

# **DOCUMENT BUNDLE**

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# **LEGAL AID SOUTH AFRICA BUDGET 2010/11**

**Office of the CFO  
February 2010**

LEGAL AID SOUTH AFRICA  
2010/2011 BUDGET - NATIONAL CONSOLIDATED

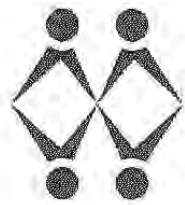
GL Code	Board Secretary	CEO's Office	CEO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development Services	National Operations	Payment Processing Unit	Eastern Cape Region	Free State North West Region	Gauteng Region	Western Cape (Northern Cape) Region	Kwazulu Natal Region	Mpumalanga Region	Total 2010/11	2009/10	Variance	
<b>DIRECT COSTS</b>																						
1 Basic Salary																				400 165 458	58 819 422	15%
2 Bonuses																				26 828 655	-1 313 823	-5%
3 Housing Allowance																				3 957 735	3 483 204	-17%
4 Medical Aid Contribution																				7 431 659	7 431 659	0%
5 Motor Car Allowance																				3 167 913	2 066 516	-35%
6 Pension Contribution																				31 901 859	33 484 258	5%
7 UIF Contribution																				2 440 187	2 128 070	-12%
8 Increasing paralegal capacity																				5 118 109	-2 035 715	-40%
9 Review of CA model																				0	0	0%
10 OSD Additional Funding																				30 000 000	0	-100%
<b>ADMIN SUPPORT COST</b>																				563 470 656	485 679 381	-14%
11 Basic Salary																				143 481 598	18 855 002	13%
12 Bonuses																				8 244 022	8 593 616	4%
13 Housing Allowance																				4 058 550	4 153 183	2%
14 Medical Aid Contribution																				6 373 026	6 088 080	-4%
15 Motor Car Allowance																				2 785 089	2 265 149	-19%
16 Pension Contribution																				11 951 014	10 257 137	-14%
17 UIF Contribution																				1 074 893	743 852	-31%
<b>OTHER DIRECT EXPENDITURE</b>																				174 030 768	22 008 109	13%
18 Indicate																				0	0	0%
19 Disbursements																				74 107 584	76 265 721	2%
20 Expert Witness																				1 330 955	557 650	59%
21 Co-operation Agreements																				2 163 595	2 193 599	0%
22 Inward Litigation																				4 208 004	4 208 004	0%
23 Traveling and Subsistence-Credit																				2 846 752	704	0%
24 N/A/No/Not an Expense Program																				0	0	0%
25 Case Backlog																				0	0	0%
26 Increase in legal capacity																				20 000 000	20 000 000	0%
27 Children's matters																				1 600 000	-1 600 000	-100%
<b>OPERATING BUDGET</b>																				122 416 823	21 373 558	17%
28 Achiever Awards																				210 400	210 400	0%
29 Advertising																				2 169 328	2 169 328	0%
30 Annual Report																				250 000	250 000	0%
31 Audit Fees																				2 248 365	1 711 532	-23%
32 Bank Charges																				597 384	579 864	-3%
33 Board Fees																				898 813	872 884	-3%
34 Change Management																				544 520	528 640	-3%
35 Clearing Mergers & Services																				3 696 550	3 696 550	0%
36 Communication																				2 479 787	2 407 850	-3%
37 Computer/Disaster Recovery																				593 317	579 036	-2%
38 Computers/Maintenance																				95 907	93 108	-3%
39 Computers/Software Licenses																				6 955 456	6 046 296	-13%
40 Conferences & Seminars																				2 745 074	2 669 179	-3%
41 Contingencies																				58 893	55 295	-6%
42 Corporate Governance Training																				20 418 810	18 902 223	-7%
43 Description																				801 143	778 743	-3%
44 Document Exchange																				123 810	123 810	0%
45 Education & Training																				5 849 432	5 888 178	1%
46 Employee Assist/Outsourcing/OTs																				312 785	312 785	0%
47 Employment Relations																				204 327	204 327	0%
48 Employment Equity																				206 313	206 313	0%
49 Forensic Investigations																				89 966	87 348	-3%
50 HIV/AIDS Management																				41 458	40 250	-3%
51 Implementations & Training -SAP																				206 000	206 000	0%
52 Insurance Short Term																				0	0	0%
53 Internal Audit Support																				4 818 231	4 671 908	-3%
54 IT Support																				1 112 168	619 654	-45%

