

Legal Aid
South Africa

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Legal Aid SA Report on Performance

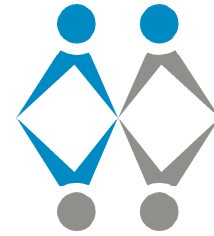
2009/2010

Briefing of Parliamentary Portfolio Committee on Justice

Legal Aid SA Report on Performance - 2009/2010

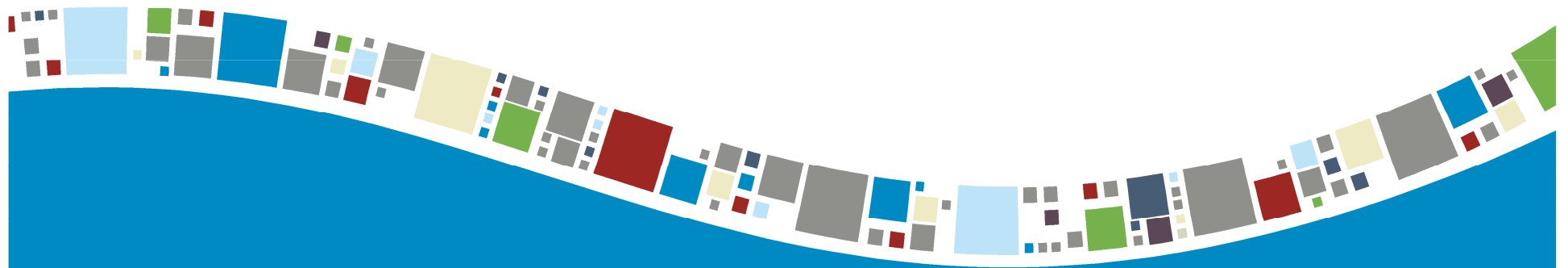
Briefing of Parliamentary Portfolio Committee on Justice

1. Report on Performance – Introduction
2. Client & Community
3. Finance & Sustainability
 - Annual Financial Statements 2009/10 and Auditor-General's Report
 - Finance
4. Business Processes
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6. Summary of Performance for 2009/10



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Report on Performance - Introduction

Introduction – Strategic Shift

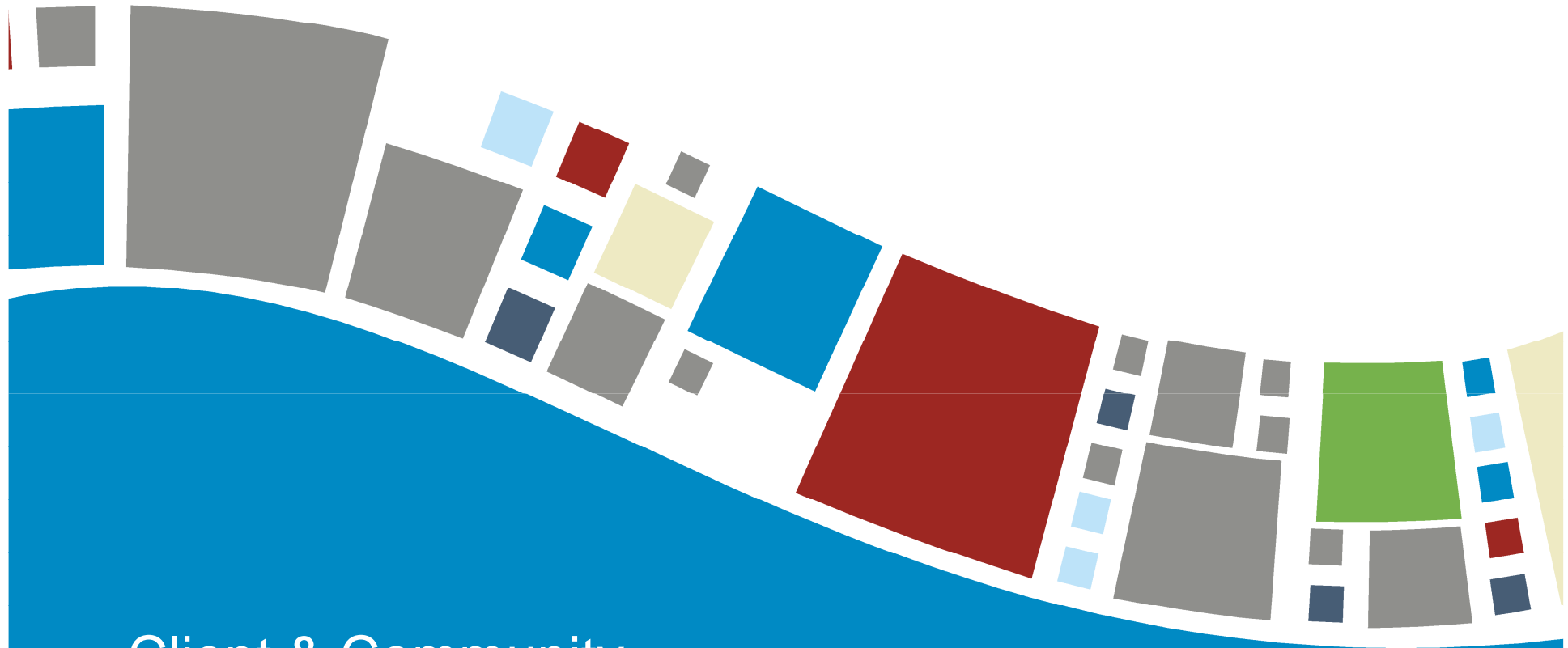
- 2009/10 is the first year of our 2009-2012 Strategic Plan period. Our overall strategic shift for this phase is:
Organisational performance to continue to strive for excellence. A mature organisation aiming for excellence in performance to reach many more South Africans.
- In the 2009-12 period our focus on **legal services delivery** is
 - New ways of increasing access to justice within resource constraints explored and implemented
 - To increase practitioner per court ratio and thus improve caseload management and quality
 - Improve specialist capacity to serve vulnerable groups
 - Independent quality assurance implemented and functional
 - Consolidate the Legal Aid brand thus increasing public awareness of independent quality legal aid services
 - To implement programmes and projects from the CJS Review
- In the 2009-12 period our focus on **support services** is
 - Increase financial maturity of organisation and improve risk based management in all facets of the business as well as maintain unqualified audit
 - Consolidate and alignment of people development programmes creating a rich talent pool of premium brand public interest professionals thus developing staff to be ambassadors of the Legal Aid brand
 - Enhance IT platform from serving internal need to also increase access to justice ie to play a role in delivery of services
 - BI made available to all staff to improve management of their performance
 - Legal Aid SA Corporate Dashboard electronically compiled
 - Risk based management of performance with individual responsibility for tracking performance
 - From management to leadership

Introduction- Performance meeting strategic shift?

- ❑ Overall we are on target to make the strategic shift that we mapped for this period.
- ❑ On the service delivery front we
 - completed the expansion of the National Footprint (6 new JCs and 27 Satellite Offices)
 - Launched our Client Call Centre – the Legal Aid Advice Line on 1 June 2010;
 - Implemented a new delivery model through Agency Agreements with Legal Firms in rural areas;
 - Set up expert panels to support our legal practitioners in specialist matters;
 - Implemented our Legal Quality Assurance Unit which has completed the audit of files of 861 legal practitioners and audited performance of 230 practitioners in court in the 2009/10 year;
- ❑ In support of delivery we have
 - Launched our new corporate identity and ‘Legal Aid SA’ brand which has been positively received
 - Successfully implemented our matrix management to ensure greater focus on legal matters by our legal managers
 - Successfully implemented our risk based management to allow greater flexibility and align supervision and support to the level of risk of individual practitioners and managers
 - Upgraded our Internet Line to allow for greater use of technology in linking to clients
 - Completed our Business Intelligence module for online, real-time access to management information; This will also allow for the service delivery part of our Corporate Dashboard to be electronically compiled;
 - Successfully accredited as a Best Employer ;
 - Implemented our People Development and Leadership Programmes to be the Employer of Choice

Introduction- Leadership

- Having consolidated our performance and governance issues the focus in this period is on developing our leadership to manage sustained performance year-on-year.
- Our people focused programmes aim to build a strong and positive organisational culture and brand. The programmes strive to create a work environment in which employees are engaged and satisfied thus choosing to remain with Legal Aid SA, as an employer of choice, and being motivated to deliver a high and quality performance. This investment in our people thus contributes to achieving our vision of improving access to justice to the poor and vulnerable in a sustainable manner.
- To add to this we have commenced with our Leadership Programme which has the theme ***From Compliance to Values Based Leadership***. Our Leadership Programme extends from Executives, to JCEs, to Managers, to Principal Attorneys and SPAs. Through our Leadership Programme we aim:
 - (i) To build a common understanding of next phase of growth in Legal Aid SA,
 - (ii) To understand critical success factor of next phase: people issues, and
 - (iii) Together with a compliance approach to embrace a more values centred approach.



