and maintained throughout the reporting period.
Corporate Programme 5: Risk Management	
Managing strategic and operational risks across the organisation.	<p>The annual risk management plan in respect of the period under review was approved by the Board during the previous financial year.</p> <p>All mitigating controls were exercised and between 90% to 95% compliance was achieved at justice centre level.</p> <p>The compliance with mitigating controls at national office did not reach the 95% target due to systemic challenges. There was however a continued upward improvement in this area over the reporting period with compliance achieving a level of 90% in the final quarter of the year under review. This was largely as a result of upgrades to Ad Infinitum computer system which allowed for improvement in the control environment.</p>
Appropriate insurance in respect of risks that cannot adequately be managed.	<p>Appropriate insurance cover was in place in respect of the reporting period. Short-term cover comprised of comprehensive cover of all assets, specified all risks cover in respect of certain movables, specialised cover in respect of electronic equipments, fidelity cover, professional negligence cover, director and officer liability cover (including in respect of PFMA breaches), employers practice liability cover, public liability cover, cover in respect of cash and revenue stamps and accidental death cover.</p> <p>During the year under review a group life scheme was initiated which covers all employees on death for twice annual salary subject to a minimum of R325,000.00 funeral cover for employees and immediate family, disability cover of 75% of pre-disability income and dread disease cover. Life cover is transferable in the event of the individual leaving the employ of the LAB.</p>

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Implementation of a fraud prevention programme.	<p>The annual fraud management plan in respect of the reporting period was approved by the Board during the previous financial year. A fraud register remained in place throughout the reporting period. A fraud self assessment review was conducted by all Justice Centre Executives and the effectiveness of the fraud prevention mechanisms was tested during routine audit procedures.</p> <p>A fraud register remained in place throughout the reporting period and the ethics hotline continued to function effectively. All incidents of fraud were investigated and dealt with as prescribed in the PFMA.</p> <p>Fraud on fee claims remains a concern. Improved controls in this area have resulted in early detection.</p>
Implementation of measures to ensure business continuity.	<p>A national and four regional crisis management committees were convened and remained functional during the reporting period.</p> <p>Over the period, one major crisis event occurred. This related to the destruction caused by a fire at the Middelburg Justice Centre. Crisis management procedures were employed resulting in minimal disruption to service delivery.</p> <p>An IT disaster recovery simulation exercise was successfully conducted in the last quarter.</p> <p>The Business Continuity Plan was revised during the period under review in keeping with the Board's annual review of governance instruments.</p>
Implementation of an audit coverage plan which is responsive to risk and monitors compliance and controls.	<p>The 2006/07 audit plan was implemented and regular reporting took place to management, the Audit Committee and to the Board. The programme failed to meet its targets in respect of computer audits as a result of capacity constraints within the Internal Audit Department.</p>
Support Programme 2: Procurement and Payments	
Implementation of a BEE Monitoring System.	<p>Capacity constraints resulted in the BEE monitoring system not being implemented throughout the reporting period. During the fourth quarter, a supplier data base was established which will enable the rotation of service providers, proper recording of BEE and HDI status of suppliers and full compliance with national BB BEE initiatives in the new financial year.</p>
Effective bid adjudication processes.	<p>The Bid Adjudication Committee was fully functional and operated efficiently during the reporting period.</p>
Improved relationships with major suppliers.	<p>Service Level Agreements and contracts were entered into with all major suppliers. Goods and services were sourced timeously.</p>
Timeous payment of trade creditors and judicare accounts.	<p>All trade creditor and judicare accounts were paid timeously throughout the reporting period.</p>
Timeous payment of salaries and other benefits.	<p>By and large salaries were paid timeously during the reporting period. A disruption was experienced during July 2007. This was due to the implementation of new salary scales for the first time on the SAP computerised payroll system which had been rolled out on 1 April 2006. This disruption was resolved immediately and did not recur throughout the period.</p>
Timeous recovery and reduction of outstanding debt.	<p>Debt collection procedures were implemented timeously throughout the period. All debts not collected were handed over to the Corporate Litigation Department for legal collection proceedings. Old and untraceable debtors remain a challenge to the organisation.</p>

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Corporate Programme 6: Employee / People Centred Programmes	
Diversity management plan developed.	Refer to Strategy 2: Corporate Programme 1.
Programmes to improve employee wellness.	The employee wellness programme was communicated to all staff as part of the organisational culture programme. The telephonic employee wellness helpline remained available to employees during the period.
Fostering partnerships to resolve work place issues.	The LAB Employee Forum was officially constituted during the year under review. As at year end, the terms of reference for the forum were being negotiated by employer and employee representatives. This forum provides a further platform to improve employee relations.
Implementing family friendly policies.	The most significant development in this area was the implementation of a group life scheme which was optional for existing employees and compulsory for new employees. This scheme provides insurance cover in respect of death and disability as well as provides a moderate funeral cost cover.
Improving employee's skills and development.	<p>A total of 2,752 non legal training hours were achieved during the year under review. Due to time constraints the training target was not achieved. Training was provided on the following key aspects :</p> <ul style="list-style-type: none"> • Diversity management • Customer relationship • Disability awareness
Ensuring employee safety.	No serious incidents of injury on duty occurred during the period. Due to the mobility of employees in the course of duty, motor vehicle accidents remain a high risk.
Implementing a recruitment and retention programme.	Staff turnover averaged 2,32% during the reporting period. This average is within accepted industry norms. The organisations recruitment and retention strategy was still at the development phase as at year end. The average national vacancy rate closed at 8% at year end, a decrease of 3% as compared to the previously reporting period.
Implementing salary and reward systems which are aligned to best practice.	The LAB remuneration system is in keeping with the national government framework. During the reporting period, the LAB participated on a task team convened by the DPSA aimed at determining pay curve benchmarks for legally qualified persons in the public sector. It is anticipated that this process will yield the result of stemming intra-departmental staff mobility which is motivated by disparities in the financial reward systems.
Implementation of a programme to retain skilled and motivated candidate attorneys.	The recruitment programme was adapted to monitor the contract end dates of candidate attorneys with the aim of retaining high performers.
Implementation of programmes aimed at addressing HIV/Aids in the LAB.	During the period, the Board revised the HIV/Aids strategy. A LAB HIV/ Aids committee was convened and its members were trained to undertake sensitisation programmes. Project plans and budgets were approved in respect of activities for the new financial year.
Implementing interventions to achieve employment equity.	<p>The period under review marked the third year of the approved LAB five year employment equity plan. Whilst employment equity targets have been met during the reporting period, the decentralisation of recruitment to the justice centre level made the enforcement of the employment equity policies challenging.</p> <p>An Employment Equity and Skills Development Committee is in place to perform an oversight role in respect of employment equity in the LAB. This structure however needs further empowerment to fulfil its role effectively. This challenge will be addressed in the new financial year.</p>

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Corporate Programme 6: Employee / People Centred Programmes	
<p>Ensuring compliance with workplace legislation and increasing the usage of internal mechanisms to resolve disputes.</p>	<p>Labour relations legislative compliance was audited during the year. This audit revealed a substantial improvement in the levels of compliance with general labour legislation.</p> <p>A general improvement has been observed in employer - employee relations. The number of disciplinary enquiries and grievances have reduced as compared to the previous financial year.</p> <p>The LAB Employee Forum established in the previous financial year has taken some time in becoming fully functional. As at year end, employer and employee representatives had moved closer towards understanding of roles and the finalisation of a terms of reference.</p>
<p>Improved internal communication.</p>	<p>A monthly newsletter entitled "Legal Aid Talk" was distributed to all staff with the aim of improving internal communication.</p> <p>Informative e-mail teasers were sent out to staff weekly and an electronic news bulletin was established on the intranet. Motivational sms messages were sent out to employees on a monthly basis. These messages also related to key human rights events.</p> <p>Regular staff meetings were held at justice centres and in departments with the aim of facilitating discussion and improving communication.</p> <p>Feedback is monitored through a suggestion box system.</p> <p>All internal communication activities were used to support corporate programmes including employee wellness, organisational culture and fraud prevention.</p>
<p>Rewarding and acknowledging achievers.</p>	<p>A national achievers award ceremony was hosted in November 2006. This successful event was the culmination of an achiever award campaign in which high achievers were nominated and evaluated. The event boosted staff morale as it was perceived positively by employees.</p>
Corporate Programme 7: Executing Legal Aid Board Strategies	
<p>Monitoring the delivery of the 2006/07 business plan.</p>	<p>Programme implementation plans were developed and monitored by the Management Executive Committee. The Board was kept informed on progress with the delivery of the business plan on the basis of quarterly reports.</p>
<p>Timeous preparation of the 2007/08 business plan.</p>	<p>The 2007/08 business plan was developed and approved by Board in the final quarter of 2006/07. The timeous preparation plan ensured efficient work programming for the next financial year.</p>
<p>Organisational structures in place for all business units.</p>	<p>An approved organisational structure remained in place for all business units throughout the reporting period. Amendments to the organisational structure were formally considered and approved. The most significant changes to the structure resulted from the need to increase capacity in the Finance Department and the creation of a Chief Operations Officer post. The latter change will be implemented in the new financial year.</p>
Delivery Programme 1: National infrastructure for delivery of legal services	
<p>Ensuring that staff capacity is matched to the demand emanating from each court to meet demand.</p>	<p>Enhancements will need to be made to the Ad Infinitum system in order to properly assess the demand for legal aid emanating from each court. However, based on the new matter intake at justice centres, the current ratio of practitioner per court is considered inadequate to meet demand and quality standards. Motivations have been forwarded for additional funding to address this.</p>
<p>Review of candidate attorney staffing model.</p>	<p>A concerted effort was made to ensure that the number of candidate attorneys was not increased. Additional funding motivations for Medium Term Expenditure Framework are based on staffing additional posts with professional assistants.</p>

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Delivery Programme 1: National infrastructure for delivery of legal services	
<p>Ensuring alignment of justice centres to courts and improving access to LAB services for clients.</p> <p>Maintaining and managing existing justice centre infrastructure.</p> <p>Sustainable management of capital assets.</p>	<p>The LAB National Footprint review report was presented to the Board in February 2007. The Board subsequently approved a three year expansion programme aimed at aligning justice centres to courts and to improving client access. This programme will be implemented between 2007-2010.</p> <p>Existing facilities were managed and maintained throughout the reporting period.</p> <p>A comprehensive organisation-wide capital asset replacement programme was approved by the Board in February 2007 for implementation in the new financial year.</p>
Delivery Programme 6 : Managing Judicare	
<p>Efficient functioning of judicare allocations in accordance with accreditation system.</p> <p>Development of a procedure for removal from accreditation system.</p>	<p>As at year end, 56 of the 58 justice centre sites had implemented the accreditation programme. Judicare allocations were made in terms of the accreditation system at these centres.</p> <p>A procedure to delist or suspend practioners was implemented.</p>
<p>Improved quality of service by judicare practitioners to clients.</p>	<p>The Legal Aid Act will have to be amended to provide for the extension of attorney-client privilege to Legal Aid Board employees conducting quality reviews of judicare files before quality reviews can be undertaken of the cases allocated to judicare practitioners. During the year under review, it was thus not possible to monitor and evaluate the quality of the legal content in respect of matters undertaken by judicare practitioners. The efficiency of matters dealt with by judicare practitioners was monitored regularly.</p>
<p>Judicare practitioner accounts paid on time and as per policy.</p> <p>Improved relationship with judicare practitioners.</p>	<p>Judicare accounts were paid timeously.</p> <p>During the year under review, the judicare relationship management programme was decentralised to justice centres. This fostered improved relations with judicare practitioners.</p>
<p>Improved management of co-operation partner productivity.</p>	<p>Co-operation partner quality was monitored throughout the year on a regional basis.</p>
<p>Improved management of the quality of co-operation partner service delivery.</p>	<p>Co-operation partners were required to provide regional offices with quarterly reports on their quality programmes. These reports were audited by the regional office.</p>
<p>Increased use of co-operation partners in the delivery of legal services for LAB clients.</p>	<p>The number of matters undertaken by co-operation partners reduced marginally as compared to the previous reporting period. The number of co-operation partnerships remained constant between the two periods.</p>
<p>Improved relationships with co-operation partners.</p>	<p>The programme to manage co-operation partner relations has been decentralised to the regional offices. This has fostered improved relations with co-operation partners.</p>

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Corporate Programme 8: Budgets and Financial Accounting	
Budget in respect of the 2007/08 financial year developed and approved timeously.	The 2007/08 budget was approved in November 2006. The budget was balanced and consolidated in line with the approved funding allocation.
Medium Term Expenditure Framework in respect of the 2006-09 financial period developed and approved timeously.	The 2006-2009 budget was approved timeously in May 2006. The budget was balanced and consolidated in line with the approved funding allocation.
Controlling expenditure within the parameters of the 12 month expenditure plan/budget including budget transfers and ensuring expenditure within 99,5% of budget and 0% overspend.	Expenditure was managed and controlled against budget throughout the reporting period. As at year end expenditure was within 99% of budget with no over expenditure reported.
The provision of accurate and reliable financial management information.	Accurate and reliable financial management was provided to the Management Executive Committee on a monthly basis. Quarterly financial management information was submitted to the Board.
Timeous submission of the 2006/07 annual financial statements to the Auditor-General. Favourable audit opinion being expressed in respect of the 2006/07 annual financial statements.	Audited financial statements were finalised and timeously submitted to the Auditor-General. An unqualified audit report with no emphasis of matter items was received from the Auditor-General.
Corporate Programme 9: Management Information	
Establishment of a management information corporate dashboard.	Due to limitations in respect of the Ad Infinitum data warehouses, it was not possible to implement this project. The project will receive priority in the new financial year.
Accurate management information on all areas of core business and support activities.	Accurate and reliable management information on all aspects of legal services delivery and on business support activities was made available to the Board on a quarterly basis.
Corporate Programme 10: Governance	
Provision of a professional secretariat service to ensure the efficient and effective functioning of the Board and its committees.	A professional secretariat service was provided throughout the period. Board and committee agendas were distributed timeously. The minutes of all Board and committee meetings were accurately recorded. The evaluation of Board members' service expectation in respect of the Secretariat was not undertaken during the reporting period. Board agendas were monitored to ensure compliance with the organisations corporate governance time-table. All Board records were professionally stored to enable ease of retrieval.
Provision of Board training and orientation programmes.	Board member training was conducted on Organisational Performance Management during the third quarter. Orientation was provided as required.
Board monitoring of organisational performance.	Quarterly performance reports on progress against business plan were reviewed by the Board.

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Corporate Programme 10 : Governance	
Board Committee self-evaluation.	<p>Each Board committee undertook a self evaluation exercise. The findings of the process were submitted to the Board and will be used to enhance each committee's effectiveness.</p> <p>A Board self-evaluation survey and a Board evaluation survey by management were also implemented during the reporting period. These surveys were aimed at enhancing Board effectiveness.</p>
Review of Board succession arrangements.	The Board reviewed its succession arrangements in the third quarter and determined actions aimed at ensuring its sustainability.
Timeous review of Board governance instruments.	<p>The following Board governance instruments were reviewed in the reporting period :</p> <ul style="list-style-type: none"> • Strategic Plan • Business Plan 2007/08 • Budget 2007/08 • MTEF 2007/10 • Compliance Register • Materiality Framework • Board Charter <p>The approval framework, policies and procedures were reviewed as required. A register of members' and executive officers' interests was circulated at each meeting.</p>
Effective communication of Board decisions to staff.	Board decisions were communicated to staff.
Accountability to Executive Authority.	Quarterly progress reports were submitted to the Department of Justice and Constitutional Development. The 2005/06 Annual Report was submitted to the Minister of Justice and Constitutional Development on 28 August 2006 and tabled in Parliament on 30 August 2006.
Maintenance of high levels of statutory compliance.	A LAB statutory compliance register was maintained throughout the period. Compliance was tested by the Internal Audit Department on a bi-annual basis. High levels of compliance were confirmed.
Improved understanding of LAB governance practices amongst employees.	A thirteen part electronic LAB governance series was implemented and shared with all employees during the fourth quarter. This series was aimed at improving the knowledge of governance practices at the LAB amongst employees. The series was made available as resource material for training purposes and the orientation of new employees.
Corporate Programme 11: Performance Management	
Developing and implementing organisational and individual performance management system aligned to strategies and programmes.	All performance contracts in respect of 2006/07 were signed by May 2006 save for new employees and employees who were indisposed for prolonged periods, for example, maternity leave.

