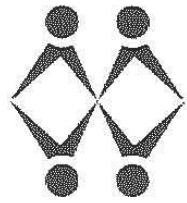


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Legal Aid
South Africa

LEGAL AID SOUTH AFRICA BUDGET 2010/11

**Office of the CFO
February 2010**

**LEGAL AID SOUTH AFRICA
2010/2011 BUDGET - NATIONAL CONSOLIDATED**

GL Code	Board Secretary	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development Services	National Operations	Payment Processing Unit	Eastern Cape Region	Free State North West Region	Gauteng Region	Western Cape (Northern Cape)	Kwazulu Natal Region	Mpumalanga Limpopo Region	Total 2010/11	2009/10	Variance
DIRECT COSTS																					
1 Basic Salary																					
2 Bonuses																					
3 Housing Allowance																					
4 Medical Aid Contribution																					
5 Motor Car Allowance																					
6 Pension Contribution																					
7 UIF Contribution																					
8 Increasing paralegal capacity																					
9 Review of CA model																					
10 OSD Additional Funding																					
ADMIN SUPPORT COST																					
11 Basic Salary																					
12 Bonuses																					
13 Housing Allowance																					
14 Medical Aid Contribution																					
15 Motor Car Allowance																					
16 Pension Contribution																					
17 UIF Contribution																					
OTHER DIRECT EXPENDITURE																					
18 Indicate																					
19 Disbursements																					
20 Expert Witness																					
21 Co-operation Agreements																					
22 Inmate Litigation																					
23 Travelling and Subsistence-Circuit																					
24 N/Noipal Expansion Program																					
25 Case Backlog																					
26 Increase in legal capacity																					
27 Children's matters																					
OPERATING BUDGET																					
28 Achiever Awards																					
29 Advertising																					
30 Annual Report																					
31 Audit Fees																					
32 Bank Charges																					
33 Board Fees																					
34 Change Management																					
35 Cleaning Materials & Services																					
36 Communication																					
37 Computers/Disaster Recovery																					
38 Computers-Maintenance																					
39 Computers-Software Licences																					
40 Conferences & Seminars																					
41 Conferences																					
42 Corporate Governance Training																					
43 Depreciation																					
44 Document Exchange																					
45 Education & Training																					
46 Employee Assist/Counselling/CHS																					
47 Employment Relations																					
48 Employment Equity																					
49 Forensic Investigations																					
50 HIV/AIDS Management																					
51 Implementation & Training - SAP																					
52 Insurance Short Term																					
53 Internal Audit Support																					
54 IT Support																					

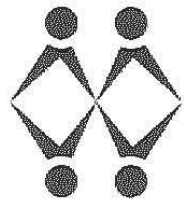
**LEGAL AID SOUTH AFRICA
2010/2011 BUDGET - NATIONAL CONSOLIDATED**

CL Code	Board Secretariate	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development	National Operations	Payment Processing Unit	Eastern Cape Region	Free State North West Region	Gauteng Region	Western Cape Northern Cape Region	KwaZulu Natal Region	Mpumalanga Limpopo Region	Total 2010/11	2009/10	Variance
45400							1 276 900												1 278 500	630 000	648 500
45450	Legal Fees								4 625	118 200	4 625			117 979	219 613	85 128	75 506	186 705	425 976	315 672	110 304
45500	Library and Publications	4 614	4 621			4 625	9 794							51 858	74 564	49 164	49 164	44 072	1 145 711	1 145 711	0
45550	Maintenance - Buildings																		1 025 510	995 641	29 869
45600	Maintenance - office equipment																		1 420 132	1 378 769	41 363
45650	Management Fees																		563 669	562 300	1 369
45700	Moving Costs																		56 695	55 044	1 651
45750	Capital Rental and Operating Costs																		6 337 029	5 102 881	1 234 148
45800	Postage & Courier Charges																		28 374 345	25 387 172	2 987 173
45850	Printing and Stationery																		918 639	892 165	26 474
45900	Professional Services	1 045 013	1 520			157 077	22 546	41 027	25 710	171 782	284 545	28 160	643 100	592 764	679 042	710 404	651 783	4 889 652	4 747 429	142 223	
46000	Public Relations																		1 122 758	1 090 056	32 702
46050	Recruitment																		326 943	317 426	9 517
46100	Refreshment - Board																		870 577	845 220	25 357
46150	Refreshment - Staff																		38 007	36 900	1 107
46200	Rental - Office Equipment																		661 602	668 507	-6 905
46250	Security Costs																		1 601 660	1 545 707	55 953
46300	Storage & Branding																		1 153 585	1 118 976	34 609
46350	Storage & Branding																		589 168	572 008	17 160
46400	Skills Development Levy																		552 003	545 634	6 369
46450	Software Maintenance																		487 602	473 400	14 202
46500	Staff - Bursaries																		5 150 004	5 000 000	150 004
46550	Stakeholders Forum																		578 280	561 437	16 843
46600	Storage Costs																		87 461	84 947	2 514
46650	Subscriptions and Members Fees																		213 935	209 036	4 899
46700	Telephone & Fax																		1 494 687	1 451 952	42 735
46750	Travel International																		1 837 725	1 789 200	48 525
46800	Travel International																		1 232 953	1 208 566	24 387
46850	Travel and Other - Committees																		325 142	315 672	9 470
46900	Travel and Subsistence - Staff																		6 586 733	5 864 931	661 802
46950	Vehicle - Fuel																		6 416 409	6 232 438	183 971
47000	Vehicle - Insurance																		126 644	125 668	976
47050	Vehicle - Maintenance																		1 988 789	1 930 554	58 235
47100	Vehicle - Tracking																		1 274 156	1 204 309	69 847
47150	Wide Area Network																		855	855	0
47200	Workshops																		6 681 600	7 461 724	-780 124
47250	Workshops																		639 300	620 680	18 620
47300	Operating Budget	1 450 826	1 450 826			10 057 709	6 021 025	1 088 165	19 088 076	3 005 234	3 167 868	126 038	16 471 644	16 021 663	18 180 416	20 513 083	15 938 490	15 702 222	161 275 161	149 462 732	11 812 429
47350	Total Operating Budget	4 043 422	4 043 422			31 497 512	41 351 450	11 445 668	27 401 226	14 024 200	93 793 938	5 182 434	125 477 817	122 043 414	169 421 654	152 764 041	137 925 468	99 897 774	1 065 377 115	932 568 734	132 808 381
47400	CAPITAL BUDGET																				
47450	Computer Hardware																				
47500	Furniture and Equipment																				
47550	Leasehold Improvements																				
47600	Motor Vehicles																				
47650	Non-Financial Assets																				
47700	Capital Expenditure																				
47750	Total Capital Budget																				
47800	Total Budget	3 059 600	4 081 727			31 538 523	41 447 213	11 687 620	27 808 120	14 128 191	93 945 076	5 268 877	131 567 956	124 129 880	172 631 887	155 648 786	141 134 277	102 855 321	1 083 656 239	959 646 547	124 009 692

ANNEXUR

LEGAL AID SOUTH AFRICA
SALARIES BUDGET 2010/2011

Pers. No	Employee Group	New levels 10/11	Position	Total CTC
Filled	Permanent Employees	LP-10-5	Senior Litigator	704 008.00
Filled	Permanent Employees	LP-10-6	Senior Litigator	714 568.00
Filled	Permanent Employees	LP-10-6	Senior Litigator	714 568.00
Filled	Permanent Employees	LP-10-6	Senior Litigator	714 568.00
Vacant	Permanent Employees	LP-10-1	Senior Litigator	663 302.00
Vacant	Permanent Employees	LP-10-1	Senior Litigator	663 302.00
Vacant	Permanent Employees	LP-10-1	Senior Litigator	663 302.00
Vacant	Permanent Employees	LP-10-1	Senior Litigator	663 302.00
Vacant	Permanent Employees	LP-10-1	Senior Litigator	663 302.00



Legal Aid
South Africa

LEGAL AID SOUTH AFRICA BUDGET 2011/12

**Office of the CFO
February 2012**

**LEGAL AID SOUTH AFRICA
2011/2012 BUDGET - NATIONAL CONSOLIDATED**

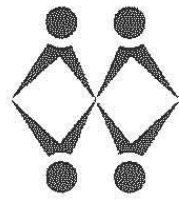
GL Code	Board Secretariate	CEO's Office	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development	National Operations	Payment Processing Unit	Eastern Cape Region	Free State/North West Region	Gauteng Region	Western Cape/Northern Cape Region	KwaZulu Natal Region	Mpumalanga Limpopo Region	Total 2011/12	Total 2010/11	Variance	%
DIRECT COSTS																							
1 Basic Salary	30050					2 069 729					4 030 093	8 920 865		64 766 176	76 499 941	100 500 230	99 648 269	83 137 833	63 771 801	523 935 926	484 363 871	38 992 055	8%
2 Bonuses	30100					126 069					208 248	279 787		5 065 664	4 594 001	5 802 447	5 802 447	4 701 865	3 903 095	3 400 050	26 735 903	4 703 147	18%
3 Housing Allowance	30150					5 472					6 000	71 352		923 706	873 504	991 676	1 150 134	670 616	4 131 675	1 042 237	4 131 675	1 003 127	44%
4 Medical Aid Contribution	30200					12 168					60 840	103 239		1 731 132	1 384 508	1 731 976	1 435 723	1 549 674	1 431 732	9 422 072	7 888 692	1 637 470	21%
5 Motor Car Allowance	30450					209 136					228 862	28 257		60 900	361 340	634 633	400 463	224 951	652 803	2 372 867	3 167 913	-255 046	-9%
6 Pension Contribution	30650					7 448					10 416	17 895		7 207 615	6 534 781	8 788 376	7 843 207	6 650 634	5 454 746	42 063 633	32 104 167	10 979 466	32%
7 Life Contribution	30650													428 545	404 736	525 534	519 311	450 868	351 477	20 000 000	72 000 000	-52 000 000	-72%
8 Increase in legal capacity	30 710										4 544 149	28 780 069		100 203 841	80 661 891	118 673 272	116 736 048	97 596 600	76 613 943	637 230 821	631 890 739	5 340 082	1%
ADMIN SUPPORT COST																							
9 Basic Salary	40050										2 317 220	4 449 780		14 732 391	15 027 864	45 609 638	46 894 117	14 969 727	12 245 961	139 711 651	174 970 986	14 740 635	12%
10 Bonuses	40100										115 291	306 352		1 189 219	1 221 869	1 282 584	1 368 310	988 415	897 529	10 589 826	6 591 526	1 866 301	23%
11 Housing Allowance	40150										49 908	201 660		861 000	912 000	968 000	1 024 152	1 067 306	769 000	5 936 787	4 058 550	2 787 237	71%
12 Medical Aid Contribution	40200										60 840	103 239		1 731 132	1 384 508	1 731 976	1 435 723	1 549 674	1 431 732	9 422 072	7 888 692	1 637 470	21%
13 Motor Car Allowance	40450										228 862	28 257		60 900	361 340	634 633	400 463	224 951	652 803	2 372 867	3 167 913	-255 046	-9%
14 Pension Contribution	40550										10 416	17 895		7 207 615	6 534 781	8 788 376	7 843 207	6 650 634	5 454 746	42 063 633	32 104 167	10 979 466	32%
15 Life Contribution	40650													428 545	404 736	525 534	519 311	450 868	351 477	20 000 000	72 000 000	-52 000 000	-72%
16 Incentives payments - Staff	43000																						
17 Group Life	43650																						
OTHER DIRECT EXPENDITURE																							
18 Judicial	35260																						
19 Disbursements	35350																						
20 Expert Witness	35150																						
21 Co-operation Agreements	35650																						
22 Impact Litigation	35200																						
23 Travelling and Subsistence-Circuit	39060																						
24 Case Backlog	36960																						
25 Child Aid	35060																						
26 Child Justice Act	35070																						
27 FIFA World Cup	35 070																						
OPERATING BUDGET																							
28 Achiever Awards	41060																						
29 Advertising	41100																						
30 Annual Report	41150																						
31 Audit Fees	41250																						
32 Bank charges	41350																						
33 Brand fees	41450																						
34 Call Centre Support	41510																						
35 Call Centre Maintenance Equipment	41520																						
36 Change Management	41550																						
37 Cleaning Materials	41600																						
38 Communication	41650																						
39 Computer - Disaster Recovery	41700																						
40 Computer - Maintenance	41750																						
41 Computer - Software Licences	41800																						
42 Congress & Seminar	41850																						
43 Conferences	41900																						
44 Corporate Governance Training	42100																						
45 Depreciation	42200																						
46 Document Exchange	42550																						
47 Education & Training	42600																						
48 Employee Assistance(Counselor)(OHS)	42650																						
49 Employment Relations	42700																						
50 Employment Equity	42750																						
51 Forensic Investigations	42800																						
52 HIV/AIDS Management	42900																						
53 Insurance Short Term	43100																						
54 IT Support	43250																						
55 Leadership Programme	43450																						