Client & Community Legal Services Delivery in 2009/10

Increasing Access to Justice – Client & Community

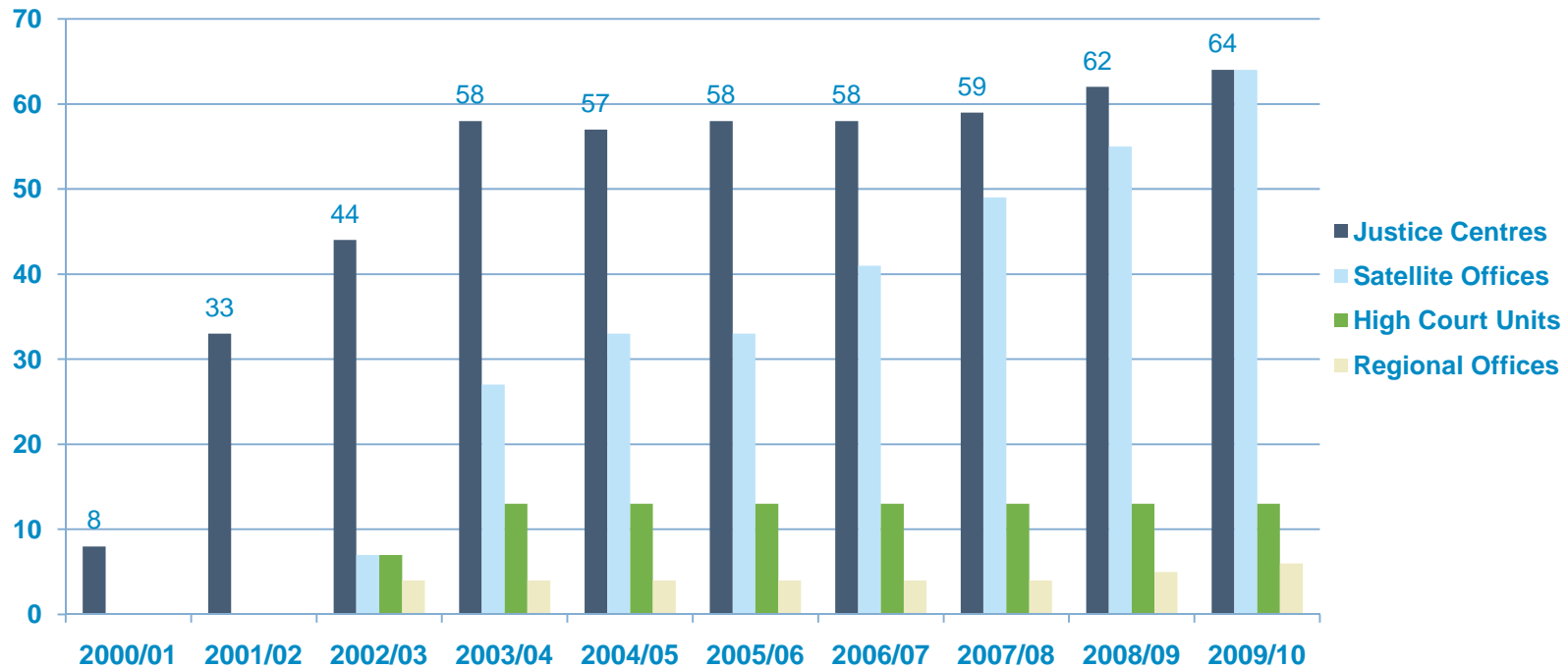
Legal Aid – National Footprint (offices) for delivery FY 09/10

| Region | Province | Justice Centres | Satellite Offices |
|------------------------------|---------------|-----------------|-------------------|
| Eastern Cape | Eastern Cape | 10 | 11 |
| Free State & North West | Free State | 6 | 3 |
| | North West | 7 | 3 |
| Gauteng | Gauteng | 10 | 4 |
| KwaZulu Natal | KwaZulu Natal | 10 | 11 |
| Limpopo & Mpumalanga | Limpopo | 5 | 7 |
| | Mpumalanga | 4 | 10 |
| Western Cape & Northern Cape | Northern Cape | 3 | 6 |
| | Western Cape | 9 | 9 |
| Total | | 64 | 64 |

National Footprint 2000 - 2010

Offices (Justice Centres) increased from 8 to 64

Legal Aid SA Infrastructure



Increasing Access to Justice – Client & Community

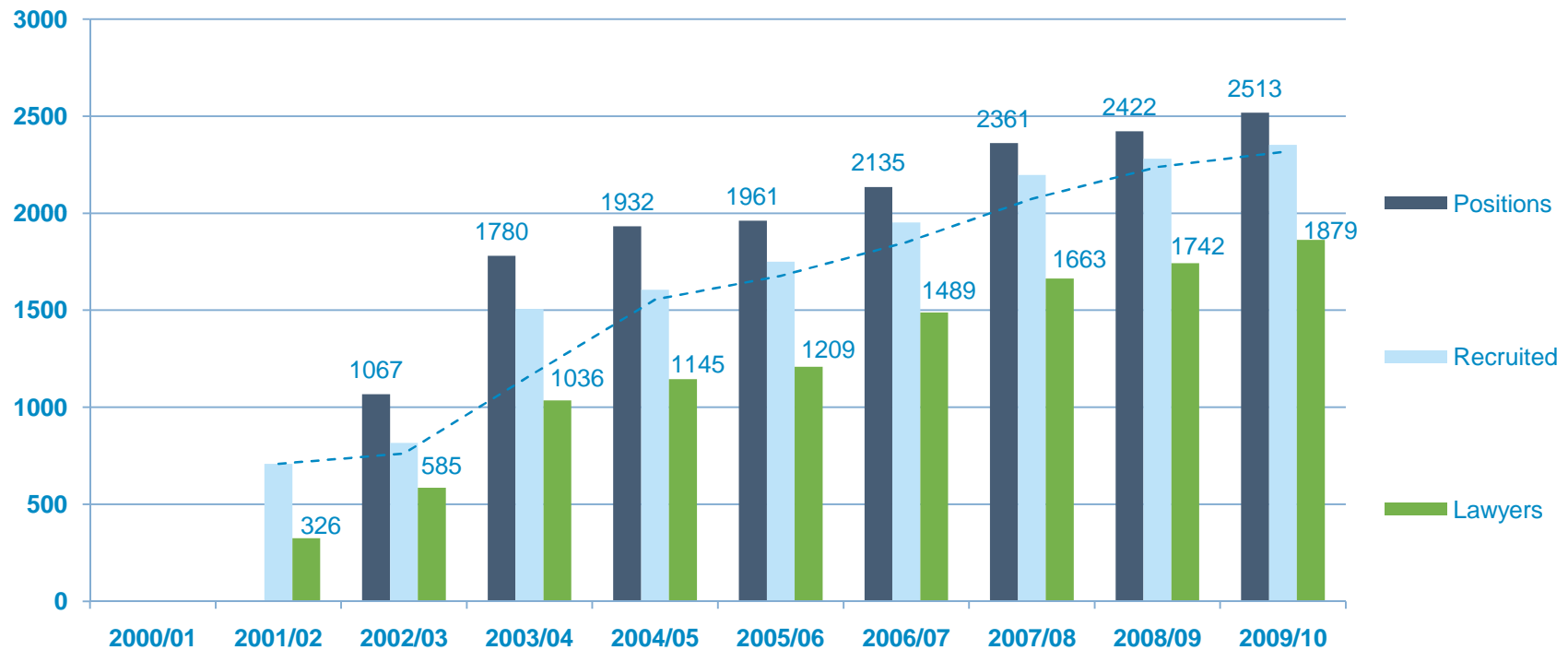
Legal Aid SA – National Footprint Staffing per province as at end March 2010

| Province | Legal Staff (excl Paralegals, Regional and National Office Legal Staff) | | Legal Staff (incl Paralegals, Regional and National Office Legal Staff) | | Non Legal Staff | |
|---|--|------------------------------|--|------------------------------|----------------------------|-----------------------------|
| | Actual | Budget | Actual | Budget | Actual | Budget |
| Eastern Cape | 247 | 261 | 290 | 305 | 54 | 59 |
| Free State | 118 | 123 | 140 | 146 | 32 | 40 |
| Gauteng | 329 | 343 | 372 | 387 | 65 | 68 |
| KwaZulu Natal | 285 | 292 | 321 | 331 | 55 | 65 |
| Limpopo | 99 | 104 | 120 | 125 | 27 | 32 |
| Mpumalanga | 98 | 108 | 117 | 127 | 17 | 17 |
| North West | 117 | 127 | 138 | 148 | 25 | 29 |
| Northern Cape | 66 | 76 | 75 | 88 | 13 | 13 |
| Western Cape | 259 | 266 | 292 | 302 | 53 | 56 |
| National Office | | | 14 | 15 | 132 | 160 |
| Total | 1618 (95%) | 1700 (100%) | 1879 (95%) | 1974 (100%) | 473 (86%) | 539 (100%) |
| As at end March 2010 : Total budgeted 2,513 & Total Actual 2,352 (94%) | | | | | | |

Staffing 2000 - 2010

Staffing increased from <500 to >2500

Legal Aid SA Staffing



Increasing Access to Justice – Client & Community

Justice Centre Delivery Data 2009/10: new & finalised matters by court type

| Court type | New Matters | Finalised Matters |
|----------------|----------------|-------------------|
| District Court | 298,991 | 307,926 |
| Regional Court | 60,496 | 60,686 |
| High Court | 7,123 | 7,030 |
| Other | 20,766 | 22,146 |
| Totals | 387,376 | 397,788 |

Increasing Access to Justice – Client & Community

Justice Centre Delivery Data: new & finalised matters by court type

| Court type | New Matters | | Finalised Matters | |
|----------------|----------------|----------------|-------------------|----------------|
| | 2008/09 | 2009/10 | 2008/09 | 2009/10 |
| District Court | 307,565 | 298,991 | 285,409 | 307,926 |
| Regional Court | 62,356 | 60,496 | 58,857 | 60,686 |
| High Court | 7,552 | 7,123 | 6,836 | 7,030 |
| Other | 17,615 | 20,766 | 21,762 | 22,146 |
| Totals | 395,088 | 387,376 | 372,864 | 397,788 |

Increasing Access to Justice – Client & Community

Delivery Data 2009/10: criminal/civil split

| Matter Type: | | Criminal Matters | Civil Matters | Total Matters |
|--------------------------|-----------|------------------|---------------|----------------|
| Justice Centres | New | 362,180 | 25,196 | 387,376 |
| | Finalised | 369,421 | 28,367 | 397,788 |
| Judicare | New | 23,147 | 1,525 | 24,672 |
| | Finalised | 20,375 | 1,636 | 22,011 |
| Co-operations Agreements | New | 1,157 | 2,306 | 3,463 |
| | Finalised | 1,273 | 1,648 | 2,921 |
| Agency Agreements | New | 637 | 1 | 638 |
| | Finalised | 162 | 0 | 162 |
| TOTAL | New | 387,121 | 29,028 | 416,149 |
| | Finalised | 391,231 | 31,654 | 422,882 |

