

# LEGAL AID BOARD



**Strategic Plan  
2006 - 2009**

**Annual Review  
2007-2008**

**30 September 2006**

# **STRATEGIC PLAN 2006**

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## 1 INTRODUCTION

In terms paragraph 5.1 of the National Treasury Regulations issued in terms of the Public Finance Management Act, Act 1 Of 1999, the Legal Aid Board is required to annually review its Strategic Plan. A new Strategic Plan is formulated every three years. The Strategic Plan is then reviewed on an annual basis.

In 2006 the Legal Aid Board formulated a new Strategic Plan for the three year period spanning 2006-09. This document represents the annual review of the Strategic Plan 2006-09 in order to ensure that the plan is still relevant and responsive to changes in the external and internal environment in which the Legal Aid Board operates.

The review was undertaken on an organisation-wide consultative basis by providing a platform for staff, management, executives and the Board to participate in the strategic review process.

The Board of Directors of the Legal Aid Board approved the revisions to the Strategic Plan 2006-2009 on 30 September 2006.

## 2. LEGAL AID BOARD CONTEXT

### 2.1 External Factors impacting on the Legal Aid Board

The following external environment factors are recognised as having a critical impact on the Legal Aid Board:

#### 2.1.1 Justice Sector Factors

- A lack of alignment in the strategies of the agencies forming the integrated justice system negatively impacts on the ability of the Legal Aid Board to deliver its services efficiently and effectively.
- The varied relationships with a range of key stakeholders including Integrated Justice System (IJS) agencies viz SAPS, DCS, NPA, DOJ, DSD, other providers of legal services & Judiciary, the State and NGOs must be strengthened.
- Unequal resourcing between the agencies forming the integrated justice system perpetuates inefficiencies and threatens the sustainability of the Legal Aid Board and the system as a whole – it being noted that the Legal Aid Board has grown from a much lower base thus perpetuating the disparity in resourcing. NPA deploying 2 prosecutors per court. Staff ratio per court of LAB vis-à-vis NPA is unequal.

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- Structural tension between member agencies of the IJS resulting in a lack of mutual respect and respect for the independence of the Legal Aid Board. **Recognition of LAB as independent service provider has improved.**
- Misalignment of remuneration structures and capacity within the IJS resulting in dysfunctional intra-sectoral staff mobility which undermines the stability of the Legal Aid Board and the sector as whole. **Misalignment of remuneration structures worse than before and need urgent attention.**
- Growth in the number of police and the refocusing of policing strategies resulting in an increased number of arrests.
- Although reported crime has begun to follow a declining trend, the workload resulting from serious crimes has increased by 23% over the last 10 years and the volume of cases referred to court by the police has increased.
- The number of cases brought to court by the NPA doubled between 1999 and 2003. **Update of number of new matters brought to court by NPA should be obtained.**
- Legislation requiring legal aid to be provided, particularly in civil matters, without the requisite funding provisions resulting in unfunded mandates.
- The impact of certain legislation on the justice system e.g. minimum sentencing legislation.
- The increasing emphasis on restorative justice and usage of alternative dispute resolution mechanisms. **Developments on restorative justice concept.**
- Court orders from the Judiciary impacting on the sustainability of the legal aid system. **Incorrect court orders from judiciary declining.**
- Overcrowding of prisons and the increase in awaiting trial time is resulting in an increased demand for responsiveness by the Legal Aid Board. 80% of awaiting trial prisoners at 7 prisons allows for a focused response.
- Inadequate facilities (eg consulting rooms) as courts and other delivery points.
- **Establishment of new courts by DoJ**

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- New Parole Act creates the need for legal representation at parole board hearings.
- SAPS as stakeholder in the criminal Justice Sector is becoming a major issue.
- DoJ introduces Provincial Directors and a National Director to manage courts
- Various justice/legal sector initiatives underway
  - Case Backlog Task Team
  - Criminal Justice Review
  - Legal Services Charter
  - Justice Precinct
- Judiciary concern over Executive implementation of court decisions
- Constitutional amendments and Superior Courts Bill still to be finalised – controversial
- DoJ capacity to process Legal Aid Board documents a concern
  - Legal Aid Guide
  - Legal Aid Act
  - Legal in SA in the next 2 decades
  - Civil legal-aid in SA

#### **2.1.2 Legal Sector Factors**

- The high costs of private legal services, but also a trend of attorneys prepared to negotiate fees downwards.
- A limited national pool of experienced legal professionals being taken up by corporate and large private sector firms resulting in staff retention difficulties and challenges of attracting and retaining professionals to rural areas. Retention of skilled attorneys, especially in rural areas need further attention;
- Limited specialisation in criminal work by legal professionals.
- Different career paths to retain specialised attorneys in court and not move them to management or SPA positions;
- Growing positive relationship with the legal profession which has to be built on to improve the historically strained relationship resulting from the perception that the Legal Aid Board has reduced the demand for legal