**LEGAL AID SOUTH AFRICA
2011/2012 BUDGET - NATIONAL CONSOLIDATED**

GL Code	Board Secretary	CEO 3 Office	CEO 2 Office	COO 3 Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development	National Operations	Payment Processing Unit	Eastern Cape Region	Free State/North West Region	Gauteng Region	Western/Northern Cape Region	Kwazulu Natal Region	Kapungwe Limpopo Region	Total 2011/12	Total 2010/11	Variance	%	
56 Legal Fees	43400	4 759	4 759	4 759	4 759	4 759	4 759	10 076	4 759	4 759	2 627 461	4 759	4 759	66 000	76 500	69 500	79 000	66 500	59 000	402 700	380 975	21 725	6%	
57 Library & Publications	43450																							
58 Maintenance - Buildings	43500	4 759	4 759	4 759	4 759	4 759	4 759	10 076	4 759	4 759	2 627 461	4 759	4 759	66 000	76 500	69 500	79 000	66 500	59 000	402 700	380 975	21 725	6%	
59 Maintenance - Office Equipment	43550																							
60 Management Fees - Travel	43600																							
61 Moving costs	43650																							
62 Municipal Services	43700																							
63 Office Rental & Operating costs	43800																							
64 Postage & Courier	44000																							
65 Printing & Stationery	44100	119 567	29 395	1 543	32 357	29 438	338 148	24 376	44 355	30 573	187 353	30 758	2 461	90 862	87 860	96 105	111 691	4 031 014	4 601 032	32 004 397	29 116 355	3 888 042	12%	
66 Professional Services	44150																							
67 Public Relations	44300	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	3 360	6%
68 Recruitment	44350																							
69 Redevelopment of Staff	44400																							
70 Retirement - Board	44450																							
71 Retirement - Staff	44500	5 010	28 226	10 493	8 765	15 524	21 101	14 481	17 395	11 327	5 862	80 698	10 093	140 180	111 528	120 087	180 062	101 850	87 256	878 656	924 107	55 751	6%	
72 Rental - Office Equipment	44550																							
73 Security Costs	44600																							
74 Signage & Branding	44700																							
75 Skills Development Levy	44800	740	2 016	948	2 119	3 617	7 150	4 169	8 773	6 525	2 044	3 827	1 666	71 941	68 263	64 393	110 357	188 462	62 195	658 302	623 620	34 682	6%	
76 Software Maintenance	44850																							
77 Staff Bursary	44860																							
78 Stakeholders Forum	44890																							
79 Storage Costs	45000																							
80 Subscription and Members fees	45050	19 685	19 620	3 775	7 724	17 196	16 927	29 304	35 847	11 000	16 653	17 899	5 000	55 000	70 000	55 000	65 000	65 000	50 000	30 060	30 000	60	0%	
81 System Support	45060																							
82 Telephone & Fax	45200	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	0%
83 Tools & Equipment	45250	344 651																						
84 Travel and other - Committees	45300																							
85 Travel & Subsistence - Staff	45400	44 350	38 320	90 775	57 293	44 350	57 292	57 292	90 800	44 085	120 358	150 285		892 447	1 104 771	841 549	1 475 220	529 573	581 335	1 566 448	1 566 448	-1 566 448	-74%	
86 Vehicle - Fuel	45500																							
87 Vehicle - Licences	45550																							
88 Vehicle - Maintenance	45600																							
89 Vehicle - Tracking	45650																							
90 Wide Area Network	45660																							
91 Workmen's Compensation	45700																							
92 Workshops	45750	119 929	69 819	11 314	14 070	35 514	50 913	20 365	28 456	20 481	15 235	1 103 729	6 365	585 050	529 808	715 212	569 922	555 367	538 033	9 001 139	7 681 600	38 618	28%	
93 Operating Budget	45760	2 035 680	1 451 651	159 991	5 622 949	8 634 810	17 220 588	6 398 906	1 587 811	2 118 661	5 672 895	3 974 831	135 289	19 111 110	18 697 046	21 794 994	22 929 306	19 180 311	18 841 632	195 925 608	165 089 257	30 757 351	19%	
Total Operating Budget		2 880 185	4 042 368	1 468 887	8 511 453	16 542 485	26 169 261	61 165 779	13 675 766	31 175 874	18 875 032	89 484 863	2 772 466	150 813 738	140 895 550	187 685 080	178 536 050	152 983 138	118 723 692	1 204 110 201	1 141 733 749	62 376 452	5%	
CAPITAL BUDGET																								
93 Computer Hardware	10100																							
94 Computer IT	10150																							
95 Computer Software	10200																							
96 Furniture & Equipment	10300																							
97 Leasehold Improvements	10400																							
98 Motor vehicles	10500																							
Total Capital Budget		0	10 956	0	0	1 076 620	95 880	84 246	254 136	2 150 085	53 222	46 094	32 989	2 706 316	1 078 512	2 732 731	3 048 688	2 033 874	1 447 249	18 841 632	195 925 608	37 516 932	-19 750 222	-53%
Total Budget		2 880 185	4 053 364	1 468 887	8 511 453	17 619 105	26 265 141	61 250 025	14 129 921	33 325 959	18 928 154	89 530 957	2 805 445	152 720 055	142 974 062	190 417 811	181 569 748	155 017 012	120 170 841	1 221 851 946	1 179 260 681	42 626 230	4%	

LEGAL AID SOUTH AFRICA
SALARIES BUDGET 2011/2012

Pers. No	Employee Group	New Level 2011/2012	Position	Total CTC
Filled	Permanent Employees	LP-10-10	Senior Litigator	850 465.64
Filled	Permanent Employees	LP-10-7	Senior Litigator	813 378.17
Filled	Permanent Employees	LP-10-6	Senior Litigator	801 377.91
Filled	Permanent Employees	LP-10-7	Senior Litigator	813 378.17
Filled	Permanent Employees	LP-10-2	Senior Litigator	755 129.51
Filled	Permanent Employees	LP-10-7	Senior Litigator	813 378.17
Vacant	Permanent Employees	LP-10-1	Senior Litigator	746 624.88
Vacant	Permanent Employees	LP-10-1	Senior Litigator	746 624.88
Vacant	Permanent Employees	LP-10-1	Senior Litigator	746 624.88



Legal Aid
South Africa

LEGAL AID SOUTH AFRICA BUDGET 2012/13

**Office of the CFO
05 March 2012**

LEGAL AID SOUTH AFRICA
2012/2013 BUDGET - NATIONAL CONSOLIDATED

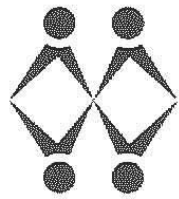
GL Code	Board Secretariate	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development	National Operations	Payment Processing Unit	Eastern Cape Region	Free State North West Region	Gauteng Region	KwaZulu Natal Region	Limpopo Region	Western Cape Northern Cape Region	Total 2012/13	Total 2011/12	Variance
DIRECT COSTS																					
1 Base Salary																					
2 Bonus																					
3 Housing Allowance																					
4 Medical Aid Contribution																					
5 Motor Car Allowance																					
6 Pension Contribution																					
7 UIF Contribution																					
ADMIN SUPPORT COST																					
8 Base Salary																					
9 Bonus																					
10 Housing Allowance																					
11 Medical Aid Contribution																					
12 Motor Car Allowance																					
13 Pension Contribution																					
14 UIF Contribution																					
15 Incentives Payments - Staff																					
16 Group Life																					
OTHER DIRECT EXPENDITURE																					
17 Judicare																					
18 Disbursements																					
19 Expert Witness																					
20 Co-operation Agreements																					
21 Impact Litigation																					
22 Travelling and Subsistence-Circuit																					
23 Case Backlog																					
OPERATING BUDGET																					
24 Achiever Awards																					
25 Annual Report																					
26 Audit Fees																					
27 Bank Charges																					
28 Board fees																					
29 Call Centre Support																					
30 Call Centre Maintenance Equipment																					
31 Change Management																					
32 Communication																					
33 Cleaning Materials																					
34 Computer - Disaster Recovery																					
35 Computer - Maintenance																					
36 Computer - Software Licences																					
37 Congrats & Summar																					
38 Corporate Governance Training																					
39 Document Exchange																					
40 Education & Training																					
41 Employment Assistance(OAHS)																					
42 Employment Relations																					
43 Employment Equity																					
44 Financial Management																					
45 Financial Systems																					
46 Finance Short Term																					
47 Leadership Programme																					
48 Legal Publications																					
49 Maintenance - Buildings																					
50 Maintenance - Office Equipment																					
51 Management Fees - Travel																					
52 Moving Costs																					
53 Municipal Services																					
54 Office Rental & Operating costs																					
55 Postage & Courier																					
56 Printing & Stationery																					
57 Professional Services																					

**LEGAL AID SOUTH AFRICA
2012/2013 BUDGET - NATIONAL CONSOLIDATED**

BL Code	Board Secretariate	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development Services	National Operations	Payment Processing Unit	Eastern Cape Region	Free State/North West Region	Gauteng Region	KwaZulu Natal Region	Limpopo Region	Western Cape/ Northern Cape Region	Total 2012/13	Total 2011/12	Variance	%		
64 Public Relations	3 350						3 350													3 350	3 350	0	0%	
65 Recruitment	44 000						44 000														44 000	44 000	0	0%
66 Replenishment of staff	44 400						44 400														44 400	44 400	0	0%
67 Refinement - Board	44 500						44 500														44 500	44 500	0	0%
68 Refinement - Staff	44 500						44 500														44 500	44 500	0	0%
69 Rental - Office Equipment	44 600						44 600														44 600	44 600	0	0%
70 Security Costs	44 700						44 700														44 700	44 700	0	0%
71 Signage & Branding	44 800						44 800														44 800	44 800	0	0%
72 Skills Development Levy	44 900						44 900														44 900	44 900	0	0%
73 Software Maintenance	44 950						44 950														44 950	44 950	0	0%
74 Staff Bursary	44 950						44 950														44 950	44 950	0	0%
75 Stakeholders Forum	44 950						44 950														44 950	44 950	0	0%
76 Storage Costs	44 950						44 950														44 950	44 950	0	0%
77 Subscription and Members fees	44 950						44 950														44 950	44 950	0	0%
78 Telephone & Fax	44 950						44 950														44 950	44 950	0	0%
79 Travel and other - Committees	44 950						44 950														44 950	44 950	0	0%
80 Tools & Equipment	44 950						44 950														44 950	44 950	0	0%
81 Travel & Subsistence - Staff	44 950						44 950														44 950	44 950	0	0%
82 Vehicle - Fuel	44 950						44 950														44 950	44 950	0	0%
83 Vehicle - Licences	44 950						44 950														44 950	44 950	0	0%
84 Vehicle - Maintenance	44 950						44 950														44 950	44 950	0	0%
85 Vehicle - Trading	44 950						44 950														44 950	44 950	0	0%
86 Vehicle - Towing	44 950						44 950														44 950	44 950	0	0%
87 Wide Area Network	44 950						44 950														44 950	44 950	0	0%
88 Workshops	44 950						44 950														44 950	44 950	0	0%
89 Workshops	44 950						44 950														44 950	44 950	0	0%
90 Computer Hardware	10 100						10 100														10 100	10 100	0	0%
91 Corporate IT	10 400						10 400														10 400	10 400	0	0%
92 Computer Software	10 700						10 700														10 700	10 700	0	0%
93 Building Improvement	10 300						10 300														10 300	10 300	0	0%
94 Furniture & Equipment	10 200						10 200														10 200	10 200	0	0%
95 Leasehold Improvements	10 500						10 500														10 500	10 500	0	0%
96 Motor vehicles	18 316						18 316														18 316	18 316	0	0%
Total Capital Budget	3 104 062	4 164 564	1 325 440	8 473 005	18 459 597	83 405 549	13 564 042	15 447 539	37 398 025	18 841 335	50 231 853	2 736 207	169 705 345	155 282 711	207 233 339	163 246 025	132 292 425	195 339 084	1 283 298 851	1 174 982 689	89 206 276	8%		
Total Budget																								
Operating Budget	2 110 394	1 455 717	160 104	5 619 810	9 321 006	18 282 530	6 390 393	1 984 334	29 688 691	5 887 731	2 540 037	60 159	21 128 452	22 385 154	29 055 006	28 462 362	23 939 006	205 604 530	205 604 530	205 604 530	205 604 530	0	0%	
Total Operating Budget	3 085 745	4 164 564	1 526 440	8 431 343	17 559 742	83 387 233	13 559 093	15 398 323	34 255 241	18 841 335	48 851 071	2 736 207	166 690 139	152 149 741	204 274 714	166 151 233	129 331 416	191 757 258	1 283 298 851	1 174 982 689	89 206 276	8%		
CAPITAL BUDGET																								
Computer Hardware	10 100						10 100														10 100	10 100	0	0%
Corporate IT	10 400						10 400														10 400	10 400	0	0%
Computer Software	10 700						10 700														10 700	10 700	0	0%
Building Improvement	10 300						10 300														10 300	10 300	0	0%
Furniture & Equipment	10 200						10 200														10 200	10 200	0	0%
Leasehold Improvements	10 500						10 500														10 500	10 500	0	0%
Motor vehicles	18 316						18 316														18 316	18 316	0	0%
Total Capital Budget	3 104 062	4 164 564	1 325 440	8 473 005	18 459 597	83 405 549	13 564 042	15 447 539	37 398 025	18 841 335	50 231 853	2 736 207	169 705 345	155 282 711	207 233 339	163 246 025	132 292 425	195 339 084	1 283 298 851	1 174 982 689	89 206 276	8%		