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
<p>Implementation of the performance management system.</p>	<p>Performance contracts aligned to the 2006/07 business plan were signed off for all LAB employees. These contracts were quality assured by the Human Resources Department.</p> <p>Formal performance reviews were conducted in respect to the second and fourth quarters. Informal coaching reviews were conducted in respect of the first and third quarters.</p> <p>Individual development plans were developed for each employee and these were used to inform the employee's annual training plan.</p> <p>The performance based incentive scheme was successfully implemented.</p> <p>Organisational performance against business plan objectives scored at 93.8%.</p>
<p>Corporate Programme 12: Legal Aid Board Policies and Procedures</p>	
<p>The enactment of a revised Legal Aid Act to ensure better access to justice to indigent people of SA.</p>	<p>A task team between the Department of Justice and the Legal Aid Board was constituted in the reporting period where the LAB submitted a draft policy on Legal Aid to the Minister of Justice and Constitutional Development. The Department has committed to finalising the first draft of the Legal Aid Bill early in the new financial year.</p>
<p>Updated Legal Aid Guide that aligns to operational and client needs.</p>	<p>The Legal Aid Guide was submitted to the Minister of Justice for tabling in Parliament in August 2005. Approval of the guide was still awaited as at year end. Revisions to policy were dealt with on the basis of issuing circulars.</p>
<p>Policies updated to meet statutory requirements business needs, good governance practices.</p>	<p>A review time-table in respect of all policies and procedures established to ensure relevance, best practice and compliance with new legislative requirements was implemented.</p>
<p>LAB Policies and Procedures Manual maintained.</p>	<p>The electronic Policies and Procedures Manual was updated regularly. All employees were informed of updates.</p>
<p>Implementation of standardised operating procedures at all Justice Centres.</p>	<p>The Justice Centre Manual and Standard Operating Procedures consisting of four sections namely Finance, Administration, Human Resources and Legal was finalised. All four sections have been published on the LAB intranet.</p>
<p>Support Programme 3: Developing the IT Platform</p>	
<p>Maintain stable IT platform incorporating hardware, software, applications, network and support.</p>	<p>End-user computer environments, the Server farm, the Network (WAN and LANs) and Software Applications were monitored and managed continuously. Problems occurring were recorded on the "HEAT" helpdesk system and addressed immediately and resolved. Ad-Infinity Database archiving and re-organisations was carried out at least once per month, over a weekend. System performance and reliability was monitored on an ongoing basis.</p>
<p>Initiating and implementing enhancements that are innovative and responsive to business needs.</p>	<p>The In-house Software Development and Testing environment remained fully operational. Numerous system upgrades were implemented during the reporting period. In particular, the financial aspect of the system was upgraded to the latest version of Syspro.</p>

Strategy 3: Develop the Institutional Capacity to Support the Delivery of Quality Legal Services

Description of Output	Outcome Achieved
Support Programme 3: Developing the IT Platform	
<p>Managing IT Risk.</p>	<p>All areas of IS Security and Risk were monitored and managed on a daily basis. Problems occurring were addressed immediately and resolved. Daily backups were taken of all files on the system and stored off-site. No security breaches or virus contaminations have occurred during the review period.</p> <p>A comprehensive Disaster Recovery simulation exercise was conducted during the first week of December 2006. The recovery, which was 100% successful, included the SAP HR system and its databases as well as the LAB's e-mail facility and mail boxes. The recovery exercise was monitored by the internal audit department.</p> <p>A new security software product was implemented in mid-December. This tool significantly increased the LAB's capability to monitor the security of its systems and supporting platforms.</p>
<p>Computer Training.</p>	<p>The development of system training tools continued throughout the year under review. Training modules related to the accreditation of judicare practitioners was completed and implemented. Case file matter activity report training modules were completed and implemented.</p>
Support Programme 4: Human Resources Administration	
<p>Capturing maintenance of personnel data.</p>	<p>The capturing of personnel data was decentralised to regions. Accurate records were maintained.</p>
<p>HR support/ employee HR help desk.</p>	<p>A staff survey conducted confirmed the need for a help desk. The help desk concept was piloted during the year under review.</p>
<p>Job evaluation and grading.</p>	<p>Requests for job evaluation and grading were approved by the Job Evaluation and Grading committee in accordance with policy. Position profiles were updated on a regular basis.</p>
<p>Capacitating line managers to preside over disciplinary and grievance enquiries.</p>	<p>Line managers were trained on ER Navigator, a computer aided tool which assists tracking, management and initiation of disciplinary enquiries.</p>
Support Programme 5: Miscellaneous Programmes	
<p>Drafting and vetting of contracts to ensure that the interests of the LAB are protected.</p>	<p>All contracts were vetted to ensure that the interests of the LAB were protected. The turn-around in vetting and drafting, quality and management of contracts have improved during the reporting period.</p>
<p>Adequately defending legal actions brought against the LAB and instituting legal action on behalf of the LAB.</p>	<p>All actions brought against the Board were defended.</p>
<p>Implementation of a records management policy and file management plan.</p>	<p>A records management policy and file management plan was developed in and implemented during the reporting period.</p>
<p>Communication in support of corporate reputational risk management.</p>	<p>Media monitoring took place throughout the year. Regular press releases were issued to mitigate against risks to the organisations reputation.</p>

Children's rights a top priority for Legal Aid Board

PATSY BEANGSTROM
News Editor

THE NEW South Africa must be much more than just lip service to poor South Africans, it must reflect true democratic change."

This is the view of Christopher Motabogi, Legal Aid Board (LAB) Regional Communications Manager for the Northern Cape, Western Cape and North West provinces.

Motabogi was part of a LAB delegation which visited farm schools in Koopmansfontein near Daniëlskuip as part of its Community Outreach Programme.

More than 100 primary school learners and teachers, a local councillor and parents attended the function at the Koopmansfontein Primary School.

The LAB provides government-

funded legal advice and representation to poor South Africans, with particular focus on vulnerable groups like women, children and farming communities.

Machini Motloung, principal attorney at the Kimberley Justice Centre, emphasised the importance of access to justice, something which the LAB strives to achieve in terms of its constitutional mandate.

The LAB function followed National Child Protection Week earlier this month.

Betty Segone, LAB Principal Attorney, also used the opportunity to explain children's rights after teachers painted a gruesome picture of child abuse, as in the case of a 14-year-old girl who is illegally staying with a "husband" on one of

the farms.

The teachers also referred to an incident in which the police allegedly failed to arrest a man who severely assaulted his grandchild, claiming that the matter had been resolved by family members.

Meanwhile, LAB Communications Manager Christopher Motabogi has forwarded a letter to the Department of Home Affairs requesting its staff to visit the Koopmansfontein community.

This was after teachers complained that a large number of learners were unable to access social grants due to the lack of required documentation.

Teachers pointed out that this was further fuelling poverty in the Koopmansfontein area.



THE LEGAL Aid Board (LAB) recently paid a visit to the community of Koopmansfontein near Daniëlskuip. This government-funded provider of legal services was shocked at the revelations of human rights abuses still rife in farming communities. Pictured here are LAB Kimberley Justice Centre staff with teachers and learners from the local school.

Picture:
Christopher
Motabogi



Innocent until
proven guilty

LEGAL AID BOARD
Justice

Annual Financial Statements

LEGAL AID BOARD

Just  ce
for all!



Chapter Three



Annual Report

2006 - 2007

LEGAL AID BOARD





Annual Financial Statements

3 . Annual Financial Statements

3.1 Corporate Governance Arrangements

Introduction

The Legal Aid Board ensures that its processes and practices are reviewed on an ongoing basis to ensure compliance with the legal obligation to use funds in an economic, efficient and effective manner, and to adhere to good corporate governance practices that are continually benchmarked with local and international standards. Processes are underpinned by the principles of openness, integrity and accountability, and an inclusive approach that recognises the importance of all stakeholders with respect to the viability and sustainability of the Legal Aid Board.

Corporate governance is concerned with structures and processes for decision making, accountability, control and behaviour. It starts at the Board of the organisation, and this sets the tone for behaviour down to the service levels.

The Legal Aid Board complies with the requirements of the Public Finance Management Act, 1 of 1999, as amended, and the Legal Aid Act No 22 of 1969, as amended. In addition, the Legal Aid Board has implemented the recommendations of the King Report on Corporate Governance for South Africa 2002 (King II Report) including the Code of Corporate Practices and Conduct contained therein and the Protocol on Corporate Governance in the Public Sector 2002.

Governing Bodies

The Legal Aid Board is governed by a Board of non-executive members commonly referred to as the Board of Directors. The Board of the Legal Aid Board comprises 18 non-executive directors appointed by the Minister of Justice and Constitutional Development. They are drawn from diverse backgrounds and bring a wide range of knowledge, experience and professional skills to the Board. The term of office of the non-executive directors is three years. The Chief Executive Officer and executive management have been appointed on fixed term contracts.

Composition of the Board as at 31st March 2007:

- **Judge Dunstan Mlambo**

(B Proc (University of the North))

A Judge of the Supreme Court of Appeal of South Africa, as well as Chairperson of the Board of Directors for the Legal Aid Board since October 2002. Judge Mlambo also chairs the Executive Committee of the Board.

- **Dr Len Konar**

(B Com (University of Durban-Westville), CA (SA), MAS (Illinois, USA), D Com (South Africa))

Chairperson of the Audit Committee of the Legal Aid Board and consultant in private practice. Dr Konar also serves on the Executive Committee of the Board.

- **Mr Vincent Saldanha**
 (BA Law (University of Durban-Westville), LLB (University of Cape Town))
 Practising attorney at the Legal Resources Centre and President of the SADC Lawyers Association. Chairperson of the Legal Services Committee of the Legal Aid Board. Mr Saldanha also serves on the Executive Committee of the Board.
- **Ms Aletta Mosidi**
 (B Proc (University of the North), LLB (University of the Witwatersrand), Advanced Diploma in Labour Law(RAU))
 State Attorney in the Department of Justice, serving on the Remuneration Committee.
- **Prof Philippa Kruger**
 (BA LLB (University of Stellenbosch))
 Adjunct Professor of Law at the Wits Law Clinic, serving on the Legal Services Committee of the Legal Aid Board.
- **Mr Jan Maree**
 (B Com LLB (University of the Free State))
 A practising attorney and member of the Law Society of South Africa, serving on the Remuneration and Audit Committees of the Legal Aid Board.
- **Adv Pieter A du Rand**
 (B Proc (University of the Free State), LLB (UNISA))
 Chief Director for Court Management in the Business Unit: Court Services in the Department of Justice and Constitutional Development (Alternate representing Advocate M Simelane – Director General for Justice). Advocate du Rand serves on the Legal Services Committee of the Board.
- **Mr Motsamai A Makume**
 (B Juris (University of the North))
 A practising attorney and member of the Law Society of South Africa serving on the Legal Services Committee of the Board.
- **Ms Nonhuthuzelo Memka**
 (B Proc (University of Durban-Westville))
 A practising attorney and member of the Law Society of South Africa serving on the Remuneration Committee of the Board.
- **Ms Seka Moneledi**
 (B Juris (University of Zululand), LLB (Vista University), Masters: Public Administration and Management (University of Pretoria))
 Regional Court President for the North West Province serving on the Legal Services Committee of the Board.
- **Ms Nonhlanhla Mgadza**
 (B Comm (University of Swaziland), MBA (De Montfort University – UK))
 Head of Internal Audit, Impala Platinum Holdings Limited, serving on the Audit Committee of the Board.
- **Prof Yousuf Vawda**
 (BA (University of Durban-Westville), B Proc (UNISA), LLM (University of Durban-Westville))
 Associate Professor of Law at the University of KwaZulu-Natal, former Director of the University of Durban-Westville Law Clinic and former practising attorney, serving on the Legal Services Committee of the Board.
- **Ms Marcella Naidoo**
 (B Social Science (University of Cape Town))
 National Director of the Black Sash and former Portfolio Manager for the Truth and Reconciliation Commission, serving on the Legal Services Committee of the Board.
- **Ms Thulisile Mhlungu**
 (B Proc (University of Natal), LLB (University of Natal))
 Chairperson of the Rural Legal Trust (RLT) and Trustee of the Association of University Law Clinics (AULAI) Trust, serving on the Legal Services Committee of the Board.
- **Mr Edwin Molahlehi**
 (BA Law (University of Lesotho), LLB (University of the Witwatersrand), LLM Labour Law (USA))
 Former Director of the CCMA, Chairperson of the PSCBC, President of the Industrial Relations Association of Southern Africa, conflict resolution consultant in private practice and serving on the Remuneration Committee of the Legal Aid Board.
- **Mr Vuyani Jarana**
 (ND: Telecoms (Olifantsfontein College), B Com (University of Transkei), MBA (University of Stellenbosch))
 Managing Executive of Vodacom's Eastern Region, serving on the Board Executive Committee.
- **Advocate Sita Kolbe**
 (BA (UP), LLB (UP), LLM (RAU))
 A practising advocate serving on the Legal Services Committee of the Board.
- **Advocate Daniel Mogagabe**
 (LLB (University of the North West))
 A practising advocate serving as an alternate member of the Board.
- **Mr Mxolisi Nxasana**
 (B Proc, LLB (University of Zululand))
 A practising attorney serving as an alternate member of the Board.

Appreciation

The following members resigned during the period under review:

• Dr Molefe Tsele

(B Theology Hons (UNISA) M Theology (Lutheran School of Theology – Chicago), D Theology (Lutheran School of Theology – Chicago))

Advisor to the Premier of the North West Province and former General Secretary for the South African Council of Churches. Dr Tsele served as the Chairperson of the Remuneration Committee and also served on the Executive Committee of the Legal Aid Board. He resigned with effect from 24 February 2007, having been appointed as the South African Ambassador to the Democratic Republic of the Congo.

• Judge Letty Molopa

(B Proc, LLB (University of Witwatersrand))

Judge Molopa served on the Board Executive Committee and Legal Services Committee of the Board. She was nominated by the General Council of the Bar whilst she was a practising Advocate, to serve on the Board. She ascended to the bench, with effect from 01 September 2006 and is currently a Judge at the Pretoria High Court

The Legal Aid Board wishes to express its sincere appreciation to Dr Molefe Tsele and Judge Letty Molopa for their invaluable contribution during the years they have served the organisation and the citizens of our country. In bidding farewell to these members, the Board wishes them well in their future endeavours.

The Legal Aid Board also wishes to express its sincere appreciation to Minister B S Mabandla, the Minister of Justice and Constitutional Development for her assistance and support in filling vacancies on the Board.

Name	No. of meetings during year	No. attended	No. not attended	Percentage Attendance
Judge D Mlambo	5	5	0	100%
Dr M Tsele*	5	3	2	60%
Dr L Konar	5	4	1	80%
Mr V Saldanha	5	3	2	60%
Ms A Mosidi	5	3	2	60%
Prof P Kruger	5	5	0	100%
Mr J Maree	5	5	0	100%
Adv P du Rand	5	3	2	60%
Judge L Molopa*	4	1	3	20%
Mr M Makume	5	5	0	100%
Ms E Memka	5	5	0	100%
Ms S Monaledi	5	4	1	80%
Ms N Mgadza	5	5	0	100%
Prof Y Vawda	5	4	1	80%
Ms M Naidoo	5	4	1	80%
Ms T Mhlungu	5	5	0	100%
Mr E Molahlehi	5	4	1	80%
Mr M Nxasana#	0	0	0	0
Mr V Jarana	5	3	2	60%
Adv S Kolbe	1	1	0	100%
Adv D Mogagabe*	1	1	0	100%

* member resigned

• alternate to practising advocate

alternate to practising attorney

Audit Committee Attendance

Name	No. of meetings during year	No. attended	No. not attended	Percentage Attendance
Dr L Konar	6	5	1	83%
Mr J Maree	6	6	0	100%
Ms N Mgadza	6	5	1	83%
Mr E Moolla	6	6	0	100%
Mr N Payne	6	2	4	33%
Mr M Nkonki	6	2	4	33%

Remuneration Committee Attendance

Name	No. of meetings during year	No. attended	No. not attended	Percentage Attendance
Dr M Tsele	5	3	2	60%
Judge E Molahlehi	5	3	2	60%
Ms A Mosidi	5	2	3	40%
Mr J Maree	5	5	0	100%
Ms E Memka	5	3	2	60%

Legal Services Committee Attendance

Name	No. of meetings during year	No. attended	No. not attended	Percentage Attendance
Mr M Makume	6	6	0	100%
Ms T Mhlungu	6	5	1	83%
Ms S Monaledi	6	3	3	50%
Prof Y Vawda	6	6	0	100%
Prof P Kruger	6	4	2	67%
Adv P du Rand	6	1	5	17%
Mr V Saldanha	6	3	3	50%
Ms M Naidoo	6	3	3	50%

Board Executive Committee Attendance

Name	No. of meetings during year	No. attended	No. not attended	Percentage Attendance
Judge D Mlambo	5	5	0	100%
Dr L Konar	5	5	0	100%
Dr M Tsele	5	4	1	80%
Mr V Saldanha	5	3	2	60%
Judge L Molopa	5	0	5	0%
Mr V Jarana	5	3	2	60%

The Role and Function of the Board of Directors

The Board is the Accounting Authority of the Legal Aid Board in terms of the Public Finance Management Act, Act 1 of 1999.

It is responsible for providing strategic direction and leadership, ensuring good corporate governance and ethics, determining policy, agreeing on performance criteria and delegating the detailed planning and implementation of policy to the Management Executive Committee. The Board of Directors meets at least quarterly and monitors management's compliance with policy and its achievements against objectives. A structured approach is followed for delegation, reporting and accountability, which includes reliance on various Board committees. The Chairperson guides and monitors the input and contribution of the directors.

The Board is committed to the principles of fairness, accountability, responsibility and transparency and to the enhancement of stakeholder value in the long term, taking into account the wider interests of society.

Board Evaluation and Performance

Performance evaluations of the Board as a whole, and of individual members, is done on an annual basis. The Human Resources and Remuneration Committee facilitated the evaluation of the performance of the directors and senior management, including the Chief Executive Officer, who was appraised by a Committee comprising of the Chairperson of the Board and the Chairpersons of the Audit, Legal Services and Remuneration Committees. Board committees are subject to regular evaluation by the Board as to their performance and effectiveness. A self-evaluation of the Board is conducted on an annual basis.