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services from private legal practitioners. **Relationship with Law Societies need greater attention**

- The supply of legal professionals, particularly the ability of the profession to attract quality persons/students to the profession. The structure of the law degree and its adequacy in preparing law graduates to practice law.
- The significant role of the Legal Aid Board in providing hundreds of graduate's entry to the profession. **Certain Law Societies push for accreditation of JCs thus increasing their regulatory control over JCs**
- The impact of the Legal Practices Bill on the profession including the LAB, once it enacted.
- The impact of the Legal Services Charter on the transformation of the legal profession.
- Pro-bono schemes from legal professional bodies could increase services to the indigent.
- Cluster networks of service providers delivering legal services to the indigent are strengthening.
- Traditional/African law is neglected. **Customary law need to be addressed in training programmes**
- International trends in criminal justice and sentencing may influence the South African context and impact on legal aid services required eg. stronger clampdown on terrorism activities.
- **The Legal Aid Board is fully committed to supporting national initiatives such as ASGISA and JIPSA. Whilst it has been recognised that legal services has not been identified as a scarce skill, the Legal Aid Board is must continue its efforts in respect of skills development within the legal profession.**
- **Legal Services Charter introduced. Implications of the Charter for the LAB to be considered. Implications of the Charter for the Candidate Attorney model needs to be considered.**
- **A need for improved legal skills development and continued learning.**

### 2.1.3 Client and Community Factors

- A high level of client expectations in relation to what is available in terms of resources and varied levels of understanding of the limitations of the services the Legal Aid Board is able to offer. The need to build an understanding of the Legal Aid Board's role and services by the public.
- Improved economic growth has the impact of increasing the cost of private legal services thus increasing the number of persons needing legal aid.
- High levels of poverty and unemployment impact directly on the demand for legal aid. The Legal Aid Board means tests should be reviewed regularly to keep pace with the client/community's economic circumstances.
- Improved economic growth impacting positively on poverty and living standards of persons. However, research in developed countries shows that this does not result in a decreased demand for legal aid assistance. **Macro-economic conditions impacting on demand for legal-aid**
  - Economic growth at 4.9%
  - Inflation increasing
  - Unemployment still high
- The unmet rural demand for legal assistance which is largely civil in nature. Vulnerable circumstances of farm workers needs legal support. **Accessibility in rural areas – civil matters**
- Meeting the challenges created by rapid urbanisation.
- Crime impacting on the nature and scale of the demand for legal services. **Increasing crime levels impact on greater demand for legal-aid.**
- HIV/AIDS impacting on the nature and scale of the demand for legal services.
- An increase in the level of crimes against women and children and high levels of under reporting in relation to these crimes. Civil legal aid support for women and children.
- An increase in the demand for legal assistance in civil legal matters, including from emerging entrepreneurs in the SMME sector, and the growing pressure

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for legal assistance with the progressive realisation of all rights enshrined in the Constitution.

- An increased demand for legal services in the area of the enforcement of administrative rights.
- The growing illegal immigrant and refugee population impacting on the nature and scale of the demand for legal services. **Number of illegal immigrants is escalating and thus impacting on demand.**
- Language and literacy barriers impeding the quality of the legal service.
- A historic negative perception of Legal Aid Board attorneys which is improving as the relationship between justice centres and clients strengthen. **Perception of quality of judicare lawyers**
- The perception that the Legal Aid Board is not sensitive and responsive to victims of crime.
- Levels of vigilantism and civil unrest.
- A shrinkage in available donor funding and an increased demand on the Legal Aid Board to provide services previously provided by the NGO sector. **Advice Office System under threat;**
- A reduction in funding for NGOs resulting in a growing expectation for the State to finance NGOs.
- Legal Aid Board should strengthen its relationships with existing community based forums.
- Legal services delivered and client-centred practices being cognizant of and attuned to the life realities and values of the indigent clients that the Legal Aid Board serves.
- **Households headed by children increasing**
- **Need to reconsider the appropriateness of means test for High Court matters and commercial crimes court matters**
- **The review of macro-social trends report published by the Presidency confirms that:**

- over the last ten years, there has been a marginal increase in the low income household category.
  - a “poverty trap” situation has been identified for those at the lowest end of the socio-economic ladder - factors influencing the poverty trap are listed as education, gender and geographic location
  - backlogs in social services which impact on the improvement of quality of life remain huge
  - access to opportunity and social services is limited for those at the lower end of the socio-economic ladder
  - mortality rates had increased and that it was believed that this was especially amongst able-bodied citizens in the prime of their lives who are likely to be highly skilled, parents of young children and the breadwinners of extended families
  - an increase in the number of single-parent and extended family households - the report explained that the dependency ratio is higher in these families which generally have more children and elderly women.
  - knowledge and utilisation of the Constitution, the Bill of Rights and institutions to address issues of equity was very low.
- The lack of knowledge on the Constitution and institutions to address issues of equity highlights the need for the Legal Aid Board to intensify its Constitutional awareness campaign on democracy, human rights, access to justice and the rule of law.