Legal Delivery Matters – New Matters

JC Criminal Matters By Court Type :- Differentiation of new matters

| Group Type | District Court | Regional Court | High Court | Other | Grand Total | % of Total |
|--------------------|----------------|----------------|--------------|--------------|----------------|-------------|
| Aggressive | 118,239 | 24,552 | 2,780 | 536 | 146,107 | 40% |
| Economic | 109,936 | 14,813 | 243 | 367 | 125,359 | 35% |
| Narcotics | 36,942 | 93 | 25 | 28 | 37,088 | 10% |
| Sexual | 9,932 | 17,083 | 1,175 | 92 | 28,282 | 8% |
| Other | 21,165 | 2,979 | 1,049 | 151 | 25,344 | 7% |
| Grand Total | 296,214 | 59,520 | 5,272 | 1,174 | 362,180 | 100% |
| % of Total | 82% | 16% | 1% | 0% | 100% | |

Legal Aid Delivery

JC Criminal Matters – By Court Type :- High Court Units

| Region | Justice Centre | Criminal Trial | Criminal Appeal | Leave to Appeal | Petition | Grand Total | % of Total |
|--------------------|-----------------------|----------------|-----------------|-----------------|------------|--------------|-------------|
| EC Region | Mthatha JC | 159 | 106 | 18 | 6 | 289 | 5% |
| | Port Elizabeth JC | 57 | 56 | 13 | 43 | 169 | 3% |
| | Grahamstown JC | 56 | 43 | 9 | 12 | 120 | 2% |
| | King Williams Town JC | 70 | 20 | | | 90 | 2% |
| FS & NW Region | Bloemfontein JC | 77 | 275 | 36 | 26 | 414 | 8% |
| | Mafikeng JC | 88 | 20 | 48 | 4 | 160 | 3% |
| GP Region | Pretoria JC | 102 | 314 | 364 | 362 | 1142 | 22% |
| | Johannesburg JC | 108 | 398 | 189 | 72 | 767 | 15% |
| KZN Region | Pietermaritzburg JC | 319 | 193 | 107 | | 619 | 12% |
| | Durban JC | 229 | 200 | 83 | 30 | 542 | 10% |
| L & MP Region | Polokwane JC | 105 | 11 | 23 | 37 | 176 | 3% |
| | Thohoyandou JC | 88 | 35 | 45 | 5 | 173 | 3% |
| | Nelspruit JC | 82 | | | | 82 | 2% |
| WC & NC Region | Cape Town JC | 23 | 341 | 10 | 2 | 376 | 7% |
| | Kimberley JC | 55 | 39 | 41 | 18 | 153 | 3% |
| Grand Total | | 1,618 | 2,051 | 986 | 617 | 5,272 | 100% |
| % of Total | | 31% | 39% | 19% | 12% | 100% | |

Legal Delivery Matters

Civil Matters:- Differentiation of new matters

| Category | Magistrates Court | High Court | Grand Total | % of Total |
|--------------------|-------------------|--------------|---------------|-------------|
| Family Matters | 9,950 | 730 | 10,680 | 42% |
| Civil Other | 4,394 | 285 | 4,679 | 19% |
| Children | 3,354 | 833 | 4,187 | 17% |
| Civil Claim | 3,227 | 161 | 3,388 | 13% |
| Applications | 6,59 | 46 | 705 | 3% |
| Labour | 777 | 65 | 842 | 3% |
| Land Matters | 629 | 86 | 715 | 3% |
| Grand Total | 22,990 | 2,206 | 25,196 | 100% |
| % of Total | 91% | 9% | 100% | |

Increasing Access to Justice – Client & Community

Delivery Data: criminal/civil split – New Matters

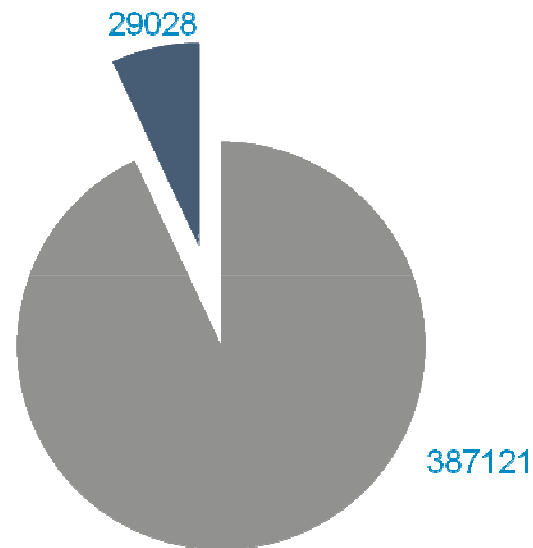
| Matter Type: | Criminal Matters | | Civil Matters | | Total Matters | |
|--------------------------|------------------|----------------|---------------|---------------|----------------|----------------|
| | 2008/09 | 2009/10 | 2008/09 | 2009/10 | 2008/09 | 2009/10 |
| Justice Centres | 370,769 | 362,180 | 24,319 | 25,196 | 395,088 | 387,376 |
| Judicare | 32,109 | 23,147 | 3,614 | 1,525 | 35,723 | 24,672 |
| Co-operations Agreements | 1,735 | 1,157 | 2,376 | 2,306 | 4,111 | 3,463 |
| Agency Agreements | | 637 | | 1 | | 638 |
| TOTAL | 404,613 | 387,121 | 30,309 | 29,028 | 434,922 | 416,149 |

Increasing Access to Justice – Client & Community

Delivery Data: criminal/civil split – Finalised Matters

| Matter Type: | Criminal Matters | | Civil Matters | | Total Matters | |
|--------------------------|------------------|----------------|---------------|---------------|----------------|----------------|
| | 2008/09 | 2009/10 | 2008/09 | 2009/10 | 2008/09 | 2009/10 |
| Justice Centres | 343,887 | 369,421 | 28,977 | 28,367 | 372,864 | 397,788 |
| Judicare | 22,770 | 20,375 | 1,221 | 1,636 | 23,991 | 22,011 |
| Co-operations Agreements | 1,544 | 1,273 | 1,911 | 1,648 | 3,455 | 2,921 |
| Agency Agreements | | 162 | | 0 | | 162 |
| TOTAL | 368,201 | 391,231 | 32,109 | 31,654 | 400,310 | 422,882 |

Criminal and civil legal matters – 2009/10



- % Criminal Matters (all delivery systems)
- % Civil Matters (all delivery systems)

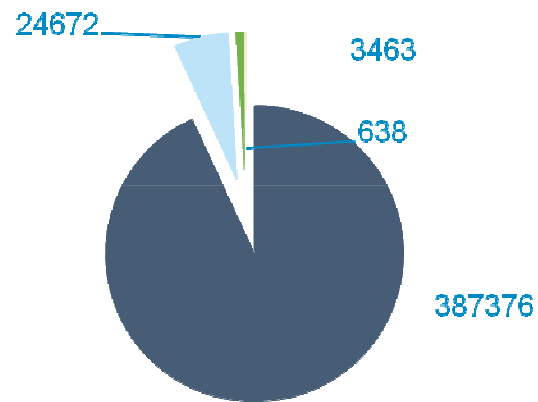
Increasing Access to Justice

Delivery systems

| System of Delivery | New Cases 2008/09 | % of new cases | New Cases 2009/10 | % of new cases |
|--------------------------------|-------------------|----------------|-------------------|----------------|
| Justice Centres | 395,088 | 91% | 387,376 | 93% |
| Judicare | 35,723 | 8% | 24,672 | 6% |
| Co-operation Partners | 4,111 | 1% | 3,463 | 1% |
| Agency Agreements | | | 638 | 0% |
| Totals | 434,922 | 100% | 416,149 | 100% |
| * 422,882 cases were finalised | | | | |

Legal Delivery Systems - 2009/10

Legal Service Delivery New Matters

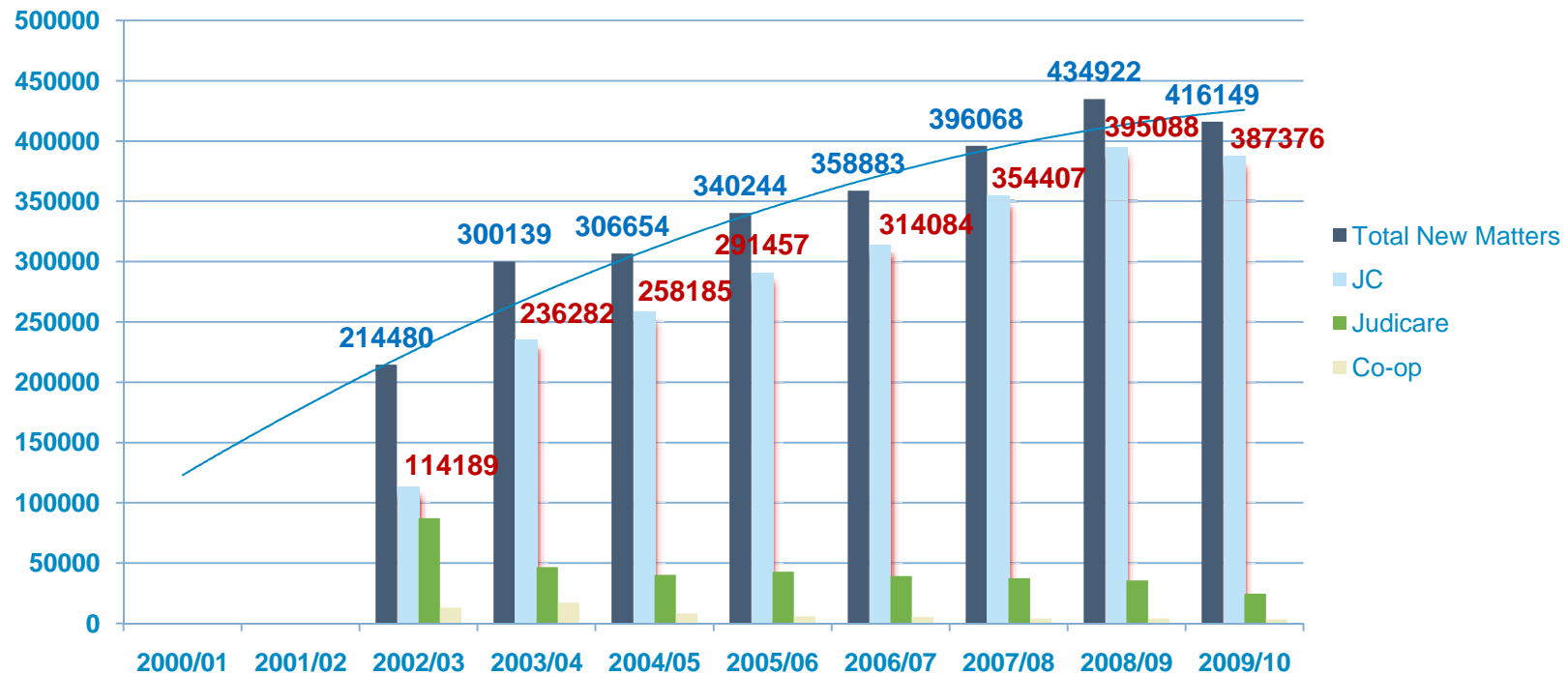


- % JC - New Matters
 - % Judicare - New Matters
 - % Co-op - New Matters
 - % Agency Agreements - New Matters
- Increasing Access to Justice – Client & Community