Board of Directors Remuneration

Name	Remuneration in Rands	Comments
Judge D Mlambo	0	Judge SCA
Dr M Tsele	51,143	Beneficial
Dr L Konar	81,915	Beneficial
Mr V Saldanha (LRC paid)	17,088	Non-beneficial
Ms A Mosidi	0	State Attorney
Prof P Kruger	42,348	Beneficial
Mr J Maree	98,557	Beneficial
Adv P du Rand	0	Chief Director: Department of Justice
Adv L Molopa	1,376	Beneficial
Mr M Makume	53,616	Beneficial
Ms E Memka (Memka & Ass paid)	35,180	Beneficial
Ms S Monaedi	0	Regional Court President
Ms N Mgadza	62,808	Beneficial
Prof Y Vawda	36,542	Beneficial
Ms M Naidoo (Black Sash paid)	25,102	Non-beneficial
Ms T Mhlungu	66,418	Beneficial
Mr E Molahlehi	33,302	Beneficial
Mr M Nxasana	3,756	Beneficial
Mr E Moolla*	44,316	Beneficial
Mr V Jarana	30,048	Beneficial
Mr N Payne*	13,452	Beneficial
Mr M Nkonki*	13,452	Beneficial
Adv S Kolbe	3,756	Beneficial
Adv D Mogagabe	3,756	Beneficial
TOTAL (Rands)	717,931	

Board Sustainability and Succession

The Board Succession Plan ensures sustainability at Board level by phasing the expiry of tenure. At any point in time, there is a solid core of members who have been in office for a period of two to three years. The Board Succession Plan encourages diversity in terms of skills, gender, race and geographic location. The plan also ensures that the interests of multiple stakeholders are considered in the provision of Legal Aid in South Africa.

Director's Induction and Orientation

The new directors appointed to the Board are provided with a tailor-made induction programme, which allows them an opportunity to understand the Legal Aid Board's unique legislative framework, its governance framework and the nature and operations of the business. One new director was appointed during the reporting period. The training needs of the Board are identified and prioritised in a Board Training Plan annually.

Director and Executive Management's Remuneration

Non-executive directors receive fees for their contribution to the Board and the committees on which they serve. The remuneration of the directors is determined by the Minister of Justice, with the concurrence of the Minister of Finance. The rewards and remuneration of the Executive Management are linked to the value they added to the Legal Aid Board. Competitive packages are offered to management. Further details on directors' and executive management's emoluments for the financial year ending 31 March 2007 appear below. Non-executive directors serving on the Board who are in the full time employ of the State are not paid.

Executive Management's Remuneration

	Basic Salary R	Bonus & Incentives R	Expenses / Allowance R	Other R	Total R
Ms V Vedalankar - Chief Executive Officer	825,408	240,186	102,000	1,379	1,168,973
Mrs RC Hlabatau - Chief Financial Officer	494,781	124,438	185,260	1,379	805,858
Mr B Gordon – Chief Financial Officer*	-	-	29,484	-	29,484
Mr L Mavuso – Human Resource Executive	437,870	-	79,098	1,050	518,018
Ms HEM Tiale-Malao - Human Resource Executive*	36,011	146,152	14,000	110	196,273
Mr DA Boshoff - Information Services Executive	519,687	160,314	78,000	1,379	759,380
Mr P Hundermark - Legal Development Executive	545,516	212,879	135,918	1,379	895,692
Mr B Nair - National Operations Executive	520,984	230,678	147,750	1,379	900,791
Mr PJ Brits - Corporate Services Executive	418,628	148,859	190,315	1,379	759,181
Mr A Naidoo - Internal Audit Executive	456,442	142,804	125,885	1,379	726,510
Mr V Mdaka -Regional Operations Executive KZN/MP	431,386	184,522	113,575	1,379	730,862
Mr T Mtati - Regional Operations Executive EC/FS	492,800	179,497	52,161	1,379	725,837
Ms C Robertson - Regional Operations Executive WC/NC	487,668	193,123	82,200	1,379	764,370
Ms W Lambley - Regional Operations Executive Kopanong	494,824	157,829	96,000	1,379	750,032
TOTAL (Rands)	6,162,005	2,121,281	1,431,646	16,329	9,731,261

* for part of the year

Secretariat Function

The Board members have access to the advice and services of the Legal Aid Board Secretary. The directors are also entitled to obtain independent professional advice, at the Legal Aid Board's expense, should they deem this necessary.

The Board is assisted by the Secretary in identifying key issues that should form the focus of the directors' attention.

The Board also ensures that all relevant matters are placed on agendas for discussion.

The Secretariat, together with the other assurance functions, monitors the Legal Aid Board's compliance with the requirements in terms of the Public Finance Management Act, Legal Aid Act and other legislation, and regularly reports to the Board in this regard.

Board Committees

Overview

A number of committees exist in order to assist the Board in discharging its responsibilities. Each committee operates within the ambit of its defined terms of reference and delegated duties. A comprehensive framework, which assists in the control of the decision making process and the delegation of authority within the Legal Aid Board, has been approved by the Board.

All the committees comprise non-executive directors and are chaired by independent non-executive directors.

The Board has approved the terms of reference of each of its committees, and reviews the performance and effectiveness of the committees on a regular basis.

Board Executive Committee

The Board Executive Committee is chaired by Judge D Mlambo, and comprises board members and members of executive management. The purpose of this committee is to expedite the decision making process between board meetings.

The Board Executive Committee assists the Board to guide and control the overall direction of the business of the Legal Aid Board and acts as a medium of communication and co-ordination between the Board and the Management. It is the strategic and finance committee of the Board.

Audit Committee

The Audit Committee comprises six members, including an independent non-executive director as the Chairperson. Three members are external specialists appointed to the Audit Committee.

Six Audit Committee meetings were held during 2006/07. These were attended by the external auditors, the Chief Financial Officer, the Internal Audit Executive and relevant corporate officials. The Head of Internal Audit and the external auditors have unrestricted access to the Chairperson of the Audit Committee as well as the Chairperson of the Legal Aid Board.

The Audit Committee :

- monitors the quality, integrity and reliability of the Legal Aid Board's compliance with relevant legislation;
- ensures that an appropriate system of internal control is maintained to protect the Legal Aid Board's assets;
- oversees the management of risk and monitors the quality, reliability, integrity and effectiveness of the process;
- reviews the activities of the Internal Audit Department and the effectiveness of the external auditors;
- reviews accounting and auditing concerns, identified by internal and external audit;
- promotes the accuracy, reliability and credibility of financial reporting;
- acts as an effective means of communication between the Board on the one hand and the external auditors, the head of internal auditing and management on the other;
- ensures that the annual financial statements and the annual report of the Legal Aid Board are reviewed by Management and the external auditors before approval by the Board;
- promotes the overall effectiveness of corporate governance within the Legal Aid Board; and
- provides the Board with an independent point of reference in seeking resolution to issues that demand interpretation.

Human Resources and Remuneration Committee

The committee comprises five non-executive directors. It is chaired by a non-executive Director of the Legal Aid Board. Five Committee meetings were held during 2006/07.

The Human Resources and Remuneration Committee:

- recommends human resource policies and strategies and monitors compliance with the relevant labour legislation;
- makes recommendations to the Board on remuneration policy for executive management and non-executive directors;
- makes recommendations to the Board on the appointment and removal of directors;
- ensures that the Legal Aid Board demonstrates its commitment to integrity in the organisation in an appropriate manner; and
- monitors the ethical conduct of the Legal Aid Board, its management, employees and suppliers.

Legal Services Committee

The committee comprises eight non-executive directors. It considers all legal issues requiring decision or policy input, for example the Legal Aid Act, the Legal Aid Guide, Legal Aid circulars, tariffs payable and maintains oversight of the legal services provided by the Legal Aid Board.

The Legal Services Committee:

- ensures that the legal aid scheme is lawful, sustainable, and responsive to the needs of the clientele;
- ensures that the legal aid scheme is administered in a manner which ensures that it is accessible and client sensitive;
- ensures a continuous improvement in the quality of the legal service offering;
- ensures adequate national coverage by the legal aid scheme in relation to the demand for legal aid services; and
- fosters productive relationships with the relevant legal professional bodies and other stakeholders.

Board Committee Membership:

Board Executive Committee	Remuneration Committee	Legal Services Committee	Audit Committee
Chairperson: Judge D Mlambo	Chairperson: Dr M Tsele*	Chairperson: Mr V Saldanha	Chairperson: Dr L Konar
Members:	Members:	Members:	Members:
Dr M Tsele*	Mr E Molahlehi	Prof Y Vawda	Ms N Mgadza
Mr V Saldanha	Mrs M Memka	Prof P Kruger	Mr J Maree
Dr L Konar	Mr J Maree	Mr M Makume	Non-Board Members:
Mr V Jarana	Ms A Mosidi	Ms S Monaleti	Mr M Nkonki
Judge L Molopa*		Adv P du Rand	Mr N Payne
		Ms M Naidoo	Mr E B Moolla
		Ms T Mhlungu	

*member resigned

Risk Management Committee

The Board has a duty to ensure that risks are identified and that management implements risk management processes.

The responsibility for risk management has been integrated into the terms of reference of the Management Executive Committee.

The Management Executive Committee is responsible for ensuring that an effective and integrated risk management process is implemented. It comprises management members and reports to the Audit Committee.

Public Finance Management Act, 1 of 1999 (PFMA)

The PFMA focuses on financial management with related outputs and responsibilities. The Legal Aid Board has established an ongoing process of awareness, education and advice on the PFMA to the organisation.

The directors comply with their fiduciary duties as set out in the PFMA. Responsibilities of the Board as accounting authority in terms of the PFMA and other regulations include taking appropriate action to ensure:

- economic, efficient, effective and transparent systems of financial and risk management, and internal control, are in place;
- a system is maintained for properly evaluating all major capital projects prior to a final decision on each project;
- the implementation of appropriate and effective measures to prevent unauthorised, irregular, fruitless and wasteful expenditure, losses from criminal conduct and expenditure not complying with legislation;
- revenue due to the Legal Aid Board is collected;
- the economic and efficient management of available working capital; and
- the definition of objectives and the allocation of resources in an economic, efficient, effective and transparent manner.

Materiality Framework

In view of the fact that the Legal Aid Board is a service organisation that does not generate its own income and is dependent on State funding, the organisations' level of material loss has been assessed as being 1% of gross expenditure or gross income, whichever is the greater, as per the annual budget. For administrative purposes, levels of authority for the condonement of material losses incurred at the Legal Aid Board have been determined. All incidences of non-compliance are reported to the Board.

Integrated Risk Management

The Legal Aid Board endeavours to minimise risk by ensuring that the appropriate infrastructure, systems, personnel and controls are in place throughout the organisation and that risk management is integrated into management processes.

The Board of Directors is responsible for the total process of risk management and internal control, and for reviewing the system for effectiveness. Risk and control strategies and policies have been put in place to ensure that total risk is managed in an integrated way.

Management is accountable for providing assurance to the Board that the risk management process is in place and is integrated into day-to-day business activities. The Legal Aid Board management has designated risk co-ordinators to integrate risk management into day-to-day business activities. Risk Management is addressed through risk categories that include financial, technical, environmental, legal, human resources, information, stakeholders, regulatory and strategic risk. An integrated risk management strategy and process is followed. Major risk that could influence the achievement of the Legal Aid Board's strategic objectives are identified, assessed and prioritised on a regular basis through a risk assessment and accountability framework and control strategies are implemented to manage and monitor these risks. Input to this process is obtained from all levels of management and is consolidated into the top thirteen risks for the Legal Aid Board.

Internal Control

The Board has ultimate responsibility for establishing a framework for internal controls, including an appropriate procurement and provisioning system. The controls throughout the Legal Aid Board focus on those critical risk areas identified by operational risk management, confirmed by executive management and assessed by the auditors. The controls are designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. Organisational policies, procedures, structures and approval frameworks provide direction, accountability and division of responsibilities and contain self-monitoring mechanisms. Both management and Internal Audit closely monitor the controls, and actions are taken to correct deficiencies as they are identified.

Internal Audit

In line with the PFMA and the King II Report requirements, the Internal Audit Department provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of an independent, objective appraisal and evaluation of the risk management processes, internal controls and governance processes, as well as identifying corrective actions and suggested enhancements to the controls and processes. The risk based audit plan is based on the major risks emanating from changes in the Legal Aid Board's Integrated Risk Management process. The audit plan is responsive to the Legal Aid Board's risk profile.

The Internal Audit Department is fully supported by the Board and the Audit Committee, and has full, unrestricted access to all organisational activities, records, property and personnel.

The external auditors are responsible for independently auditing and reporting on the financial statements in conformity with generally accepted auditing standards.

Forensic Investigations

In terms of the PFMA and the requirements in the King II Report, the Board of Directors is responsible for ensuring that an Integrated Fraud Prevention Plan is implemented in order to minimise the risk and opportunity for crime and irregularities, in particular, fraud.

The Internal Audit Department is mandated to assist the Legal Aid Board by providing strategic crime prevention, detection and investigative direction and services, which support the strategic intent and business objectives.

Reporting to Stakeholders

In order to present a balanced and understandable assessment of its position, the Legal Aid Board is continually striving to ensure that its reporting and disclosure to stakeholders is relevant, clear and effective. It places great emphasis on reporting on both financial and non-financial matters, as well as addressing both positive and negative aspects in order to demonstrate the long-term sustainability of the organisation. The Legal Aid Board's predetermined objectives, representing both financial and non-financial key performance indicators, and its performance against these indicators, are included in Chapter 2.

Stakeholder Relations

In addition to the interests of government as the major funder, the Legal Aid Board recognises the legitimate interests of clients, employees, consumers, suppliers and beneficiaries, the trade unions and local communities in its affairs. Communication and interaction with stakeholders is ongoing during the year, and addressed through various channels, depending on the different needs of the various stakeholders. High level stakeholder issues are addressed in this report.

Employee Participation

Participative structures, including a work place forum, are in place to ensure the ongoing involvement of employees and organised labour in influencing the Legal Aid Board's policies and procedures. The Legal Aid Board has a policy of encouraging employee participation in a wide range of issues and various participative structures are designed to achieve good employer-employee relationships.

Business Conduct

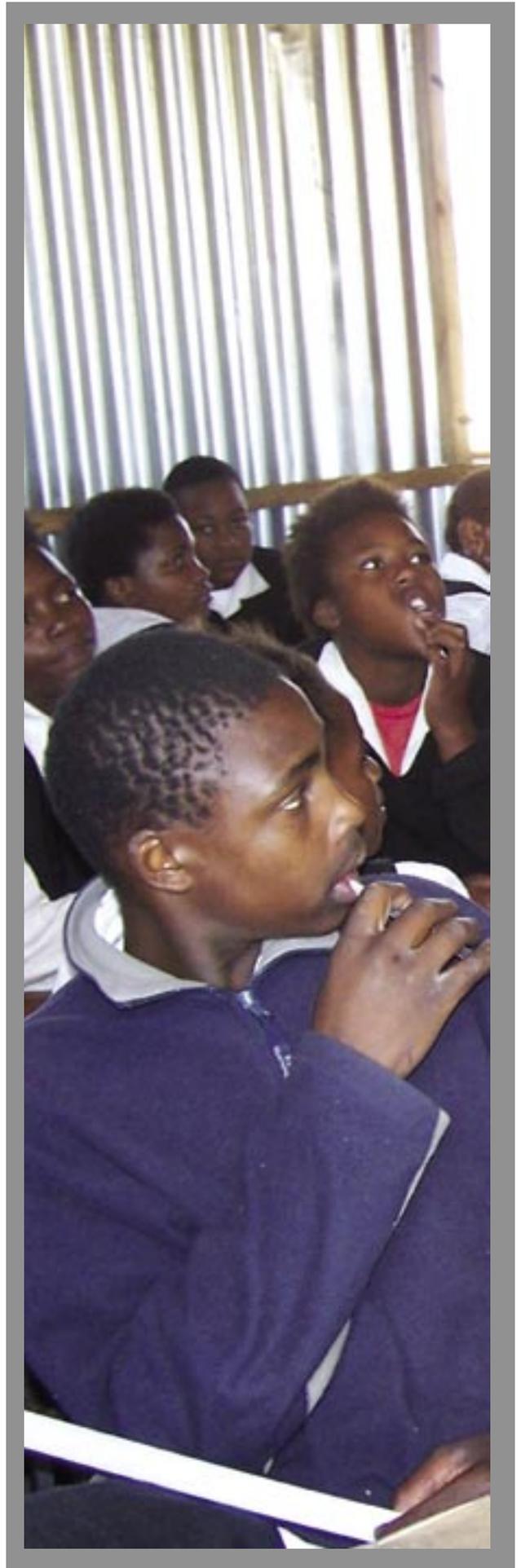
The Legal Aid Board has an ethics programme that is in line with the PFMA and the recommendations of the King II Report, which promotes ethical behaviour in the workplace. This is supported by a written business conduct policy dealing with ethics, which is applicable throughout the Legal Aid Board. The continued focus on the business conduct policy has raised awareness of the need for ethical behaviour across the organisation. Employees are required to maintain high ethical standards and to ensure that the Legal Aid Board's business practices are conducted in a manner that is above reproach.