## 2.2 Legal Aid Board Mandate

The Legal Aid Board of South Africa derives its mandate from the following:

- Legal Aid Act (Act 22 of 1969) Section 3  
*“The objects of the board shall be to render or make available legal aid to indigent persons and to provide legal representation at state expense as contemplated in the Constitution, ...”*
- The Constitution of RSA
  - Section 35(2) *“Everyone who is detained, including every sentenced prisoner, has the right –*
    - (a) ...*
    - (c) to have a legal practitioner assigned to the detained person by the state and at state expense, if substantial injustice would otherwise result, and to be informed of this right promptly; ...”*
  - Section 35(3) *“Every accused person has a right to a fair trial, which includes the right –*
    - (a) ...*

- (g) to have a legal practitioner assigned to the accused person by the state and at state expense, if substantial injustice would otherwise result, and to be informed of this right promptly; ...”*
- Section 28(1) *“Every child has the right,*
    - (a) ...*
    - (h) to have a legal practitioner assigned to the child by the state, and at state expense, in civil proceedings affecting the child, if substantial injustice would otherwise result; ...”*
- Other legislation which also provide for legal assistance at state expense.

## **2.3 Internal Environment Factors impacting on the work of the Legal Aid Board**

### **2.3.1 Legal Services Delivery Program**

Any contradictions that may be apparent in the analysis of the strengths and weaknesses of the legal services delivery program and the support platform are attributable to a varied experience of these programs across a national network of 58 justice centers, 4 regional offices and the national office.

**2.3.1.1** The **strengths of the legal services delivery program** were determined as follows :

#### **I. Client, community, stakeholders and shareholder**

- National coverage, geographic spread and client accessibility High coverage of criminal matters, increased client base, increased coverage, rural coverage improved
- Impact litigation
- Improved quality of the legal service
- Independence
- Opportunities created for entry to the legal profession and transformation of the profession
- Client feedback and surveys.
- Confidence in the LAB
- Inclusion of legal aid provision for lesser offences in the Legal Aid Guide
- Stakeholder recognition of LAB services has improved greatly and the importance of our services are appreciated

#### **II. Finance and sustainability**

- The cost efficient justice centre model
- Good governance.
- Increased confidence in the financial system

**III. Business Processes Internal**

- Mixed model of delivery i.e. Justice Centres, judicare and co-operation partnerships
- Accreditation of judicare practitioners.
- Court coverage plans in place
- Quality instruments comprehensive
- Stakeholder interactions formalised

**IV. Employee and organisational capacity**

- Committed staff who share a passion for justice Committed staff serving their clients.
- Criminal law expertise.
- Legal training programmes.
- Establishment of specialized units
- Diverse staff complement
- Increase in staff capacity – increased services

**2.3.1.2 The weaknesses of the legal services delivery program** were determined as follows :

**I. Client, community, stakeholders and shareholder**

- Lack of a general legal advisory service and early intervention in justiciable matters– limited paralegal capacity
- Perception of quality of the legal service at courts
- Urban bias of the structures resulting in poor coverage in rural areas
- Narrow interpretation of the mandate
- Language barriers between attorney and client
- Proactive response to justiciable needs of the poor & vulnerable required
- Lack of administrative staff capacity
- Civil Gap statistics – not available

**II. Finance and sustainability**

- Inadequate funding to meet demand – financial sustainability. Increasing demand – inadequate resources to meet demand
- Lack of funds for improved salaries

**III. Business Processes Internal**

- Focus on quantity at the expense of quality
- Inadequate quality measurement systems
- Focus on litigation versus capacity to advise on non-litigious matters
- Poor case flow management and delays in trials
- Backlogs in judicare account payments

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- Access to legal research – Jutastat has become overloaded
- Increasing administrative work for legal staff
- Uncompetitive remuneration.
- CA model review required
- More time to be allocated to practitioners to consult, research and prepare for cases
- Upgrading of AI and BI