Legal Delivery Matters (new) 2002 - 2010

Number of persons assisted with legal aid increased from <200,000 to more than 416,000

Legal Service Delivery - New Matters



Increasing Access to Justice – Client & Community

Pending Matters

| Court Type | Target | | Total Number of Pending Matters | Number of Matters exceeding Turnaround Time | % |
|----------------|--------|---------|---------------------------------|---|-----|
| | % | Period | | | |
| District Court | <20% | 6 mths | 103,685 | 13,292 | 13% |
| Regional Court | <20% | 9 mths | 36,216 | 8,436 | 23% |
| High Court | <25% | 12 mths | 3,830 | 1,044 | 27% |
| Civil | <25% | 12 mths | 20,001 | 4,490 | 22% |
| Other | <25% | 12 mths | 437 | 33 | 8% |
| Total | | | 164,169 | 27,295 | |

Increasing Access to Justice – Client & Community

Delivery Data 2008/09: Number of children assisted

| Matter type | Number of New Matters involving children | |
|---------------|--|---------------|
| | 2008/09 | 2009/10 |
| Criminal | 39,989 | 54,781 |
| Civil | 5,279 | 4,485 |
| Totals | 45,268 | 59,266 |

Increasing Access to Justice – Client & Community

Delivery Data 2009/10: General Advice (All staff)

| Legal Aid Office | 2008/09 | 2009/10 |
|------------------|----------------|----------------|
| Justice Centre | 104,867 | 170,889 |
| Satellite Office | 9,061 | 40,985 |
| Totals | 113,928 | 211,874 |

Legal Delivery Matters

Service Differentiation:- General Advice (All Staff)

| Category | Advice Given | | Referred to another organisation | | File opened for PA | | Total Number | |
|--------------------|----------------|------------|----------------------------------|------------|--------------------|------------|----------------|-------------|
| | Number | % | Number | % | Number | % | Total Number | % |
| Civil General | 31,452 | 66% | 11,169 | 23% | 5,183 | 11% | 47,804 | 23% |
| Civil Claims | 28,122 | 62% | 12,769 | 28% | 4,325 | 10% | 45,216 | 21% |
| Family Matters | 21,183 | 55% | 8,002 | 21% | 9,610 | 25% | 38,795 | 18% |
| Land Matters | 17,175 | 69% | 4,199 | 17% | 3,428 | 14% | 24,802 | 12% |
| Criminal | 5,613 | 30% | 1,779 | 9% | 11,427 | 61% | 18,819 | 9% |
| Labour | 8,862 | 48% | 8,519 | 46% | 1,012 | 6% | 18,393 | 9% |
| Children | 6,768 | 51% | 3,199 | 24% | 3,222 | 24% | 13,189 | 6% |
| Applications | 2,431 | 50% | 1,277 | 26% | 1,148 | 24% | 4,856 | 2% |
| Grand Total | 121,606 | 57% | 50,913 | 24% | 39,355 | 19% | 211,874 | 100% |

Increasing Access to Justice – Client & Community

Delivery Data 2009/10 Automatic reviews

| NUMBER OF AUTOMATIC REVIEWS PER FINANCIAL YEAR | | | | | | | |
|--|----------|----------|----------|----------|----------|----------|----------|
| FY 02/03 | FY 03/04 | FY 04/05 | FY 05/06 | FY 06/07 | FY 07/08 | FY 08/09 | FY 09/10 |
| 30,306 | 29,133 | 26,720 | 18,370 | 14,720 | 12,019 | 10,597 | 8,770 |
| 100% | 96% | 88% | 61% | 49% | 40% | 35% | 29% |

The % in bottom row is reflected as a % of the number of matters in 2002/03

Increasing Access to Justice – Client & Community

Practitioner Quality Scores

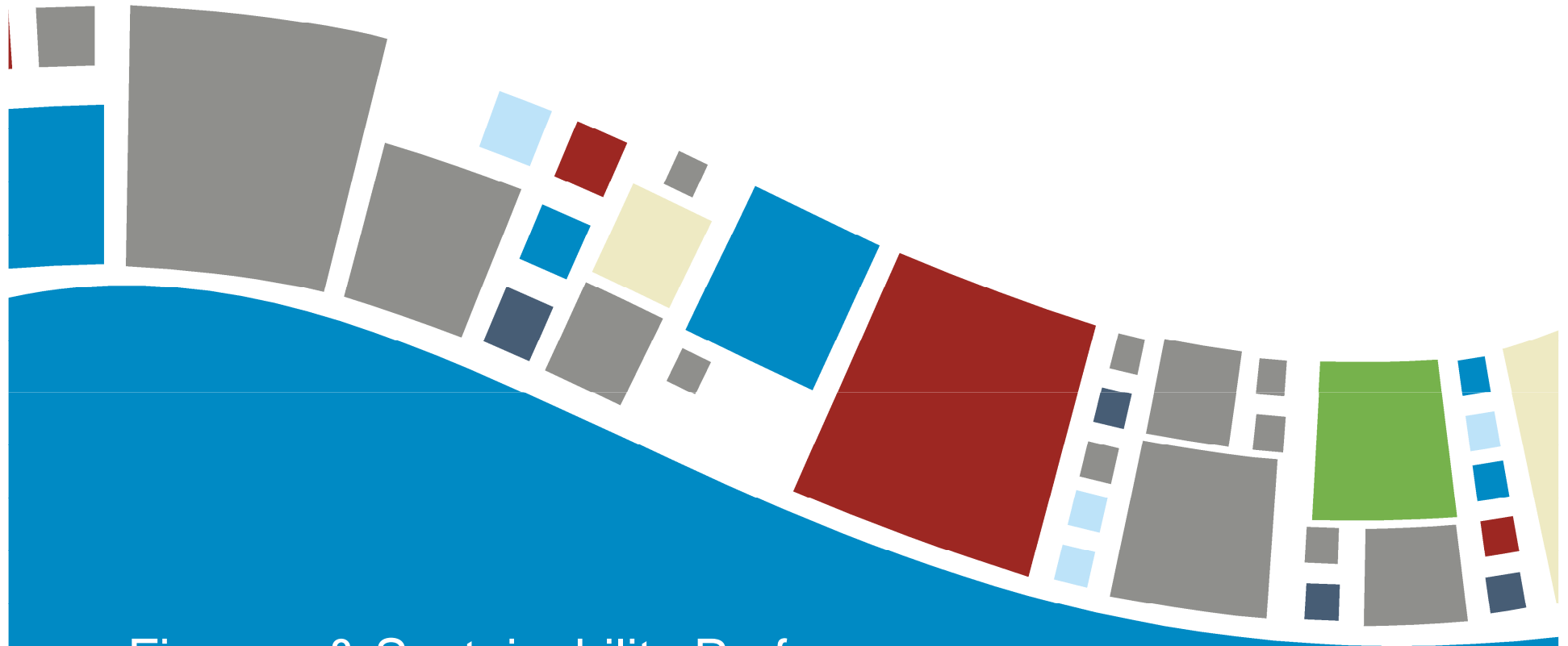
| Legal Practitioner | Target % | JC Quality Assessment | | Internal Audit (Legal Quality Assurance Unit) | |
|-----------------------------|----------|-----------------------|-------------------|--|-------------------|
| | | File | Court Observation | File | Court Observation |
| Candidate Attorney (CA) | 80% | 85% | 86% | 84% | 89% |
| Professional Assistant (PA) | 85% | 89% | 90% | 89% | 92% |
| PA High Court Unit | 90% | 92% | 93% | 92% | 95% |

Increasing Access to Justice – Client & Community

Communications in support of delivery

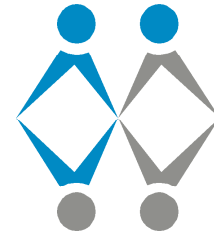
| Community Outreach Programmes | Target | Year to Date | |
|-------------------------------|--------|--------------|------|
| | | No | % |
| Prison Cells Branding | 256 | 157 | 61% |
| Police Cells Branding | 256 | 155 | 61% |
| Court Branding | 256 | 93 | 36% |
| Fair Play | 64 | 68 | 106% |
| Public Lectures | 64 | 107 | 167% |