**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
44500							1 278 900												1 278 900	630 000	-648 900
44501	4 625	4 614	4 621	4 625	4 625	4 625	9 794	4 625	4 625	118 200									1 278 900	630 000	-648 900
44502																			425 976	413 668	-12 308
44503																			958 022	1 145 711	-187 689
44504																			1 025 510	995 641	-29 869
44505																			1 420 132	1 378 769	-41 363
44506																			563 669	552 200	-11 469
44507																			56 685	55 044	-1 641
44508																			6 397 029	6 302 811	-94 218
44509																			28 318 316	25 367 712	-2 950 604
44510																			918 039	892 165	-25 874
44511																			4 889 652	4 787 429	-102 223
44512																			1 722 788	1 000 056	-722 732
44513																			326 643	317 420	-9 223
44514																			870 577	946 220	75 643
44515																			38 057	38 900	843
44516																			661 602	668 507	6 905
44517																			1 601 660	1 545 707	-55 953
44518																			1 153 565	1 118 976	-34 589
44519																			939 168	972 008	32 840
44520																			552 003	545 534	-6 469
44521																			487 602	473 400	-14 202
44522																			5 15 004	5 000 004	-15 000
44523																			578 280	591 137	12 857
44524																			878 644	853 052	-25 592
44525																			1 491 687	1 451 169	-40 518
44526																			1 420 879	1 378 900	-41 979
44527																			1 288 965	1 288 965	0
44528																			235 142	315 672	80 530
44529																			6 566 733	5 664 931	-901 802
44530																			6 418 409	6 232 438	-185 971
44531																			128 044	125 668	-2 376
44532																			1 688 783	1 930 854	242 071
44533																			1 274 159	1 204 309	-69 850
44534																			0	855	855
44535																			7 661 600	7 461 724	-199 876
44536																			639 800	620 680	-19 120
44537																			4 726 242	4 508 584	-217 658
44538																			15 702 222	14 462 732	-11 155 429
44539																			99 897 774	92 668 734	-7 229 040
44540																			1 085 377 416	1 085 377 416	0
44541																			9 647 160	2 209 270	-7 437 890
44542																			0	0	0
44543																			125 000	8 158 601	7 933 601
44544																			5 259 508	11 277 331	6 017 823
44545																			0	5 233 807	5 233 807
44546																			0	0	0
44547																			16 319 124	27 057 813	10 738 689
44548																			2 460 547	2 460 547	0
44549																			102 358 321	99 646 547	-22 706 774
44550																			1 083 666 239	1 083 666 239	0
44551																			141 134 277	141 134 277	0
44552																			156 648 786	156 648 786	0
44553																			172 631 887	172 631 887	0
44554																			1 315 124	1 315 124	0
44555																			375 000	375 000	0
44556																			1 184 670	1 184 670	0
44557																			0	0	0
44558																			3 110 233	3 110 233	0
44559																			2 085 465	2 085 465	0
44560																			174 128 880	174 128 880	0
44561																			5 266 877	5 266 877	0
44562																			131 567 896	131 567 896	0
44563																			14 128 181	14 128 181	0
44564																			27 808 120	27 808 120	0
44565																			11 435 668	11 435 668	0
44566																			56 617	56 617	0
44567																			56 517	56 517	0
44568																			20 890	20 890	0
44569																			400 609	400 609	0
44570																			5 45 414	5 45 414	0
44571																			5 14 838	5 276	-5 142 620
44572																			1 869	1 869	0
44573																			215 978	215 978	0
44574																			6 16 004	6 16 004	0
44575																			32 322	32 322	0
44576																			131 608	131 608	0
44577																			12 860	12 860	0
44578																			6 860	6 860	0
44579																			70 491	70 491	0
44580																			44 054	44 054	0
44581																			16 494	16 494	0
44582</																					