Safety

The Health and Safety Policy and the Occupational Health and Safety Act, 85 of 1993, continue to remain the guiding principles for the achievement of the Legal Aid Board's safety vision. Management regularly reviews the health and safety performance to ensure that the necessary corrective measures are implemented. The overall strategy is reviewed by the Board.

General

The Legal Aid Board recognises that corporate governance is a dynamic area and, as such, its systems of corporate governance are reassessed on an ongoing basis to ensure that they are at acceptable standards and continue to be relevant to the Legal Aid Board's business as it evolves.



3.2 Statement of Responsibility

The Public Finance Management Act (No. 1 of 1999), as amended, requires the directors to ensure that the Legal Aid Board keeps full and proper records of its financial affairs. The annual financial statements should fairly present the state of affairs of the Legal Aid Board, its financial results, and its financial position in terms of the South African Statements of Generally Accepted Accounting Practice (GAAP), including any interpretations of such statements issued by the Accounting Practices Board, with the prescribed Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statements.

The annual financial statements are the responsibility of the Board of Directors. The external auditors are responsible for independently auditing and reporting on the fair presentation of financial statements in conformity with South African Auditing Standards. The Office of the Auditor-General has audited these financial statements and the report appears on page 58. The financial statements have been prepared in accordance with Statements of Generally Accepted Accounting Practice and in the manner required by the Public Finance Management Act as well as the Companies Act, 1973.

To enable the directors to meet the above responsibilities, they set standards and require systems of internal control and risk management to be implemented. These are designed to provide reasonable but not absolute assurance against material misstatements and deficits. The Legal Aid Board maintains internal financial controls to provide assurance regarding the safeguarding of assets against unauthorised use or disposition as well as the maintenance of proper account records to provide reliable financial information for use within the organisation or for publication.

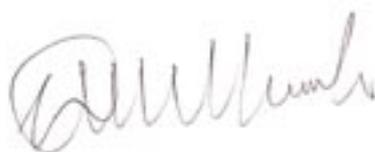
The controls contain self-monitoring mechanisms, and actions are taken to correct deficiencies as they are identified. Even an effective system of internal control, no matter how well designed, has inherent limitations, including the possibility of circumvention or the overriding of controls.

An effective system of internal control therefore aims to provide reasonable assurance with respect to the reliability of financial information and, in particular, financial statement presentation.

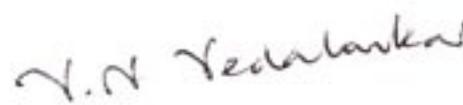
Furthermore, because of changes in conditions, the effectiveness of internal financial controls may vary over time.

The directors have reviewed the Board's budgets and cash flow forecasts for the forthcoming year. On the basis of this review, and in view of the current financial position, the directors have every reason to believe that the Board will be a going concern in the year ahead. Accordingly, the financial statements have been prepared on the going concern basis, since the directors have every reason to believe that the board has adequate resources in place to continue in operation for the foreseeable future and there is no reason to believe that government funding will be discontinued and the auditors concur.

The financial statements which appear on pages 61 to 79 were approved by the Board of directors on 28 July 2007 and signed on their behalf by:



Judge Dunstan Mlambo
Chairperson: Legal Aid Board



Ms Vidhu Vedalankar
Chief Executive Officer: Legal Aid Board

3.3 Report of the Audit Committee

We are pleased to present our report for the financial year ended 31 March 2007.

Audit Committee Members and Attendance:

The Audit Committee consists of the members listed here under and meets at least 4 times per annum as per its approved terms of reference. During the current year 6 meetings were held.

Name of Member	Number of Meetings Attended
Dr D Konar (Chairperson)	5
Ms N Mgadza (Deputy Chairperson)	5
Mr E Moolla	6
Mr N Payne	2
Mr M Nkonki	2
Mr J A J Maree	6

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1)(a) of the PFMA and Treasury Regulation 3.1.13.

S38(1)(a) S38(1)(a)(ii) of the PFMA states the following:

- (a) The accounting officer must ensure that the department has and maintains -
 - (i) effective, efficient and transparent systems of financial and risk management and internal control;
 - (ii) a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77;
 - (iii) an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost effective.

The Audit Committee also reports that it has adopted appropriate format terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this Charter and has discharged its responsibilities as contained therein.

The effectiveness of internal control

The system of controls is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the PFMA and the King II Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancement to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and management letter of the joint external auditors, it was noted that no significant or material non-compliance with prescribed policies and procedures have been reported. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

The quality of in year management and quarterly reports submitted in terms of the PFMA and the Division of Revenue Act.

The Audit Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer and the Department during the year under review.

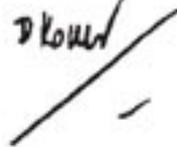
Evaluation of Financial Statements

The Audit Committee has:

- reviewed and discussed the audited annual financial statements to be included in the annual report with the external auditors and the Chief Executive Officer;
- reviewed the external auditors' management letter and management's response thereto;
- reviewed changes in accounting policies and practices; and
- reviewed significant adjustments resulting from the audit.

The Audit Committee concurs and accepts the Auditor-General's conclusions on the annual financial statements, and is of the opinion that the audited annual financial statements be accepted and read together with the report of the external auditors.

Dr D Konar



.....
Chairperson of the Audit Committee
20 July 2007

3.4 Report of the Auditor-General

Report of the Auditor-General on the Financial Statements of the Legal Aid Board for the year ended 31 March 2007.

Introduction

1. I have audited the accompanying financial statements of the Legal Aid Board which comprise the statement of financial position as 31 March 2007, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 61 to 79

Responsibility of the accounting authority for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Statements of Generally Accepted Accounting Practices (GAAP), Standards of Generally Recognised Accounting Practices (GRAP) and in the manner required by the Public Finance Management Act, 1999 (Act 1 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, (Act 5 of 2004). This responsibility includes:
 - designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error
 - selecting and applying appropriate accounting policies
 - making accounting estimates that are reasonable in the circumstances.

Responsibility of the Auditor-General

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing, read with General Notice 646 and 647 of 2007, issued in Government Gazette No. 29919 of 25 May 2007. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

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

6. An audit also includes evaluating the:
 - appropriateness of accounting policies used
 - reasonableness of accounting estimates made by management
 - overall presentation of the financial statements.

7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis of accounting

8. The entity's policy is to prepare financial statements on the basis of accounting determined by the National Treasury, as set out in note 1 to the financial statements.

Opinion

9. In my opinion the financial statements present fairly, in all material respects, the financial position of the Legal Aid Board as at 31 March 2007 and its financial performance and cash flows for the year then ended, in accordance with the basis of accounting determined by National Treasury as described in note 1 to the financial statements and in a manner required by the Public Finance Management Act, 1999 (Act 1 of 1999).

Other Matters

I draw attention to the following matters that are ancillary to my responsibilities in the audit of the financial statements:

10. Internal control

• Control activity

As stated in para 2.1, page 62 of the directors report in the financial statements the Legal Aid Board utilises various information systems. A review of the information systems processing environment relating to the human resources and payroll functions was conducted.

Significant control deficiencies were identified relating to the SAP R/3 system used for human resources and payroll. The deficiencies reported below resulted from the entity not paying appropriate special attention to the risks presented by the change in the human resources and payroll application. Furthermore, the entity resources are inadequate relative to the requirements of the SAP R/3 application. Additionally, key duties and responsibilities relating to SAP R/3 have not always been appropriately divided or segregated to reduce the risk of error, waste or fraud. The following are the control deficiencies identified during my review:

- Logical security access concerns, specifically in relation to inadequate security parameters, use of powerful passwords
- Lack of security administration and monitoring, specifically lack of monitoring of user and administration activity at the application and database levels
- Informal program change controls configuration
- Developer access to the production environment
- Inadequate in-house technical expertise to support a business critical application.

Furthermore, management has indicated that they are in the process of addressing all the deficiencies that were identified with the SAP R/3 application system.

Other Reporting Responsibilities

Reporting on performance information

11. I have audited the performance information as set out on pages 26 to 42

Responsibilities of the accounting authority for departments, constitutional institutions and trading entities

12. The accounting authority has additional responsibilities as required by section 40(3)(a) and section 55(2)(a) of the Public Finance Management Act, 1999 (Act 1 of 1999) to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the Legal Aid Board.

Responsibility of the Auditor-General

13. I conducted my engagement in accordance with section 13 of the Public Audit Act, 2004 (Act No. 25 of 2004) read with General Notice 646 of 2007, issued in Government Gazette No. 29919 of 25 May 2007.
14. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.
15. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the audit.
16. No audit findings.

APPRECIATION

17. The assistance rendered by the staff of the Legal Aid Board during the audit is sincerely appreciated.



F Joubert for Auditor-General
Pretoria
31 July 2007



Annual Financial Statements

for the year ended 31 March 2007

LEGAL AID BOARD

Justyce
for all!

Country of incorporation	South Africa
Nature of business	Provide legal services to the indigent
Directors	Judge D Mlambo - Chairperson Dr D Konar Mr V Saldanha Ms A Mosidi Prof P Kruger Mr J Maree Adv P Du Rand Mr M Makume Ms E N Memka Ms T Mhlungu Ms S Monaledi Mr E Molahlehi Mr V Jarana Ms N Mgadza Prof Y Vawda Ms M Naidoo New Adv S Kolbe (14 February 2007) Resigned Dr M Tsele (28 February 2007) Judge L Molopa (1 September 2006)
Registered office	29 De Beer Street Braamfontein Johannesburg
Business address	29 De Beer Street Braamfontein Johannesburg
Postal address	Private Bag X76 Braamfontein 2017
Bankers	ABSA Limited
Auditors	The Office of the Auditor-General

Report of the Directors

The directors present their report for the year ended 31 March 2007. This report forms part of the audited financial statements.

1. Incorporation

The Legal Aid Board was incorporated on 26 March 1969 in terms of the Legal Aid Act (No 22 of 1969).

2. Business and operations

The Legal Aid Board's business and operations and the results thereof are clearly reflected in the attached financial statements. No material fact or circumstance has occurred between the accounting date and the date of this report. The Legal Aid Board 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.

2.1 The Legal Aid Board has to date built a robust IT/IS platform inclusive of key business processes in fostering high performance for its core delivery areas. The core operations are supported by Ad Infinitum, a system that was developed in-house, Liberty.net is the document library and K2 is the tailored workflow management solution. The financial system is a tailored package enterprise resource planning system called Syspro. The human resources and payroll functions are supported by SAP. All the systems were designed in order to effect improved performance and accountability.

The organisation has been using the majority of the business systems for an excess of three years and the organisation migrated from VIP to the SAP system in respect of its human resources and payroll functions, so as to enhance an integrated and comprehensive human resources/payroll system. An internal audit review conducted by the Legal Aid Board indicated that management needed to pay greater attention to a number of areas within the SAP R/3 system, both in terms of system configurations and supporting processes and procedures.

Management have recently developed project plans to address the matters highlighted in the report to management of both the Internal Auditors and the Auditor General. The Legal Aid Board plan to have made significant progress to address identified system gaps by the end of quarter two of the 2007/08 financial year.

3. Financial results

The results of the Legal Aid Board and the state of its affairs are set out in the attached financial statements and do not, in our opinion, require further comments. The financial position of the board, which is set out in the balance sheet, shows it has no borrowings. The Legal Aid Board's deficit on ordinary activities for the year amounted to R 14,888,330 (deficit 2006 : R19,287,781).

In accordance with the Public Finance Management Act, Act no 1 of 1999, as amended, the Board has been granted funding of R120 million which relates to the previous financial year, to be allocated to specific projects in future years.

4. Property, plant and equipment

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

5. Directors

The directors of the Legal Aid Board, all of whom are South African, during the accounting period and up to the date of this report were as follows, with the dates reflecting their appointment and resignation dates where applicable:

Judge D Mlambo - Chairperson

Dr D Konar

Mr V Saldanha

Ms A Mosidi

Prof P Kruger

Mr J Maree

Adv P Du Rand

Mr M Makume

Ms E N Memka

Ms T Mhlungu

Ms S Monaledi

Mr E Molahlehi

Mr V Jarana

Ms N Mgadza

Prof Y Vawda

Ms M Naidoo

New

Adv S Kolbe (14 February 2007)

Resigned

Dr M Tsele (28 February 2007)

Judge L Molopa (1 September 2006)

6. Subsequent events

No material fact or circumstance has occurred since the balance sheet date to the date of this report.

Johannesburg
28 July 2007

Statement of Financial Position
at 31 March 2007

	Notes	2007 R	2006 R
ASSETS			
Non-current assets		39,799,717	45,858,633
Property, plant and equipment	2	38,692,440	43,987,692
Intangible assets	3	1,107,277	1,870,941
Current assets		217,902,502	198,808,232
Trade and other receivables	4	4,644,484	7,765,328
Third party funding due		204,925	807,078
Deposits	5	545,158	585,001
Cash and cash equivalents		212,507,935	189,650,825
Total assets		<u>257,702,219</u>	<u>244,666,865</u>
NET ASSETS AND LIABILITIES			
Net assets			
Deferred government assistance		<u>120,623,440</u>	<u>135,511,770</u>
Current liabilities		137,078,779	109,155,095
Trade and other payables	6	30,868,822	37,248,356
Provisions	7	106,209,957	71,906,739
Net assets and liabilities		<u>257,702,219</u>	<u>244,666,865</u>

Statement of Financial Performance
For the year ended 31 March 2007

	Notes	2007 R	2006 R
Revenue	9	501,409,000	453,208,000
Expenses		(533,698,793)	(485,303,882)
Personnel		(310,523,867)	(252,144,325)
Administrative	9.1	(101,079,943)	(118,066,031)
Depreciation and amortisation		(14,392,652)	(21,552,727)
Miscellaneous	9.2	(107,701,955)	(93,540,107)
Finance Costs		(376)	(692)
Deficit from operations		(32,289,793)	(32,095,882)
Other income		561,797	569,405
Interest received		16,839,666	12,238,696
Deficit for the year		<u>(14,888,330)</u>	<u>(19,287,781)</u>

Statement of Changes in Net Assets
For the year ended 31 March 2007

	Restated 2007 R
Balance at 31 March 2005	154,799,551
Net deficit for the year	<u>(19,287,781)</u>
Balance at 31 March 2006	135,511,770
Net deficit for the year	<u>(14,888,330)</u>
Balance at 31 March 2007	<u><u>120,623,440</u></u>

Cash Flow Statement
For the year ended 31 March 2007

	Notes	2007 R	2006 R
Cash flows from operating activities		35,450,006	37,394,405
Cash receipts from government and customers		502,781,372	454,116,175
Cash paid to suppliers and employees		(484,171,032)	(428,960,466)
Cash generated by operating activities	17.1	18,610,340	25,155,709
Interest received		16,839,666	12,238,696
Cash flows from investing activities		(12,592,896)	(14,909,276)
Expenditure to maintain operating capacity			
Proceeds on disposals of property, plant and equipment		1,037,385	230,058
Expenditure for expansion			
Property, plant and equipment acquired		(13,165,579)	(12,631,679)
Intangible assets acquired		(464,702)	(2,507,655)
Increase in cash and cash equivalents		22,857,110	22,485,129
Cash and cash equivalents at beginning of the year		189,650,825	167,165,696
Cash and cash equivalents at end of the year	17.2	212,507,935	189,650,825

Notes to the Financial Statements for the year ended 31 March 2007

1. Basis of preparation

The Annual Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Annual Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 5 of 2004.

The financial statements have been prepared in accordance with the South African Statements of Generally Accepted Accounting Practices (GAAP) including any interpretations of such Statements issued by the Accounting Practices Board, with the prescribed Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board replacing the equivalent GAAP Statement as follows:

Standard of GRAP	Replaced Statement of GAAP
GRAP 1: Presentation of financial Statements	IAS 1 (AC101): Presentation of financial statements
GRAP 2: Cash flow statements	IAS 7 (AC118): Cash flow statements
GRAP 3: Accounting policies, changes in accounting estimates and errors	IAS 8 (AC103): Accounting policies, changes in accounting estimates and errors

The recognition and measurement principles in the above GRAP and GAAP Statements do not differ or result in material differences in items presented and disclosed in the financial statements. The implementation of GRAP 1, 2 & 3 has resulted in the following significant changes in the presentation of the financial statements:

a) Terminology differences:

Standard of GRAP	Replaced Statement of GAAP
Statement of financial performance	Income statement
Statement of financial position	Balance sheet
Statement of changes in net assets	Statement of changes in equity
Surplus/deficit for the period	Profit/loss for the period
Accumulated surplus/deficit	Retained earnings

b) The cash flow statement can only be prepared in accordance with the direct method.

c) Specific information such as:

- (i) receivables from non-exchange transactions,
- (ii) trade and other payables from non-exchange transactions
must be presented separately on the statement of financial position

d) The amount and nature of any restrictions on cash balances is required to be disclosed.

Paragraph 11 – 15 of GRAP 1 has not been implemented as the budget reporting standard is in the process of being developed by the international and local standard setters. Although the inclusion of budget information would enhance the usefulness of the financial statements, non-disclosure will not affect fair presentation.

The following are the principal accounting policies of the Board, which except where noted, are consistent in all material respects with those applied in the previous year. The financial statements have been prepared on the historical cost basis and are presented in South African Rands.