Financial Year: 2009/10



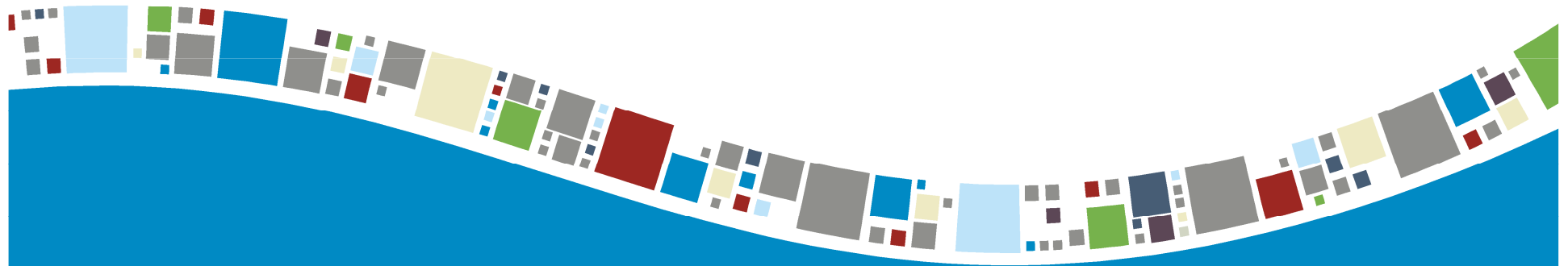
Finance & Sustainability Performance

FY 2009/10



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MTEF

FY 2011 - 2014

Increasing Access to Justice – Finance & Sustainability

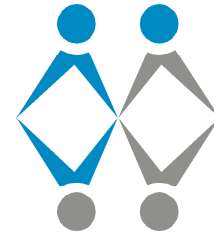
SUMMARISED MTEF 2011-14

| DESCRIPTION | BUDGET 2010/11 | MTEF 2011/12 | MTEF 2012/13 | MTEF 2013/14 |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Salaries and related costs | R740,571,462 | R784,046,410 | R801,146,215 | R844,408,111 |
| Case backlog | R25,000,000 | R30,000,000 | R32,000,000 | 0 |
| Direct expenditure | R174,154,793 | R114,378,928 | R129,702,994 | R136,836,659 |
| Operating expenditure | R207,075,982 | R230,017,880 | R247,023,489 | R254,460,013 |
| Capital expenditure | R20,210,919 | R19,536,057 | R18,179,073 | R31,037,903 |
| Total Budget | R1,167,013,156 | R1,177,979,275 | R1,112,778,667 | R1,266,742,686 |

Increasing Access to Justice – Finance & Sustainability

MTEF Priorities – additional funding proposal 2011-14

| Program proposals for funding | MTEF 2011/12 | MTEF 2012/13 | MTEF 2013/14 |
|---|---------------------|---------------------|---------------------|
| Increasing practitioners and civil capacity | R 67,771,256 | R 71,837,531 | R 76,147,783 |
| Provision for implementation of Legislation | R 14,100,000 | R 14,946,000 | R 15,842,760 |
| IT Infrastructure upgrade | R 6,350,000 | R 1,166,000 | R 1,235,960 |
| Total | R 88,221,256 | R 87,949,531 | R 93,226,503 |



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Annual Financial Statements & Auditor-General's Report

FY 2009/10

Increasing Access to Justice – Finance & Sustainability

Annual Financial Statements 2009-10

Summarised Statement of financial Position

| | 2009/10 R | 2008/09 R |
|-----------------------------------|--------------------|--------------------|
| ASSETS | | |
| Non-current assets | 102,559,414 | 97,665,129 |
| Currents assets | 236,366,598 | 235,625,472 |
| Total assets | 338,926,012 | 333,290,601 |
| NET ASSETS AND LIABILITIES | | |
| Accumulated surplus | 163,029,853 | 164,899,464 |
| Non-current liabilities | 4,789,114 | 2,275,506 |
| Current liabilities | 171,107,045 | 166,115,631 |
| Net assets and liabilities | 338,926,012 | 333,290,601 |

Increasing Access to Justice – Finance & Sustainability

Annual Financial Statements 2009-10

Summarised Statement of financial Performance for the year ended at 31 March 2010

| | 2009/10 R | 2008/09 R |
|---------------------------------------|---------------------|---------------------|
| Revenue | 917,408,000 | 838,120,000 |
| Direct and operational expenses | (940,598,906) | (851,096,016) |
| Deficit from operations | (23,190,906) | (12,976,016) |
| Interest and other income | 21,321,295 | 34,207,375 |
| (Deficit)/Surplus for the year | (1,869,611) | 21,231,359 |

Deficit due to depreciation which is non cash flow item

Increasing Access to Justice – Finance & Sustainability

Annual Financial Statements 2009-10

Summarised Cash Flow Statement for the year ended at 31 March 2010

| | 2009/10 R | 2008/09 R |
|---|--------------------|--------------------|
| Cash flow from operating activities | 22,891,810 | 22,841,181 |
| Net cash flow from investing activities | (24,326,467) | (44,167,107) |
| (Decrease)/Increase in cash and cash equivalents | (1,434,657) | (21,325,926) |
| Cash and cash equivalents at the beginning of the year | 230,656,030 | 251,981,956 |
| Cash and cash equivalents at the end of the year | 229,221,373 | 230,656,030 |

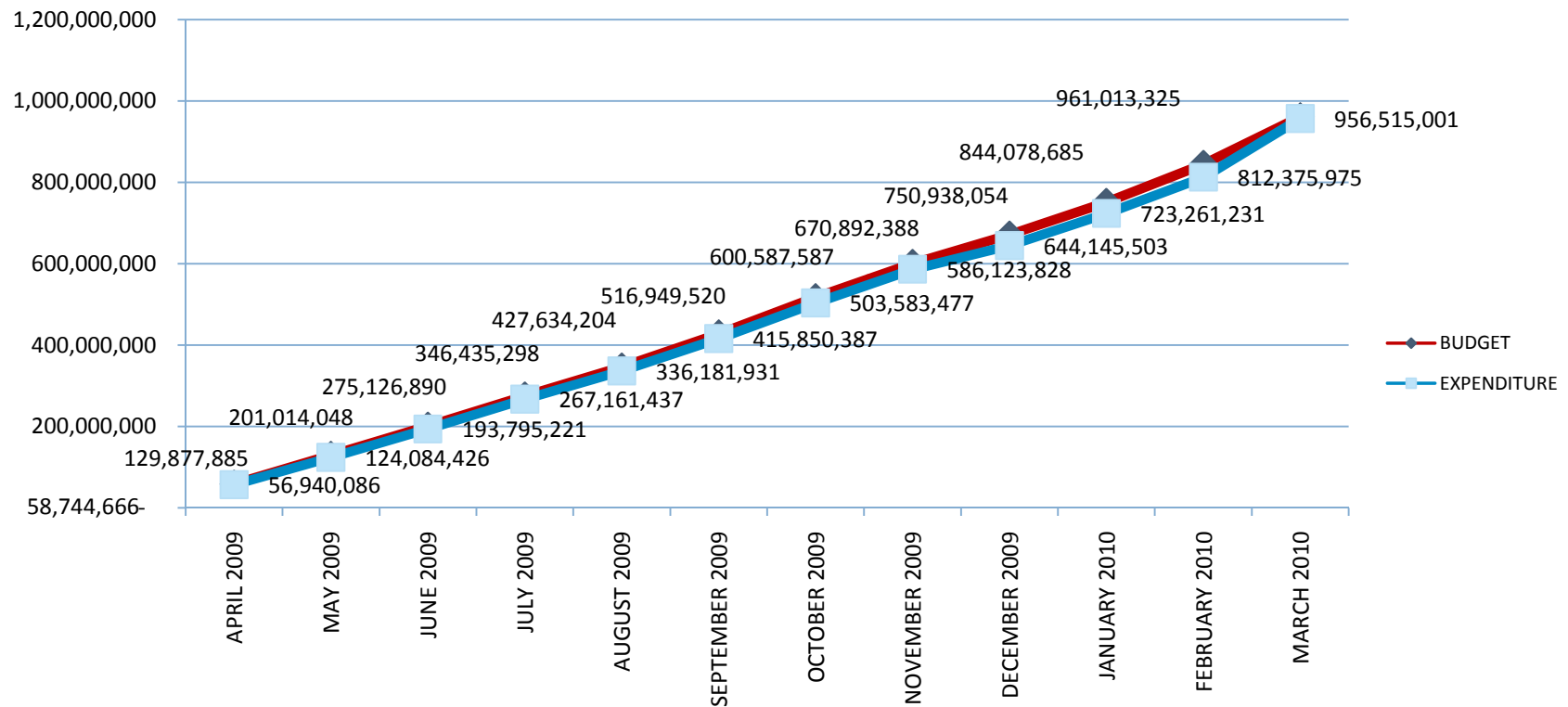
Increasing Access to Justice – Finance & Sustainability

Financial Performance 2009/10 – expenditure levels

| Description | Budget 2009/10 | Expenditure 2009/10 | % Spent |
|----------------------------|----------------------|----------------------|-------------|
| Salaries and related costs | R 632,623,281 | R 631,066,352 | 99.8 |
| Direct expenditure | R 94,832,291 | R 93,717,671 | 98.8 |
| Operating expenditure | R 196,908,422 | R 196,724,033 | 99.9 |
| Capital expenditure | R 36,649,331 | R 35,006,945 | 95.5 |
| Total | R 961,013,325 | R 956,515,001 | 99.5 |