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**

**ANNEXURE A**

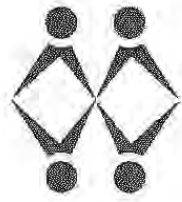
GL Code	Board Secretariate	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development	National Operations	Payment Processing Unit	Eastern Cape Region	Free State/North West Region	Gauteng Region	Western/Northern Cape Region	KwaZulu Natal Region	Mpumalanga Region	Total 2011/12	Total 2010/11	Variance
<b>DIRECT COSTS</b>																					
1 Basic Salary	30050				2 060 729					4 030 000	8 920 865		64 766 176	76 499 941	100 500 220	99 648 260	83 137 833	63 771 801	523 353 926	484 363 871	38 992 055
2 Bonuses	30100				126 069					206 246	279 767		5 085 664	4 594 041	5 738 919	5 802 447	4 701 885	3 903 035	30 440 050	26 735 903	3 704 147
3 Housing Allowance	30150				5 472					6 000	71 352		923 706	873 004	951 676	1 150 134	670 816	1 042 247	5 835 037	4 131 675	1 703 362
4 Medical Aid Contribution	30200				12 168					60 840	103 239		1 719 132	1 384 588	1 731 976	1 435 723	1 548 674	1 431 732	9 427 072	7 889 620	1 537 452
5 Motor Car Allowance	30400				209 136						28 267		60 000	361 303	634 663	400 465	224 951	552 850	3 167 913	2 955 006	212 907
6 Pension Contribution	30850				7 446					228 862	367 713		7 203 615	6 539 781	7 883 207	6 650 634	5 454 746	42 403 633	32 104 167	10 299 466	
7 LIF Contribution	30950									10 416	17 885		428 545	404 736	525 934	519 311	430 868	351 472	2 716 176	2 398 308	317 868
8 Increase in legal capacity	30 710				2 478 848					4 544 149	28 780 069		100 203 841	60 651 891	118 673 272	118 736 048	97 596 660	76 613 943	537 230 821	631 690 739	5 440 082
<b>ADMIN SUPPORT COST</b>																					
9 Basic Salary	40050	2 343 927	1 103 870	2 463 874	4 205 443	8 325 175	4 407 760	10 200 656	7 703 603	2 317 220	4 449 780	1 959 976	14 732 991	15 027 864	15 609 638	16 894 137	14 869 727	12 245 981	139 711 651	174 970 686	14 740 625
10 Bonuses	40100	12 349	133 235	65 370	326 158	618 024	384 130	678 692	588 236	115 251	308 352	163 332	1 165 219	1 221 869	1 282 584	1 368 310	988 415	897 528	10 689 826	8 591 523	1 866 301
11 Housing Allowance	40150	9 600	9 600	36 000	42 552	201 600	37 661	131 297	241 199	49 306	201 600	115 200	861 000	912 000	1 024 152	1 024 152	1 097 306	760 000	5 536 767	4 059 550	1 477 217
12 Medical Aid Contribution	40200	11 582	24 336	12 168	94 600	332 037	135 272	174 897	239 233	60 840	284 393	145 983	937 440	930 331	1 121 119	908 736	915 121	759 640	7 368 160	6 483 650	784 510
13 Motor Car Allowance	40450		49 200	30 000	189 292	299 091	299 091	438 008	560 233	203 536	102 000	74 437	163 613	62 200	62 200	32 269	2 303 568	2 793 969	32 269	32 269	-460 406
14 Pension Contribution	40850	17 783	29 955	140 211	489 668	760 344	353 306	672 648	464 262	234 733	444 566	235 197	1 719 475	1 756 762	1 791 577	1 900 825	1 648 503	1 421 603	14 034 608	12 558 130	1 476 478
15 LIF Contribution	40950	2 976	4 464	1 489	34 224	44 640	22 320	41 694	37 200	8 828	34 224	17 658	142 848	142 848	157 728	166 956	141 350	123 504	1 136 808	1 076 166	60 642
16 Incentives payments - Staff	43000																		34 183 697	30 563 076	3 620 621
17 Group LIF	43050						14 868 448												34 183 697	30 563 076	3 620 621
<b>OTHER DIRECT EXPENDITURE</b>																					
18 Judicial	55250	2 800 717	1 308 886	2 888 904	5 486 726	10 465 663	54 108 875	12 287 915	9 857 013	3 047 650	5 852 921	2 637 157	19 570 373	20 065 626	21 392 652	22 344 740	18 625 432	16 342 735	230 656 540	203 987 013	26 659 531
19 Disbursements	35950																				
20 Expert Witness	35150																				
21 Co-operation Agreements	35650																				
22 Impact Litigation	35200																				
23 Travelling and Subsistence-Circuit	36000																				
24 Case Backlog	36500																				
25 Child Act	35050																				
26 Child Justice Act	36010																				
27 FIFA World Cup	35 070																				
<b>OPERATIVE BUDGET</b>																					
28 Achiever Awards	41060																				
29 Advertising	41100					95 337	229 910														
30 Annual Report	41150	275 904		2 191 844							21 922										
31 Audit Fees	41250				2 535 980																
32 Bank charges	41350				633 770																
33 Brand fees	41450	952 646																			
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 Conferences & Seminars	41850	22 064	27 055	23 155																	
43 Congenities	41900																				
44 Corporate Governance Training	42100	80 359																			
45 Depreciation	42200	40 165	64 241		603 021	4 469 788	101 917	290 983	2 634 892	115 716	355 051	50 246	4 301 025	3 813 842	5 102 976	4 625 648	4 612 603	36 479 948	20 414 810	16 095 136	7 095
46 Document Exchange	42650				51 278																
47 Education & Training	42900																				
48 Employee Assistance (South Africa)	42950																				
49 Employment Relations	42700	7 157	11 927	4 771	72 165	95 424	409 480	52 673	147 899	2 482 104	323 758	28 668	429 869	609 958	489 500	547 747	502 097	395 684	6 632 081	6 106 951	305 130
50 Employment Equity	42750																				
51 Forensic Investigations	42800																				
52 HR/PA's 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 - Office	COO - 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 Region	KwaZulu Natal Region	Mpumalanga Limpopo Region	Total 2011/12	Total 2010/11	Variance	%
56 Legal Fees	434001				402 700	4 759	10 076	4 759	4 759	2 627 461	4 759		66 000	76 500	1 431 979	1 118 551	1 392 375	59 000	402 700	380 976	21 725	6%
57 Library & Publications	434002	4 759			4 759	4 759							88 000	76 500	1 431 979	1 118 551	1 392 375	59 000	402 700	380 976	21 725	6%
58 Maintenance - Buildings	434003				734 518								95 554	84 834	5 427 228	6 740 546	4 031 014	4 031 014	4 027 000	957 385	2 336 484	223%
59 Maintenance - Office Equipment	434004				97 363								101 464	165 350	285 795	560 085	148 365	207 085	1 595 578	1 505 242	70 012	6%
60 Management Fees - Travel	434005				587 326														587 326	587 326		0%
61 Moving costs	434006				1 118 040														1 118 040	1 118 040		0%
62 Municipal Services	434007												600 680	741 793	1 431 979	1 118 551	1 392 375	971 553	7 451 001	6 320 222	1 130 779	18%
63 Office Rental & Operating costs	434008												6 133 928	4 950 651	5 427 228	6 740 546	4 031 014	4 031 014	32 404 397	29 116 355	3 288 042	12%
64 Postage & Courier	44000				32 352				30 573				90 882	87 800	95 105	111 694	150 148	81 155	1 081 577	1 047 636	63 941	6%
65 Printing & Stationery	44100	119 567			23 395		24 376	44 355	27 804	187 353	324 648	27 462	678 123	607 371	798 103	664 448	704 971	625 321	5 478 638	5 215 611	263 027	5%
66 Professional Services	44150				899 943				74 169										1 292 528	1 218 318	74 210	6%
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		0%
68 Recruitment	44350						822 812												822 812	822 812		0%
69 Reemployment of staff	44400																					0%
70 Retirement - Board	44450																					0%
71 Retirement - Staff	44500																					0%
72 Rental - Office Equipment	44600																					0%
73 Security Costs	44650																					0%
74 Signage & Branding	44700																					0%
75 Skills Development Levy	44800																					0%
76 Software Maintenance	44850																					0%
77 Staff Bursary	44900																					0%
78 Staircase Furnish	44950																					0%
79 Storage Costs	45000																					0%
80 Succession and Members Fees	45050																					0%
81 System Support	45100																					0%
82 Telephone & Fax	45200																					0%
83 Tools & Equipment	45250																					0%
84 Travel and other - Commodities	45300																					0%
85 Travel and other - Staff	45400																					0%
86 Vehicle - Fuel	45500																					0%
87 Vehicle - Licences	45550																					0%
88 Vehicle - Maintenance	45600																					0%
89 Vehicle - Tracking	45650																					0%
90 Wide Area Network	45700																					0%
91 Workmen's Compensation	45750																					0%
92 Workshops	45800																					0%
Operating Budget		2 065 610	1 451 631	1 591 991	8 634 610	17 229 580	6 398 906	1 587 811	21 318 061	5 672 895	3 974 831	135 269	19 171 110	18 897 506	21 784 994	22 828 386	19 160 311	18 841 632	195 825 000	165 088 937	30 736 063	19%
Total Operating Budget		2 880 195	4 042 368	1 468 887	8 511 453	16 542 485	61 165 779	13 675 766	31 175 874	18 875 032	89 484 863	2 772 466	190 913 739	140 825 550	187 845 080	178 636 060	152 983 138	110 723 692	1 204 110 201	1 141 733 749	62 376 452	5%
<b>CAPITAL BUDGET</b>																						
83 Computer Hardware	10100																					
84 Computer IT	10150																					
85 Computer Software	10200																					
86 Furniture & Equipment	10300																					
87 Leasehold Improvements	10400																					
88 Motor vehicles	10500																					
Total Capital Budget																						
Total Budget		2 880 195	4 042 368	1 468 887	8 511 453	17 119 105	61 230 125	14 129 921	33 325 959	18 929 154	89 530 979	2 805 403	152 720 056	142 274 082	180 417 811	181 564 746	155 017 012	120 170 841	1 221 851 946	1 179 260 881	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**