#### IV. **Employee and organisational capacity**

- Low ratio of lawyers to courts and limited paralegal capacity. Ratio of practitioners per court still a problem – impacting on improving quality
- Heavy workload
- Legal training programmes not being aligned with responsibilities in court e.g. advocacy
- High proportion of candidate attorneys impacting on quality
- Lack of multi-skilling of legal staff
- Lack of specialist legal skills including civil legal skills. Lack of civil expertise and capacity is inadequate
- Remuneration for professional staff demotivating
- Additional computers needed for staff
- Limited computer illiteracy of professional staff

#### 2.3.2 **Internal Support Platform**

2.3.2.1 The **strengths of the internal support platform** were determined as follows:

##### I. **Client, community and stakeholders**

- Distinct corporate brand

##### II. **Finance and sustainability**

- Sound financial controls and maintenance of the unqualified audit status
- Good governance.
- No more backlog in judicare - timeous payments.

##### III. **Business Processes Internal**

- The performance management System
- Comprehensive human resources policies and procedures
- Strong labour relations capacity
- Sound corporate contract and litigation management
- Strong internal audit and risk management capacity
- Improved internal communication.

- Governance maintained at a high level
- Support platform for delivery of legal services maintained
- No emphasis of matters from the AG
- Recruitment decentralisation to JCs
- Asset management improved greatly;
- Management information improved greatly;
- Consistency of performance management system not a weakness

**IV. Employee and organisational capacity**

- The Wide Area Network
- The legal training programme
- Organisational Culture maintained and is being strengthened.
- Management capacity to manage and deliver the Business Plan is strong
- Training benefits are shared at workplace;

**2.3.2.2.** The **weaknesses of the internal support platform** were determined as follows:

**I. Client, community, stakeholders and shareholder**

- Gap between the external communications messages and the services offered by the Legal Aid Board
- Gap in proactive promotion of the Legal Aid Board and its successes.

**II. Finance and sustainability**

- Finance control environment has to be strengthened

**III. Business Processes Internal**

- Asset management - Improved
- Limited management information - Improved
- Quality of the HR support service as experienced by employees
- Finance Systems & Procedures to be strengthened
- Internal communication
- Labour relations capacity
- Improve co-operation between Justice Centres across the regions
- Emergency power backup systems
- Inability to link SAP with Syspro system
- Payroll

**IV. Employee and organisational capacity**

- High staff turnover in certain parts of the country and categories of staff.
- Delays in the finalisation of appointments.
- Training benefits not being shared in the workplace

- Jutastat not meeting research needs both in terms of accessibility and availability
- Expectations of candidate attorneys for post admittance employment.
- Insufficient computers and network points
- Limited capacity of IT Platform including inadequate speed and stability of network
- Limited IT support.
- Management leadership programmes to be strengthened
- Finance management capacity to be strengthened
- Recruitment problematic as no applications received for civil PA positions in some regions
- Untenable driving distances in rural areas with baseline cars causing stress
- Administrative staff salaries
- Internal interactive communication and decision making can be strengthened

## 2.4 Strategic Risks

The following **key risks** were identified:

### I. **Quality of legal services offered**

- A varying negative perception of the Legal Aid Board by some stakeholders particularly clients and communities, members of the IJS and private legal practitioners
- A lack of internal specialist capacity
- The perception that the Legal Aid Board is not independent of the State
- Increasing sophistication of NPA and SAPS to secure a successful prosecution.
- Inability to match civil and criminal service requirements
- Poor management of judicare
- High proportion of candidate attorneys impacting on quality of legal services.

### II. **Organisational capacity and the ability to provide adequate coverage to clients**

- A lack of consultation facilities and interpreters at courts and prisons
- Middle-management capacity
- Lack of specialist skills to deliver the mandate
- Inadequate capacity to meet legal assistance demands of clients and communities thus not being able to deliver on mandate
- Legislation requiring legal aid assistance to be provided without funding being provided.

**III. Organisational sustainability**

- Financial sustainability
- High turnover of legal staff
- HIV Aids
- Management expertise
- Court orders compelling the granting of legal aid.

**IV. Policy change / uncertainty**

- Legislative and policy change including unfunded mandates
- Possible budget cut-backs.

**V. Unqualified audit opinion or any emphasis of matter**

- Management controls and financial management
- A lack of expertise and internal capacity.

**VI. Court efficiency and the integrity of the legal system**

- Delays in justice system including delays in courts
- Ability of courts to efficiently deliver justice.

**VII. External sources of accreditation**

- Member interests within the Law Society of South Africa and the General Council of the Bar impacting on how they are perceived to perform their regulatory function vis-à-vis legal professionals.