Increasing Access to Justice – Finance & Sustainability

Budget vs Expenditure - cumulative



Increasing Access to Justice – Finance & Sustainability

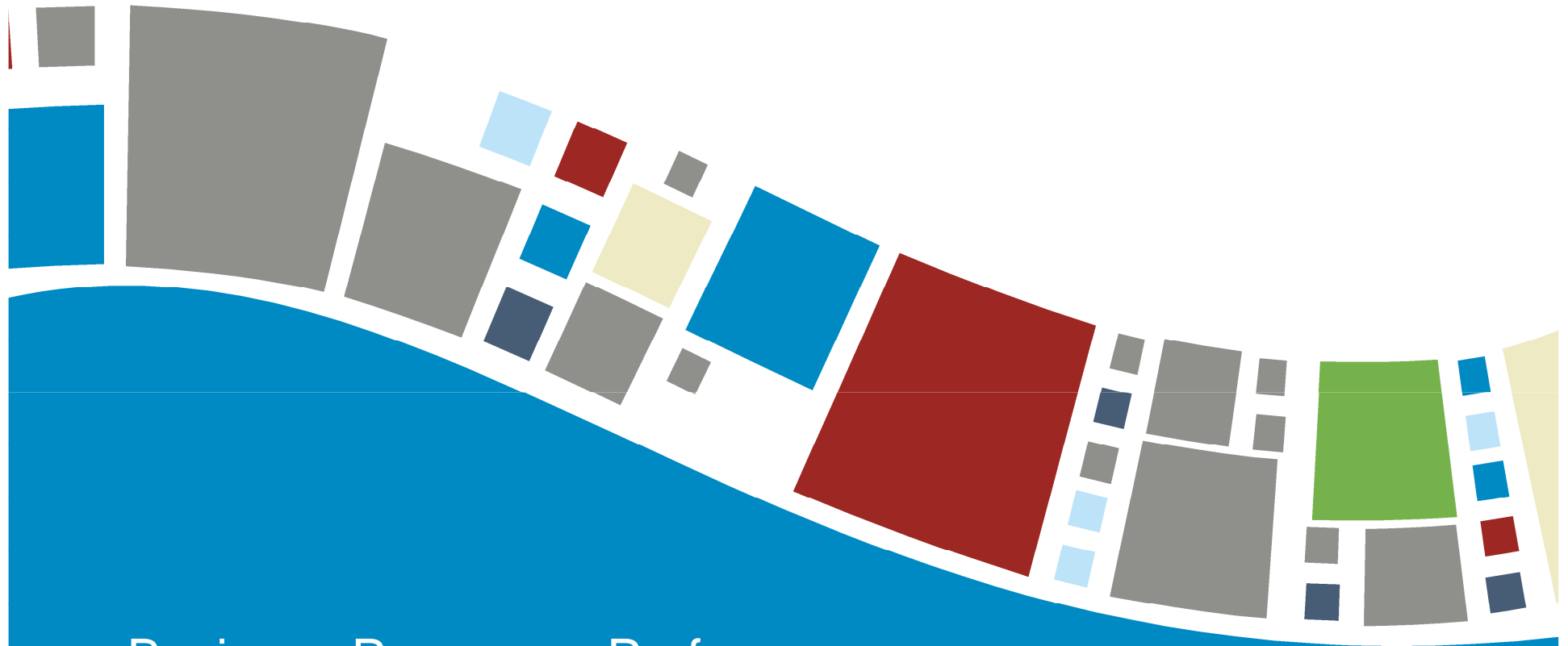
Financial Performance 2009/10

- 99,5% of budget spent as planned – no under-expenditure
- This has been the expenditure trend for the past six years
- Efficient management of all fixed assets and vehicle fleet management
- Functional and efficient Supply Chain Management Committees
- 99,6% of trade creditors were paid within 30 days of invoice date
- 99% of judicare accounts were paid within 30 days of receipt of invoice
- MTEF and budget were approved by Board and presented to the Executive Authority timeously
- Annual Financial Statements submitted to the National Treasury and the Auditor General timeously

Increasing Access to Justice – Finance & Sustainability

Auditor-General's Report and audit record

- The 2009/10 financial year was the 9th year in succession of an **Unqualified Audit Report**
- 5th year in succession with no matters of emphasis



Business Processes Performance

FY 2009/10

Increasing Access to Justice – Business Processes(Internal)

Improved management

- The Matrix management has been successfully implemented.
 - Functional Management Committees continue to assist in monitoring performance of support staff at both JC level and Regional office level.
- Risk Based Management implemented.
 - Risk profiles of practitioners and managers developed and support programmes implemented.
- Phase 1 of the Business Intelligence (BI) project was finalised.



Organisational & Employee Capacity Performance

FY 2009/10

Increasing Access to Justice – Employee & Organisational Capacity

Recruitment and retention of competent staff for legal services delivery

| Target of > 94% recruitment levels at all JCs | |
|---|------------------------|
| Region | % Recruitment as at Q4 |
| Eastern Cape | 95.8% |
| Free State & North West | 94.1% |
| Gauteng | 96.9% |
| KwaZulu Natal | 98.9% |
| Limpopo & Mpumalanga | 94.9% |
| Western & Northern Cape | 94.7% |
| National Office | 83.4% |
| Grand Total | 94.8% |
| Staff Turnover Rate (excluding CAs) | 9,6% |
| Staff Turnover Rate (including CAs) | 19,5% |
| Lawyers constitute 69% of staff | |

Increasing Access to Justice – Employee & Organisational Capacity

Leadership Development

- Leadership pipeline has been developed.
 - Competency framework to be finalised.
- Succession planning programme implemented
 - About 32 candidates completed the University of the Witwatersrand Leadership Development Programme in Q3
 - Additional 30 candidates on Wits Leadership development programme as from Q4
- Staff career path maintained.
 - Awareness programme implemented
- Programme to build Value Based Leadership introduced in Q3, with objective :
 - To build common understanding for next phase of organisational growth
 - To focus on people issues as critical success factors
 - To improve strategic capabilities of Legal Aid SA leadership

Financial Year: 2009/10

Increasing Access to Justice – Employee & Organisational Capacity

Implement the IT/IS investment plan

| Upgrading WAN platform to VPN platform | | | | |
|--|----------|-----------|------------------|----------------|
| Region | R/O | JC | Satellite Office | Regional Total |
| Eastern Cape | 1 | 10 | 11 | 22 |
| Free State & North West | 1 | 13 | 6 | 20 |
| Gauteng | 1 | 10 | 4 | 15 |
| KwaZulu Natal | 1 | 10 | 11 | 22 |
| Limpopo & Mpumalanga | 1 | 9 | 17 | 27 |
| Western & Northern Cape | 1 | 12 | 15 | 28 |
| Grand Total | 6 | 64 | 64 | 134 |
| 5 New Satellites office outstanding, namely:-Umzinto, Kwamhlanga, Inkwavuma, Bochum . Awaiting Telkom Infrastructure. | | | | |

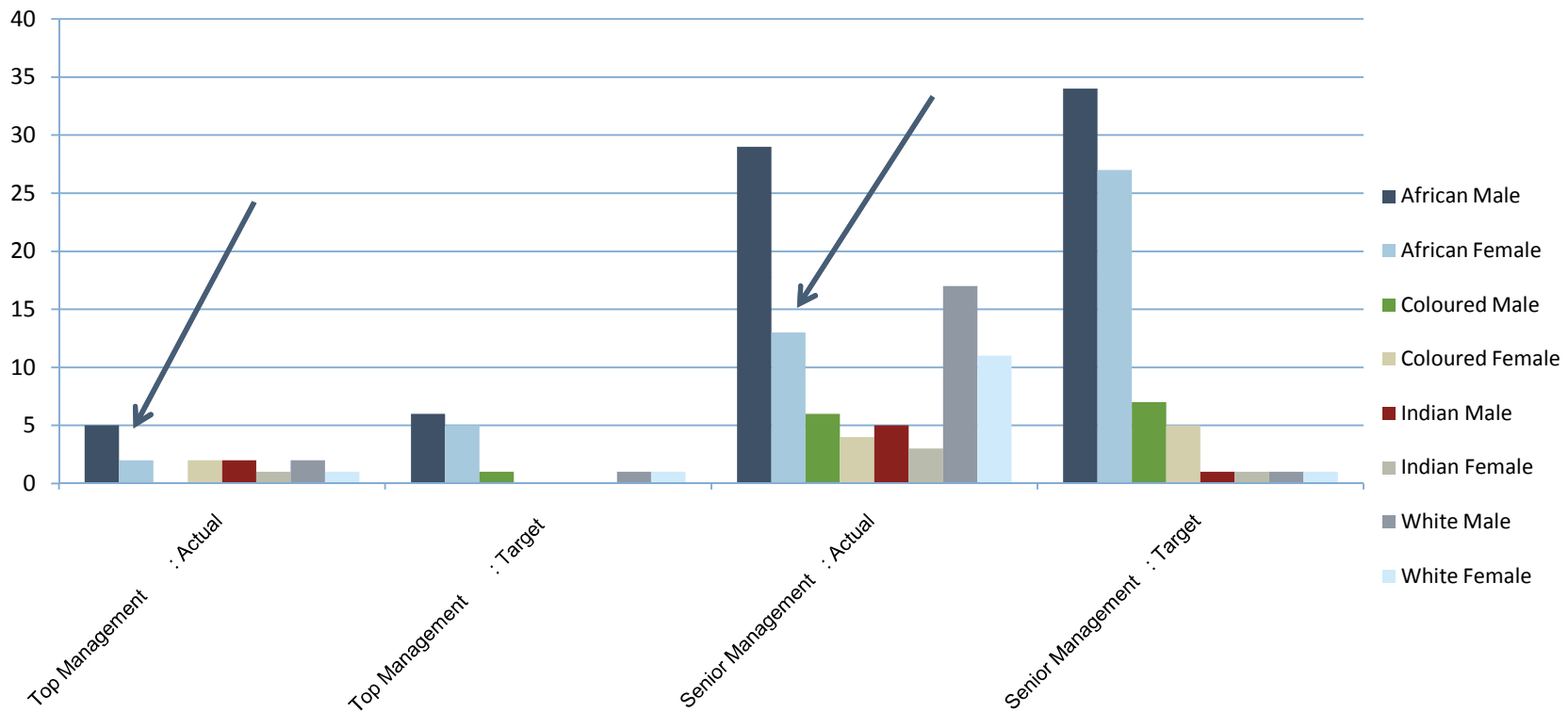
- 18 replacement servers were procured under the asset replacement policy.
- 4 Regional IT technicians appointed - Limpopo/ Mpumalanga & Gauteng regions outstanding