1.1 Revenue recognition

Revenue takes the form of grants from the government of the Republic of South Africa and is received monthly and raised as revenue on receipt.

The Legal Aid Board receives occasional income by way of a share in awards made to clients in civil matters as well as receiving cost awards. Due to the nature of services as well as the prospect of appeals, the Legal Aid Board only recognises this income on receipt.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the interest rate applicable, unless collectability is in doubt.

1.2 Property, plant and equipment

All property, plant and equipment are initially recorded at cost and adjusted for any impairment in value. Depreciation is calculated on the straight-line method to write off the cost of each asset to their residual values over their estimated useful lives. The depreciation rates applicable to each category of property, plant and equipment are as follows:

- Land	0 %
- Motor vehicles	20 %
- Furniture and fittings	20 %
- Leasehold improvements	20 %
- Computer equipment	33.3 %

The useful lives and residual values of assets are assessed annually. The residual values of motor vehicles were revalued at year end. Depreciation is calculated on cost less residual value.

Land is not depreciated as it is deemed to have an indefinite life. The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, assets are written down to their recoverable amount.

Leasehold improvements relate to refurbishments and partitioning of buildings that are leased.

Gains and deficits on disposal of property, plant and equipment are determined by reference to their carrying amount and are taken into account. The net gain or deficit on disposal of an asset are transferred to retained earnings.

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 are charged to income during the financial period in which they are incurred.

1.3 Intangible assets

Computer software

Expenditure on acquired or contract written software is capitalised and amortised using the straight-line method over their useful lives, generally over 2 years. Intangible assets are not revalued. The carrying amount of each intangible asset is reviewed annually and adjusted for impairment where it is considered necessary.

The expected useful lives are as follows:

- Computer Software	2 years
---------------------	---------

1.4 Leased assets

Leases of assets under which all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to income on a straight-line basis over the period of the lease.

1.5 Taxation

No provision is made for taxation as the Legal Aid Board receives exempt income in terms of section 10(1)(cA) of the Income Tax Act.

1.6 Financial instruments

Financial assets and financial liabilities are recognised when the Board has become a party to contractual provisions of the instrument. Finan□

Financial assets

The Board's principal financial assets are trade receivables and bank and cash balances:

Loans

After initial recognition at cost, investments are measured at their fair values, without any deduction for transaction costs that may be incurred on sale or other disposal. The following categories of investments are measured at cost, as there is no fixed maturity:

- loans to employees and receivables originated by the Board and not held for trading;
- an investment in a financial asset that does not have a quoted market price in an active market and whose fair value cannot be reliably measured.

Trade receivables

Trade receivables originated by the Board are stated at their cost less a provision for impairment.

An estimate of doubtful debts is made based on a review of all outstanding amounts at balance sheet date. Provision for doubtful debts is made for trade receivables outstanding for 365 days and over.

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

Bank and cash balances

□

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

Financial liabilities

The Board's principal financial liabilities are trade payables.

Trade payables

Trade and other payables are stated at cost, which due to their short term nature, closely approximates their fair value.

Interest rate risk

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.

Credit risk

Financial assets which potentially subject the Board to concentrations of credit risk consist primarily of cash and cash equivalents as well as accounts receivable. The Board's cash and cash equivalents in excess of its immediate requirements is invested with the Corporation for Public Deposits. Credit risk with regard to trade and other receivables is limited as all balances are strictly managed.

1.7 Provisions

Provisions are recognised when the Board 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 the Board are short term in nature and thus ignore the effect of discounting.

1.8 Judicare Provision

Judicare provisions are recognised when the Board 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 to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Outstanding claims

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

Critical accounting estimates on judicare provision

In the process of applying the Board's accounting policies, management has made the following judgements that have the most significant effect on the amounts recognised in the financial statements:

- The calculation for this provision is based on a number of factors, which include previous experience in claims patterns, claims settling patterns, and trends in claims frequency.

1.9 Accrual for leave pay

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

1.10 Employee benefits

The cost of all short term employee benefits is recognised during the period in which the employee renders the related service.

Defined benefit plans

The board operates 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 period 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 the:

- (a) resulting increase in the board's retirement benefit cost is recognised as an expense immediately, and
- (b) any resulting gain is recognised as income in the period in which the termination, curtailment or settlement occurs.

1.11 Materiality

Section 55(2) of the Public Finance Management Act specifies components of the financial statements and annual report 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. Financial statements have been prepared in compliance with these requirements.

2. Property, plant and equipment

	2007			2006		
	Cost / valuation R	Accumulated depreciation R	Carrying value R	Cost/ valuation R	Accumulated depreciation R	Carrying value R
Owned assets						
Land	87,132	-	87,132	87,132	-	87,132
Motor vehicles	27,399,331	7,770,084	19,629,247	24,043,132	7,680,600	16,362,532
Furniture and fittings	11,576,890	8,097,521	3,479,370	18,767,192	9,428,524	9,338,668
Leasehold improvements	26,105,985	18,013,102	8,092,883	24,398,475	14,316,079	10,082,397
Computer equipment	30,132,309	22,728,501	7,403,808	29,414,781	21,297,817	8,116,963
	<u>95,301,648</u>	<u>56,609,208</u>	<u>38,692,440</u>	<u>96,710,712</u>	<u>52,723,020</u>	<u>43,987,692</u>

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

2007	Carrying value at beginning of year R	Additions R	Disposals R	Depreciation R	Carrying value at end of year R
Owned assets					
Land	87,132	-	-	-	87,132
Motor vehicles	16,362,532	4,529,330	(324,959)	(937,655)	19,629,247
Furniture and fittings	9,338,668	945,056	(4,477,305)	(2,327,049)	3,479,370
Leasehold improvements	10,082,397	3,145,893	(120,469)	(5,014,938)	8,092,883
Computer equipment	8,116,963	4,545,300	(369,230)	(4,889,226)	7,403,808
	<u>43,987,692</u>	<u>13,165,579</u>	<u>(5,291,963)</u>	<u>(13,168,868)</u>	<u>38,692,440</u>

Land is described as ERF 49947, portion of ERF 15610 Mitchells Plain, is situated in the city of Cape Town, Cape Division Western Cape Province. It measures 2014 square metres.

2006	Carrying value at beginning of year R	Additions R	Disposals R	Depreciation R	Carrying value at end of year R
Owned assets					
Land	87,132	-	-	-	87,132
Motor vehicles	18,971,561	2,804,557	(23,868)	(5,389,718)	16,362,532
Furniture and fittings	13,300,147	2,901,787	(3,075,867)	(3,787,399)	9,338,668
Leasehold improvements	14,221,238	2,943,835	(2,217,679)	(4,864,998)	10,082,397
Computer equipment	13,382,453	3,981,499	(2,103,965)	(7,143,023)	8,116,963
	<u>59,962,531</u>	<u>12,631,679</u>	<u>(7,421,379)</u>	<u>(21,185,138)</u>	<u>43,987,692</u>

Land is described as ERF 49947, portion of ERF 15610 Mitchells Plain, situated in the city of Cape Town, Cape Division Western Cape Province. It measures 2014 square metres.

3. Intangible assets

	Cost/ Valuation R	2007 Accumulated amortisation R	Carrying value R	Cost/ Valuation R	2006 Accumulated amortisation R	Carrying value R
Computer Software	12,361,185	11,253,908	1,107,277	12,003,124	10,132,183	1,870,941

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

2007	Carrying value at beginning of year R	Additions R	Disposals R	Amortisation R	Carrying value at end of year R
Computer Software	1,870,941	464,702	(4,581)	(1,223,785)	1,107,277

2006	Carrying value at beginning of year R	Additions R	Disposals R	Amortisation R	Carrying value at end of year R
Computer Software	128,668	2,507,655	(397,791)	(367,591)	1,870,941

4. Trade and other receivables	2007 R	2006 R
Trade receivables	462,835	97,272
Prepayments	1,048,690	3,541,254
Other receivables - Value Added Tax	723,644	723,644
Other receivables	2,409,316	3,403,157
	<u>4,644,484</u>	<u>7,765,328</u>

The directors consider that the carrying amounts of trade and other receivables approximates their fair value.

5. Deposits	2007 R	2006 R
These constitute mainly amounts paid to landlords as security for rent.	<u>545,158</u>	<u>585,001</u>

6. Trade and other payables and sundry creditors	2007 R	2006 R
Trade payables	2,942,782	2,982,195
Leave pay benefits	8,942,076	7,329,370
Accruals	9,781,939	7,998,364
Sundry creditors	9,202,024	18,938,427
	<u>30,868,822</u>	<u>37,248,356</u>

7. Provisions	Carrying value at beginning of year R	Additional provisions R	Used during the year R	Carrying value at end of year R
Judicare	44,270,233	72,798,313	(44,270,233)	72,798,313
Post-retirement medical aid benefits	1,039,137	60,380	-	1,099,517
Bonuses and Incentive Payments	23,058,725	30,347,538	(23,058,725)	30,347,538
Impact Litigation	329,995	499,062	(329,995)	499,062
Corporate Litigation	3,208,649	1,465,527	(3,208,649)	1,465,527
	<u>71,906,739</u>	<u>105,170,820</u>	<u>(70,867,602)</u>	<u>106,209,957</u>

Judicare

The Legal Aid Board instructs external 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 the Board 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 and in general, payment is only made on completion.

Gross claims incurred comprise all claims arising from events that have occurred in the year and for which the Board is responsible, whether or not reported by the end of the year.

Net claims incurred comprise:

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

Outstanding claim provision

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

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

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.

The Board believes that the liability for claims reported in the balance sheet 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.

Post-retirement medical benefits

In the past, the Legal Aid Board 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.

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 the accrual is paid out each year 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

The Legal Aid Board, by its nature at any time has 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.

8. Employee benefits

Pensions

Defined benefit retirement plan

The board operates a defined benefit retirement plan for the benefit of all employees. During the year the Board contributed R4,256,563 (2006: R2,469,861) to the plan. 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 the Board. 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 the Legal Aid Board for any shortfall or surplus that may arise.

Medical

The board contributes to a medical aid scheme for certain retired employees. The liability for future contributions to the scheme in respect of 4 retirees was actuarially valued at year end. The scheme is valued every two years.

The latest actuarial valuation was carried out at March 2007. The principal assumptions adopted by the actuary are that discount rates will be 2%, investment returns will average 8%. Medical costs trend rates 3% above CPI. The actuarial value of the promised benefits is R1,099,517 (2006: R1,039,137) which has been recognised as a liability. The current year's expenditure was determined by applying the CPI of 5,5%.

R1,099,517 (2006: R1,039,137) of cash resources have been set aside for the sole purpose of meeting future post-retirement benefits.

	2007 R	2006 R
Liability at beginning of the year	1,039,137	1,039,137
Settlements	-	-
Current Service cost	-	-
Interest Cost	-	-
Actuarial Loss/(Gain)	-	-
Total expenses for period	<u>60,380</u>	<u>-</u>
Liability at the end of the year	<u><u>1,099,517</u></u>	<u><u>1,039,137</u></u>

9. Revenue

Gross revenue comprises grants from the National Revenue Fund. These funds are provided to the Legal Aid Board to enable it to meet the government's responsibility to provide legal services to those who cannot afford it. National Treasury granted the Legal Aid Board permission to retain its deferred government assistance from previous periods. These were to be spent in the year under review.

	2007 R	2006 R
Unconditional Government Grant	<u><u>501,409,000</u></u>	<u><u>453,208,000</u></u>

9.1 Administrative Expenses

	2007	2006
Co-operation Agreements	4,794,240	3,903,632
Impact Litigation	2,056,264	-*
Judicare	92,631,046	112,746,577
Revenue Stamps	21,849	21,838
Civil Disbursements	<u>1,576,544</u>	<u>1,393,983</u>
	<u><u>101,079,943</u></u>	<u><u>118,066,031</u></u>

*Included in judicare

9.2 Miscellaneous Expenses

Miscellaneous expenditure is made up of the following material expenses:

	2007	2006
Audit Fees	2,023,979	1,356,629
Cleaning Material	2,086,150	1,757,290
Computer Software	5,878,544	5,640,147
Communication	2,560,753	2,441,396
Education and Training	3,619,710	4,203,111
Insurance - Indemnity	3,741,441	3,777,402
Library and Publications	5,166,444	503,911
Printing and Stationery	4,074,154	3,520,619
Telephone and Faxes	9,941,500	9,541,278
Travel and Subsistence	5,787,574	7,239,955
Vehicle Fuel	4,203,098	3,420,672
Wide Area Network	4,513,958	4,653,928
Other	<u>54,104,650</u>	<u>45,483,769</u>
	<u><u>107,701,955</u></u>	<u><u>93,540,107</u></u>

10. Operating deficit	2007 R	2006 R
Operating deficit is stated after:		
<i>Expenditure</i>		
Auditor's remuneration		
Audit fee	2,023,979	1,356,629
Loss on disposal of property, plant and equipment	139,887	536,707
Depreciation		
Property, plant and equipment	13,168,868	21,185,138
Imortisation of intangible assets	1,223,785	367,591
Lease rentals	18,673,209	16,403,978
Premises	18,368,664	16,328,035
Equipment	488,485	319,998
Rental restatement	(183,940)	(244,055)
Remuneration other than to employees for :	94,064,563	121,223,903
Managerial services	1,433,518	3,396,030
Judicare	92,631,046	117,827,873

11. Directors' emoluments	2007 R	2006 R
11.1 Directors - non-executive		
- For services as directors		
Name	Comments	
Judge D Mlambo	Judge SCA	-
Dr M Tsele	Beneficial	51,143
Dr L Konar	Beneficial	81,915
Mr V Saldanha (LRC paid)	Non-beneficial	17,088
Ms A Mosidi	State Attorney	-
Prof P Kruger	Beneficial	42,348
Mr J Maree	Beneficial	98,557
Adv P du Rand	Chief Director: Department of Justice	-
Judge L Molopa	Beneficial	1,376
Mr M Makume	Beneficial	53,616
Ms E Memka (Memka & Ass paid)	Beneficial	35,180
Ms S Monaedi	Regional Court President	-
Ms N Mgadza	Beneficial	62,808
Prof Y Vawda	Beneficial	36,542
Ms M Naidoo (Black Sash paid)	Non-beneficial	25,102
Ms T Mhlungu	Beneficial	66,418
Mr E Molahlehi	Beneficial	33,302
Mr M Nxasana	Beneficial	3,756
Mr V Jarana	Beneficial	30,048
Adv S Kolbe	Beneficial	3,756
Adv D Mogagabe	Beneficial	3,756
		646,711
		482,182

11.2 Executive Management's Remuneration

- For services as executives

	2007	2006
	R	R
Name		
Ms V Vedalankar - Chief Executive Officer	1,168,973	1,094,617
Ms R Hlabatau - Chief Financial Officer	805,858	-
Mr B Gordon - Chief Financial Officer*	29,484	778,770
Mr L Mavuso - Human Resource Executive*	518,018	-
Ms HEM Tlale-Malao - Human Resource Executive*	196,273	734,726
Mr T Boshoff - Information Services Executive	759,380	669,756
Mr P Hundermark - Legal Development Executive	895,692	842,495
Mr B Nair - National Operations Executive	900,791	839,274
Mr P Brits - Corporate Services Executive	759,181	711,850
Mr A Naidoo - Internal Audit Executive	726,510	679,005
Mr V Mdaka - Regional Operations Executive KZN/MP	730,862	634,133
Mr T Mtati - Regional Operations Executive EC/FS	725,837	618,239
Ms C Robertson - Regional Operations Executive WC/NC	764,370	677,578
Ms W Lambley - Regional Operations Executive Kopanong	750,032	703,691
	<u>9,731,261</u>	<u>8,984,134</u>

* Portion of the Year

12. Significant leases

	2007	2006
	R	R
National Office	<u>2,794,118</u>	<u>2,877,309</u>

Included in lease rentals for premises are the above expenses for the National Office building which the Legal Aid Board considers to be material. The rentals on these premises do not escalate on a contingent basis. The rental agreement expires on 30 April 2009. An option to renew at a minimum escalation of 11 percent exist.

13. Contingent liabilities

The Legal A□

Currently, the Board is examining its options in this area. The maximum possible liability in this regard is R500,000.

14. Commitments

	2007	2006
	R	R
<i>Capital expenditure</i>		
Approved by the directors but not contracted for	20,191,000	15,841,000
Judicare commitments	52,510,470	50,068,599

R20,1 million (2006: R15,8 million) approved but not contracted for expenditure related to the purchase of the building currently occupied by the National Office. It was intended that this expenditure would be financed from retained government funding.

The R52□

no accounts have been received. Refer to note 7 on Judicare provision.