ANNEXURE A

LEGAL AID SOUTH AFRICA  
2012/2013 BUDGET - NATIONAL CONSOLIDATED

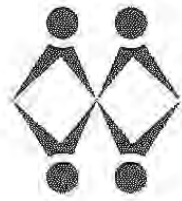
GL Code	Board Secretary	CEO's Office	COO's Office	Communications	Corporate Services	Finance	Human Resources	Internal Audit	Information Technology	Legal Development	National Operations	Payment Processing Unit	Eastern Cape Region	Free State North West Region	Gauteng Region	KwaZulu Natal Region	Limpopo Region	Western Cape Northern Cape Region	Total 2012/13	Total 2011/12	Variance	
<b>DIRECT COSTS</b>																						
1 Basic Salary	5050									4 734 726	9 387 936		100 251 700	88 170 835	115 754 615	95 628 050	73 633 428	111 713 181	995 387 987	561 744 710	38 623 257	
2 Housing Allowance	50100									527 933	594 151		9 339 559	7 241 830	5 864 797	5 864 797	4 539 025	7 148 937	37 981 529	30 749 383	7 188 088	
3 Medical Allowance	30150									9 000	330 400		1 131 260	1 119 871	1 119 859	1 364 946	1 364 946	1 857 746	12 357 779	12 343 007	14 275	
4 Medical Aid Contribution	30400									60 840	292 682		2 281 185	1 765 451	2 180 884	1 981 527	1 857 613	432 240	2 770 805	2 523 749	247 056	
5 Motor Car Allowance	30450									472 222	711 577		9 154 014	8 036 101	10 428 235	8 445 303	6 855 238	10 293 239	54 993 029	46 646 276	8 346 753	
6 Pension Contribution	30550									11 979	43 423		489 319	454 726	597 352	495 176	402 762	574 570	3 048 383	2 968 695	79 688	
7 UIF Contribution	30650									6 633 943	8 160 378		419 583 932	405 476 767	338 367 897	113 688 574	89 710 758	135 662 854	716 824 337	624 733 474	92 090 863	
<b>ADMIN SUPPORT COSTS</b>																						
8 Basic Salary	40050	2 484 726	1 957 479	2 422 735	4 356 287	9 108 431	5 703 107	11 074 650	7 940 169	1 584 320	3 071 926	1 888 257	11 805 512	12 251 706	12 712 601	11 438 108	9 322 188	13 486 223	172 681 437	109 697 639	12 683 728	
9 Bonus	40100	51 545	140 227	65 032	340 336	688 776	418 033	792 747	643 517	110 040	217 437	165 321	9 435 007	10 046 190	22 189 310	16 885 777	6 748 462	14 202 468	76 755 945	93 418 385	16 632 401	
10 Housing Allowance	40150	13 752	9 600	37 952	201 890	205 752	97 661	78 481	269 726	28 800	87 200	105 600	275 571	180 470	716 454	186 716	272 226	2 019 516	2 501 937	482 421	4 924	
11 Medical Aid Contribution	40200	21 788	12 168	12 168	70 481	319 322	146 016	202 877	224 541	48 672	87 344	133 848	648 889	891 108	676 353	884 774	477 057	683 642	5 474 487	4 022 127	1 452 360	
12 Motor Car Allowance	40450	29 257	48 209	90 000	189 290	398 081	394 068	587 703	72 000	102 000	102 000	138 248	1 368 976	1 488 815	1 408 849	1 324 335	1 084 123	1 492 080	12 768 950	10 401 936	2 367 014	
13 Pension Contribution	40550	14 225	28 434	28 434	490 063	991 838	840 209	869 177	158 458	518 110	238 351	358 351	1 358 976	1 488 815	1 408 849	1 324 335	1 084 123	1 492 080	12 768 950	10 401 936	2 367 014	
14 UIF Contribution	40650	2 865	4 482	10 482	32 942	44 821	23 958	41 226	37 424	5 989	15 476	18 471	98 882	103 359	112 064	100 448	80 057	119 972	37 617 539	35 889 034	1 728 505	
15 Incentives payments - Staff	41900																		15 947 837	13 609 110	2 338 727	
16 Group Life	41950																		212 022 337	189 538 610	21 483 727	
<b>OTHER DIRECT EXPENDITURE</b>																						
17 Judges	39250									2 008 280	3 382 495	2 048 048	15 443 723	16 309 973	16 674 414	15 124 012	12 333 004	17 654 958	212 022 337	189 538 610	21 483 727	
18 Disbursements	39500												9 435 007	10 046 190	22 189 310	16 885 777	6 748 462	14 202 468	76 755 945	93 418 385	16 632 401	
19 Expert Witness	39150												275 571	180 470	716 454	186 716	272 226	2 019 516	2 501 937	482 421	4 924	
20 Co-operation Agreements	39050									530 000	2 982 238		419 337	295 230	606 762	485 320	235 697	2 309 310	1 029 801	1 029 801	1 279 319	
21 Impact Litigation	39200												321 168	109 200	2 539 693		76 663	1 527 467	8 085 210	7 987 235	88 975	
22 Travelling and Subsistence-Court	38600									5 081 632	2 982 238		80 469	250 545		72 016	84 804	66 420	5 851 633	5 142 053	709 580	
23 Case Backlog	35900																		37 000 000	32 000 000	5 000 000	
<b>DREXING BUDGET</b>																						
24 Achiever Award	41060																			229 811	35 604	194 207
25 Advertising	41100																		2 306 238	4 715 215	-2 408 977	
26 Annual Report	41150																		295 004	276 000	19 000	
27 Audit Fees	41250																		2 688 036	2 535 980	152 056	
28 Bank Charges	41350																		729 833	1 123 658	-393 825	
29 Board fees	41450																		1 009 005	864 606	144 399	
30 Cell Centre Support	41510																		201 272	201 272		
31 Call Centre Maintenance Equipment	41520																		473 631	213 571	260 060	
32 Change Management	41550																		673 031	478 984	194 047	
33 Cleaning Materials	41600																		5 160 324	4 972 985	187 339	
34 Communication	41650																		2 553 456	2 648 050	-94 594	
35 Computer - Disaster Recovery	41700																		894 771	803 374	91 397	
36 Computer - Maintenance	41750																		101 534	101 534		
37 Computer - Software Licences	41800																		7 939 530	5 534 673	2 404 857	
38 Conferences & Seminars	41900																		286 256	223 053	63 203	
39 Conferences	41900																		775 909	1 639 481	-863 572	
40 Corporate Governance Training	42000																		60 359	69 359	-8 000	
41 Depreciation	42050																		36 461 082	38 479 945	-2 018 863	
42 Document Storage	42500																		265 108	534 067	-268 959	
43 Education & Training	42600																		6 499 443	5 200 311	1 299 132	
44 Employer Assesment/Qualification	42650																		227 594	205 087	22 507	
45 Employment Relations	42700																		251 365	151 515	99 850	
46 Employment Equity	44500																		50 000	36 637	13 363	
47 Financial Management	42800																		221 456	362 136	-140 680	
48 Insurance Short Term	43100																		7 886 294	7 424 261	462 033	
49 Insurance Short Term	43100																		1 485 504	3 585 445	-2 099 940	
50 Leadership Programme	43350																		1 358 791	1 827 558	-468 767	
51 Leadership Programme	43400																		390 288	1 161 344	-762 066	
52 Legal Fees/Patrols	43450																		3 114 381	2 881 842	232 539	
53 Legal Fees/Patrols	43500																		1 760 602	1 289 043	471 559	
54 Maintenance - Buildings	43550																		1 485 504	3 585 445	-2 099 940	
55 Maintenance - Office Equipment	43600																		1 358 791	1 827 558	-468 767	
56 Management Fees - Travel	43650																		547 336	587 336	-40 000	
57 Management Fees - Travel	43700																		15 000	167 393	-152 393	
58 Municipal Services	43800																		15 000	167 393	-152 393	
59 Office Rental & operating costs	43850																		8 388 909	7 449 130	939 779	
60 Postage & Courier	44000																		16 542 533	32 445 565	-15 903 032	
61 Printing & Stationery	44050																		937 278	1 374 269	-436 991	
62 Printing & Stationery	44100																					

