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BRIEF 5:

**COST-BENEFIT ANALYSIS OF THE SERVICES OFFERED
BY CAOS**

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ACRONYMS AND ABBREVIATIONS

ACQ	Case Study 2
AIDS	Auto-Immune Deficiency Syndrome
AULAI	Association of University Legal Aid Institutions
AWAT	Case Study 3
CAO	Community Advice Office
CAOSA	Centre for the Advancement for Community Advice Offices of South Africa
CBA	Cost-benefit Analysis
CBJS	Community-based Justice System
CBP	Community-based Paralegal
CBPR	Community-based Participatory Research
CCJD	Centre for Community Justice and Development
CCL	Case Study 9
CCMA	Commission for Conciliation, Mediation and Arbitration
CLAP	Case Study 1
CLRDC	Community Law and Rural Development Centre
COIDA	Compensation for Occupational Injuries and Diseases Act
DAO	Daliwe Advice Centre
DCS	Department of Correctional Services
DHA	Department of Home Affairs
DoH	Department of Health
DoJ&CD	Department of Justice and Constitutional Development
DoL	Department of Labour
DSD	Department of Social Development
E&SR	Economist and Senior Researcher
EPWP	Extended Public Works Program
FA	Finance Administrator
GBV	Gender-based Violence
ID	Identification Documents
IDRC	International Development Research Centre
IOM	International Organization for Migration
JRS	Jesuits Refugees Services
KZN	KwaZulu-Natal
LAOM	Case Study 6
LHR	Lawyers for Human Rights
MCAN	Case Study 10
MD	Managing Director
MSF	Médecins Sans Frontières

NADCAO	National Alliance for Development of CAOs
NGO	Non-governmental Organisation
NPO	Non-profit Organisation
OA1	Organisational Affiliate 1
OA2	Organisational Affiliate 2
OA3	Organisational Affiliate 3
OA4	Organisational Affiliate 4
OA5	Organisational Affiliate 5
OMO	Case Study 7
P4P	Pay for Performance
PBF	Performance based financing
PfR	Payment for Results
PI	Principal Investigator
RACB	Case Study 8
RBF	Results-based financing
RC	Research Coordinator
RCP	Refugee Child Project
RLT	Rural Legal Trust
RULAC	Rhodes University Law Clinic
SA	South Africa
SACC	South African Council of Churches
SANAC	South African National AIDS Council
SAPS	South African Police Services
SANCO	South African National Civic Organisation
SASSETA	Safety and Security Sector Education & Training Authority
SAULCA	South African University Law Clinic Association
SCAT	Social Change Assistance Trust
SCSA	Save the Children South Africa
SRCB	Case Study 4
SRCI	Case Study 5
SWEAT	Sex Worker Education and Advocacy Taskforce
UIF	Unemployment Insurance Fund
UKZN	University of KwaZulu-Natal
UK	United Kingdom
UN	United Nations
UNHRC	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
VE	Village Enterprise

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1 Introduction

This brief presents the quantitative and qualitative results of a cost-benefit analysis of the services provided by the CAOs in this study. The brief starts with a review of the literature on the tangible and intangible costs and benefits of free legal services offered by community-based paralegals. The analytical process used for this study is presented, followed by the findings of the cost-benefit analyses conducted for the ten CAOs using the focus group interviews and analysis of case narratives.

2 Contextualisation of CBAs in the CAO sector

For most countries, including South Africa, the most common type of free legal service is legal aid provided through the court system. As such, most previous studies that have evaluated the costs and benefits of free legal services have focused on quantifying the costs and benefits of legal aid (Van, 2005; Bowles & Cohen, 2008; Cape, 2012). While legal aid programs are becoming more common across the world, they often reflect the distinct historical and developmental trajectories of the countries in which they are found and, for this reason, are often not easy to compare across contexts. In general, however, legal services typically address general civil, criminal, and/or administrative issues and include:

- Legal advocacy
- Provision of primary legal advice services (e.g. legal mediation, legal information, legal education)
- Provision of specialised support and psychological support
- Provision of legal assistance in case preparation at local, national or international levels (World Bank, 2018).

While legal aid is provided free of charge to the public, its provision can lead to various costs and benefits for the individuals served or for the legal system. Quantifying the value of free services becomes difficult as a monetary value is not associated with the services provided. In some instances, benefits and costs have a direct relationship: for example, the cost of a case of domestic violence could be valued the same as the benefit of the prevention of an incident of domestic violence.