LEGAL AID SOUTH AFRICA
SALARIES BUDGET 2012/2013

Pers. No	Employee Group	New level 2012/2013	Position	Total CTC
Filled	Permanent	LP-10-18	Senior Litigator	1 037 404.43
Filled	Permanent	LP-10-12	Senior Litigator	948 871.53
Filled	Permanent	LP-10-8	Senior Litigator	894 092.07
Filled	Permanent	LP-10-15	Senior Litigator	992 148.36
Filled	Permanent	LP-10-3	Senior Litigator	830 056.60
Filled	Permanent	LP-10-8	Senior Litigator	894 092.07
Vacant	Permanent	LP-10-1	Senior Litigator	808 726.61
Vacant	Permanent	LP-10-1	Senior Litigator	808 726.61
Vacant	Permanent	LP-10-1	Senior Litigator	808 726.61



Legal Aid
South Africa

LEGAL AID SOUTH AFRICA BUDGET 2013/14

**Office of the CFO
March 2013**

ANNEXURE A

LEGAL AID SOUTH AFRICA
2013/2014 BUDGET - NATIONAL CONSOLIDATED

	GL Code	Board Secretary	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development	National Operations	Payment Processing Unit	East Cape Region	Free State North West Region	Gauteng Region	KwaZulu Natal	Mpumalanga Limpopo Region	Western Cape Northern Cape	Total 2013/14	Total 2012/13	Variance	%
1	SALARY-COVSIS																						
1	Basic Salary	30050	721 111	1 287 268	2 163 003	7 419 770	10 320 224	6 789 190	12 465 206	10 820 730	7 928 975	10 888 024	1 990 763	120 551 018	111 653 087	140 085 172	120 337 293	91 564 471	141 673 374	802 253 211	730 603 759	71 649 451	10%
2	Bonuses	30100	59 636	21 136	163 295	398 343	564 330	308 614	632 377	475 250	348 673	655 433	165 897	7 611 559	6 637 750	9 273 590	6 884 052	5 788 645	9 429 060	46 803 431	48 153 667	-1 350 236	-3%
3	Housing Allowance	30150	79 800	36 000	133 295	294 400	239 829	109 651	142 061	315 228	49 200	478 000	184 387	1 840 387	1 507 818	2 077 570	1 907 652	2 077 570	2 439 408	13 850 616	12 692 229	1 158 387	10%
4	Medical Aid Contribution	30200	22 650	12 163	65 176	255 169	358 507	158 154	219 927	237 255	119 943	401 301	121 680	2 346 873	2 346 873	2 346 873	2 500 174	2 496 107	17 529 906	18 092 756	-568 850	-3%	
5	Motor Car Allowance	30300	69 000	46 200	69 000	171 136	303 250	284 681	305 655	349 260	72 000	102 000	121 680	649 232	1 188 535	1 274 049	1 274 049	774 867	574 767	5 233 125	5 090 021	143 104	3%
6	Pension Contribution	30350	71 200	30 911	169 133	911 358	925 021	400 378	626 221	535 237	506 707	1 072 173	238 892	11 034 410	10 224 528	12 274 005	10 316 718	8 724 851	12 421 465	66 392 000	66 392 000	0	0%
7	JF Contribution	30450	2 295	1 497	10 462	36 933	46 416	38 492 392	41 368	40 429	19 362	58 315	14 974	577 317	563 522	679 786	595 437	487 995	698 076	3 904 954	3 952 346	-47 391	-1%
8	Travel Expenses - Staff	30500					15 587 701							39 402 352	37 617 533	784 815	2%			39 402 352	37 617 533	1 784 819	5%
9	Group Life	30520					14 432 869							15 487 707	15 947 637	-369 130	-2%			15 487 707	15 947 637	-459 930	-3%
10	Improvement in conditions of service	30700						14 432 869						15 487 707	15 947 637	-369 130	-2%			15 487 707	15 947 637	-459 930	-3%
11	Increase in legal capacity	30710	1 014 488	2 895 330	1 427 052	3 438 212	9 884 017	80 414 525	14 530 830	12 773 417	9 044 808	19 498 478	2 640 205	143 748 607	134 328 776	167 228 537	142 873 310	111 824 200	169 038 769	1 034 224 767	940 533 593	93 691 174	100%
12	Judicare																						
13	Disbursements	32520																					
14	Expert Witness	35150																					
15	Co-operation Agreements	35200																					
16	Impact Litigation	35200																					
17	Traveling and Subsistence-Circuit	35690																					
18	Care Backlog	35900																					
19	Child Aid	35960																					
20	Child Justice Act	35070																					
21	Child Justice centre - Infrastructure																						
22	Child Justice centre - Infrastructure																						
23	Child Justice centre - Infrastructure																						
24	Child Justice centre - Infrastructure																						
25	Child Justice centre - Infrastructure																						
26	Child Justice centre - Infrastructure																						
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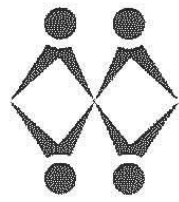
**LEGAL AID SOUTH AFRICA
2013/2014 BUDGET - NATIONAL CONSOLIDATED**

GL Code	Board Secretariate	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development Services	National Operations	Payment Processing Unit	Eastern Cape Region	Free State/North West Region	Gauteng Region	Kwazulu Natal Region	Limpopo Region	Western Cape/Northern Cape Region	Total 2013/14	Total 2012/13	Variance	%	
66 Security Costs	1 063 923												97 448	100 519	196 774	191 364	229 621	75 917	1 855 487	1 754 949	100 538	6%	
67 Smartex Branding	44700			625 855	6 755															630 610	556 806	-76 276	-4%
68 Skills Development Levy	44600	877	1 227	2 568	8 817	9 765	6 045	11 739	8 417	6 719	10 421	2 105	129 300	106 448	137 019	113 491	84 306	141 411	789 290	735 735	48 576	6%	
69 Software Maintenance	44550						308 544		287 920											598 464	556 464	0%	
70 Staff Bursary	44500						546 808													546 806	546 806	0%	
71 Stakeholders Forum	44500										33 713									607 576	580 327	27 241	5%
72 Storage Costs	45000				168 873															1 018 654	977 066	41 587	4%
73 Subscription and Members fees	45050	45 022	20 012	3 851	17 540	17 266	29 890	22 236	11 993	19 320	12 240		305 544	207 312	305 301	284 115	203 890	269 429	1 783 339	1 741 767	41 571	2%	
74 Sygno Support	45000				30 000															30 000	30 000	0%	
75 Telephones & Fax	45200	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000		1 926 173	2 280 049	2 664 542	2 092 390	1 911 028	1 887 259	14 544 778	14 116 239	428 539	3%	
76 Tools & Equipment	45500	344 651			5 000								59 992	59 992	59 000	59 000	59 000	59 000	469 922	469 922	0	0%	
77 Travel & Subsistence - Staff	45600	10 200	100 266	92 591	45 237	58 057	58 438	1 212 776	47 676	101 786	153 301		684 065	1 124 428	657 090	531 061	984 093	1 501 889	7 541 400	7 507 067	34 313	0%	
78 Vehicle - Fuel	45500				90 163								1 378 978	1 307 524	783 698	1 118 181	1 537 684	1 343 361	7 590 658	7 080 953	509 715	7%	
80 Vehicle - Licences	45500				3 500								23 400	20 776	24 009	35 181	30 290	26 112	163 283	163 043	240	0%	
81 Vehicle - Maintenance	45500				29 904								313 368	420 173	319 915	363 158	375 327	420 105	2 233 728	2 129 118	104 611	5%	
82 Vehicle - Leasing	45500				1 386 246															1 386 246	1 307 773	78 473	6%
84 Workshops Compensation	45700								11 662 688											11 662 688	11 002 598	660 190	6%
85 Workshops	45700	125 925	73 310	11 881	37 290	54 377	21 382	33 810	29 785	3 413	1 158 915	14 436	503 933	538 163	737 188	583 634	532 551	639 537	5 128 020	4 960 488	167 540	4%	
Operating Budget	2 185 065	1 469 460	182 935	5 512 838	9 719 263	19 029 833	6 478 593	2 039 343	24 959 838	5 750 080	2 769 219	124 331	22 051 100	20 826 683	24 963 056	21 482 328	21 839 319	26 379 514	218 349 656	206 604 650	9 745 106	5%	
Total Operating Budget	3 199 923	4 464 788	1 890 037	8 969 050	18 805 239	47 348 939	66 024 119	16 670 173	37 333 353	20 438 300	70 171 871	2 764 636	165 538 644	158 910 493	216 910 493	180 738 328	140 214 023	210 036 866	1 387 733 995	1 288 840 880	99 093 115	8%	
CAPITAL BUDGET																							
86 Computer Hardware	10100	14 971	14 971						118 748	40 469	44 914	95 683	1 389 713	1 689 611	2 274 186	512 093	1 963 610	1 602 310	10 041 143	9 952 122	6 089 021	154%	
87 Corporate IT	10400			19 415	57 569	147 845	44 914		4 013 089											4 013 089	3 068 961	954 047	31%
88 Computer Software (All Project)	10170								5 349 908											5 349 908	5 349 908	0	100%
89 Building Improvements	10200				579 847																687 642	-178 698	-21%
90 Leased Improvements	10200																			4 411 513	8 472 367	-4 060 854	-48%
91 Motor vehicles	10550																			6 417 216	6 417 216	0	0%
Total Capital Budget	14 971	14 971	0	19 415	738 437	147 845	44 914	0	9 481 855	40 469	44 914	95 683	3 068 102	3 115 723	3 638 814	3 511 455	4 179 108	2 840 452	30 911 636	25 183 611	5 728 025	23%	
Total Budget	3 214 924	4 479 760	1 890 037	8 988 465	19 539 716	47 494 834	66 939 032	16 670 173	46 816 018	20 478 769	70 216 784	2 860 119	168 552 307	168 826 307	220 449 107	184 240 393	144 393 131	212 877 418	1 418 645 632	1 313 024 190	104 921 442	8%	

LEGAL AID SOUTH AFRICA

2013 2014 SALARIES BUDGET

Pers no.	Employee Group	New level 2013/2014	Position	Total CTC
Filled	Permanent Employees	LP-10-19	Senior Litigator	1 132 911.37
Filled	Permanent Employees	LP-10-13	Senior Litigator	1 036 217.16
Filled	Permanent Employees	LP-10-9	Senior Litigator	976 385.55
Filled	Permanent Employees	LP-10-16	Senior Litigator	1 083 487.45
Filled	Permanent Employees	LP-10-4	Senior Litigator	906 448.30
Filled	Permanent Employees	LP-10-9	Senior Litigator	976 385.55
Vacant	Permanent Employees	LP-10-1	Senior Litigator	870 121.72
Vacant	Permanent Employees	LP-10-1	Senior Litigator	870 121.72
Vacant	Permanent Employees	LP-10-1	Senior Litigator	870 121.72