**VIII. Staff Safety**

- The safety of Legal Aid Board staff at courts and prisons and delivery points
- Work related stress and burn out
- Levels of court coverage resulting in untenable driving distances for staff especially in rural areas.

**IX. Effectiveness of support programmes**

- Non-payment of judicare accounts
- Internal communication
- Litigation against the LAB
- Ability of IT systems to support processes.

**X. Reliance on IT systems**

- Business continuity and minimum disruption to business
- Disaster management.

**XI Reputation Risk**

- Public Confidence
- Quality of LAB lawyers
- Independence of LAB lawyers
- Impact of judicare lawyers on our brand

**XII Attraction and Retention of Specialist Skills**

- Lack and or drain on specialist skills in all areas eg legal, IT, finance
- Unsustainable over-dependence on individuals

**XIII Organisational Culture**

- LAB staff believing in and striving to achieve vision
- LAB staff living by organisational values

**3. VALUES, VISION AND MISSION**

**3.1 VALUES**

- i. Dedication and commitment
- ii. Service Excellence and Professionalism
- iii. Respect for human dignity
- iv. Integrity
- v. Efficiency and Effectiveness
- vi. Accountability
- vii. Promotion of an internal culture that is inspirational and empowering.

**3.2 VISION**

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

“A just South Africa in which the rights enshrined in our Constitution ensure justice for all”

**3.3 MISSION**

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

## **4 LEGAL AID BOARD OUTCOMES AND OBJECTIVES**

### **4.1 Legal Aid Board Outcomes**

**Outcome 1:** An effective and efficient justice sector as is realisable within our mandate.

**Outcome 2:** Justice for all focusing on the poor & vulnerable thus ensuring that the Constitution is a living document for all the people in SA

**Outcome 3:** A sustainable, efficient and independent organisation fulfilling its mandate.

**Outcome 4:** Citizens and communities committed to and living by the values of our Constitution.

### **4.2 Legal Aid Board Objectives**

The outcomes above are detailed into objectives using the four components of the Balance Scorecard as adapted for the Legal Aid Board:

- (i) Client, community, stakeholder and shareholder
- (ii) Finance & sustainability
- (iii) Business Processes Internal
- (iv) Employee and organisational capacity/ Innovation & learning.

It is noted that the objectives are inter-connected between and across the four components and have to be addressed collectively to realise integrated outcomes. These objectives and outcomes and their inter-connectedness is depicted in the diagrams below.