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

BL Code	Board Secretary	CEO - Office	CEO - 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 2012/13	Total 2011/12	Variance	%	
64 Public Relations	44100	3 360						3 360												3 360	3 360	0	0%	
65 Recruitment	44350																				97 113	357 017	-30 102	0%
66 Replenishment of staff	44400																				672 641	1 010 487	-137 846	-16%
67 Refinement - Board	44450	40 232																			24 614	24 614	-24 614	-100%
68 Refinement - Staff	44500	768																			40 323	40 323		0%
69 Refine - Office Equipment	44550																				97 005	97 005		0%
70 Security Costs	44600																				2 861 334	2 861 334		20%
71 Security Training	44700																				1 591 063	1 591 063		10%
72 Skills Development Levy	44800																				856 066	856 066		-52%
73 Software Maintenance	44850	782																			715 245	811 956	-96 711	-12%
74 Staff Bureau	44900																				546 084	537 856	8 228	1%
75 Stakeholders Forum	44950																				546 066	275 059	270 967	80%
76 Storage Costs	45000																				304 426	304 426		-1%
77 Subscription and /Inhouse fees	45050	44 139																			977 093	995 781	-18 688	-2%
78 Staff Support	45100																				1 741 787	1 850 065	-108 278	-6%
79 Telephone & Fax	45200																				30 000	30 000		0%
80 Tools & Equipment	45250	5 000																			14 119 239	13 629 726	489 513	4%
81 Travel and Other - Committees	45300	344 651																			409 592	2 468 040	-2 468 040	-65%
82 Travel & Subsistence - Staff	45400	10 000																			544 551	424 534	119 983	19%
83 Vehicle - Fuel	45500																				7 507 087	7 751 835	-244 748	-4%
84 Vehicle - License	45550																				7 060 933	7 356 571	-295 638	-4%
85 Vehicle - Maintenance	45600																				163 043	166 654	-3 611	-16%
86 Vehicle - Trucking	45650																				2 129 118	2 483 248	-354 130	-16%
87 Wide Area Network	45700																				1 307 779	1 683 925	-386 146	-23%
88 Workshops	45750	119 823																			11 002 536	9 603 619	1 398 917	12%
Operating Budget	2 110 394	1 455 717	169 104	5 818 310	9 321 061	18 482 530	6 390 393	1 984 334	23 688 691	5 887 721	18 841 236	48 865 101	27 738 207	166 690 139	162 149 741	204 274 714	166 161 235	128 331 416	191 757 658	1 283 298 851	1 174 082 680	109 216 171	9%	
Total Operating Budget	3 089 748	4 164 564	1 526 440	8 431 343	17 389 742	81 387 233	13 552 083	16 398 323	34 265 241	18 841 236	18 841 236	48 865 101	27 738 207	166 690 139	162 149 741	204 274 714	166 161 235	128 331 416	191 757 658	1 283 298 851	1 174 082 680	109 216 171	9%	
<b>CAPITAL BUDGET</b>																								
90 Computer Hardware	10100	18 316																			2 209 422	7 721 183	-5 437 667	-70%
91 Corporate IT	10200																				3 058 961	1 821 954	1 237 007	100%
92 Computer Software	10400																				831 667	831 667		100%
93 Building Improvement	10770																				816 805	1 851 473	-1 034 668	-56%
94 Furniture & Equipment	10900																				8 472 367	3 614 772	4 857 595	122%
95 Leasehold Improvements	10200																				8 862 616	4 439 684	4 402 932	99%
96 Motor vehicles	10950																				23 479 231	22 430 880	1 048 351	5%
Total Capital Budget	18 316	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	205 604 606	206 263 852	-660 202	0%	
Total Budget	3 104 064	4 164 564	1 526 440	8 431 343	18 841 236	18 482 530	13 552 083	16 398 323	34 265 241	18 841 236	18 841 236	48 865 101	27 738 207	166 690 139	162 149 741	204 274 714	166 161 235	128 331 416	191 757 658	1 283 298 851	1 174 082 680	109 216 171	9%	