Legal Aid
South Africa

LEGAL AID SOUTH AFRICA BUDGET 2014/15

**Office of the CFO
30 October 2013**

ANNEXURE A

LEGAL AID SOUTH AFRICA
2014/2015 BUDGET - NATIONAL CONSOLIDATED

GL Code	Board Secretariate	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development Services	National Operations	Payment Processing Unit	Eastern Cape Region	Free State/ North West Region	Gauteng Region	KwaZulu Natal Region	Mpumalanga Limpopo Region	Western Cape/ Northern Cape Region	Total 2014/2015	Total 2013/14	Variance	%
DIRECT COSTS																						
1 Basic Salary	30650	2 487 791	9 092 861	7 021 326	117 103 526	110 739 222	141 104 253	117 619 976	87 681 332	731 389 446	141 207 413	678 409 077	52 946 369	896	1							
2 Housing Allowance	30150	35 116	245 714	503 893	5 749 728	7 389 858	6 036 640	6 036 640	6 887 396	7 289 574	141 207 413	6 789 574	2 609 337	774	2							
3 Medical Aid Contribution	30250	24 116	9 000	331 200	1 129 425	1 254 659	1 061 188	1 061 188	1 097 791	1 514 006	1 368 471	1 514 006	157 090	-938	3							
4 Motor Car Allowance	30350	172 116	73 009	314 769	2 233 958	1 691 743	2 093 882	1 924 408	1 986 332	1 931 976	1 931 976	1 986 332	10 682 692	178 427	18							
5 Pension Contribution	30450	113 116	582 547	726 356	10 341 241	9 529 034	11 757 085	10 039 653	12 247 547	3 081 179	448 502	3 081 179	4 072 432	976	6							
6 Life Contributions	30550	8 749	48 915	14 277	578 499	559 045	607 665	592 826	617 347	629 060	629 060	629 060	5 377 113	5	6							
7 Cell Phone Allowance	30160	28 600	76 000	36 400	468 192	582 424	528 128	498 128	487 428	3 310 980	3 310 980	3 310 980	556 866	18%	7							
8 Increase in legal capacity	30110	0	0	7 533 471	0	0	0	0	0	0	0	0	3 310 980	100%	8							
9	0	0	0	0	0	0	0	0	0	0	0	0	7 533 471	100%	9							
ADMIN SUPPORT COST																						
10 Basic Salary	40550	911 487	3 042 822	1 385 686	5 729 740	11 207 550	13 158 981	12 398 513	14 274 582	14 676 151	13 009 107	14 676 151	147 970 693	138 265 005	9 705 688	74	10					
11 Housing Allowance	40150	37 747	22 847	0	118 151	403 644	559 022	391 621	1 126 202	1 016 542	1 016 542	1 016 542	9 157 840	8 970 050	187 790	2%	11					
12 Medical Aid Contribution	40150	10 800	10 800	39 000	124 000	124 000	124 000	124 000	124 000	124 000	124 000	124 000	1 124 000	1 124 000	0	0%	12					
13 Motor Car Allowance	40250	23 634	12 168	63 772	231 192	314 966	359 948	299 550	55 158	133 846	121 689	453 920	5 420 335	5 498 707	-76 372	-1%	13					
14 Pension Contribution	40350	83 185	38 200	90 000	292 491	303 290	359 088	349 200	0	34 841	157 950	0	42 534	78 877	-26 342	-3%	14					
15 Life Contributions	40450	3 185	33 943	89 899	89 899	93 173	719 778	541 081	199 037	903 341	268 573	1 497 643	1 125 412	12 882 089	654 261	5%	15					
16 Cell phone Allowance	40160	2 393	5 334	1 285	12 629	38 143	58 242	48 185	112 787	124 075	105 572	81 602	126 960	946 991	107 220	13%	16					
17 Incentive payments - Staff	41650	29 492	29 492	0	0	0	0	0	0	0	0	0	145 271	1 450 822	1 450 822	100%	17					
18 Green Life	41650	0	0	0	0	0	0	0	0	0	0	0	145 271	1 450 822	1 450 822	100%	17					
19 Loan Service Awards	40750	0	0	0	0	0	0	0	0	0	0	0	16 909 893	15 859 870	1 050 023	7%	18					
20 Annual Leave Provision	21750	0	0	0	0	0	0	0	0	0	0	0	97 500	165 000	-67 500	-41%	20					
21 Annual Leave Provision	40750	0	0	0	0	0	0	0	0	0	0	0	97 500	165 000	-67 500	-41%	20					
22 Other improvement in conditions of ser	40750	0	0	0	0	0	0	0	0	0	0	0	6 349 686	5 005 110	1 344 576	27%	21					
23	1 116 403	3 202 741	1 542 239	3 909 365	8 712 366	17 851 731	24 922 020	15 081 600	14 442 228	2 606 700	9 817 307	2 809 920	17 138 013	13 377 720	3 760 293	28%	22					
OTHER DIRECT EXPENDITURE																						
23 Judgments	35750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24 Depreciations	35750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 Event Witness	35150	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26 Co-operational Agreements	35950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27 Insurance Substantive Circuit	35950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 Child Act & Child Justice Act	35950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING BUDGET																						
31 Acknowledgements	41050	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32 Advertising	41100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
33 Annual Report	41150	267 095	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
34 Audit Fees	41250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35 Bank Charges	41350	1 116 912	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36 Board fees	41450	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37 Call Centre Support	41510	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
38 Call Centre Maintenance Equipment	41520	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 Charge Management	41590	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 Cleaning Materials	41600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
41 Communication	41650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42 Computer - Disaster Recovery	41700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
43 Computer - Maintenance	41750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
44 Computer - Software Licences	41800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
45 Congress & Seminar	41850	23 023	28 210	24 161	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
46 Contingencies	41900	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
47 Corporate Governance Training	42100	62 081	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
48 Depreciation	42200	44 874	78 079	82 404	677 554	5 257 507	344 616	344 616	3 120 435	128 915	397 236	33 841	4 787 037	4 414 133	3 768 902	5 268 802	5 441 975	5 844 584	42 497 211	40 463 572	2 033 639	5%
49 Document Exchange	42350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50 Education & Training	42400	9 228	12 229	4 892	70 722	87 830	113 800	160 263	2 602 849	92 068	96 911	419 766	647 472	303 276	589 990	438 352	252 310	252 310	252 310	252 310	252 310	252 310
51 Employee Assistance(OHS)	42550	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
52 Employment Relations	42700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
53 Employment Equity	42750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
54 Forensic Investigations	42800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55 HIV/AIDS Management	42900	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
56 Insurance Short-Term	43100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
57 IT Support	43250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58 Partnership Programs	43450	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
59 Legal Fees	43400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 Library & Publications	43450	0	0	0	0																	

LEGAL AID SOUTH AFRICA

2014 2015 SALARIES BUDGET

Pers. No	Employee Group	New level (2014/2015)	Position	Total CTC
Filled	Permanent Employees	LP-10-20	Senior Litigator	1 223 669.12
Filled	Permanent Employees	LP-10-14	Senior Litigator	1 119 243.17
Filled	Permanent Employees	LP-10-10	Senior Litigator	1 054 629.67
Filled	Permanent Employees	LP-10-17	Senior Litigator	1 170 290.72
Filled	Permanent Employees	LP-10-5	Senior Litigator	979 094.84
Filled	Permanent Employees	LP-10-10	Senior Litigator	1 054 629.67
Vacant	Permanent Employees	LP-10-1	Senior Litigator	926 000.96
Vacant	Permanent Employees	LP-10-1	Senior Litigator	926 000.96
Vacant	Permanent Employees	LP-10-1	Senior Litigator	926 000.96

SENIOR LITIGATOR
EMPLOYMENT
STATISTICS
March 2012

Pers. No.	First name	Last name	Personnel Area	Personnel Subarea	Position	P.S. group	Lv	Annual salary	July to March 2012	May to June 2011	Apr-11	Total
10502	Preter Willem	Nel	LAB FS & NW Region	Bloemfontein JC	Senior Litigator	LP-10	17	966 396,00	R 724 787,00	R 158 695,50	R 74 291,00	R 957 773,50
10667	Herman Ludik	Alberts	LAB Gauteng Region	Pretoria	Senior Litigator	LP-10	11	883 800,00	R 682 650,00	R 145 124,50	R 67 942,25	R 875 916,75
10830	Mornay	Cailliz	LAB WC & NC Region	Cape Town	Senior Litigator	LP-10	7	832 704,00	R 624 528,00	R 138 733,00	R 64 013,50	R 825 274,50
12086	William Anthony	Karim	LAB Gauteng Region	Johannesburg	Senior Litigator	LP-10	14	924 180,00	R 683 135,00	R 151 753,00	R 71 045,50	R 915 933,50
12287	Nzame Lamoc	Sikhi	LAB FS & NW Region	Mafikeng JC	Senior Litigator	LP-10	2	772 968,00	R 576 726,00	R 126 623,50	R 58 421,00	R 766 070,50
12304	Elizabeth Frozen	Grouse	LAB Eastern Cape Region	Port Elizabeth Durban	Senior Litigator	LP-10	7	832 704,00	R 624 528,00	R 138 733,00	R 64 013,50	R 825 274,50
	Frozen			Pietermaritzburg								
	Frozen			Kimberley								
												R 5 166 243,26

LEGAL AID BOARD



SUMMARY OF THE SCORING FOR SENIOR LITIGATOR POSITIONS (LVL LP-10)

LEVEL OF COMPETENCY			
1	2	3	4
Poor	Average	Above Average	Excellent
0 % - 49 %	50 % - 64 %	65 % - 79 %	80 % - 100 %
Falling short of required standard	Meeting the required standard	Meeting the required standard to an above average level	Exceeding the required standard

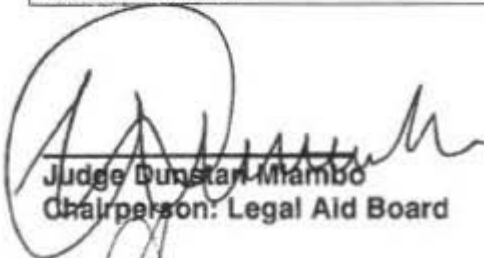
CANDIDATE	TOTAL WEIGHTED SCORE	COMPETENCE	COMMENTS
1.Wilson Rambau	54%	Meeting the required standard	Not recommended for the position
2.Heman Alberts	80%	Meeting the required standard	Recommended for the position(Pretoria)
3.Patrick Loots	60%	Meeting the required standard	Not recommended for the position
4.Ashok Kaloo	52%	Meeting the required standard to an above average level	Not recommended for the position
5.Lilla Crouse	75%	Meeting the required standard to an above average level	Recommended for the position(Port Elizabeth)
6.Mornay Calitz	74%	Meeting the required standard to an above average level	Recommended for the position(Cape Town)
7.William Karam	76%	Meeting the required standard to an above average level	Recommended for the position(Johannesburg)

Names of panel members who interviewed the candidates

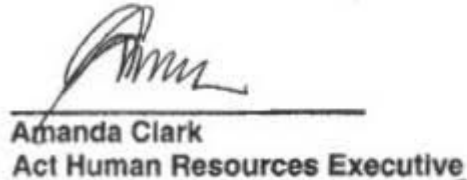
NAME	DESIGNATION
Judge Dunstan Mlambo	Chairperson Legal Aid Board
Brian Nair	National Operations Executive
Patrick Hundermark	Legal Development Executive
Amanda Clark	Acting Human Resources Executive
Jerry Makokoane	Chief Operations Officer

Consensus of the panel to appoint the following candidates in the position as Senior Litigator at the Legal Aid Board

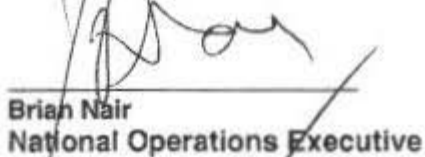
NAME	High Court UNIT Centre
Herman Alberts	Pretoria
Lila Crouse	Port Elizabeth
Mornay Calitz	Cape Town
William Karam	Johannesburg



Judge Dunstan Mlambo
 Chairperson: Legal Aid Board



Amanda Clark
 Act Human Resources Executive



Brian Nair
 National Operations Executive



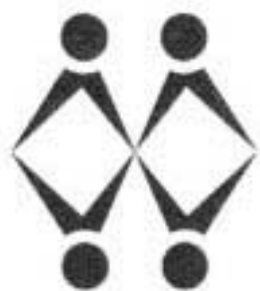
Patrick Hundermark
 Legal Development Executive



Jerry Makokoane
 Chief Operations Officer

Candidate	D Mlambo	J Makokoane	B Nair	P Hundermark	A Clark	Average
Wilson Rambau	55	54	55	52	55	54
Herman Alberts	85	76	85	74	80	80
Patrick Loots	60	64	60	53	65	60
Ashok Kaloo	55	50	55	43	55	52
Lilla Crouse	75	71	75	78	75	75
Mornay Callitz	75	72	75	72	75	74
William Karam	80	74	80	76	70	76

NAME	RECOMMENDATION ACCEPTED	NOT ACCEPTED	DATE
VIDHU VEDALANKAR CHIEF EXECUTIVE OFFICER	<i>V. V. Vedalankar</i>		5.12.2008



Legal Aid
South Africa

LEGAL AID SOUTH AFRICA

BOARD EXECUTIVE COMMITTEE CHARTER

Initiated By:	Approved By:	Date Approved:	Version Number:
Langa Lethiba: Board Secretary	Board	30 November 2013	Version 12
Langa Lethiba: Board Secretary	Board	29 November 2014	Version 13
Langa Lethiba: Board Secretary	Board	30 May 2015	Version 14

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4	Membership	5
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1. Introduction

The Legal Aid South Africa Board Executive Committee is constituted as a Committee of the Board and it is accountable to the Board and reports to the Board.