#### **i. Client, community, stakeholder and shareholder objectives**

**Objective 1A:** Accessible and timeous service delivery

**Objective 1B:** Quality and effective service delivery

**Objective 1C:** Aligned and efficient justice system

**Objective 1D:** Delivering Constitutional and legal mandate.

**ii. Finance and sustainability objectives**

**Objective 2A:** Efficient and economic service delivery

**Objective 2B:** Sustainable resources and practices

**Objective 2C:** Effective governance.

**iii. Internal Business Processes objectives**

**Objective 3A:** Client-centred practices

**Objective 3B:** Differentiated service delivery

**Objective 3C:** Professional and independent delivery

**Objective 3D:** Accurate, relevant and timeous management information

**Objective 3E:** Effective communication

**Objective 3F:** Timeous and efficient payments and procurement (effective and efficient supply chain management).

**iv. Employee and organisational capacity/ Innovation and learning objectives**

**Objective 4A:** Appropriate competencies developed

**Objective 4B:** Strong organisational culture

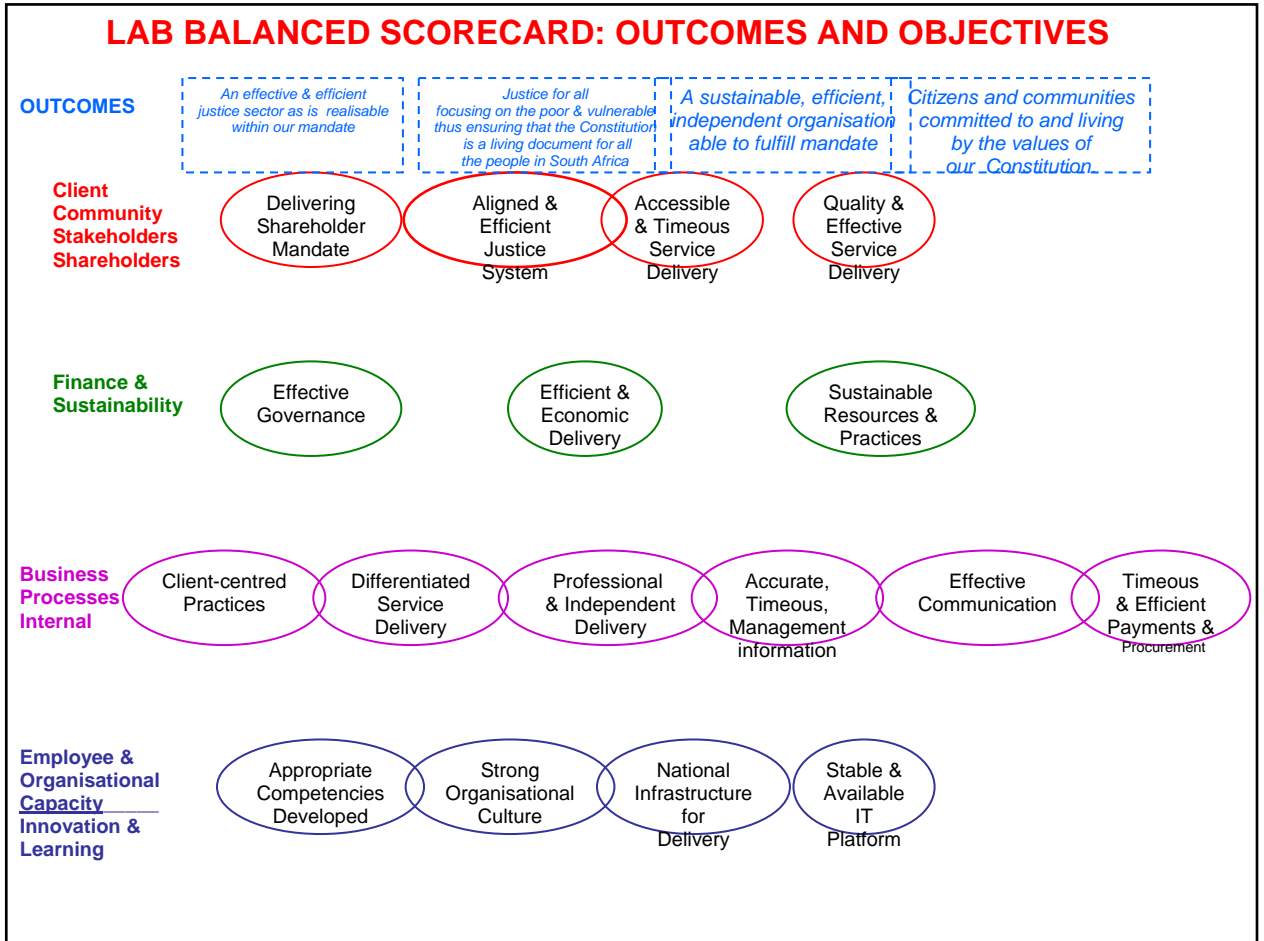
**Objective 4C:** National infrastructure for delivery

**Objective 4D:** Stable and available IT Platform.

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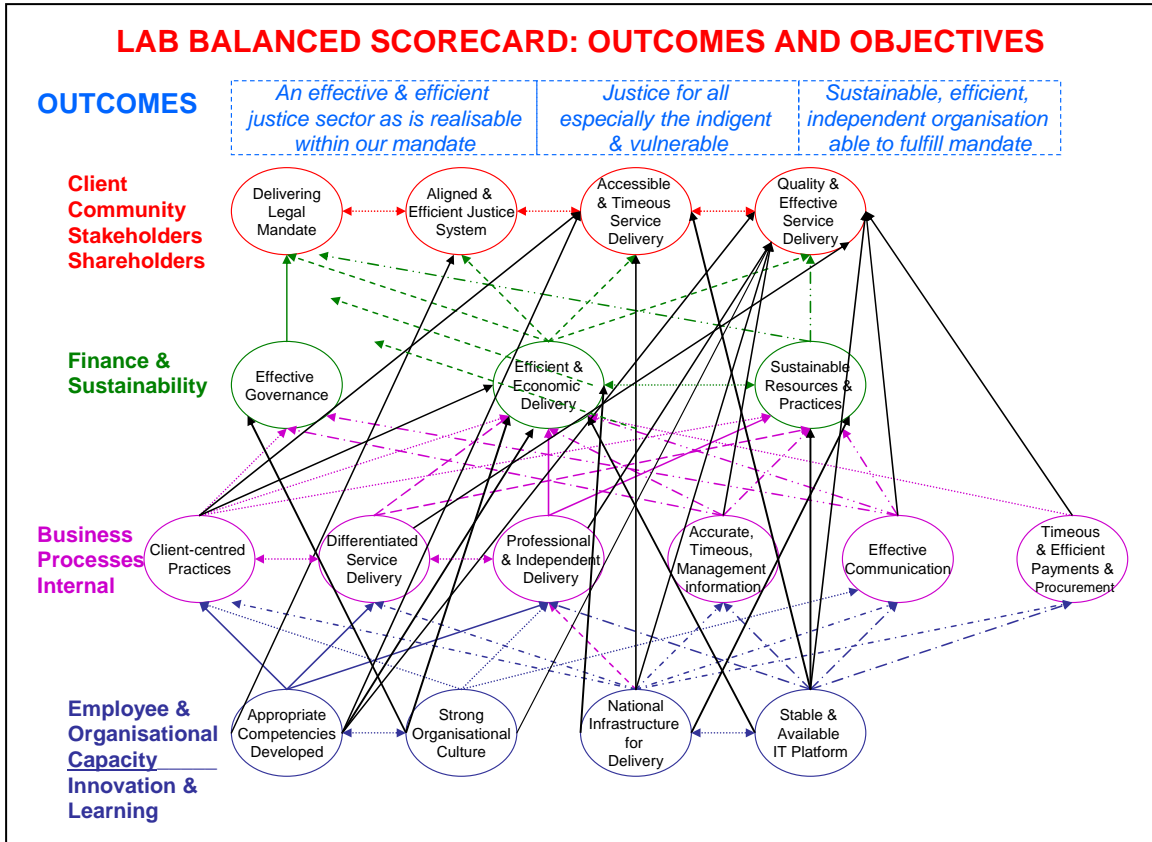
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**LEGAL AID BOARD STRATEGIES**