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**

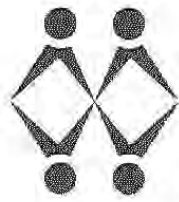




LEGAL AID SOUTH AFRICA

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**

**LEGAL AID SOUTH AFRICA  
2014/2015 BUDGET - NATIONAL CONSOLIDATED**

GL Code	Board Secretaries	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 Region	Western Cape/Northern Cape Region	Total 2014/2015	Total 2013/14	Variance
<b>DIRECT COSTS</b>																					
1 Basic Salary	30650				2 487 791	9 039 861	7 021 326			141 104 258	117 616 976	87 831 332	141 207 413	731 389 446	678 409 077	5 418 369					
2 Bonuses	30150				23 116	245 741	503 893			7 389 556	6 036 640	6 887 394	7 269 574	40 437 394	37 628 272	2 809 122					
3 Housing Allowance	30150					6 000	331 200			1 254 699	1 061 188	1 514 066	1 368 571	7 742 510	9 500 899	-1 758 389					
4 Medical Aid Contribution	30260				24 193	23 008	319 769			2 233 683	1 691 743	1 958 237	1 931 976	12 255 105	12 067 692	187 413					
5 Motor Car Allowance	30450				171 138					89 615	409 233	126 247	448 532	2 081 179	3 077 144	-1 000 000					
6 Pension Contribution	30450				113 116	582 547	726 356			10 341 241	9 329 034	10 039 953	8 135 769	11 489 348	9 377 143	2 112 205					
7 UIF Contribution	30550				8 749	48 915	14 277			578 099	559 095	592 828	692 986	3 673 516	3 117 052	556 464					
8 CCA/Phone Allowance	30760				28 500	78 000	35 400			458 192	582 328	528 128	487 528	3 310 984	3 310 984						
9 Increases in legal capacity	30710				2 830 873	19 539 492	7 533 471			138 547 375	138 583 697	108 059 748	168 089 774	7 553 471	7 553 471						
<b>ADMIN SUPPORT COST</b>																					
10 Basic Salary	40950	3 042 822	1 385 058	3 241 739	5 729 740	11 207 530	7 010 433	13 158 991	12 398 513	1 867 664	2 171 418	10 236 000	15 450 441	147 970 633	138 265 005	9 705 628					
11 Bonuses	40100	57 740	22 947	0	405 644	553 320	258 604	596 062	391 621	1 388 220	1 605 553	1 010 542	781 136	9 157 840	8 970 059	187 781					
12 Housing Allowance	40150	10 800	10 800	39 000	47 332	194 400	230 320	120 481	402 681	354 128	43 200	109 000	51 824	5 453 530	5 610 984	-140 454					
13 Medical Aid Contribution	40260	23 630	12 168	83 722	211 192	314 964	169 650	389 948	229 350	519 158	133 846	121 699	453 820	5 420 335	5 498 707	-76 372					
14 Motor Car Allowance	40450	39 200	39 000	169 000	292 481	303 299	292 481	150 088	349 300	72 000	0	34 841	42 534	1 880 001	2 135 137	-276 136					
15 Pension Contribution	40550	83 155	38 933	169 635	981 247	934 173	448 753	719 779	541 081	1 969 937	503 341	260 573	1 497 643	13 616 327	12 982 065	634 262					
16 UIF Contribution	40650	3 202	3 534	1 785	32 825	35 143	35 395	39 642	48 529	48 185	17 676	124 075	81 602	946 991	919 171	107 820					
17 CCA/Phone Allowance	40760	28 400	28 400	16 800	35 000	103 200	84 900	141 900	129 600	18 800	9 600	117 600	145 271	1 450 822	1 450 822						
18 Increases in legal capacity	41050				41 827 901	16 399 953	16 399 953			41 827 901	41 827 901	37 093 238	41 827 901	16 699 893	15 659 916	1 039 977					
19 Legal Fees	40750													97 500	150 000	-52 500					
20 Legal Services Awaits	40750													6 349 686	5 505 110	844 576					
21 Annual Leave Provision	21750													6 349 686	5 505 110	844 576					
22 Other Improvement in conditions of ser	40950													6 349 686	5 505 110	844 576					
<b>OTHER DIRECT EXPENDITURE</b>																					
23 Motorcars	35750													200 683 517	241 945 895	-41 262 378					
24 Depreciations	35750													7 869 539	76 031 092	-68 161 553					
25 Freight/Travels	35150													2 314 230	2 099 862	214 368					
26 Contractuals	35950													2 217 513	2 369 280	-151 767					
27 Insurance/Leases	35950													8 006 322	8 208 444	-202 122					
28 Insurance/Budget Subsidance-Client	35950													6 017 835	5 817 065	200 770					
29 Child A&S Child Justice Act	35950													169 885	161 662	8 223					
<b>OPERATING BUDGET</b>																					
31 Acquiring Awards	41050													239 902	229 910	9 992					
32 Advertising	41100				200 496									2 427 337	3 288 841	-87 304					
33 Annual Report	41150				3 568 812									287 895	275 904	11 991					
34 Audit Fees	41250				161 604									3 966 812	3 460 173	506 639					
35 Bank Charges	41350													1 115 912	1 070 393	45 519					
36 Board Fees	41450													45 066	41 272	3 794					
37 Call Centre Support	41510													222 853	213 571	9 282					
38 Call Centre Maintenance/Equipment	41520													484 245	453 631	30 614					
39 Change Management	41590													484 245	453 631	30 614					
40 Cleaning Materials	41600				751 950									160 456	161 662	-1 206					
41 Communication	41650													160 456	161 662	-1 206					
42 Computer - Disaster Recovery	41700													38 039 000	38 039 000						