2. Purpose and Objectives

- 2.1. The primary purpose of the Board Executive Committee (hereinafter referred to as "Board Exco") is to serve as the strategic and finance committee of the Board, to guide and control the overall direction of the business of Legal Aid South Africa and act as a medium of communication and co-ordination between the Board and Management, as well as to assist the Board in fulfilling its responsibility by making decisions on behalf of the Board when the Board is not in session.
- 2.2. The Board Exco's authority in making decisions on behalf of the Board, is unrestricted save by the Legal Aid SA Act, the Legal Aid Guide or Legal Aid Regulations and Legal Aid Handbook once in operation, the Public Finance Management Act, other statutory limits and the Board's limitations on delegation of authority to the Board Exco.
- 2.3. The Board takes regular cognisance of authorities delegated to the Board Exco by means of resolutions.

3. Authority

3.1. Powers and Functions

The Board Exco is vested with all the powers conferred upon the Board by the Legal Aid SA Act No. 39 of 2014 that may be delegated and the Board Exco shall be responsible for:

- 3.1.1. considering and making recommendations to the Board on all strategic, business and related plans of Legal Aid South Africa;
- 3.1.2. overseeing the implementation of the Legal Aid South Africa strategy aimed at delivering client-focused and quality legal services;
- 3.1.3. overseeing risk management of the Legal Aid South Africa for the purpose of addressing anticipated risks and minimizing unpredictable events that may have critical impact on organisational objectives;
- 3.1.4. decisions on any matter requiring a decision by the Board between Board meetings;
- 3.1.5. representing the Board at project meetings and functions/events as required by the Board/CEO;
- 3.1.6. preparing for Board meetings;
- 3.1.7. finance matters, including but not limited to
 - a. Budgets
 - b. Management Information
 - c. Procurement

- 3.1.8. reviewing the organisation's performance against the business plan and making recommendations to the Board.

3.2. Matters reserved for Board decision

The following matters shall be reserved for decision by the Board, on the basis of any recommendation as may be made from time to time by the Board Exco or other Committees:

3.2.1. Financial

- a. adoption of any significant change or departure in the accounting policies and practices of Legal Aid South Africa;
- b. approval of annual financial statements.

3.2.2. Statutory and administrative

- a. approval of the strategy, business plans and annual budgets and any subsequent changes in strategic direction or material deviations in business plans;
- b. recommending amendments to the Legal Aid SA Act;
- c. the appointment, where such appointment is required by statute, of a responsible person in respect of Legal Aid South Africa; and
- d. granting of general authorities in terms of the Approval Framework.

3.2.3. Regulatory

- a. establishment, subject to the Public Finance Management Act No.1 of 1999, of any new business entity;
- b. acquisition, subject to the Legal Aid SA Act, of any immovable property;
- c. approval of the annual report, and
- d. appointment of, terms of reference and changes in the composition of the Remuneration Social and Ethics Committee, Audit, Legal Services and such other Committees as the Board may appoint from time to time.

The Chief Executive Officer shall be responsible for ensuring that regular detailed reports are submitted to the Board.

3.3. General Authority

3.3.1. The Board Exco has unrestricted access to all information, including records, property and personnel of Legal Aid South Africa, and must be provided with adequate resources in order to fulfil its responsibilities.

3.3.2. The Board Exco is authorised to:

- a. Investigate any activities within its terms of reference.

- b. Seek outside legal or other independent professional advice.
- c. Secure the attendance of persons with the relevant experience and expertise where necessary.
- d. Seek any information it requires from any employee and all employees are directed to co-operate with any requests made by the Board Exco.

4. Membership

4.1. Composition

- 4.1.1. The Board Exco shall be appointed by the Board.
- 4.1.2. The Board Exco composition will be in line with board committee membership approved by the Board for the transitional period. It shall consist of five non-executive members of the Board and four executives.
- 4.1.3. The majority of the members should be non-executive Board members.
- 4.1.4. In addition:
 - a. the Chairperson of the Board shall be the Chairperson of the Board Exco and in his/her absence, the Deputy Chairperson of the Board shall act as Chairperson;
 - b. the chairperson of the Board Exco may not be in the employ of Legal Aid South Africa, or any other Department or entity falling under the executive authority of the Minister of Justice and Correctional Services;
- 4.1.5. The members of the committee shall be knowledgeable about the affairs of Legal Aid South Africa and where appropriate, specific skills shall be represented on the committee. Committee members may enhance their knowledge and skills by participating in educational programs conducted by Legal Aid South Africa or an outside consultant.
- 4.1.6. Membership of the Committee shall be reviewed annually.

4.2. Remuneration

- 4.2.1. Members of the Board Exco are appointed by the Board and remunerated in accordance with tariffs approved by the Minister of Justice and Correctional Services.

4.3. Independent Members

- 4.3.1. Independent members of the committee shall be appointed by the Board from time to time.
- 4.3.2. The Board may also appoint external persons who are not members of the Board to serve as independent members of the Committee.
- 4.3.3. The term of office of external independent members of the Committee shall be determined by the Board.

4.4. **Voting Powers**

Voting is open only to the non-executive and executive members of the committee.

4.5. **Termination**

Termination of the service of a person serving on the Board Exco is subject only to approval by the Board.

5. **Meetings**

5.1. **Frequency**

5.1.1. The Board Exco will meet at least four times per financial year as per the approved annual schedule of the Legal Aid South Africa Board and Committee meetings and on an ad hoc basis at any times when necessary.

5.1.2. All committee members are expected to attend each meeting, in person or via tele- or video-conference. The non-attendance of two consecutive scheduled meetings of the committee by any member, without the submission of an apology, shall be reported to the Chairperson of the Board who will address the issue with the member.

5.1.3. The emphasis, but not exclusive attention:

a. of the May and July meeting will be directed towards issues surrounding performance review and annual reporting; and

b. of the July and November meeting will be directed mainly towards issues associated with strategic planning and medium-term budget planning; and

c. of the November and February meetings will be directed mainly towards issues associated with the planning and budgeting for the new financial year.

5.1.4. Meetings should generally correspond with major phases of the Legal Aid South Africa's annual schedule of meetings which maps the critical outputs expected of the Board and Management over the financial year.

5.2. **Minutes**

5.2.1. The Board Secretary shall be appointed to attend and minute all meetings.

5.2.2. The minutes of the committee meetings shall be filed in electronic format and shall be circulated to all members of the committee and other relevant personnel as directed by the committee.

5.3. **Quorum**

a. The quorum for decisions of the Board Executive Committee shall be five members, at least three of whom shall be non-executive Board members, who shall vote on any matter for decision in person.

b. Since all Board Committee recommendations are subject to consideration and approval by the Board, all Board Committee meetings that are quorate or inquorate at the start of, or during, the meeting

should proceed as long as there is a minimum of 2 non-executive members of the Board present. The absence of a quorum should however be noted and reported to the Board.

5.4. **Attendance**

- 5.4.1. Executives of the relevant departments should attend the session of the meeting relating to his/her department, as required.
- 5.4.2. The Chief Financial Officer will be required to attend all meetings as per the invitation of the Chairperson.
- 5.4.3. The following person's may attend meetings of the Board Exco by invitation of the Chairperson:
 - a. Human Resources Executive;
 - b. Corporate Services Executive;
 - c. Information Systems Executive;
 - d. Communications Executive and
 - e. Internal Audit Executive.

6. Responsibilities and Duties

The Board Executive Committee shall assume the following fundamental responsibilities:

6.1. **Business Plan**

Annually review the Legal Aid South Africa Business Plan.

6.2. **Budget**

Annually review the Legal Aid South Africa Budget for approval by the Board.

6.3. **Medium Term Expenditure Framework (MTEF)**

Annually review the Legal Aid South Africa MTEF for approval by the Board.

6.4. **Implementation of the strategy to develop the institutional capacity to support the delivery of quality legal services**

Oversee and Review the implementation of the strategy aimed at developing the institutional capacity to support the delivery of quality legal services by providing continuous guidance to management and reporting to the Board on progress and the need for adaptation, where necessary, on a quarterly basis.

6.5. **Review of Documents/Reports**

6.5.1. Review the Legal Aid South Africa annual delivery information for reasonableness, completeness and accuracy prior to approval by the Board, before submission to the Auditor-General.

6.5.2. Review the Legal Aid South Africa strategic plan and strategic management process.

6.5.3. Review and update this Charter periodically, at least annually, or as conditions dictate.

6.5.4. Review any other report the Legal Aid SA issues that relate to Board Executive Committee responsibility.

6.6. Reporting

The Chairperson of the Board Exco shall:

- 6.6.1. submit a verbal report to the Board and a copy of the Annotated Agenda incorporating Board Committee Decisions;
- 6.6.2. provide an open avenue of communication between the finance and strategic function of the organisation and the Legal Aid South Africa Board; and
- 6.6.3. Review any other report Legal Aid South Africa issues that relates to the Board Exco responsibility.

6.7. Risk Management and Oversight

The responsibility for the risk management and oversight function is delegated to the Board Executive Committee, and in performing this role the Committee is required to:

- 6.7.1. Oversee the development and annual review of a policy and plan for risk management to recommend for approval to the board;
- 6.7.2. Monitor implementation of the policy and plan for risk management taking place by means of risk management systems and processes;
- 6.7.3. Make recommendations to the board concerning the levels of tolerance and appetite and monitoring that risks are managed within the levels of tolerance and appetite as approved by the board;
- 6.7.4. Oversee that the risk management plan is widely disseminated throughout the organisation and integrated into the day-to-day activities;
- 6.7.5. Ensure that risk management assessments are performed on a continuous basis;
- 6.7.6. Ensure that frameworks and methodologies are implemented to increase the possibility of anticipating unpredictable risks;
- 6.7.7. Ensure that management considers and implements appropriate risk responses;
- 6.7.8. Ensure that continuous risk monitoring by management takes place;
- 6.7.9. Liaise closely with the audit committee to exchange information relevant to risk;
- 6.7.10. Express the Committee's formal opinion to the board on the effectiveness of the system and process of risk management;
- 6.7.11. Review reporting concerning risk management that is to be included in the integrated report for it to be timely, comprehensive and relevant

6.8. The Board Executive Committee has oversight of the Sustainability Strategy implementation and reporting

- 6.8.1. The Sustainability in Legal Aid SA will pertain to the sustainability impact of the organisation's work on the economy, society and the environment in the short, medium and long term.

6.9. **Other Responsibilities**

The Board Exco shall also:

- 6.9.1. Perform other activities related to this Charter as requested by the Board.
- 6.9.2. Institute and oversee special investigation as and when required.
- 6.9.3. Review and assess the adequacy of the committee charter annually, or sooner in accordance with the dictates of policy and operational requirements and, request Board approval for proposed changes.
- 6.9.4. Confirm annually that all responsibilities outlined in this charter have been carried out.
- 6.9.5. The Committee shall review compliance with this Charter at the last meeting of the financial year.
- 6.9.6. Evaluate the committee's and individual members' performance on a regular basis.