Financial Year: 2009/10

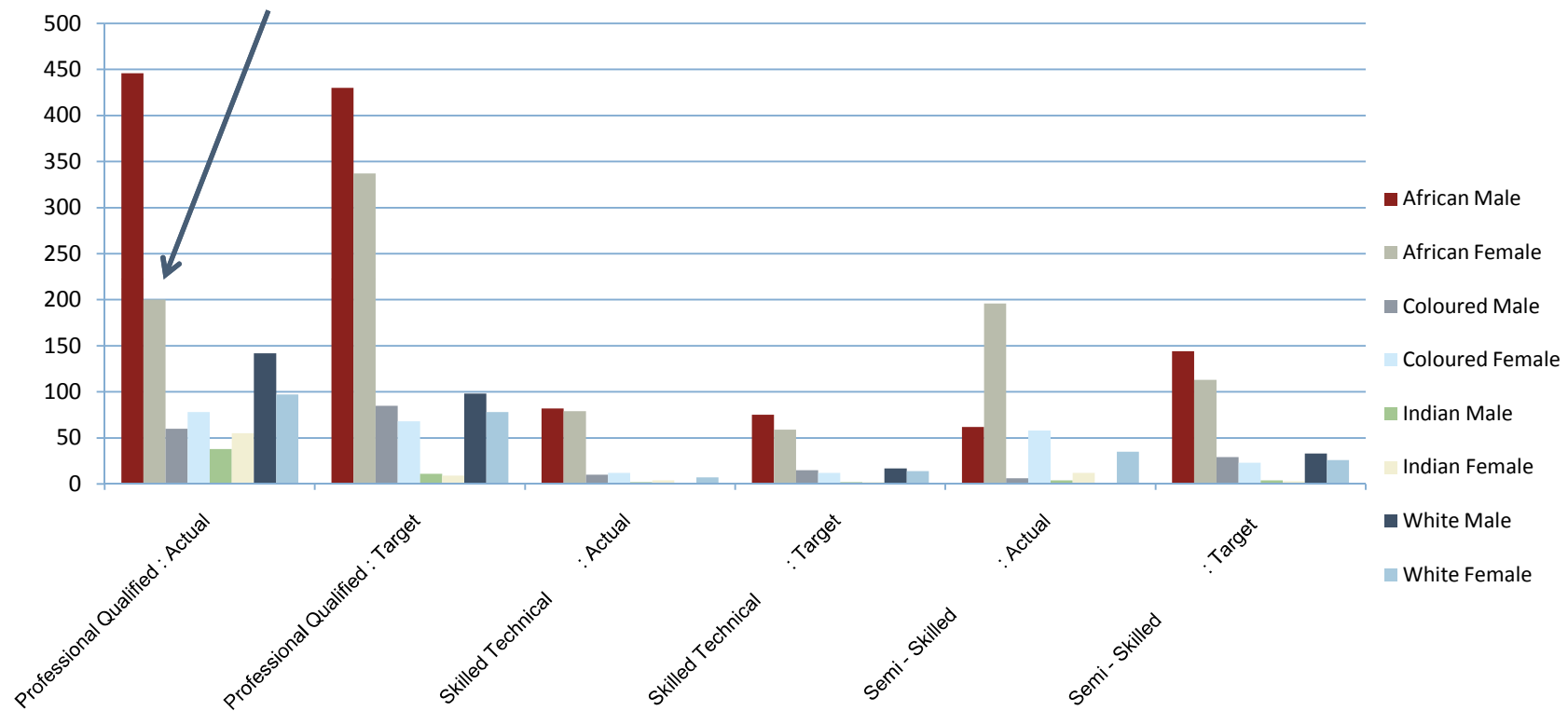
Legal Aid SA EE Status as at 31 March 2010

| Occupational Levels | | Male | | | | | | | | Female | | | | | | | | Total |
|--|----------------------------------|---------|--------|----------|-------|--------|----|---------|-------|----------|--------|----------|-------|--------|-------|--------|----|-------|
| | | African | | Coloured | | Indian | | White | | African | | Coloured | | Indian | | White | | |
| Top Management (Level 14 to 16) | Current Head Count | 5 | | 0 | | 2 | | 2 | | 2 | | 2 | | 1 | | 1 | | 15 |
| | Legal Aid SA's 5 year EE Targets | 5.775 | 38.50% | 1.14 | 7.60% | 0.15 | 1% | 1.32 | 8.80% | 4.53 | 30.20% | 0.92 | 6.10% | 0.12 | 0.80% | 1.05 | 7% | 15 |
| | Variance | -0.775 | | -1.14 | | 1.85 | | 0.68 | | -2.53 | | 1.085 | | 0.88 | | -0.05 | | |
| Senior Management (Level 13, CM1) | Current Head Count | 29 | | 6 | | 5 | | 17 | | 13 | | 4 | | 3 | | 11 | | 88 |
| | Legal Aid SA's 5 year EE Targets | 33.88 | 38.50% | 6.69 | 7.60% | 0.88 | 1% | 7.74 | 8.80% | 26.58 | 30.20% | 5.37 | 6.10% | 0.7 | 0.80% | 6.16 | 7% | 88 |
| | Variance | -4.88 | | -0.688 | | 4.12 | | 9.256 | | -13.576 | | -1.368 | | 2.296 | | 4.84 | | |
| Professional Qualified and experienced specialists and mid - management (Level 9,10,11,12 & MR5, LP3 TO LP10, SU1,2) | Current Head Count | 446 | | 60 | | 38 | | 142 | | 200 | | 78 | | 55 | | 97 | | 1116 |
| | Legal Aid SA's 5 year EE Targets | 429.7 | 38.50% | 84.8 | 7.60% | 11.2 | 1% | 98.2 | 8.80% | 337 | 30.20% | 68.1 | 6.10% | 8.93 | 0.80% | 78.1 | 7% | 1116 |
| | Variance | 16.34 | | -24.816 | | 26.84 | | 43.792 | | -137.032 | | 9.924 | | 46.072 | | 18.88 | | |
| Skilled technical and academically qualified workers, junior management, supervisors (Level 5,6,7,8,9) | Current Head Count | 82 | | 10 | | 2 | | 1 | | 79 | | 12 | | 4 | | 7 | | 197 |
| | Legal Aid SA's 5 year EE Targets | 75.85 | 38.50% | 15 | 7.60% | 1.97 | 1% | 17.3 | 8.80% | 59.49 | 30.20% | 12 | 6.10% | 1.58 | 0.80% | 13.8 | 7% | 197 |
| | Variance | 6.155 | | -4.972 | | 0.03 | | -16.336 | | 19.506 | | -0.017 | | 2.424 | | -6.79 | | |
| Semi-skilled and discretionary decision making (Levels 3,4,5,6,7) | Current Head Count | 62 | | 6 | | 4 | | 1 | | 196 | | 58 | | 12 | | 35 | | 374 |
| | Legal Aid SA's 5 year EE Targets | 144 | 38.50% | 28.4 | 7.60% | 3.74 | 1% | 32.9 | 8.80% | 112.9 | 30.20% | 22.8 | 6.10% | 2.99 | 0.80% | 26.2 | 7% | 374 |
| | Variance | -81.99 | | -22.424 | | 0.26 | | -31.912 | | 83.052 | | 35.186 | | 9.008 | | 8.82 | | |
| Non - Permanent Employees (LP1,LP2,CP1, Temps) | Current Head Count | 262 | | 41 | | 17 | | 21 | | 202 | | 59 | | 29 | | 30 | | 661 |
| | Legal Aid SA's 5 year EE Targets | 254.5 | 38.50% | 50.2 | 7.60% | 6.61 | 1% | 58.2 | 8.80% | 199.6 | 30.20% | 40.3 | 6.10% | 5.29 | 0.80% | 46.3 | 7% | 661 |
| | Variance | 7.515 | | -9.236 | | 10.39 | | -37.168 | | 2.378 | | 18.679 | | 23.712 | | -16.27 | | |
| Totals | Current Head Count | 886 | | 123 | | 68 | | 184 | | 692 | | 213 | | 104 | | 181 | | 2451 |
| | Legal Aid SA's 5 year EE Targets | 943.6 | 38.50% | 186 | 7.60% | 24.5 | 1% | 216 | 8.80% | 740.2 | 30.20% | 150 | 6.10% | 19.6 | 0.80% | 172 | 7% | 2451 |
| | Variance | -57.635 | | -63.276 | | 43.49 | | -31.688 | | -48.202 | | 63.489 | | 84.392 | | 9.43 | | |
| People with Disabilities | Current Head Count | 9 | | 3 | | 1 | | 7 | | 2 | | 0 | | 0 | | 1 | | 23 |
| | Legal Aid SA's 5 year EE Targets | 2% | | | | | | | | | | | | | | | | 49 |
| | Variance | | | | | | | | | | | | | | | | | 26 |