43 Computer - Maintenance	41750													38 039 000	38 039 000						
44 Computer - Software Licences	41800													1 004 415	2 353 168	-1 348 753					
45 Congress & Seminar	41850													1 004 415	1 050 825	-46 410					
46 Contingencies	41900													8 649 158	8 418 599	230 559					
47 Corporate Governance Training	42100													277 858	289 285	-11 427					
48 Depreciation	42200	44 874	78 079		677 554	5 257 507	420 698	344 616	1 120 435	128 915	397 246	53 841	47 907	42 981	60 356	17 365					
49 Document Exchange	42350				7 278									6 814 193	6 168 537	645 656					
50 Education & Training	42400				70 722	87 839								134 560	153 521	-18 961					
51 Employee Assistance/Consulting(OHS)	42550													6 814 193	6 168 537	645 656					
52 Employment Relations	42700				252 221	87 839								134 560	153 521	-18 961					
53 Forensic Investigations	42800				38 595									6 814 193	6 168 537	645 656					
54 HIV/AIDS Management	42900													6 814 193	6 168 537	645 656					
55 Insurance Short Term	43100													6 814 193	6 168 537	645 656					
56 IT Support	43250				7 897 489									6 814 193	6 168 537	645 656					
57 Leadership Programs	43450													6 814 193	6 168 537	645 656					
58 Legal Fees	43450													6 814 193	6 168 537	645 656					
60 Library & Publications	43450				398 239									6 814 193	6 168 537	645 656					
61 Maintenance - Buildings	43500				648 000									6 814 193	6 168 537	645 656					
62 Maintenance - Office Equipment	43500				103 164									6 814 193	6 168 537	645 656					
63 Management Fees - Travel	43600													6 814 193	6 168 537	645 656					
64 Nonprofit costs	43850				19 000									6 814 193	6 168 537	645 656					

ANNEXURE A

**LEGAL AID SOUTH AFRICA  
2014/2015 BUDGET - NATIONAL CONSOLIDATED**

**ANNEXURE A**

GL Code	Board Secretariat	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 2014/2015	Total 2015/16	Variance
655	34300				1 384 292								888 864	1 209 095	1 651 846	1 532 301	1 741 310	1 592 944	9 341 723	5 905 121	4 386 592
656	34300												7 889 239	6 191 050	7 330 359	9 527 977	6 774 420	6 690 079	43 718 919	22 878 841	1 871 558
657	34300												322 293	90 161	51 922	129 043	64 059	171 415	1 080 253	1 021 734	58 459
658	34300												697 100	714 381	804 335	714 534	637 421	780 923	5 968 532	5 722 155	-192 921
659	34300												22 000	39 742	35 569	24 995	55 192	1 341 201	1 326 422	1 341 201	20 779
660	34300																	17 950	1 326 422	1 341 201	20 779
661	34300																	17 950	1 326 422	1 341 201	20 779
662	34300																	17 950	1 326 422	1 341 201	20 779
663	34300																	17 950	1 326 422	1 341 201	20 779
664	34300																	17 950	1 326 422	1 341 201	20 779
665	34300																	17 950	1 326 422	1 341 201	20 779
666	34300																	17 950	1 326 422	1 341 201	20 779
667	34300																	17 950	1 326 422	1 341 201	20 779
668	34300																	17 950	1 326 422	1 341 201	20 779
669	34300																	17 950	1 326 422	1 341 201	20 779
670	34300																	17 950	1 326 422	1 341 201	20 779
671	34300																	17 950	1 326 422	1 341 201	20 779
672	34300																	17 950	1 326 422	1 341 201	20 779
673	34300																	17 950	1 326 422	1 341 201	20 779
674	34300																	17 950	1 326 422	1 341 201	20 779
675	34300																	17 950	1 326 422	1 341 201	20 779
676	34300																	17 950	1 326 422	1 341 201	20 779
677	34300																	17 950	1 326 422	1 341 201	20 779
678	34300																	17 950	1 326 422	1 341 201	20 779
679	34300																	17 950	1 326 422	1 341 201	20 779
680	34300																	17 950	1 326 422	1 341 201	20 779
681	34300																	17 950	1 326 422	1 341 201	20 779
682	34300																	17 950	1 326 422	1 341 201	20 779
683	34300																	17 950	1 326 422	1 341 201	20 779
684	34300																	17 950	1 326 422	1 341 201	20 779
685	34300																	17 950	1 326 422	1 341 201	20 779
686	34300																	17 950	1 326 422	1 341 201	20 779
687	34300																	17 950	1 326 422	1 341 201	20 779
688	34300																	17 950	1 326 422	1 341 201	20 779
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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	Pretor 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
10867	Herman Ludik	Alberts	LAB Gauteng Region	Pretoria	Senior Litigator	LP-10	11	883 800,00	R 682 850,00	R 145 124,50	R 67 942,25	R 875 916,75
10930	Monay	Carlitz	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	772 868,00	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			Pretoria/Johannesburg Kimberley								
	Frozen											
												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