6.10. **Succession Planning of the Board**

- 6.10.1. Ensure formal succession plans for the Board, Chairperson, Chief Executive Officer and senior management appointments are developed and in place.
- 6.10.2. Ensure that the Board has the appropriate composition for it to execute its duties effectively.
- 6.10.3. Ensure the establishment of a formal process for the appointment of board members, in line with section 6 of the Legal Aid SA Act (2014), which determines the composition and appointment of Board, read with section 7 which outlines Qualification for membership of Board

7. **General**

- 7.1. The Board Exco Members are obliged to disclose any interests they have within or outside Legal Aid South Africa that might interfere with the performance of their duties and any related information that comes to light during their performance of duties is privileged and shall be kept confidential.
- 7.2. The Board Exco shall report to and make recommendations to the Board, but the Chief Executive Officer retains responsibility for implementing such recommendations.
- 7.3. The Board Exco, through the Chairperson, may review and effect changes to the Charter upon approval by the Board.
- 7.4. Finally, the Board Exco may communicate any concerns it deems necessary to the Board.

EXECUTIVE SUMMARY

Strategic planning is key to Legal Aid South Africa's operations and has become a strong pillar of its success. The Strategic Plan sets a clear Vision and Mission as well as Outcomes and Strategies that the organisation aims to achieve. The Strategies outline how it will use its resources optimally to achieve its vision and outcomes. The preparation of this Strategic Plan also complies with National Treasury Regulations, to submit a five-year Strategic Plan. Taking into account the environment (external and internal) in which the organisation operates and having gone through a process of consultation with internal and external stakeholders, the Legal Aid SA Strategic Plan 2012-2017 was developed.

The Legal Aid SA VISION is "A South Africa in which the rights enshrined in the Constitution are realised and upheld and responsibilities are complied with to ensure equality, justice and quality of life for all."

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

The VALUES that Legal Aid SA subscribes to are i) *Passion for Justice*, ii) *Ubuntu*, iii) *Integrity*, iv) *Accountability*, v) *Service Excellence* and vi) *People Centred Development*.

Over the five year strategic planning period, 2012–2017, Legal Aid SA strives to make the following strategic shift to achieve- *Sustainable high performance and excellence in all segments of the organisation over the next decade, positively touching the lives of many more South Africans thus ensuring JUSTICE FOR ALL.*

In the 2012-2017 period the organisation anticipates managing the following **strategic risks**:

- I. *Challenges to the Rule of Law.*
- II. *Capacity to meet community demand for civil legal aid – lack of funding for civil legal aid.*
- III. *Quality of legal services offered by Legal Aid SA (including judicare quality).*
- IV. *Legal Aid SA reputation risk.*
- V. *Lack of confidence in the justice system. Inefficiencies of the justice system negatively impact on image and credibility of all entities within the justice system. Lack of complementary facilities to enhance access to justice.*
- VI. *Government's ability to maintain baseline level of funding.*
- VII. *Sustainable performance and sustainable practice.*
- VIII. *Attraction and retention of expertise and specialist skills.*
- IX. *IT Governance and IT platform and capacity responsiveness to business need.*
- X. *Deepening client-focused, values-based organisational culture.*

9. STRATEGIC RISKS (2012-2017)²

The preparation of the Strategic Plan 2012 is also informed by the Strategic Risks that the organisation faces. The strategic risks that the organisation managed since 2003 were considered and the strategic risks facing Legal Aid SA over 2012-2017 are:

Client Community

- i. Challenges to the Rule of Law.³
- ii. Capacity to meet community demand for civil legal aid – lack of funding for civil legal aid.
- iii. Quality of legal services offered by Legal Aid SA (including judicare quality).
- iv. Legal Aid SA image/ perception/ reputation risk.

Legal and Justice

- v. Lack of confidence in the justice system. Inefficiencies of the justice system negatively impact on image and credibility of all entities within the justice system. Lack of complementary facilities to enhance access to justice.

Finance and Governance

- vi. Government's ability to maintain baseline level of funding.
- vii. Sustainable performance and sustainable practice.

Employee and Organisational Capacity and Innovation and Learning

- viii. Attraction and retention of expertise and specialist skills.
- ix. IT Governance and IT platform and capacity responsiveness to business need.
- x. Deepening client-focused, values-based organisational culture.

² Strategic Risks refer to those issues/factors that could potentially prevent/ impact on Legal Aid SA being able to deliver its outcomes and objectives.

³ Refers to instances in which the public utilises alternate mechanisms to resolve justiciable issues/problems they face instead of utilising the legal system. Examples of where this is taking place is in the service delivery protests, communities taking the law into their own hands to mete out justice to alleged 'offenders' as well as not taking their matters to the police and courts because of a lack of confidence in the justice system.

Foreword

The Legal Aid Strategic Plan (SP) 2015-2020 has been prepared by the Management and the Board (Accounting Authority) of Legal Aid South Africa taking into account the environment/context (both external and internal) within which it operates, the performance of the organisation as at 2014 (the base year), the applicable statutory mandates, the relevant sections of the National Development Plan (NDP), the Medium-term Strategic Framework (MTSF 2015-2018) priorities as well the Strategic Risks identified.

The relevant priorities in the NDP that have been included in this Strategic Plan 2015-2020 include those from Chapter 12, focussing on “Building safer communities” which spell out priorities to focus on to achieve a crime free South Africa. The NDP supports the seven-point plan resulting from the Criminal Justice System (CJS) Review as the means of strengthening the CJS and recommends that all departments in the JCPS Cluster align their strategic plans with the seven-point plan. The implementation of the CJS seven-point plan has been included in the SP. Further sections of the NDP which are relevant to the delivery of legal aid have also been included in the SP.

Within the context of an economic recession and budget constraints Legal Aid SA has in its SP 2015-2020 provided for budget cuts from National Treasury in 2015/16 and 2016/17 which will be funded from cash reserves in the short term, it being noted that the cash reserves are required to meet liabilities and that managing the current assets: current liabilities ratio will allow these to be utilised in the short term. These budget cuts will therefore not impact negatively on any legal aid services delivery. Additional posts for the court expansion programme (additional R18 million in 2015/16) linked to the appointment of new magistrates will allow for the appointment of legal aid practitioners as new courts are opened. Legal aid service delivery will therefore continue as per the past period except for the addition of the new posts for court expansion.

The organisation is geared to deliver on its Strategic Plan 2015-2020 and has an approved Enterprise Risk Management Plan in place to mitigate risks identified and emerging. The priorities which guide the development of this Strategic Plan 2015-2020, and the strategic shifts which the organisation wishes to achieve in the period are as follows:

- i. Existing and expanded points of access for clients further developed, within available funding.
- ii. Priority to civil legal aid assistance in Constitutional rights related matters.
- iii. Quality management of legal aid services responsive to client and stakeholder feedback on quality.
- iv. Contributing to BUILDING SAFER COMMUNITIES by implementing the adopted protocols from the Criminal Justice System (CJS) Review and the Civil Justice Review.
- v. Proactively making the justice system function more effectively and efficiently.

The Legal Aid SA Strategic Plan 2015-2020 has been prepared in compliance with the *National Treasury Framework for Strategic Plans and Annual Performance (August 2010)*.



Mlambo JP – Chairperson of Board (Accounting Authority)



V Vedalankar – CEO/Accounting Officer

Executive Summary

This document sets out the Strategic Plan 2015-2020 for Legal Aid South Africa, in accordance with the National Treasury Framework for Strategic Plans and Annual Performance Plans.

Legal Aid SA is currently implementing its Strategic Plan (SP) 2012-2017, with 2014-2015 being the third year of implementation. In order to align to the term of office of government it is necessary to develop this 5-year strategic plan 2015-2020.

The organisation sees strategic planning as one of its strengths. Effective strategic planning along with a process of tracking and measuring achievements against the strategic plans has enabled the organisation to attain the level of success that it has over the past decade.

In order to develop this Legal Aid SA Strategic Plan 2015-2020, the organisation has considered the external and internal environmental influences that have an impact on the organisation and consulted with stakeholders, both internal and external.

The Legal Aid SA VISION 2030 is *“A South Africa in which the rights and responsibilities enshrined in the Constitution are realised to ensure equality, justice and a better life for all.”*

The MISSION 2030 is *“To be the leader in the provision of accessible, sustainable, ethical, quality and independent legal services to the poor and vulnerable.”*

The VALUES that Legal Aid SA subscribes to are *i) Passion for Justice/Protection of Human Rights, ii) Ubuntu, iii) Integrity, iv) Accountability, v) Service Excellence and vi) People Centred.*

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

The organisation has assessed the **strategic risks** that have to be mitigated during the strategic plan period and these are as follows:

- I. Challenges to the Rule of Law.
- II. Lack of capacity to deliver on the demand for legal services.
- III. Poor quality of the legal services provided by the Justice Centres, Judicare Practitioners, Co-operation Partners, Agency Agreements.
- IV. Lack of confidence in the justice system due to ineffective and inefficient processes (ability to resolve cases timeously, fairly and efficiently).
- V. Budgetary constraints impacting on Legal Aid SA's ability to deliver on its mandate.
- VI. Ineffective governance structures and processes.
- VII. Unethical, corrupt or fraudulent practices or acts.
- VIII. Poor transition to new regulatory framework of Legal Aid South Africa Act (2014).
- IX. Inadequate IT infrastructure to support the business needs.
- X. Lack of engagement with the organisational values and culture by employees.

Client, Community, Stakeholder and Shareholder Programmes Per Strategy

Number	Objectives Strategies Programme	Project	KPI Measure Target Quantity Quality	Base year 2014/15 Performance	Output	Risks	Risk Mitigating Actions	Budget
S3 Delivering quality client-focused legal advice services								47,497,729
P3	To deliver (increase access) quality legal advice services that are client-focused							
P3-1	Legal Advice Services	General advice service available at all Legal Aid SA offices Growth in legal advice matters: 5% (subject to demand and available capacity)	Total Advice Matters (SOs & JCs and excluding call centre): @ Q3 of FY 2014/15 = 195,318; Estimated for FY = 260,424 Legal Aid Advice Line: 31,466 Estimated for FY = 43,500	Increase general advice service provided at all offices	Clients requiring legal advice unassisted Quality of advice services	Walk in clients statistics Quality assurance programme		
S4 Delivering client-focused Impact legal aid services, delivering access to justice for poor and vulnerable groups particularly in social justice matters								10,085,009
P4	To give content to the Constitution through impact litigation – which is able to address Constitutional rights and socio-economic rights and develop jurisprudence on social justice matters							
P4-1	Impact Litigation addressing social justice	Impact matters as approved by the CCMC within budget ≥90% Success	Impact Matters Approved: @Q3 = 15; Estimated for FY: 20 Impact Matters Handled: @Q3 = 49; Estimated for FY = 54; Estimated Success rate : 90%	Legal Representation provided in impact matters	Appropriate impact matters not identified and taken on	Links to NGOs and CBOs to identify impact matters		
O3 An accessible, fair, efficient, independent and effective justice system serving all in South Africa, contributing to building safer communities								
S5 Contributing to the effective functioning of the justice and legal sector to assist in building safer communities								62,823,829
P5	To participate in, contribute to and influence structures aimed at improving the functioning of courts and justice system							
P5-1	Participate in National and Provincial efficiency enhancement structures	Participation in efficiency enhancement structures, including NEEC, PEECs, Dev Comm and local Case Flow Meetings, as per meeting schedules	Represented at: 1 NEEC; 1 Dev Comm; 9 PEECs	Participation in National and Provincial efficiency enhancement structures	Inefficient functioning of justice system	Effective participation in all efficiency committees		

FRAMEWORK FOR STRATEGIC PLANS AND ANNUAL PERFORMANCE PLANS



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

1. Introduction

Performance information is important for effective management, including planning, budgeting, implementation, reporting, monitoring and evaluation. This is emphasised in the *Framework for Managing Programme Performance Information* which complements this document.

This Framework outlines the links between the various accountability documents that institutions are required to produce at each stage of the planning, budgeting, implementation, reporting, monitoring and evaluation cycle. It focuses on the generic content of Strategic Plans and Annual Performance Plans and the timeframes for their production (outlined in Annexure A). It also aims to help accounting officers and managers of institutions to produce quality accountability documents that use performance information appropriately. Annexures B and C set out generic guides that outline the information to be covered in these plans.

Strategic Plans do not replace project plans or programme and policy plans appropriate to the activities or responsibilities of a institutions. A Strategic Plan should draw on these and other plans or project proposals, and should indicate the likely sequencing of implementation in the period ahead.

Strategic Plans identify strategically important outcomes orientated goals and objectives against which public institutions' medium-term results can be measured and evaluated by Parliament, provincial legislatures and the public.

Annual Performance Plans identify the performance indicators and targets that the institution will seek to achieve in the upcoming budget year. It is important that these performance indicators and targets are aligned across an institution's annual plans, budgets, in-year and annual reports. In addition, the process for the production of the Annual Performance Plan should be aligned to the budget process.