<b>LEGAL AID BOARD STRATEGIES</b>	
Strategy 1:	Deliver quality legal services <u>and promote the protection and defence of our Constitutional rights.</u>
Strategy 2:	Develop <u>and maintain</u> the institutional capacity to support the delivery of quality legal services
Strategy 3:	Develop <u>and maintain</u> the human capital to support the delivery of quality services

### **Strategy 1: Deliver quality legal services and promote the protection and defence of our Constitutional rights**

To deliver quality legal services that are

- **Accessible** to urban and rural clients through a national network of delivery points as well as focused/targeted programmes aimed at various categories of clients
- **Timeous** in the finalisation of matters
- **Pro-active** in meeting the justiciable needs of the indigent and vulnerable groups
- Community & **client focused** and meet client need
- **Client-centred** in their approach and which improve communication with clients and communities
- **Differentiated** to respond to differing client needs
- **Professional and independent**
- **Sustainable** in the use of resources & practices
- **Efficiently and economically** delivered
- Responsive to and fulfill **shareholder mandate**
- Responsive to **stakeholder needs** and build co-operative relationships nationally and internationally
- **Effectively networked** with and co-operating with other **justice delivery agencies** - government and non-governmental
- Contribute to an **effective and efficient legal justice system** and to a respect for the rule of law and a culture of rights and obligations.

### **Strategy 2 : Develop and maintain the human capital to support the delivery of quality services**

To develop the **human capital** that

- is able & motivated to deliver the vision and strategies (internal and external)
- has the appropriate and necessary capacity and competencies, including at management levels, to meet delivery needs (internal and external)
- has a common Legal Aid Board culture (that facilitates improved delivery) and which organisation culture
  - is responsive to staff needs, safety and well-being
  - facilitates improved communication
  - promotes living the Legal Aid Board Values/ living the Legal Aid Board Brand
- is appropriately compensated and rewarded
- encourages managers to be leaders
- is innovative and continuously learning.

### **Strategy 3 : Develop and maintain the institutional capacity to support the delivery of quality legal services**

To develop the **Institutional Capacity**, to support the delivery of quality legal services, that

- is **client-centred** (internal and external) and **people-centred** in practice
- has **efficient and economic** processes
- is **sustainable** in the use of resources, policies and practices
- has adequate facilities at **points of delivery** to facilitate the delivery of services
- ensures timeous and efficient procurement and **payment of salaries, judicare and trade creditor accounts.**
- maintains a stable and reliable IT platform that meets business needs
- produces accurate, reliable, relevant and timeous **Management Information**
- is able to **manage and execute the strategies** to realise the vision and mission
- operates in accordance with **good governance** practice
- manages and mitigates risk
- is innovative and responsive to changing need.

## **5 LEGAL AID BOARD EXECUTING STRATEGIES: LAB PROGRAMMES**

The Legal Aid Board Strategies identified above will be implemented through various programmes. We have identified three categories of programmes to be implemented:

- i. **delivery programmes (D)** (which focus on delivery of legal services to clients and to the efficient functioning of the justice system and are to be implemented by National Operations and the Legal Development Department);
- ii. **corporate programmes (C)** (which have an impact across the organisation and are to be implemented by all departments/Justice Centres but may be coordinated by a particular department);
- iii. **support programmes (S)** (which facilitate the delivery of legal services and corporate programmes and are the responsibility of specific departments).