Operating lease commitments

	2007 R	2006 R
Operating lease - Board as lessee		
The future minimum lease payments under non-cancellable operating leases are as follows:		
Not later than 1 year	12,850,800	10,715,708
Later than 1 year and not later than 5 years	<u>11,435,595</u>	<u>11,905,266</u>
	<u><u>24,286,395</u></u>	<u><u>22,620,974</u></u>

15. Bad debts written off

	2007 R	2006 R
Bad debts written off	<u>-</u>	<u>1,277,787</u>

16. Related party disclosures

All National departments of Government are regarded to be related parties in accordance with Circular 4 of 2005: Guidance on the term "state-controlled entities" in the context of IAS24 (AC126) - Related Parties, issued by the South African Institute of Chartered Accountants, the following transactions and balances were recorded relating to transactions with related parties as defined above:

	2007 R	2006 R
Services provided to related parties	<u>-</u>	<u>-</u>
Services provided by related parties		
Telkom	12,083,146	12,264,918
South African Revenue Services	50,711,367	38,858,326
Unemployment Insurance Fund	749,216	2,774,522
Epi Use	2,167,714	1,657,731
Institute of Directors	24,848	38,842
Gobodo Forensics	-	1,457,002
	<u>65,736,291</u>	<u>57,051,341</u>
Year-end balances arising from services provided to related parties		
Receivables from related parties	<u>-</u>	<u>-</u>
Payable to related parties		
Telkom	1,148,338	1,177,685
South African Revenue Services	-	2,663,558
Unemployment Insurance fund	-	254,697
	<u>1,148,338</u>	<u>4,095,940</u>
Remuneration paid to senior management as defined		
Refer to note 11.2 above	<u>9,731,261</u>	<u>8,984,134</u>

17. Notes to cash flow statement

	2007 R	2006 R
17.1 Cash generated by operating activities		
Net deficit	(14,888,330)	(19,287,781)
Adjustments for:		
Depreciation and amortisation	14,392,652	21,552,727
Interest received	(16,839,666)	(12,238,696)
Movement in provisions	34,303,218	43,049,302
Tools and Equipment written off	4,761,269	507,275
Deficit on disposals of property, plant and equipment	139,887	536,707
	<u>21,869,030</u>	<u>34,119,533</u>
Movements in working capital		
Decrease in accounts receivable	3,120,844	5,501,408
Decrease in accounts payable	(6,379,534)	(14,465,232)
	<u>18,610,340</u>	<u>25,155,709</u>

17.2 Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balances with banks. There is no restricted cash. Cash and cash equivalents included in the cash flow statement comprise the following balance sheet amounts:

	2007 R	2006 R
Cash and cash equivalents	<u>212,507,935</u>	<u>189,650,825</u>

18. Fruitless and wasteful expenditure

According to Treasury Regulations section 38(g) and 76(2)(e) of the Public Finance Management Act, the accounting officer must exercise all reasonable care to prevent and detect unauthorised, irregular, fruitless and wasteful expenditure and must implement effective, efficient and transparent process of financial and risk management. The Board has processes and procedures in place to guard against such losses and expenditure.

	2007 R	2006 R
Fruitless and wasteful expenditure	9,500	23,617
Claim for professional negligence	8,000	-
Traffic fines for board vehicles	1,500	-
Penalties incurred on the late payment for Workmens compensation	-	23,617

19. CS Mott Foundation

A pilot project was implemented by the Legal Aid Board, funded by the CS Mott Foundation in 2002 with the aim of increasing access to justice for the rural communities through partnerships between the Justice Centres and Advice Offices.

A further
2005 to 30 September 2007.

Payments are conditioned upon the Mott Foundation's receipt and approval of all reports due, prior to the payment date.



Innocent until
proven guilty

LEGAL AID BOARD

Justice

Human Resources

LEGAL AID BOARD

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Chapter Four



Annual Report

2006 - 2007

LEGAL AID BOARD



Human Resources

4.1. Staff Expenditure

4.1.1. STAFF COST BY SALARY LEVELS, 2006/07

TABLE 11

Salary Levels	Personnel Expenditure	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	6,051,042	1.96%	3,794
Skilled (Levels 3-5)	51,554,529	16.67%	4,166
Highly skilled production (Levels 6-8)	32,638,520	10.55%	11,216
Highly skilled supervision (Levels 9-12)	201,147,092	65.04%	21,706
Senior management (Levels 13-16)	17,880,131	5.78%	53,886
Total	309,271,314	100%	

4.1.2. SALARIES, OVERTIME, HOME OWNER'S ALLOWANCE, MEDICAL AID PER REGION, 2006/07

TABLE 12

Regions	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
National Office	22,961,406	7%	113,105	0.0004%	376,809	0.12%	1,137,472	0.37%
Eastern Cape/ Free State	49,498,684	16%	37,764	0.0001%	685,334	0.22%	2,077,100	0.67%
KwaZulu-Natal/ Mpumalanga	45,507,676	15%	27,105	0.0001%	648,470	0.21%	1,525,796	0.49%
Kopanong	63,368,938	20%	83,108	0.0003%	881,377	0.28%	2,351,164	0.76%
Western/ Northern Cape /NW	46,259,559	15%	69,475	0.0002%	650,571	0.21%	1,486,924	0.48%
Total	227,596,263	74%	330,557	0.0011%	3,242,561	1.04%	8,578,456	2.77%

4.1.3. SALARIES, OVERTIME, HOME OWNER'S ALLOWANCE, MEDICAL AID PER SALARY LEVELS 2006/07

TABLE 13

Salary Levels	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel	Amount (R'000)	Medical Assistance as a % of personnel cost
Lower skilled (Levels 1-2)	4,225,660	1.37%	7,735	0%	196,244	0.06%	455,090	0.15%
Skilled (Levels 3-5)	40,677,178	13.15%	76,356	0.02%	627,591	0.20%	1,906,396	0.62%
Highly skilled production (Levels 6-8)	23,744,541	7.68%	79,272	0.03%	563,083	0.18%	1,490,051	0.48%
Highly skilled supervision (Levels 9-12)	147,290,971	47.63%	167,194	0.05%	1,772,076	0.57%	4,570,579	1.48%
Senior management (Levels 13-16)	11,657,913	3.77%	0	0%	83,567	0.03%	156,340	0.05%
Total	227,596,263	74%	330,557	0.10%	3,242,561	1.04%	8,578,456	2.77%

4.2 Employment & Vacancies

4.2.1. EMPLOYMENT & VACANCIES BY REGION

TABLE 14

Regions	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
National Office	141	124	12.05%	0
Eastern Cape / Free State	448	415	7.37%	0
KwaZulu-Natal / Mpumalanga	456	430	5.70%	0
Kopanong	579	489	15.54%	0
Western / Northern Cape / NW	511	495	3.13%	0
Total	2135	1953	8.52%	0

4.2.2. EMPLOYMENT & VACANCIES PER CRITICAL OCCUPATION

TABLE 15

Critical Occupation	Number of vacancies	Number of posts filled	Vacancy Rate
Legal	65	58	11%
Finance	5	3	40%
Human Resources	5	4	20%
Internal Audit	3	3	0%
Information Technology	6	6	0%
Legal Development	5	4	20%
Corporate Services	4	4	0%
National Operations	1	1	0%
Total	94	83	11%

4.3 Job Evaluation & Grading

4.3.1: JOB EVALUATION & GRADING BY SALARY LEVELS: 2006/2007

TABLE 16

	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Post upgraded		Posts downgraded		New Posts	
				Number	% of posts upgraded	Number	% of posts downgraded	Number	% of new posts evaluated
Lower skilled Levels 1-2	5	0	0%	0	0%	0	0%	0	0%
Skilled Levels 3-5	18	1	6%	1	100%	0	0	0	0%
Highly skilled production Levels 6-8	31	2	6%	0	0%	0	0%	2	100%
Highly skilled supervision Levels 9-12	63	9	14%	5	55%	0	0%	4	100%
Senior Management Service Levels 13	10	4	40%	0	0%	0	0%	4	100%
Senior Management Service Levels 14	8	1	13%	0	0%	0	0%	1	100%
Senior Management Service Levels 15	5	1	20%	0	0	0	0	1	100%
Senior Management Service Levels 16	1	0	0%	0	0%	0	0%	0	0%
Total	141	18	13%	6	33%	0	0%	12	67%

4.4 Employment Changes

4.4.1: STAFF TURNOVER

TABLE 17

Period	Support Staff	Direct Staff	Temporary Staff	Total	New Engagements	Termination	Turnover Rate
April	457	1326	44	1827	51	52	2.84%
May	465	1343	36	1844	51	39	2.11%
June	467	1368	39	1874	62	36	1.92%
July	466	1370	31	1867	69	55	2.94%
August	476	1373	31	1880	69	32	1.70%
September	480	1409	30	1919	64	52	2.70%
October	492	1446	46	1984	59	43	2.16%
November	486	1446	63	1995	49	30	1.50%
December	480	1438	29	1947	15	42	2.16%
January	483	1472	55	2010	60	40	1.99%
February	497	1505	54	2056	80	42	19%
March	503	1532	53	2088	78	69	3.30%
Total	5752	17028	511	23291	707	532	2.28%
Average	479	1419	43	1941	59	44	2.27%

4.4.2: REASONS FOR STAFF LEAVING

TABLE 18

Termination Type	Number	% of total Termination
Death	4	0.75%
Resignation	270	50.75%
Expiry of contract	247	46.43%
Dismissal – operational changes	0	0
Dismissal – misconduct	7	1.32%
Dismissal – inefficiency	0	0
Discharge due to ill health	0	0
Retirement	2	0.38%
Other , Absconded	2	0.38%
Total	532	100%

4.5 Employment Equity

4.5.1. EMPLOYMENT EQUITY STATUS BY OCCUPATIONAL CATEGORY

TABLE 19

Race	African				Coloured				M
	M	%	F	%	M	%	F	%	
Gender									
Legislators, Senior Officials & Managers	55	28%	37	19%	9	5%	8	4%	12
Professionals	728	44%	348	21%	94	6%	154	9%	55
Technicians & associated professionals	17	42%	9	22%	4	10%	1	3%	2
Clerks	171	28%	250	40%	19	3%	53	9%	9
Total	971		644		126		216		78
Percentage	39%		26%		5%		9%		3%

4.5.2. EMPLOYMENT EQUITY STATUS BY OCCUPATIONAL LEVEL

TABLE 20

Race	African		Coloured	
	Male	Female	Male	Female
Gender				
Top management	3	1	0	1
Senior management	6	1	1	1
Professionally qualified & experienced specialist & middle management	110	30	27	12
Skilled technical & academically qualified workers, Junior management	289	128	34	60
Semi-skilled & discretionary decision making, administration officers	563	484	64	142
Total Current	971	644	126	216
Percentage	39%	26%	5%	9%

Indian			White				Total			Total	Disabled	
%	F	%	M	%	F	%	M	%	F	%		
6%	7	4%	38	20%	28	14%	114	59%	80	41%	194	1
3%	77	5%	103	6%	94	6%	980	59%	673	41%	1653	8
5%	0	0%	4	10%	3	8%	27	67%	13	33%	40	0
2%	28	4%	12	3%	71	11%	211	36%	402	64%	613	5
	112		157		196		1332		1168		2500	14
	4%		6%		8%		53%		47%		100%	0.5%

Indian		White		Total		Total	Disabled
Male	Female	Male	Female	Male	Female		
2	2	3	1	8	5	13	1
3	0	4	1	14	3	17	-
28	25	87	51	252	118	370	8
21	34	42	58	386	280	666	-
24	51	21	85	672	762	1434	5
78	112	157	196	1332	1168	2500	14
3%	4%	6%	8%	53%	47%	100%	0.5%

4.6 RECRUITMENT FOR THE PERIOD

TABLE 21

Recruitment for the period 1 April 2006 – 31 March 2007									
Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	0	0	0	0	0	0	0	2
Senior Management	5	0	0	0	1	0	0	0	6
Professionally qualified & experienced specialists & middle management	15	3	5	9	5	0	3	5	45
Skilled technical & academic workers, junior management, supervisors, foremen & superintendents	92	9	5	7	22	8	1	8	152
Semi-skilled & discretionary decision making	206	36	10	8	151	62	11	17	501
Unskilled & defined decision making	0	0	0	0	0	0	0	0	0
Total	320	48	20	24	179	70	15	30	706

4.7 TERMINATIONS BY OCCUPATIONAL BAND

TABLE 22

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	1	0	1	0	2
Senior Management	0	0	0	0	0	0	0	0	0
Professionally	7	1	0	2	3	2	1	4	20
Qualified skilled technical	50	4	9	4	28	8	9	12	124
Semi-skilled	170	17	8	5	135	25	17	12	389
Unskilled	0	0	0	0	0	0	0	0	0
Total	227	22	17	11	167	35	28	28	535

4.8 PERFORMANCE REWARDS FOR THE PERIOD

TABLE 23

Salary Bands	Progression Increase Annualised R	Incentive Bonus R
Lower skilled (Levels 1-2)	19,460.59	318,246.11
Skilled (Levels 3-5)	1,028,086.01	2,074,294.96
Highly skilled production (Levels 6-8)	2,073,421.56	1,655,567.82
Highly skilled supervision (Levels 9-12)	882,402.19	11,537,012.75
Senior management (Levels 13-16)	145,835.76	2,830,311.82
Total	4,149,206.11	18,415,433.46

4.9 Leave Utilisation

4.9.1. ANNUAL LEAVE

TABLE 24

Office	Accumulated Leave Days	Number of employees with accumulated leave days	Average days per employee	Estimated Cost R
National Office	1,406.21	135	10.42	883,551
Eastern Cape/Free State	4,381.45	397	11.04	2,223,020
KZN/Mpumalanga	4,420.54	401	11.02	2,024,822
Kopanong	5,558.26	480	11.58	2,755,278
Northern/Western Cape	3,266.92	291	11.23	1,767,640
Total	19,033.38	1704	11.17	9,654,311

4.9.2. SICK LEAVE

TABLE 25

Office	Leave Entitlement	Total days taken	Number of employees using sick leave	% of total employees using sick leave	Average days taken per employee using sick leave	Estimated Cost
National Office	5,665	1,215	139	88%	9	596,117
Eastern Cape/Free State	16,788	1,301	264	64%	5	640,733
KZN/Mpumalanga	17,272	1,808	337	70%	5	787,262
Kopanong	23,682	1,736	346	57%	5	898,440
Northern/Western Cape	18,943	2,297	395	78%	6	942,062
Total	82,350	8,357	1,481	69%	6	3,864,614

4.9.3. STUDY LEAVE

TABLE 26

Office	Leave days taken	Number of employees using study leave	Estimated Cost R
National Office	209	42	119,367
Eastern Cape/Free State	349	84	88,938
KZN/Mpumalanga	438	89	98,896
Kopanong	462	99	134,266
Northern/Western Cape	734	114	145,400
Total	2192	428	586,867

4.10 HIV / AIDS & Health Promotions Programmes

4.10.1 STEPS TAKEN TO REDUCE THE RISK OF OCCUPATIONAL EXPOSURE

The environment does not have high occupational risks.

4.10.2 DETAILS OF HEALTH PROMOTION AND HIV / AIDS PROGRAMMES:

TABLE 27

	Question	Yes	No	Details, if yes
1.	Has the Legal Aid Board (LAB) designated a member of the SMS to implement the provisions of the HIV/AIDS Strategy of the LAB? If so, provide her/ his name and position.	√		<ul style="list-style-type: none"> • Dayalan Naidoo - Organisation & Employee Development Manager
2.	Does the LAB have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	√		<ul style="list-style-type: none"> • 04 Human Resources Manager • 01 Human Resources Manager (Special Projects) • Budget: HIV/AIDS - R600 000 • Employee Wellness - R270 000
3.	Has the LAB introduced Employees Assistance or Health Promotion Programmes for our employees? If so, indicate the key elements / services of the Programme.	√		<ul style="list-style-type: none"> • Employee Wellness Education and awareness programmes • Referrals to Lifeline and External Providers • HIV/AIDS Awareness Programmes • Peer Educators
4.	Has the LAB established a committee as contemplated in the Act? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	√		<p>HIV/AIDS Committee Members:</p> <ul style="list-style-type: none"> • Leonard Mavuso (HR) • Dayalan Naidoo (HR) • Richard Baloyi (HR) • Gudu Mngomezulu (HR) • Thabitha Monyela (Union) • Thabiso Nyamane (Union) • Abaphia Ramela • Gordon Maake • Felicity Zulu • Aggie Dhlewayo • Xandiswa Mkhubalo • Anne More • Raymond Nenjelele • Sophie Poo • Roselyn Mphaga • Rochelle Morgan • Cynthia Kulla • Thembela Simelane • 71 First Aid Members Nationally and Regionally • 58 Justice Centre Executives and 04 Regional Executives are as signed safety duties in terms of Section 16 (2) of the Occupational Health and Safety ACT No 85 of 1993.

Question	Yes	No	Details, if yes
5.	√		<ul style="list-style-type: none"> • Recruitment & Selection Policy • Terms and Conditions of Employment • Employment Equity Policy • Study Assistance and Education policy • Training and Development Policy • Sexual Harassment, Intimidation and Victimization in the Workplace • Employee Wellness Policy • Handling Incapacity • Health and Safety Guidelines • Grievance and Disciplinary Policy and Procedure • HIV/AIDS Policy
6.	√		<ul style="list-style-type: none"> • HIV/AIDS Policy • Employment Equity Policy • Code of Good Practice • HIV/Aids Education and Awareness • Grievance and Disciplinary Policy and Procedure • Health and Safety Guidelines
7.	√		<ul style="list-style-type: none"> • Prevalence Survey was conducted at 20 Justice Centres and the National Office during 22 May – 30 June 2006. The National Prevalence Rate was ascertained. • Voluntary Counselling was conducted at National Office as part of the Prevalence Survey; 22 May – 30 June 2006; the National Prevalence rate includes the National Office results
8.	√		<ul style="list-style-type: none"> • The Prevalence Survey conducted from 22 May – 30 June 2006 was introduced as a measure to indicate the total number of employees sensitised and those who volunteered to be tested as well as those who did not volunteer to be tested for the Prevalence Survey.