In alignment with the shift of government to outcomes orientated monitoring and evaluation approach the focus will be centred on the results based management. Results based management is a life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency and accountability. The focus is on achieving outcomes, implementing performance measurement, learning from experiences and adapting, and reporting on performance. Results based planning involves the articulation of strategic choices in light of past performance and includes information on how an organisation intends to deliver on its priorities and achieve associated results.

Results based management also involves monitoring and reporting on results through the development and provision of integrated financial and non-financial information. This information is used for both internal management purposes and for external accountability to Parliament, provincial legislatures and the public. Monitoring and reporting on this information provides managers and stakeholders the opportunity to reflect on what has worked and what has not.

1.1 Applicability of the Framework

This Framework is applicable to all national and provincial departments, constitutional institutions and public entities. Public entities include all those listed in Parts A and C of Schedule 3 of the Public Finance Management Act (1999) (PFMA).

1.2 Statutory mandate

Each department's activities must be founded in the legislative mandates that the department is directly responsible for implementing, managing or overseeing. It is important to note that Strategic Plans give effect to departmental or agencies' statutory responsibilities. Strategic Plans should also reflect broad strategic outcomes of government.

1.3 Important points to note in the Framework

The *Framework for Managing Programme Performance Information* and this Framework are issued by National Treasury in terms of the mandates set out in section 215 and 216 of the Constitution.

The planning processes outlined in this Framework are an integral part of normal budgetary processes, while the Framework itself, including the generic formats for Strategic Plans and Annual Performance Plans set out in Annexures A, B and C, fall within the broad ambit of uniform treasury norms and standards, and compliance is therefore critical. Consequently, while institutions are encouraged to adapt

PUBLIC SERVICE REGULATIONS, 2001

(Government Notice No. R. 1 of 5 January 2001

as amended by

Government Notice No. R. 441 of 25 May 2001 with effect from 1 May 2001

Government Notice No. R. 753 of 7 June 2002 with effect from 7 June 2002

Government Notice No. R. 838 of 14 June 2002 with effect from 17 June 2002

Government Notice No. R. 840 of 21 June 2002 with effect from 21 June 2002

Government Notice No. R. 1346 of 1 November 2002 with effect from 1 January 2003

Government Notice No. R. 1225 of 29 August 2003 with effect from 29 August 2003

Government Notice No. R. 785 of 28 June 2004 with effect from 1 July 2004

*{See Government Notice No. R. 832 of 16 July 2004 – commencement of regulations
B.2(b) and F(b) of Part III of Chapter 1 on 1 November 2004}*

*Government Notice No. R.1249 of 30 December 2005 with effect from 30 December
2005*

Government Notice No. R.412 of 28 April 2006 with effect from 1 July 2006

*Government Notice No. R.1268 of 15 December 2006 with effect from 15 December
2006)*

Government Notice No. R.111 of 8 February 2008 with effect from 8 February 2008

Government Notice No. R.30935 of 1 April 2008 with effect from 1 April 2008

Government Notice No. R.332 of 20 March 2009 with effect from 20 March 2009

Government Notice No. R.937 of 2 October 2009 with effect from 1 May 2009)

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- F. *Matters of mutual interest*
- G. *Deviations*
- H. *Communication with the Minister and the media*

PART II. DELEGATIONS, AUTHORISATIONS AND RESPONSIBILITIES

- A. *Principles*
- B. *Delegations and authorisations*
- C. *Responsibilities*
- D. *Conflict of interest in employment acts or decisions*
- E. *Handling of official information and documents*

- B.5.2 A head of department may also compensate an employee for acting in a post due to the actual incumbent of the post acting in a higher vacant post, provided that no more than two employees may simultaneously be compensated as a result of a single vacancy.
- B.5.3 An employee shall not act in a higher vacant post for an uninterrupted period exceeding 12 months.
- B.5.4 For the purposes of regulation VII B.5.3, any uninterrupted period acted in a higher vacant post immediately before 1 July 1999, shall be taken into account where the employee continues so acting on that date.

C. RECRUITMENT

C.1 Determination of requirements for employment

- C.1.1 An executing authority shall determine composite requirements for employment in any post on the basis of the inherent requirements of the job.
- C.1.2 An executing authority shall-
- (a) record the inherent requirements of a job;
 - (b) ensure that the requirements for employment do not discriminate against persons historically disadvantaged; and
 - (c) comply with any statutory requirement for the appointment of employees.

C.1A Time frames for filling funded vacant posts

C.1A.1 All funded posts vacant on 30 June 2007 shall be advertised and filled not later than 30 June 2008.

C.1A.2 A funded vacant post, other than a post referred to in regulation C.1A.1, shall be advertised within six months after becoming vacant and be filled within 12 months after becoming vacant.

C.1A.3 If a department does not comply with regulation 1/VII/C.1A.1 or 1/VII/C.1A.2, the reasons for the non-compliance shall be recorded in writing.

[Regulation C.1A as inserted by Government Notice No. R.111 of 8 February 2008 with effect from 8 February 2008]

C.1B Filling of posts in offices of Executing Authorities and Deputy Ministers

- C.1B.1 An executing authority may only fill vacancies in the office of an executing authority or a Deputy Minister by means of-
- (a) an appointment in terms of section 9 for-
 - (i) the term of office of the incumbent executing authority or Deputy Minister which will terminate at the end of the first month after the month in which the term of that executing authority or Deputy Minister terminates for any reason; or

PUBLIC SERVICE REGULATIONS, 2016

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CHAPTER 1

GENERAL PROVISIONS

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3. Repeal of regulations and saving
4. Deviations
5. Draft legislation affecting Public Service Act and Regulations
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7. Decision-making in cases of conflict of interest
8. Record-keeping of delegations and correction of acts and omissions
9. Reporting, monitoring, evaluation and compliance
10. Prescribed forms for human resource management and related practices

(4) An executive authority shall advertise any other vacant post, as a minimum, within the department, but may also advertise such post—

- (a) in the public service;
- (b) locally; or
- (c) nationwide.

(5) When advertising outside the department, the department shall also advertise in the public service vacancy circular issued by the Department of Public Service and Administration.

(6) An advertisement for a post shall not unfairly discriminate against or prohibit any suitably qualified person or employee from applying.

(7) A funded vacant post shall be advertised within six months after becoming vacant and be filled within twelve months after becoming vacant.

(8) An advertisement contemplated in subregulation (4) may be utilised to create a pool of potential employees for a period of not more than 6 months from the date of advertisement to fill any other vacancy in the relevant department if—

- (a) the job title, core functions, inherent requirements of the job and the salary level of the other vacancy is the same as the post advertised; and
- (b) the selection process contemplated in regulation 67 has been complied with.

(9) With due regard to the criteria in regulation 67(5)(b) to (f), an executive authority may fill a vacant post without complying with subregulations (3) and (4) if—

- (a) the department can fill the post from the ranks of employees who have been declared in excess and are on a salary level linked to the grade of that post;



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Public Finance Management Act: briefing

Basic Education

19 March 2001

Chairperson: Prof Mayatula

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Meeting Summary

National Treasury explained the Public Finance Management Act and its proposed implementation plan.

Meeting report

Mr du Plessis from the Department of Finance went through a slide presentation on the Public Finance Management Act.

Public Finance Management Act and Regulations: Introduction

Why a new approach?

The Reconstruction and Development Programme of the government requires maximisation of service delivery. This has to be done against the background of limited resources versus unlimited demands. The new approach has also been designed to satisfy constitutional obligations, specifically Section 216 of the Constitution

Budget reforms since 1994

- Budget decentralisation - provincial governments are now responsible for compiling their own budget
- Shift to multi-year budgeting
- In-year management - early warning system
- Less focus on inputs - there has been a shift to outputs which are the services and goods that each department delivers.

Where were we Starting From?

Financial administration was rule bound. Financial processes were controlled by prescribed rules that allowed little scope for managerial discretion. Therefore, Accounting Officers were passive and did not practice sound financial management.

There was a focus on inputs rather than outputs. There was a need to transform the public services in terms of delivery. Counter-balanced against the problems of fiscal constraints are service delivery backlogs. In summary, there was a need to improve value for money.

Components to Change

There was a need to move away from financial administration where detailed procedures were prescribed by the Treasury, as this resulted only in transactional accounting. There was a need to move to sound financial management, not only by the technical staff but also by line managers who do not acknowledge that they have financial management responsibilities.

The Solution

- To modernise financial management by enabling management to provide better information. This was designed to make managers more accountable.
- Clearer definition of roles
- Greater transparency and accountability
- Better information and reporting and improved management will result in improved value for money and service delivery

Practicalities

- Budgeting by outputs
- Introduce service standards & costing systems - this would be done over a long-term period.
- Greater responsibility over transfer payments
- Emphasis on programme managers to take responsibility for financial management

Clarity of Roles: Minister & Director General

The Public Finance Management Act (PFMA) clarifies the roles of the Minister and Departmental Head from 1 April 2000:

- The Executive Authority (the Minister and the MEC) must take responsibility for policy matters, outcomes and the presentation and approval of departmental budget and report.
- The Accounting Officer is responsible for outputs and the implementation of departmental budget and is accountable to Parliament for financial management.

The Benefits of the Act

The Act will provide a framework for better use of resources and improved delivery of services

Desired outcomes over a long-term period

- Sound financial management
- Transparent budgeting process
- Effective management of revenue, expenditure, assets and liabilities
- Unqualified consolidated financial statements, prepared on accrual basis
- Accountability of public entities and external agencies

Discussion

Mr I Vadi (ANC) asked for clarity on the difference between an outcome that the Minister is responsible for and the output. He asked if there is any material difference between the two concepts.

Mr Du Plessis responded that outcomes can be seen as the service delivery objectives government wants to achieve. One can say that for the Department of Education, an outcome might be to increase the number of students or to increase the passing rate of the matriculation candidates. The outputs, or the services and goods the Department renders to the community, must be present in order for outcomes to be achieved. An output of the Education Department could be, for an example, to provide primary school education.

Mr L Green (ACDP) based his question on the slide entitled "Desired outcomes over a long term period". He asked about the accountability of public entities and external agencies. Was it correct to assume that political parties are also regarded as public entities and would the funding that has been allocated to them in terms of the IEC have to be accounted for in terms of the PFMA.

Mr Du Plessis said the PFMA sets out specific criteria for when an institution will qualify as a public entity: the institution must be established in terms of legislation, it must be substantially or fully funded either from the National Revenue Fund or by way of tax, levy or other money and it must be accountable to Parliament. The Schedules of the PFMA lists all the public entities. Schedule 1 lists constitutional institutions, which are established in terms of the Constitution such as the Independent Electoral Commission. The PFMA requirements are more or less the same for constitutional institutions as for government departments. Schedule 2 contains the major public entities such as ESKOM. Schedule 3 contains other national public entities such as the Accounting Standards Board

Mr Green added that he does not see political parties listed in any of the schedules of the Act. He asked whether this meant that political parties are not public entities.

Mr Du Plessis replied that political parties are not listed as public entities and the provisions of the PFMA are not applicable to them.

The Chairperson asked when would departments be expected to deliver or specify outputs.

Mr Du Plessis replied that Section 27(4) requires departments to specify measurable objectives when the budget is tabled in Parliament. This section of the PFMA has been delayed until 1 August 2002 and departments are only bound to specify those measurable objectives in the 2003/2004 budget. Even though implementation of this section has been delayed, National Treasury has asked departments to specify outputs and service delivery outcomes in the 2001/2002 budget documentation. Even though the quality at this stage is not exactly what is required in terms of the PFMA, at least this is a start. In many cases, departments have only indicated what can be measured without specifying the quantity and quality indicators.

Overview of the Act

What does the PFMA do?

The Act repeals 10 Exchequer Acts, establishes a national treasury, provides a framework in place of detailed procedures. This is a framework within which the accounting officer must manage his

department. The Act also ensures much stronger oversight over public entities. It establishes an Accounting Standards Board that sets standards of generally recognised accounting practice. There are also regulations drawn up by Treasury.

Modalities of the New Act

The new Act will cover national departments, constitutional institutions, provincial departments and public entities. It excludes universities due to autonomy of these institutions and it also excludes local government.

Cabinet has approved a phased implementation - although most of the provisions of the PFMA have come into effect from 1 April 2000. The plan for the implementation of the PFMA is for future "qualitative changes".