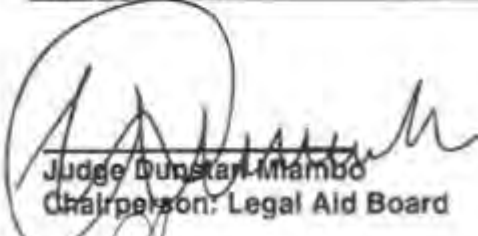
CANDIDATE	TOTAL WEIGHTED SCORE	COMPETENCE	COMMENTS
1. Wilson Rambau	54%	Meeting the required standard	Not recommended for the position
2. Heman Alberts	80%	Meeting the required standard	Recommended for the position ( <b>Pretoria</b> )
3. Patrick Loots	60%	Meeting the required standard	Not recommended 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 ( <b>Port Elizabeth</b> )
6. Mornay Calltz	74%	Meeting the required standard to an above average level	Recommended for the position ( <b>Cape Town</b> )
7. William Karam	76%	Meeting the required standard to an above average level	Recommended for the position ( <b>Johannesburg</b> )

**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	53	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. Vedalankar</i>		5.12.2008



**Legal Aid**  
South Africa

## LEGAL AID SOUTH AFRICA

### BOARD EXECUTIVE COMMITTEE CHARTER

<b>Initiated By:</b>	<b>Approved By:</b>	<b>Date Approved:</b>	<b>Version Number:</b>
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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2 Purpose and Objectives	3
3 Authority	3
4 Membership	5
5 Meetings	6
6 Responsibilities and Duties	7
7 General	8

## 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)<sup>2</sup>

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.<sup>3</sup>
- 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.

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

<sup>3</sup> 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
<b>S3 Delivering quality client-focused legal advice services</b>								<b>47,497,729</b>
<b>P3</b>	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		
<b>S4 Delivering client-focused Impact legal aid services, delivering access to justice for poor and vulnerable groups particularly in social justice matters</b>								<b>10,085,009</b>
<b>P4</b>	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		
<b>O3 An accessible, fair, efficient, independent and effective justice system serving all in South Africa, contributing to building safer communities</b>								
<b>S5 Contributing to the effective functioning of the justice and legal sector to assist in building safer communities</b>								<b>62,823,829</b>
<b>P5</b>	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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### **CHAPTER 1 GENERAL PROVISIONS**

#### **PART I. PRELIMINARY**

- A. Short title and commencement*
- B. Interpretation*
- C. Statutory authorisation*
- D. Scope of application*
- E. Repeal of regulations, saving and transitional arrangements*
- 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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6. Communication with Minister and media
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 Mpontshane (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 Inflight).
- Strong communication, problem solving & interpersonal skills.
- Innovative, creative & analytical thinking skills. Strong research skills.
- Ability to interpret & apply policies.

**SALARY: R682 302.20 (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, 5039. Fax Number: (047) 831 4144. Email Address: [LeslieG@legal-aid.co.za](mailto:LeslieG@legal-aid.co.za) OR Mr Mlando Mzuku, Admin Manager. Email Address [MlandoM@legal-aid.co.za](mailto:MlandoM@legal-aid.co.za) (Please indicate clearly in your e-mail subject line the following Application for Advertised Post, Senior Litigator.

## Thenjiwe Magazi

---

**Subject:** FW: Interview for Senior Litigator - 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
✓ Clinton Louis Skurt	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 1<sup>st</sup> 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 Employment	Int/Ext	Shortlisted
Sejane Sempe	African	Male	B Proc.	Professional Assistant	Internal	No. does not meet criteria
Nzame Skibi	African	Male	LLB, B -Juris	Snr Litigator Matikeng JC	Internal	Yes
Maskhane Gebuza	African	Male	B Proc.	Snr Claims Handler	External	No
Sikhunyana Peliswa	African	Female	B Proc.		External	Yes
Dilish Apane	African	Male	LLB	Not supplied on CV	External	No
Dukuda Phatizizwe	African	Male	LLB	HCU PA	Internal	Yes
Bastew Mark	Coloured	Male	LLB	PA - JC	Internal	No
Ntekozi Zukisa	African		LLB	Incomplete infor.		No
Maggabi Vuyani	African	Male	B Proc.	HCU Manager	Internal	Yes
Louis Clinton	Coloured	Male	B Proc.	CA	External	Yes
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 crim.
- 5 years HC experience
- Valid drivers license

Panelist #

24/05/2010

HRM  
ROE  
Umtathata JEEs  
Port Elizabeth JEEs