4.11 Labour Relations

4.11.1. COLLECTIVE AGREEMENTS

The Legal Aid Board (LAB) entered into a recognition agreement with SAPTU (South African Parastatals & Tertiary Institutions Union) and implements resolutions concluded at the PSCBC (Public Service Coordinating Bargaining Council) although the LAB is not necessarily party to the collective agreement.

4.11.2. TYPES OF MISCONDUCT ADDRESSED AT DISCIPLINARY HEARINGS

TABLE 28

Type of misconduct	Number	% of Total
Gross negligence / negligence	7	20.5%
Poor work performance	5	14.7%
Insubordination	1	2.9%
Dishonesty / misrepresentation	2	5.9%
Fraud / theft	5	14.7%
Damage to property	5	14.7%
Absent without leave	2	5.9%
Misuse /unauthorised use of property	5	14.7%
Attack of a person's honour	2	5.9%
Total	34	100%

4.11.3. DISCIPLINARY ACTION TAKEN PER RACE & GENDER

TABLE 29

Race	Male	Female	Total
African	15	10	25
Indian	1	1	2
Coloured	1	1	2
White	3	2	5
Total	20	14	34

4.11.4: GRIEVANCES LODGED FOR THE PERIOD

TABLE 30

	Number	% of Total
No. of grievances resolved	19	83%
No. of grievances not resolved	4	17%
Total no. of grievances lodged	23	100%

4.11.5: DISPUTES LODGED WITH THE CCMA & LABOUR COURT FOR THE PERIOD

TABLE 31

	Number	% of Total
No. of disputes upheld	8	38%
No. of disputes dismissed	1	4.7%
No. of disputes outstanding	10	47.6%
Other (settled etc)	2	9.5%
Total no. of disputes lodged	21	100%

4.12 Skills Development

4.12.1. TRAINING PROVIDED FOR THE PERIOD

TABLE 32

Occupational Category	Gender	Number of employees as at 31 March 2007	Leadership	Skills programmes & other short courses	Other forms of training	Total	Disabled
Legislators, Senior Officials & managers	Female	80	11	8	2	21	0
	Male	114	15	14	1	30	2
Professionals	Female	673	43	523	13	579	0
	Male	980	60	702	19	781	0
Technicians & Associated Professionals	Female	13	1	2	1	4	0
	Male	27	1	3	4	8	0
Clerk	Female	402	0	29	16	45	1
	Male	211	0	26	16	42	2
SubTotal	Female	1332	55	562	32	649	1
	Male	1168	76	745	40	861	4
Total		2500	131	1307	72	1510	5

4.13 INJURIES ON DUTY

TABLE 33

Injury	Number of Incidents	Comments
Fatality	0	
Reportable injuries	4	Car Accident, foot injury, neck sprain
Minor Injuries	5	Non Reportable: First Aid cases



Innocent until
proven guilty

LEGAL AID BOARD

Justice

National and Regional Management Contact Details

LEGAL AID BOARD

Just  ce
for all



Chapter Five

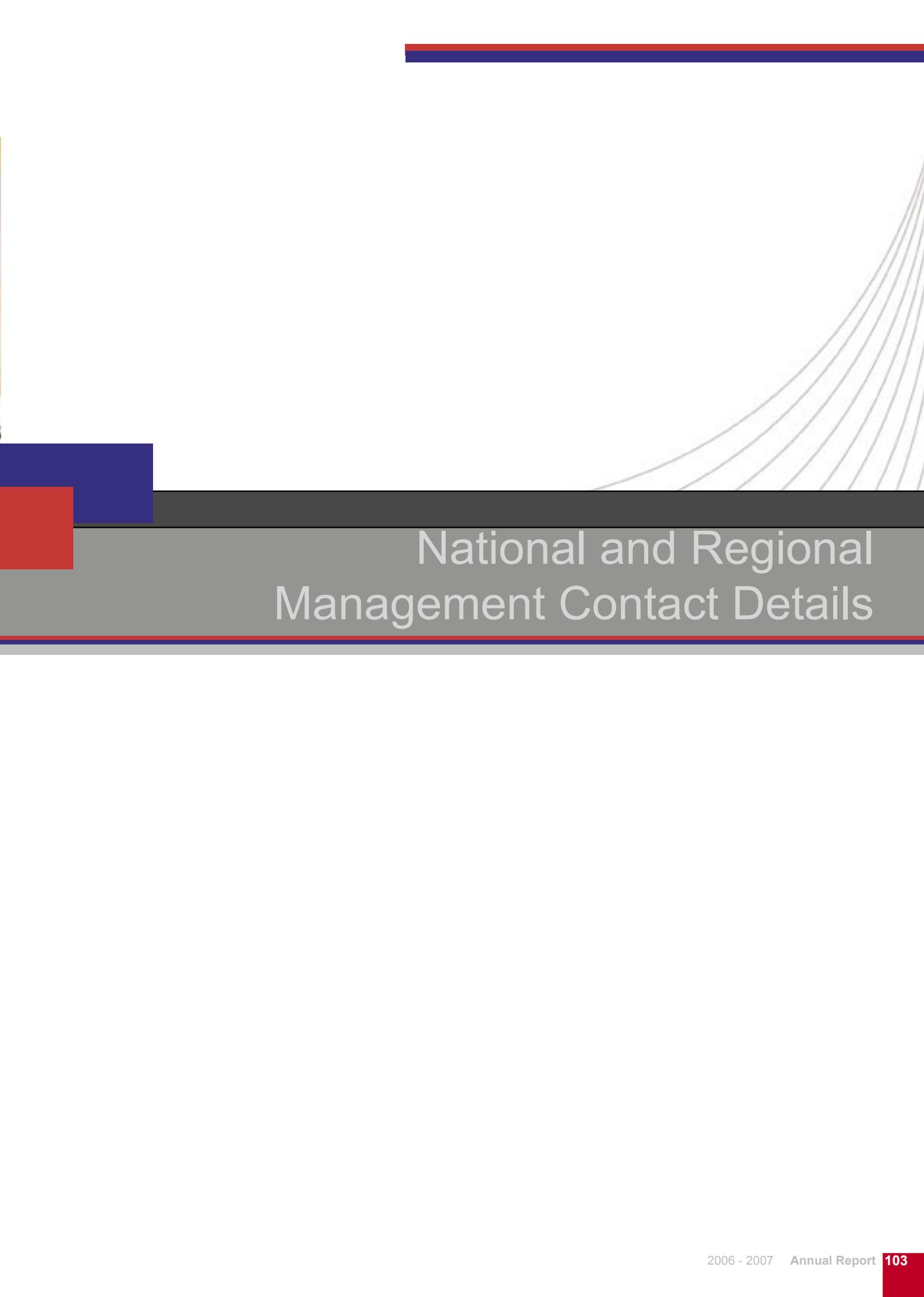


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LEGAL AID BOARD





National and Regional Management Contact Details

Back left to right : Amos Mzimela (Vryheid), Marlie Kotze (Middelburg), Bertus Appel (Pietermaritzburg), Zanele Msweli (Umlazi), Kishore Mehta (Durban), Vis Nair (Pinetown), Bhekizenzo Mthethwa (Empangeni), Fathima Buckus (Newcastle), Rodney Mashego (Witbank), Vela Mdaka (Regional Operations Executive)

Front left to right : Sipho Ndhlovu (Nelspruit), Bongani Mngadi (Port Shepstone), Eric Mbeje (Ladysmith), Matthew Shongwe (Ermelo)

KwaZulu-Natal Mpumalanga Regional Management



Western Cape Northern Cape Regional Management



Back left to right : Peter Makamedi (Potchefstroom), Vincent Mayisela (Kimberley), Shawn Flowers (Stellenbosch), Cobus Esterhuizen (Cape Town), Karel Lansberg (Mafikeng), Bert Viljoen (Lichtenburg), Elroy MacHelm (Worcester), Monde Mnyembane (Upington), Mark Gaffley (Athlone), Wayne Hancock (George), Janus Roothman (Vredendal), and Ronelle Arendse (Regional Principal Attorney)

Front left to right : Ncikazi Moahloli (Vryburg), Cordelia Robertson (Regional Operations Executive) and Noxolo Maduba (Colesberg)

Back left to right : Rudolph Mogashoa (Ga-Rankuwa), Ben Pienaar (Pretoria), Mmeli Motsepe (Alexandra), Danie Lemmer (Johannesburg), Faan van der Hoven (Makhado), Nelis du Plessis (Rustenburg), Thabo Ledwaba (Polokwane), Dick Khubana (Mogale), Anton Crouse (Soweto), Mashudu Nengwekhulu (Thohoyandou)

Front left to right : Flavia Isola-Regional (Principal Attorney), Aysha Ismail (Germiston), Jacqueline Maimela (Modimolle), Wilna Lambley (Regional Operations Executive), Delia Delport (Benoni), Tsakane Maluleke-Sihlangu (Tzaneen), Elzane de Jager (Vereeniging)

Gauteng, North West and Limpopo Regional Management



Eastern Cape Free State Regional Management



Back left to right : Vusi Dayimani (Grahamstown), Pieter Terblanche (Queenstown), Christopher Carelse (Graaff Reinet), Peter Crous (Regional Principal Attorney), Tracy Spolander (Regional Administration Manager), Michael McLaren (Regional Accountant)

Middle left to right: Leslie Gwele (Mthatha), Henry Lerm (Uitenhage), Piet Grove (Kroonstad), Linda Magaxeni (King William's Town), Kenneth Makgeha (Acting Welkom), Pieter Nel (Bloemfontein), Lot Mdungandaba (Phuthaditjaba), Thenjwe Magazi (Regional Human Resources Manager)

Front left to right : Hope Bambiso (East London), Lynette Franklin (Port Elizabeth), Thembile Mtati (Regional Operations Executive), Buyiselo Somacala (Butterworth), Netarie Verwey (Aliwal North)

5.1 National Office Contact Details

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
 Website: www.legal-aid.co.za

Name	Position	Telephone No.	e-mail address
Judge Dunstan Mlambo	Chairperson	011 – 877 2063	dunstanm@legal-aid.co.za
Ms Vidhu Vedalankar	Chief Executive Officer	011 – 877 2055	vidhuv@legal-aid.co.za
Mr Jerry Makokoane	Chief Operations Officer	011 – 877 2055	jerrym@legal-aid.co.za
Mr Peter Brits	Corporate Services Executive	011 – 877 2003	peterb@legal-aid.co.za
Ms Rebecca Hlabatau	Chief Financial Officer	011 – 877 2092	rebeccah@legal-aid.co.za
Mr Leonard Mavuso	Human Resources Executive	011 – 877 2026	leonardm@legal-aid.co.za
Mr Tony Boshoff	Information Services Executive	011 – 877 2088	tonyb@legal-aid.co.za
Mr Avie Naidoo	Internal Audit Executive	011 – 877 2070	avien@legal-aid.co.za
Mr Brian Nair	National Operations Executive	011 – 877 2006	briann@legal-aid.co.za
Mr Patrick Hundermark	Legal Development Executive	011 – 877 2051	patrickh@legal-aid.co.za
Mr Vela Mdaka	Regional Operations Executive: KZN & MP	031 – 717 8450	velam@legal-aid.co.za
Mr Thembile Mtati	Regional Operations Executive: EC & FS	041 – 373 8296	thembilem@legal-aid.co.za
Ms Wilna Lambley	Regional Operations Executive: Kopanong	012 – 664 2921	wilnal@legal-aid.co.za
Ms Cordelia Robertson	Regional Operations Executive: WC & NC	021 – 886 8653	cordeliar@legal-aid.co.za

5.2 Justice Centre Contact Details

Gauteng Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Alexandra	Mr Mmeli Motsepe	PO Box 1192 Bramley 2018	650 Louis Botha Avenue Bramely Johannesburg 2018	(011) 786 3603 (011) 786 8170 (011) 786 9311	(011) 786 0862
Benoni	Ms Delia Delport	PO Box 2972 Benoni 1500 Docex 12	No 2 Grandway Bld 77 Cranbourne Ave & Tom Jones Street Benoni 1501	(011) 845 4311	(011) 421 1082 (011) 420 2097
Germiston	Ms Aysha Ismail	P O Box 4302 Germiston South 1401 Docex 23	10th Floor Standard Bank Towers 247 President Street Germiston 1401	(011) 842 7300	(011) 825 7987 (011) 872 1527
Johannesburg	Mr Danie Lemmer	PO Box 62378 Marshalltown 2107 Docex 259	9th Floor SA Eagle House 70 Fox Street Cnr Fox and Sauer Street Johannesburg 2001	(011) 870 1480	(011) 870 1448/9
Krugersdorp	Mr Dick Khubana	PO Box 660 Krugersdrop 1740 Docex 19	3rd floor ABSA Building cnr Krugers & Human Streets Krugersdorp	(011) 660 2335	(014) 660 2050
Pretoria	Mr Ben Pienaar HCU Manager: Carla van Vreedenaal	PO Box 1281 Pretoria 0001 Docex 350	179 Pretorius Street Van der Stel Building 6th Floor Pretoria 0001	(012) 401 9200	(012) 324 1950
Soweto	Mr Anton Crouse	PO Box 392 Pimville 1808 Docex 115	75 Mmesi Park Office Building Ground Floor Dobsonville Shopping Centre, Roodepoort Road Dobsonville,1808	(011) 988 9011	(011) 988 8975
Vereeniging	Ms Elzane de Jager	PO Box 3948 Vereeniging 1930 Docex 25	8 Jasmine Mansions Cnr of Leslie & Senator Marks Ave Ground Floor Vereeniging 1938	(016) 421 3527/8	(016) 421 4287

Limpopo Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Makhado	Mr Faan van der Hoven	PO Box 4591 Louis Trichardt 0920 Docex 8	Noor Gardens C/o Krogh & Devenish Streets Louis Trichardt 0920	(015) 519 1100	(015) 519 1103
Modimolle	Ms Jaqueline Maimela	Louis Trichardt PO Box 4373 Nylstroom 0510 Docex 8	Shop no 8 Nyl Sake Sentrum Nelson Mandela Street Nylstroom 0510	(014) 717 4977	014) 717 4980
Polokwane	Mr Thabo Ledwaba	PO Box 1314 Polokwane 0700 Docex 24	52 Landros Marais Street 2nd Floor Pioneer Building Polokwane 0700	(015) 291 2429	(015) 295 4386
Thohoyandou	Mr Mashudu Nenngwekhulu	P.O Box 3550 Thohoyandou 0950 Docex 2	Shop 2 Metropolitian Complex Thohoyandou 0950	(015) 962 6202 (015) 962 6268 (015) 962 6269	(015)962 6383
Tzaneen	Ms Tsakane Maluleke-Sihlangu	P.O. Box 2365 Tzaneen 0850 Docex16	Skurving Street Tzaneen Crossing Mall 2nd Floor, C/O Lydenburg and Skirving Street Tzaneen 0850	(015) 307 3129 (015) 307 6223 (015) 307 3227 (015) 307 3216	(015) 307 3113

North West Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Ga-Rankuwa	Mr Rudolph Mogashoa	PO Box 23 Ga- Rankuwa North 0209 Docex 3	Ga-Rankuwa City Centre Shop no 23 Garankuwa Shopping Centre Ga-Rankuwa North 0209	(012) 700 0595 (012) 700 0587 (012) 700 0565	(012) 700 0890
Klerksdorp	Ms Melinda Knoetze	P O Box 2793 Klerksdorp 2570 Docex 9	West End Building 3rd Floor Room 333175 Klerksdorp 2571	(01 8) 464 3022 (018) 464 3462 (018) 462 7090	(018) 462 8607
Lichtenburg	Mr Bert Viljoen	P.O.Box 1208 Lichtenburg 2740 Docex 7	25 Bantjies Street Lichtenburg 2740	(018) 632 7600	(018) 632 7609
Mafikeng	Mr Karel Lansberg	Private Bag X2125 Mafikeng 2745 Docex 8	3rd Floor East Gallery Mega City Complex Mmabatho 2735	(018) 384 4267 (018) 384 3503 (018) 384 4668	(018) 384 4796
Potchefstroom	Mr Peter Makamede	P O Box 1447 Potchefstroom 2520 Docex 23	2nd floor Royal Building Lombard Street Potchefstroom 2520	(018) 293 0045	(018) 297 7425
Rustenburg	Mr Nelis du Plessis	PO Box 2090 Rustenburg 0300 Docex 31	Office No 21 Tlhabane Community Complex Tlhabane 0305	(014) 565 5704	(014) 565 6821
Vryburg	Ms Ncikazi Moahloli	Docex 7 Vryburg	Shop no 10&15 Cnr Decock & Vry Sts Vryburg Mall Vryburg 8601	(053) 927 0095 (053) 927 0145 (053) 927 0142	(053) 927 0119