National & Provincial Treasuries

The PFMA provides for broad national powers to monitor and enforce the implementation of the Act in departments. It also provides for the National Treasury to issue frameworks. National and Provincial Treasuries need to take leadership in financial management such as providing guidance and support.

Budgets

The PFMA requires departments to specify outputs and measurable objectives (see s27 (4) of the PFMA).

Executive Authorities

The Minister's statutory responsibilities are set out in the Act, for example, considering financial reports and reporting to Cabinet and Executive Council.

Role of the Accounting Officer

All departments and constitutional institutions must have an accounting officer who is usually the head of department. There must be a performance contract between the Minister and the departmental head specifying the outputs that the departmental head must achieve. The duties of the Accounting Officer are set out in Section 38 of the Act.

Public Entities

Schedule 2 entities report directly to Parliament via the Minister. They have some managerial autonomy. They must provide information on budget and corporate plans.

Loans and Guarantees

- Restricted authority to borrow or 'guarantee'
- Foreign liabilities and borrowing illegal
- State bound by individual 'organs'

General Treasury Matters

Responsible for establishing/dealing with:

- Norms and standards
- Financial misconduct
- Accounting Standards Board

Discussion

Prof S Ripinga (ANC) asked how autonomous institutions like universities and business institutions that receive money from national revenue, give account.

Mr I Vadi (ANC) added that there is a large abuse of funds at universities, which usually necessitates the Minister appointing an administrator to investigate the matter. He asked for an explanation for the exclusion of Universities as public entities. Secondly, he asked what could be done to enforce greater control and discipline over the use of public resources there.

Mr L Modisenyane (ANC) asked about annual reports and the time frame within which they must reach Parliament.

Mr Du Plessis replied that in the case of the Schedule 2 public entities [business institutions] there is the autonomy to manage their day to day affairs without the interference of the Minister. However, in terms of the Public Finance Management Act they will have to, before the beginning of a financial year, have a corporate plan or strategic plan setting out their aims and objectives. They must also at the end of the financial year report in terms of the financial report required in terms of the PFMA. The difference between Schedule 2 and 3 Public Entities is more autonomy in the day to day business. The reason for this is that these entities are performing in terms of business principles.

In case of universities, although all the provisions of the PFMA are not applicable to these institutions, there are huge transfer payments made from the Dept. of Education to Universities. In terms of the Accounting Officer's responsibilities he must ensure that efficient and effective internal controls and financial management procedures are in place within those institutions in transferring funds to them. There must even be a certificate from these institutions that they do have proper internal control and proper financial management practices in place. Therefore, there is enough scope within the PFMA for the Accounting Officer or the Education Department to get involved in the financial administration within the University. Thus the Minister can interfere in terms of the PFMA.

Mr Vadi said that universities are not under any obligation to table reports to Parliament in terms of their affairs. He asked if this was not a weakness. He accepted that the PFMA imposes a sort of an indirect control. However, in the last few years some of the universities have gone out of control and some of them are almost bankrupt. Should not the state, while it is not violating the principle of university autonomy, begin to tighten the financial control system of the administrations in order to avoid a situation where almost a third of the universities in the country are annually bankrupt. He said that this situation would clearly not be in the public interest. He felt that the Committee should discuss the reason behind their exclusion in the important provisions of the Act.

Mr A Mponshane (IFP) wanted clarity on approving unauthorised expenditure. How far can the provinces enter into unauthorised expenditure - with the hope that the Act recognises it?

Mr Du Plessis replied that no one is allowed to have unauthorised expenditure. But should that occur, the definition of unauthorised expenditure is spending more than the legislature has approved and also not spending according to the programme description of the specific department. Should there be any overspending by the provinces, the legislature will look at the unauthorised expenditure. If there are suitable reasons for it, that might result in the approval of additional funds.

Mr R Ntuli (DP) commented that there are a few departments that repeatedly engage in underspending. This results in poor delivery. He asked how the Act addresses this situation for the people on the ground who are suffering.

Mr Du Plessis replied that departments must report on a monthly revenue and expenditure. The Minister must ensure that the budget is spent in accordance with the original budget plan. In addition, the monthly reports must be sent to National Treasury, which will then make a follow up should there be any indication of overexpenditure or underexpenditure. Should there be any underexpenditure, the Minister must report to the Cabinet.

Overview of the Treasury Regulations

Mr du Plessis ran through the Powerpoint presentation with no extra detail/

Discussion

Mr Geldenhuys (NNP) noted that in the past there have been many complaints about state departments not paying their bills despite the time limit of 30 days as indicated in one of the slides (expenditure management). Has there been an improvement in this regard, and what is the reason for limitation of 30 days instead of 90 days?

Mr R van den Heever (ANC) commented that he was interested in the autonomy that has been granted to Accounting Officers. An example of this is that Accounting Officers have been given power to deal with losses without referring to Treasury. He further commented that he was aware of the fact that there are certain checks and balances over how the Accounting Officer may exercise his power. He asked if this did not call for an extraordinary maintenance of the balance between the powers that have been given to the Accounting Officer as opposed to the checks and balances that are in place.

Ms I Mutsila (ANC) wanted extra clarity on fruitless and wasteful expenditure, particularly wasteful expenditure that could have been prevented.

Mr Aucamp based his questions on irregularities and asked when would one make a choice whether to report an irregularity to the Auditor General or the Executor. Secondly, he asked for Mr Du Plessis's opinion if these measures would be sufficient to bring corruption to a halt.

Mr Du Plessis replied to the first question and said that to require payments within 30 days is a normal business practice. Payments not received within a 30 day period constitutes financial misconduct in terms of the Act and the Accounting Officer is at liberty to take disciplinary steps against staff members not complying with this requirement.

Regarding autonomy that has been given to accounting officers he responded that the Department has attempted to strike a balance with the new Treasury Regulations. Currently, steps have been taken to empower Accounting Officers. Thus the position is not as in the past when they had to refer each and every loss to the Treasury.

Regarding fruitless and wasteful expenditure, especially expenditure in vain that could have been prevented - he answered this by making an example where a requisition is submitted for the printing of documents, and there was only a need for 100 documents but the department has produced 500. One can say that the cost of the 400 excess documents was fruitless and wasteful expenditure. This expenditure must be recovered from persons responsible.

Whether it was possible to stop corruption was doubtful. However, there is an honest attempt to put a stop to it.

The meeting was adjourned.



Legal Aid
South Africa

RESOLUTIONS OF THE LSTC

Allocation of Senior Litigator - EC

I, Nadeen Long, in my capacity as Legal Services Technical Committee Secretary, hereby confirm that in the meeting held on 24 March 2010 the Legal Services Technical Committee resolved to transfer the position of the Senior Litigator, Kimberly Justice Centre to Mthatha Justice Centre.

Nadeen Long
LSTC Secretary

Date

Mthatha JC - Senior Litigator

Closing date - 07 May 2010

Ref: Mthatha 20/04/2010
Advertisement Internal & External
SENIOR LITIGATOR

Applications are invited from interested persons, who meet the minimum requirements, to fill the above-mentioned position at the Mthatha Justice Centre. Applicants must be admitted Attorneys or Advocates. The incumbent will be appointed on a permanent basis.

POSITION PURPOSE

To render legal services, primarily litigation services, in complex criminal and civil matters linking to the higher courts (High Courts, Appeal Courts and Constitutional Court) in the country, and provides specialist support to Justice Centres on these matters.

KEY OUTPUTS

- Take responsibility for and expertly / proficiently attend to legal matters in various legal forums / courts requiring expert litigation skills such as impact litigation and / or warranting the services of a Senior Litigator.
- Attend to referrals from National Office, Regional Office and Justice Centres regarding cases as in above and provide support to Justice Centres in specialised, complex or impact litigation matters.
- Provide written legal opinion for the Legal Aid South Africa as requested.
- Build and manage a caseload as agreed by the ROE, that makes optimum usage of the expertise and skills of the senior litigator position.
- Assist with in-house legal training sessions as identified / agreed by the ROE or LDE.
- Develop the litigation expertise within the Legal Aid South Africa by: providing individual mentoring and coaching to legal staff as identified by ROE, involving other Legal Aid South Africa practitioner to assist in legal matters and others means.

COMPETENCIES (SKILLS, KNOWLEDGE AND ATTRIBUTES) REQUIRED

- Admitted Attorney / Advocate.
- B Proc or LLB degree, with right of Appearance in the High Court.
- At least 10 years post qualification litigation experience (both Criminal and Civil) of which 5 years must be high court experience.
- A valid code 08 drivers' license.
- Excellent leadership & people development skills with a track record in training.
- Experience in budget preparation & management thereof.
- Advanced computer skills (MS Word, Excel, Outlook, Power Point and Ad Inflightum).
- Strong communication, problem solving & interpersonal skills.
- Innovative, creative & analytical thinking skills. Strong research skills
- Ability to interpret & apply policies.

SALARY: R682 502.20 (all inclusive O&D package)

Detailed curriculum vitae highlighting required skills as advertised must be submitted by close of business on the 07 May 2010, quoting the above reference number & Justice Centre of choice as follows:-

Mr Leslie Gwale, Justice Centre Executive, P.O. Box 536, MTHATHA, 5089. Fax Number: (047) 831 4144. Email Address: LeslieG@legal-aid.co.za OR Mr Mlindo Mzuku, Admin Manager. Email Address MlindoM@legal-aid.co.za (Please indicate clearly in your e-mail subject line the following Application for Advertised Post, Senior Litigator. 1121

Thenjiwe Magazi

Subject: FW: Interview for Senior Litigatr - Mthatha
Location: R/O

Start: Mon 2010/05/24 12:00 AM
End: Tue 2010/05/25 12:00 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Dear all
Please find the schedule for interviews,

INTERVIEW SCHEDULE			
NAME	TIME		CONTACT
✓ Nzame Skibi	09:00AM	confirmed for 09am	
✓ athizizwe Dukada	10:00AM	confirmed for 10am	
Peliswa Sikhunyana	11:00AM	confirmed for 11am	0722121285/0392531666 → declined
✓ Clinton Louis <i>Short</i>	12:00PM	confirmed for 12pm	cshortattorneys@hotmail.com
Vuyani Maggabi	14:00PM	confirmed for 2pm	

Regards

Thenjiwe

-----Original Appointment-----

From: Thembile Mtati

Sent: 11 May 2010 12:01 PM

To: Thembile Mtati; Thenjiwe Magazi; Leslie Gwele; Lynette Franklin; Thembile Mtati

Subject: Interview for Senior Litigator - Mthatha

When: 24 May 2010 12:00 AM to 25 May 2010 12:00 AM (GMT+02:00) Harare, Pretoria.

Where: R/O

Dear Colleagues,

We have just completed the short listing for the Senior Litigator position. Thenjiwe will provide you the names of shortlisted candidates.

Since most of the candidates will be from outside the Region and will need to fly to the venue, I felt it prudent that the interviews be held at R/O.

You need to avail yourself on this day to assist in recommending the appropriate candidate. This is the 1st round of interviews and the NOE may decide to further interview our recommended candidate.

Regards
Thembile

SHORTLIST -SNR LITIGATOR POSITION - UMTATHA JC

NAME	Race	Gender	Academic Record	Current Emploment	Int/Ext	Shortlisted
1 ✓ Sejane Sempe	African	Male	B Proc.	Professional Assistant	Internal	No short not not
2 ✓ Nzame Skibi	African	Male	LLB, B -Juris	Snr Litigator Mafikeng JC	Internal	Yes ✓
3 ✓ Maskhane Gebuza	African	Male	B Proc.	Snr Claims Handler	External	No
4 ✓ Sikhunyana Peliswa	African	Female	B Proc.		External	Yes ✓
5 ✓ Dilish Apane	African	Male	LLB	Not supplied on CV	External	No
6 ✓ Dukuda Phatizizwe	African	Male	LLB	HCU PA	Internal	Yes
7 ✓ Bastew Mark	Coloured	Male	LLB	PA - JC	Internal	No
8 ✓ Ntekezi Zukisa	African		LLB	Incomplete infor.		No
9 ✓ Magqabi Vuyani	African	Male	B Proc.	HCU Manager	Internal	Yes
10 ✓ Louis Clinton	Coloured	Male	B Proc.	CA	External	Yes
11 ✓ Gxaba Wilford	African	Male	LLB, B -Juris	HCU PA	Internal	No

Criteria

- Admitted Attorney/Advocate
- B Proc , LLB with right of appearance
- At least 10 years post qualification litigation experience - civil and criminal
- 5 years HC experience
- Valid drivers license

Panelist is

24/05/2010

HRM
ROE
Umtathata JCE2.
Port Elizabeth JCE2.