Top and Senior Management EE Status

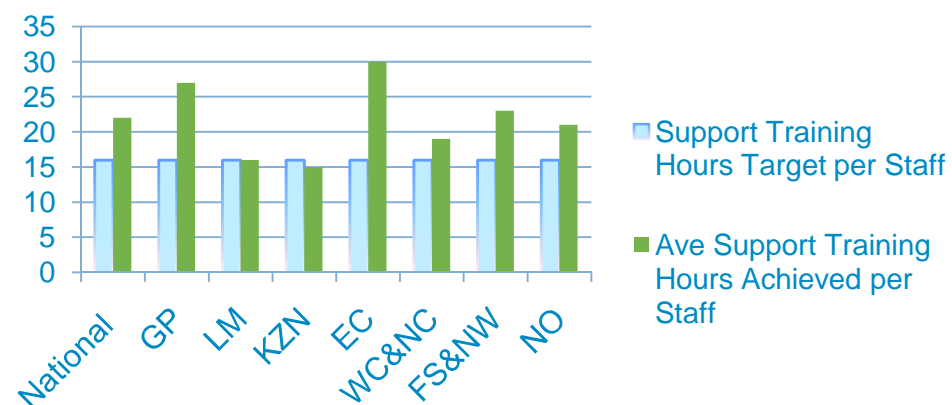


Professional and Skilled Level EE



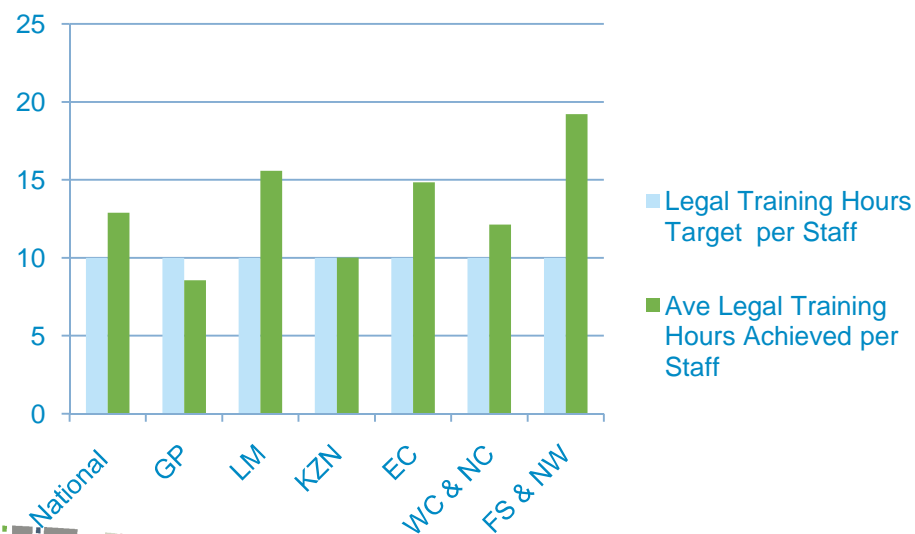
Non Legal Training Statistics

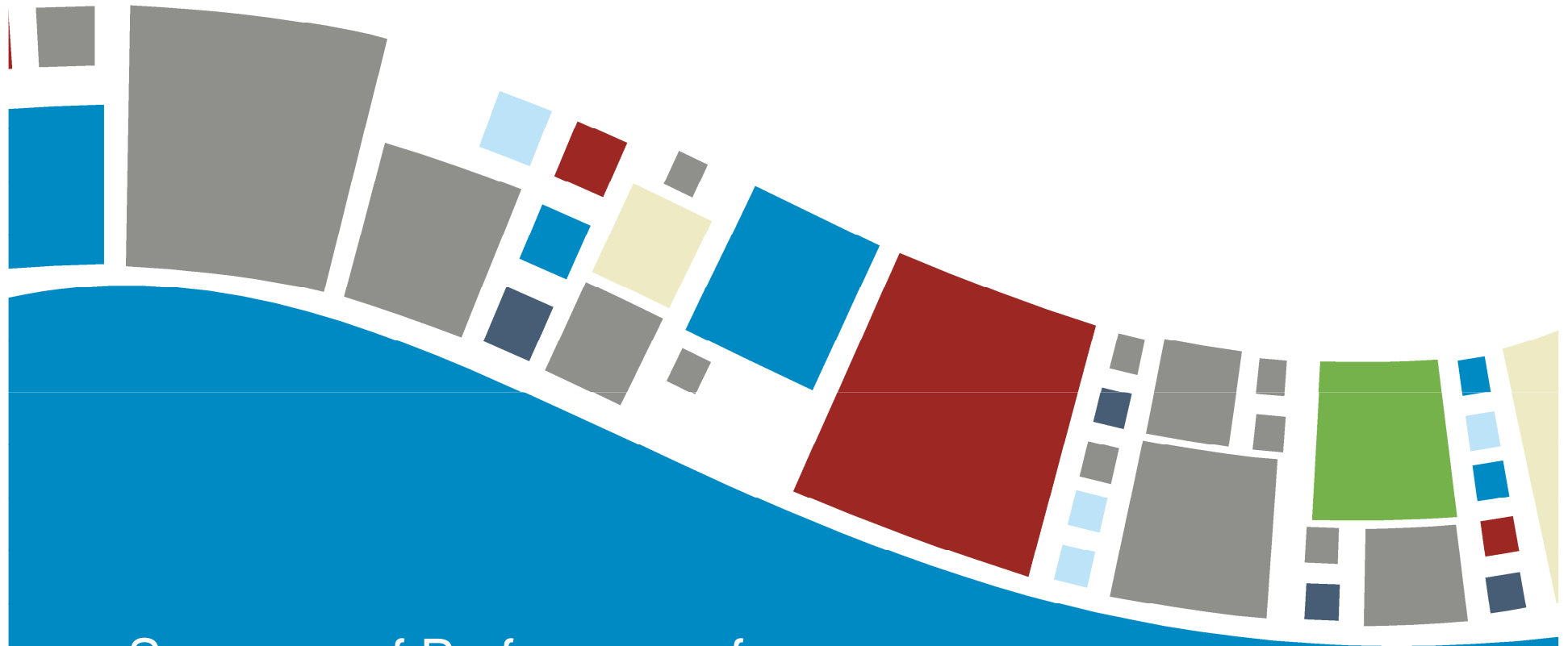
| Description | National | GP | LM | KZN | EC | WC & NC | FS & NW | NO |
|--|----------|----------|----------|----------|----------|----------|----------|----------|
| Support Staff Number | 679 | 102 | 71 | 85 | 89 | 103 | 94 | 135 |
| Support Training Hours Target per Staff | 16 Hours | 16 Hours | 16 Hours | 16 Hours | 16 Hours | 16 Hours | 16 Hours | 16 Hours |
| Ave Support Training Hours Achieved per Staff | 22 Hrs | 27 Hrs | 16 Hrs | 15 Hrs | 30 Hrs | 19 Hrs | 23 Hrs | 21 Hrs |
| Overall Support Training Hours Target | 10864 | 1632 | 1136 | 1360 | 1424 | 1648 | 1504 | 2160 |
| Overall Support Training Hours Achieved | 14725 | 2776 | 1136 | 1276 | 2668 | 1937 | 2140 | 2792 |
| Percentage of Support Training Target Achieved | 136 % | 170 % | 100 % | 94 % | 187 % | 118 % | 142 % | 129 % |
| Total No of attendees at Support Training Sessions | 818 | 130 | 45 | 54 | 171 | 142 | 156 | 120 |



Legal Training Statistics

| Description | National | GP | LM | KZN | EC | WC & NC | FS & NW |
|--|----------|----------|----------|----------|----------|----------|----------|
| Legal Staff Number | 1884 | 373 | 240 | 317 | 291 | 374 | 277 |
| Legal Training Hours Target per Staff | 10 Hours | 10 Hours | 10 Hours | 10 Hours | 10 Hours | 10 Hours | 10 Hours |
| Ave Legal Training Hours Achieved per Staff | 13 Hrs | 9 Hrs | 16 Hrs | 10 Hrs | 15 Hrs | 12 Hrs | 19 Hrs |
| Overall Legal Training Hours Target | 18840 | 3730 | 2400 | 3170 | 2910 | 3740 | 2770 |
| Overall Legal Training Hours Achieved | 24288 | 3196 | 3740 | 3172 | 4316 | 4540 | 5324 |
| Percentage of Legal Training Target Achieved | 129% | 86% | 156% | 100% | 148% | 121% | 192% |
| Total No of attendees at Legal Training Sessions | 1825 | 224 | 279 | 242 | 312 | 351 | 417 |





Summary of Performance for
FY 2009/10

Challenges of 2009/10

Client & Community & Stakeholder & Shareholder Strategies

- Practitioner per court ratio insufficient to meet demand at courts
- High caseloads carried by practitioners in many Justice Centres
- Access to Legal Aid SA offices by clients in many rural areas is difficult
- Limited capacity to render civil legal aid services
- Difficulties to access clients for consultations which sometimes negatively affects the functioning of courts.
- Linkages with community organisations and NGOs can be improved
- Quality of legal services rendered to clients
- Branding in prison, SAPS stations & holding Cells and Court areas
- Convening national events with schools
- Stakeholder relationship management: monitoring and reporting

Finance & Sustainability Strategies

- Budgetary constraints;
- Contractual escalations increasing at high rates than macro increase on budget
- OSD funding;
- Lobbying for donor funding

Business Processes (Internal) Strategies

- Building the Matrix management and Risk based approach

Employee & Organisational Capacity Strategies

- Consolidate career pathing and leadership pipeline;
- Managing Staff Leave credits
- Pursuit of EE targets in relation to African females and disabled persons
- Finalise OSD phase 2
- Continue to build an effective and responsive IT platform

Summary of Performance for 2009/10

Client & Community & Stakeholder & Shareholder Strategies

- 100% coverage of criminal courts
- National Footprint expansion programme fully implemented - extending our national footprint by 2 Justice Centres (in Botshabelo and Malmesbury) to 64 Justice Centres and by 9 Satellite Offices (mostly in rural areas) to 64 Satellite Offices.
- 416,149 new legal matters taken on in 2009/10
- 422,882 legal matters were finalised in 2009/10
- 29,028 civil legal matters taken on 2009/10
- 59,266 legal matters were for children taken on 2009/10
- 211,874 general advice matters done in 2009/10
- Quality targets achieved for all categories of practitioners
- Reduction in numbers of automatic reviews
- Special project focused on children awaiting trial and ATPs > 2 yrs in custody

Finance & Sustainability Strategies

- 99,5% of the budget appropriately spent
- New Legal Aid SA brand successfully rolled out

Business Processes (Internal) Strategies

- The Matrix management and Risk Based Management has been successfully implemented. .
- Phase 1 of the Business Intelligence (BI) project finalised.

Employee & Organisational Capacity Strategies

- Staff recruitment level above 94%
- Leadership Development Programme successfully implemented
- Non-legal training target exceeded
- IT/IS Investment plan implemented

Highlights of 2009/10

Client & Community & Stakeholder & Shareholder Strategies

- Three year national footprint expansion project successfully completed
- Practitioner productivity levels exceeded targets – new and finalised
- Practitioner quality scores, as assessed by our Legal Quality Assurance Unit, higher than target for all categories of practitioners.
- Significant increase in general advice matters
- Client call centre proposal approved by Board
- Revised civil legal aid strategy approved
- Pilot project with the Master's office at Bloemfontein very successful

Finance & Sustainability Strategies

- Unqualified Audit for the 9th time from Auditor-General
- 5th year with no matters of emphasis from Auditor-General
- Unveiling the New Legal Aid SA brand
- Successful advertising campaign reaching over 7 million households
- Improved national omnibus results - 6% increase in client brand awareness up to 43% awareness amongst lower LSM groups

Business Processes (Internal) Strategies

- Improved flexibility with implementation of risk-based management
- Increased focus on legal matters with implementation of matrix management approach

Employee & Organisational Capacity Strategies

- Introduction of the WITS Leadership Development programme
- Launch of the Succession Planning programme
- Leadership Programme
- Achiever's Award 2009