KwaZulu - Natal Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Durban	Mr Kishore Mehta	PO Box 4397 Durban 4000 Docex 214	Suite 401 4th Floor Salisbury House 332 Smith Street Durban 4001	(031) 304 0100 (031) 304 3163	(031) 304 3564 (031) 304 0471
Empangeni	Mr Bhekizenzo Mthethwa	P O Box 38 Empangeni 3880 Docex 18	7 Maxwell Street Mazuli House Empangeni 3880	(035) 792 4949 (035) 792 4952	(035) 792 4954
Ladysmith	Mr Eric Mbeje	P.O Box 1181 Ladysmith 3370 Docex 9	18A Queen Street Ladysmith 3370	(036) 638 2500	(036) 637 5036
Newcastle	Ms Fathima Buckus	PO Box 1850 Newcastle 2940 Docex 7	Office 1A 65 Scott Street Newcastle 2940	(034) 328 7100	(034) 312 3426
Pinetown	Mr Vis Nair	PO Box 1006 Pinetown 3600 Docex 162	Suite 27 28 Umdoni Centre Crompton Street Pinetown 3600	(031) 719 2700	(031) 701 5880
Pietermaritzburg	Mr Bertus Appel	Suite 173 Postnet X9118 Pietermaritzburg 3200 Docex 64	20 Otto Stret Pietermaritzburg 3201	(033) 394 2190 (033) 394 2264	(033) 342 2576
Port Shepstone	Mr Sidwell Bongani Mngadi	P.O.Box 50148 Port Shepstone 4240 Docex 5	Shop 19, 20A Shepstone Mall Aiken Street Port Shepstone 4240	(039) 688 9600 (039) 688 9602	(039) 682 5908
Umlazi	Ms Zanele Msweli	P.O.Box 36265 Ntokozweni 4089 Docex 1	V1333 Ithala Industrial Park Cnr Road 1902 & Mangosuthu Highway Umlazi	(031) 918 8100	(031) 906 1477
Verulam	Ms Fawzia Baccus	P O Box 183 Verulam 4340 Docex 380	Suite 1 Ayesha Razak Centre 23 Groom Street Verulam 4340	(032) 533 2654 (032) 533 2657	(032) 533 2651
Vryheid	Mr Amos Mzimela	PO Box 852 Vryheid 3100 Docex 5 Vryheid	Ground Floor Suite ABSA Building 199A Church Street Vryheid 3100	(034) 989 8300 (034) 989 8301	(034) 989 8311

Mpumalanga Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Ermelo	Mr Matthew Shongwe	P O Box 656 Ermelo 2350 Docex 9	14 Joubert Street Ermelo 2350	(017) 819 7291	(017) 819 7270
Middelburg	Ms Marlie Kotze	PO Box 827 Middelburg 1050 Docex 3	Cnr Church and President Kruger Streets Wonderpark Spar Complex 2nd Floor Room 102 D, 1st Floor Middelburg 1050	(013) 243 5964 (013) 243 4296 (013) 242 1254 (013) 242 1253	(013) 282 1235
Nelspruit	Mr Sipho Ndlovu	PO Box 5103 Nelspruit 1200 Docex 31	8th Floor Nedbank Centre 30 Brown Street Nelspruit 1200	(013) 753 2154	(013) 755 1540
Witbank	Mr Rodney Mashego	PO Box 4373 Witbank 1035 Docex 51	Room 701 Sanlam Forum Building Arras Street Witbank 1035	(013) 656 5290 (013) 656 2061 (013) 656 0583 (013) 690 2283	(013) 656 5291

Western Cape Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	STREET ADDRESS	TEL NO	FAX NO
Athlone	Mr Mark Gaffley	PO Box 166 Athlone 7760 Docex 9	2nd Floor Melofin Centre Old Klipfontein Road Athlone 7764	(021) 697 5252	(021) 697 5316
Caledon	Mr Jeremiah Witbooi	Docex 3 Caledon	3 Mill Street Caledon 7230	(028) 212 1815	(028) 212 1826
Cape Town	Mr Cobus Esterhuizen	PO Box 516 Cape Town 8000 Docex 19	85 St George's Mall Nedbank Building Cape Town 8000	(021) 426 4074 (021) 426 4126	(021) 426 5766
George	Mr Wayne Hancock	Docex 27 George	Tommy Joubert Building c/r Craddock and Courtenay Street George, 6530	(044) 802 8600	(044) 874 0779
Stellenbosch	Mr Shawn Flowers	PO Box 534 Stellenbosch 7600 Docex 38	Room 101 Eikestad Mall 1st Floor Stellenbosch 7600	(021) 882 9221	(021) 882 9237
Vredendal	Mr Janus Roothman	Docex 3 Vredendal	9 Dorp Street Vredendal 8160	(027) 201 1030	(027) 2132 627
Worcester	Mr Elroy Machelm	Docex 1 Worcester	Cnr High/Stockenstrom Street, Nedbank Building 1st Floor Worcester 6850	(023) 348 4040	(023) 348 4051

Northern Cape Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Colesburg	Ms Noxolo Maduba	Docex 4	30 Church Street Ortlepp House Colesburg 9795	(051) 753 2280/3 (051) 753 2281	(051) 753 2284
Kimberley	Mr Vincent Mayisela	P O Box 846 Kimberley 8300 Docex 4	43 Sidney Street Kimberley 8301	(053) 832 2348	(053) 832 2356
Upington	Mr Monde Mnyembane	Postnet 100 P/Bag X5879 Upington 8800 Docex 12	16 Weideman Street Upington 8801	(054) 337 9200	(054) 337 9210

Eastern Cape Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Aliwal North	Ms Netarie Verwey	P O Box 153 Aliwal North Docex 4	58 Somerset Street Aliwal North 9750	(051) 633 2155	(051) 634 2662
Butterworth	Mr Buyiselo Somacala	PO Box 553 Butterworth 4960 Docex 02	Umtata Road Suite no 2 Bungalow Mall Umthatha Road Butterworth	(047) 401 3800	(047) 401 3809
East London	Mr Hope Bambiso	PO Box 7570 East London 5200 Docex 57	1 Commissioner Street East London 5201	(043) 704 4700	(043) 704 4716
Grahamstown	Mr Vusi Dayimani	PO Box 105 Grahamstown 6140 Docex 18	22 Hill Street Grahamstown 6140	(046) 622 9350	(046) 622 8873
Graaff-Reinet	Mr Christopher Carelse	P O Box 326 Graaff-Reinet Docex 3	64 Church Street Graaff-Reinet 6280	(049) 807 2500	(049) 892 6033
King Williams Town	Ms Linda Magaxeni	P O Box 2323 King Williams Town 5600 Docex 4	1st Floor Old Mutual Building Cnr Cathcart and Macclean Streets King Williams Town 5600	(043) 604 6600	(043) 642 4885
Mthatha	Mr Leslie Gwele	P O Box 536 Mthatha 5099 Docex 13	22 Durham Street Umtata 5099	(047) 501 4600	(047) 531 4144
Port Elizabeth	Ms Lynette Franklin	PO Box 3433 North End Port Elizabeth 6056 Docex 127	1st Floor President Centre 564 Govan Mbeki Ave North End Port Elizabeth 6001	(041) 408 2800	(041) 487 3335
Queenstown	Mr Pieter Terblanche	P.O.Box 1398 Queenstown 5320 Docex 28	No. 2 Robinson Road Queenstown 5319	(045) 807 3500	(045) 838 4620
Uitenhage	Mr Henry Lerm	P.O Box 459 Uitenhage 6230 Docex 6	5 Chase Street Uitenhage 6230	(041) 991 1811	(041) 991 1815

Free State Province

Justice Centre	Justice Centre Executive	POSTAL ADDRESS	PHYSICAL ADDRESS	TEL NO	FAX NO
Bloemfontein	Mr Pieter Nel	PO Box 9899 Bloemfontein 9300 Docex 46	2nd Floor St Andrews Centre 113 St Andrew Street Bloemfontein 9301	(051) 447 9915 (051) 447 7263 (051) 447 0466 (051) 447 2136 (051) 447 0903 (051) 447 5043	(051) 447 2106
Kroonstad	Mr Pieter Grove	PO Box 2229 Kroonstad 9500 Docex 12	99 Murray Street Kroonstad 9501	(056) 216 4800	(056) 212 4522
Phuthadithjaba	Mr Lot Madungandaba	Private Bag X831 Witsieshoek 9870	Cnr Motlounge & Setai Streets FDC Office, Block E Phuthadithjaba 9866	(058)7135000 (058)7134983 (058)7134953	(058)7135002
Welkom	Mrs Martha Mbhele	P O Box 335 Welkom 9460 Docex 1	Archiquant Building 8 Heerent St Welkom 9460	(057) 357 2847	(057) 357 1948

Satellite Offices

Gauteng Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Benoni	Nigel	Physical Address KingswayChambes 11 Kingsway Avenue Nigel 1491	011 814 5159	011 814 5259
Soweto	Westonaria	Shop 3 Elizabeth Centre President Street Westonaria	011 753 2604	011 753 2629
Vereeniging	Heidelberg	Esselen Centre Portion 4 Ueckerman Street Heidelberg 1441	016 341 4430	016 341 4430
	Frankfort	55 A Brand Street Frankfort	073 412 5099 (Mr Kambule)	

Limpopo Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Polokwane	Mokopane	31 Retief Street Spar Complex Business 20 Mokopane 0626	015 491 4461	015 491 4759
	Thaba Moaopo	Old Mutal Building 1st Floor Lebowakgomo	073 149 3414 (Mr Kgatle)	
Tzaneen	Giyane	Old Spar Supermarket Opp Shell Garage 1st Floor Giyane 0826	015 812 3065	015 812 3697

KwaZulu - Natal Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Empangeni	Ingwavuma	46 Magistrate Road Ingwavuma 3880	035 591 0907	035 591 0907
	Mkuze	Unit No 23 50/60 Mkuze Town Road Mkuze	035 573 1655	
Pietermaritzburg	Greytown	Shop No1 40 Bell Street Greytown 3250	033 417 2146	033 417 2146
	Kokstad	Shop No 4 86 Main Street Kokstad 4700	039 727 5081 039 727 5098	039 727 5082.
Port Shepstone	Ixopo	Shop No 3 Ixopo Bottlestore Bld Margaret Street Ixopo 3276	039 834 2962 039 834 9392	039 834 2967
Vryheid	Ulundi	5B Ondini Centre Ulundi 3838	035 870 0832	035 870 3108

Mpumalanga Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Ermelo	Piet Retief	14 Kruger Street Piet Retief 2380	017 826 4567	017 826 2725
Middleburg	Groblersdal	Eldorado 7 Voortrekker Street Groblersdal	013 262 4770	013 262 4768
Nelspruit	Lydenburg	29 de Clerk Street Lydenburg 1120	013 235 9940	013 235 1669
	Bushbuckridge	R40 Road Protea Building Bushbuckridge 1280	013 799 1831/3	013 799 1835
Witbank	Secunda	1st Floor Medical Centre Bld Secunda Complex Secunda	017 634 8532	017 634 6571

Eastern Cape Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Grahamstown	Somerset Oos	Visser Sentrum Njoli Street Somerset Oos 5850	042 243 0610	042 243 0610
	Cradock	Adderley Street Market Square Cradock 5880	048 881 4867	048 881 2275
King Williams Town	Fort Beaufort	No 68 Durban Street Fort Beaufort	046 645 2270 046 645 2279	
	Stutterheim	43 Hill Street Stutterheim 4930	043 683 1090	043 683 1093
Mthatha	Lusikisiki	No 16 Stanford Road Suite 9 & 10 Embassy Building Lusikisiki	039 253 1442	039 253 1442
	Mount Frere	Hospital Road Mount Frere	039 255 1473	039 255 1473
Port Elizabeth	Humansdorp	23 Main Street Humansdorp 6300	042 295 2794 042 295 2906 042 295 2799 042 295 2782	042 295 2768
Queenstown	Elliot	18 Market Street Elliot 5460	045 9311 984	045 9311 986

Free State Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Bloemfontein	Botshabelo	12 B OK Shopping Complex Varese Centre Botshabelo 9781	051 534 4398	051 534 4930
Phuthaditjhaba	Bethlehem	Cnr Commissioner & Naude Street du Plessis Bosch & Meyerowitz Building Bethlehem	058 303 6826	058 303 6823

Northern Cape Province

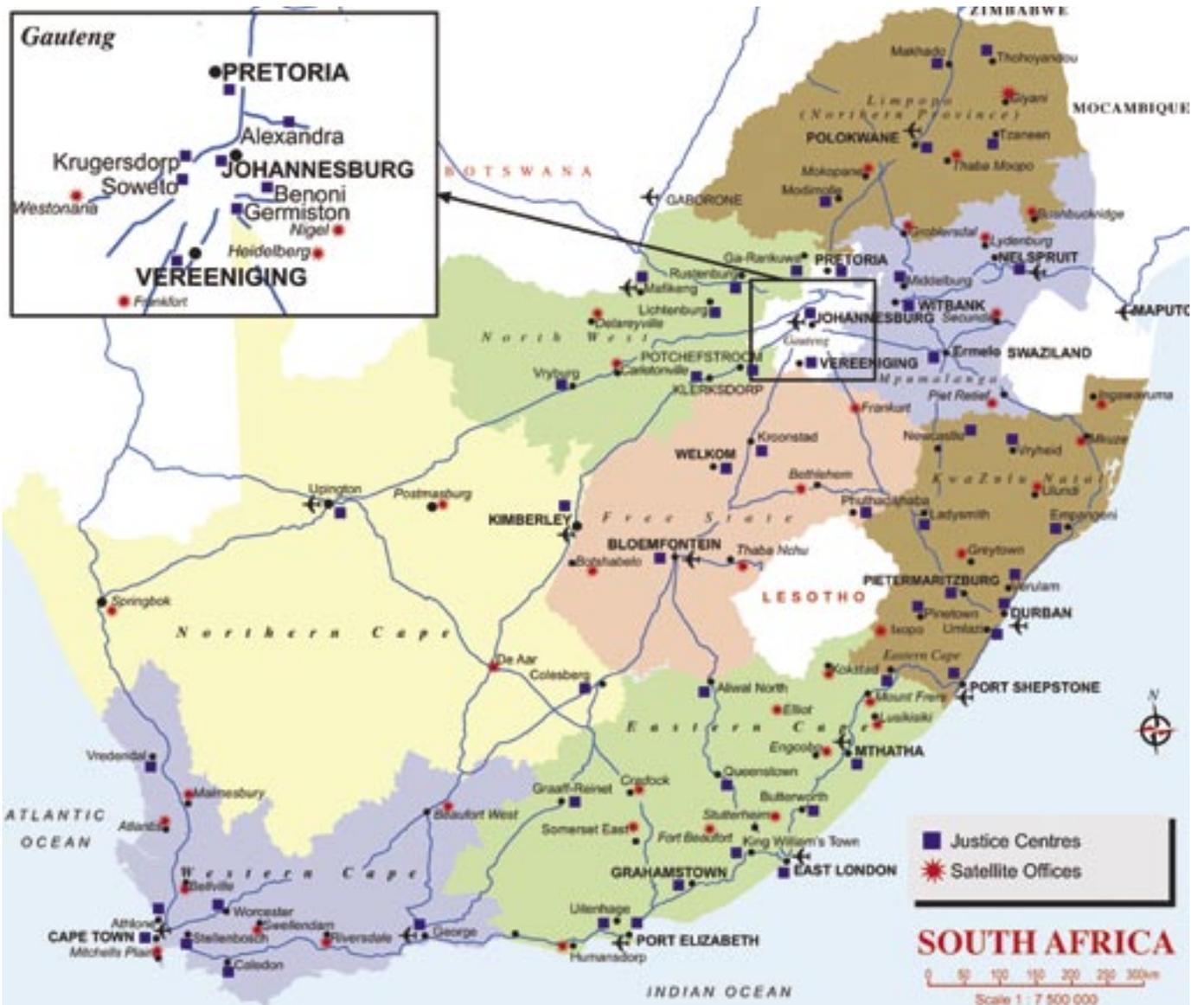
Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Colesburg	De Aar	47 Church Street De Aar 7000	053 631 1950	
Upington	Postmasburg	15A Koedoe Street Postmasburg Northern Cape	053 313 0020	053 313 0452

North West Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Lichtenburg	Delareyville	Cnr du Toit & Louw Street CFK Centre Delarey 2740	053 948 1182	053 948 1092
Potchefstroom	Carletonville	49A van Zyl Smit Steet Oberholzen 2500	018 787 2346	018 787 2346

Western Cape Province

Justice Centre	Satellite Office	PHYSICAL ADDRESS	TEL NO	FAX NO
Athlone	Mitchells Plain	No 2 Palestrina Street Eastridge Mitchells Plain 7785	021 397 661	021 397 8130
Cape Town	Bellville	Cnr Voortrekker Road & Landros Street Bellville 7535	021 950 7743 021 950 7804	021 426 5766
	Atlantis	Shop 12 Wesfleur Medical Centre Wesfleur Circle Atlantis 7349	021 572 1003	
	Vredenburg	1st Floor Standard Bank Bld Main Street Vredenburg 7380		
George	Beaufort West	102 Bird Street Beaufort West 6970	023 415 1689	023 414 3162
	Riversdale	23 Dickson Street Riversdale 6670	028 713 4620	028 713 4621
Caledon	Swellendam	67 Voortrek Street Swellendam 6470	028 514 2684	028 514 2674
Stellenbosch	Malmesbury	24 Hugonote Street Malmesbury	022 482 1784	022 482 1784
Vredendal	Springbok	Portion of Old Royal Food Cnr Van Riebeck & Loop Street Springbok 8240	027 718 2449	027 718 2453



LEGAL AID BOARD



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