**LAB Strategies and Programmes**

Strategy 1: Deliver quality legal services	Strategy 3: Develop the human capital to support the delivery of quality services	Strategy 2: Develop the institutional capacity to support the delivery of quality legal services
<p>D1: Legal services delivery –increasing access</p> <p>D2: Legal services delivery –increasing quality</p> <p>D3: Legal services delivery – timeous delivery</p> <p>D4: Legal services delivery – client centred</p> <p>D5: Build and maintain co-operative relationships with all relevant stakeholders</p>	<p>C1: Organisational Culture</p> <p>C2: Developing People capacity/ competencies</p> <p>C3: Strategic Planning and Leadership</p> <p>C4: Innovation and Learning</p>	<p>S1: Asset Management</p> <p>C5: Risk Management</p> <p>S2: Procurement and Payments</p> <p>C6: Employee Centred Programmes</p> <p>C7: Executing LAB Strategies</p> <p>D1 (cont): National infrastructure for delivery</p> <p>D9: Managing Judicare</p> <p>C8: Budgets</p> <p>C9: Management Information</p> <p>C10: Governance</p> <p>C11: Performance Management</p> <p>C12: LAB Policies &amp; Procedures</p>

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Strategy 1: Deliver quality legal services	Strategy 3: Develop the human capital to support the delivery of quality services	Strategy 2: Develop the institutional capacity to support the delivery of quality legal services
<p>D6: Effectively networked with justice delivery stakeholders – government, NGO and CBO</p> <p>D7: Contributing to efficient and effective legal justice system</p> <p>D8 : Promotion of an understanding of our Constitutional values and the protection and defence of these values amongst all the people in South Africa.</p>		<p>S3: Developing the IT Platform</p> <p>S4: HR Administration</p> <p>S5: Miscellaneous Programmes</p>

# LAB STRATEGIC PLAN 2006

**Vision:** A just South Africa in which all the rights contained in our Constitution are respected, defended and protected to ensure justice for all

**Mission:** To become a leading provider of legal services, ensuring quality access to justice for the poor and vulnerable in an independent manner.

**Outcome 1:**  
An effective & efficient justice sector as is realisable within our mandate

**Client, community, stakeholder and shareholder objectives**  
**1A:** Accessible and timeous service delivery  
**1B:** Quality & effective service delivery  
**1C:** Aligned & efficient justice system  
**1D:** Delivering Legal mandate

**Strategy 1:**  
Deliver quality legal Services

**Strategy 1 Programmes**  
**D1:** Legal services delivery – increasing access  
**D2:** Legal services delivery – increasing quality  
**D3:** Legal services delivery - timeous delivery  
**D4:** Legal services delivery – client centred  
**D5:** Build and maintain co-operative relationships with all relevant stakeholders  
**D6:** Effectively networked with justice delivery stakeholders – government, NGO and CBO  
**D7:** Contributing to efficient & effective legal justice system  
**D8:** Promotion of an understanding of our Constitutional values and the protection defence of these values amongst all the people in South Africa.

**Outcome 2:**  
Justice for all focusing on the poor & vulnerable thus ensuring that the Constitution is a living document for all the people in SA

**Finance and sustainability**  
**2A:** Efficient and economic delivery  
**2B:** Sustainable resources and practices  
**2C:** Effective governance

**Strategy 2:**  
Develop the human capital to support the delivery of quality services

**Strategy 2 Programmes**  
**C1:** Organisational Culture  
**C2:** Developing People capacity/competencies  
**C3:** Strategic Planning and Leadership  
**C4:** Innovation and Learning

**Outcome 3:**  
Sustainable, efficient, independent organisation able to fulfill mandate

**Business Processes Internal**  
**3A:** Client-centred practices  
**3B:** Differentiated service delivery  
**3C:** Professional & independent delivery  
**3D:** Accurate, relevant & timeous management information  
**3E:** Effective communication  
**3F:** Timeous & efficient payments & procurement

**Strategy 3**  
Develop the institutional capacity to support the delivery of quality legal services

**Strategy 3 Programmes**  
**S1:** Asset Management  
**S2:** Risk Management  
**S3:** Developing the IT Platform  
**S4:** HR Administration  
**S5:** Miscellaneous Programmes

**Outcome 4:**  
Citizens and communities committed to and living by the values of our Constitution.

**Employee & organisational capacity**  
**4A:** Appropriate competencies developed  
**4B:** Strong organisational culture  
**4C:** National infrastructure for delivery  
**4D:** Stable and available IT Platform

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