Boardman (2015) proposes a quantification process that categorises the costs and benefits into two main groups: tangible and intangible. Tangible costs and benefits include monetary payments associated with the provision of legal aid or service. These are efficiently and accurately estimated. Tangible costs include out-of-pocket losses to legal aid service recipients, state expenditure on legal aid services, corporations and the cost of pro-bono services offered by private lawyers and BAR organisations. On the other hand, tangible benefits include public benefits obtained on behalf of legal aid service

recipients, money saved by communities as a result of the reduced need for emergency shelters, and the gains to the justice system of more profitable court processes (Bank, 2018).

Costs and benefits that exist but are difficult to quantify are called ‘intangible’ costs and benefits. This include costs such as anxiety and stress or benefits such as feeling empowered, social capital or increased trust. Such benefits or costs are more subjective than tangible benefits and cannot be easily quantified.

To assist in quantifying the costs and benefits of free legal services, Boardman (2015) further categorises them as being direct or indirect costs. Direct costs are those that are directly related to legal aid provision. Such costs are calculated using primary sources of information, such as the budgets of the legal service providers and civil legal aid surveys. On the other hand, direct benefits accrue to the recipients of the legal services; for example, avoided costs of hospitalisation, medical treatments averted through legal aid and government expenditure on legal aid programs (World Bank Group, 2019). Boardman (2015) identifies indirect benefits and costs as mainly realised as a by-product of other processes and not directly related to a legal aid policy. To estimate indirect costs and benefits, researchers usually require secondary sources of information; for instance, property valuation. Efficiency gains realised by the court due to the legal services they provide are examples of the indirect benefit of legal aid. More examples of direct and indirect, tangible and intangible costs and benefits of legal aid are summarised in Table 1.

Table 1 Costs and Benefits of Legal Aid

Direct Tangible Costs/Benefits	Direct Intangible Costs/Benefits	Indirect Tangible Costs/Benefits	Indirect Intangible Costs/Benefits
<i>To the individual and society</i>			
Property damage	Pain, suffering and quality of life losses	Productivity losses for unpaid workdays	Feelings of disempowerment /empowerment
Medical and mental health	Behavioural problems and performance decline and lost education to children	Increased probability of mortality and morbidity	Increased/decreased trust in the justice system
Government legal and related services		Lost housework	
Lost income for unpaid workdays		Tax losses	
Legal fees			
Social services	Homelessness prevention programs		
Foregone government benefits due to limited legal proficiency			
<i>To the justice system</i>			
Pre-trial detention	Skills of legal aid service recipients self-represented litigants developed as a result of capacity building training.	Court efficiency gains/losses from the provision of legal assistance	Social clout and feelings of empowerment
Prosecution		Court efficiency loss due to self-representing service recipients	
Incarceration			
Court expenses associated with legal cases (e.g.) filling, court staff time for record-keeping etc.			

Source: World Bank Group (2019)

A number of qualitative and quantitative studies have used cost-benefit analysis to evaluate different aspects of the legal field. A cost-benefit analysis was carried out in 2016 as part of a study of Uganda's National Legal Aid Policy (NLAP) to investigate the state of legal aid delivery and benefits of legal aid in Uganda, with an aim to expand access to dispute resolution to the vulnerable and marginalised groups by employing the students' law clinics and paralegals extensively as legal aid providers (Legal Aid Service Providers Network, 2016). The net social benefit of providing legal aid was found to exceed its cost; the use of paralegals was thus found to be effective – also offering the best option for speedy conflict resolution.

Another qualitative study was conducted by Barakat (2018) to explore the cost of legal services to increase women's access to justice in Lebanon, Jordan, Egypt and Yemen. The study focused on exploring the impact of the formal/direct and informal/indirect costs of the legal services offered to women. The study revealed that personal status law discriminated against women in the selected countries. In addition, courts were found to be staffed exclusively by men, contributing to discriminatory behaviours and attitudes against women. Courts were also found to have inadequate human resources and infrastructure. The study also found that women's access to employment was lower than that of men, with marriage considered as a source of income. It was found that the cost of access to justice (both direct and indirect costs) was very high, with the result that filing for divorce was extremely expensive (Barakat, 2018). Many divorced women were found to experience poverty. Women were also subjected to social costs because of the shaming they experienced for claiming their rights under traditional social norms.

The National Academies Press (2011) evaluated the direct and indirect costs of the United States justice system. The study found that high costs were associated with maintaining the justice system, while community-based legal services were less costly. The finding is supported by a study conducted by Yeabsley and Nixon (2017), which compared the cost of providing legal assistance through a Community Law Centre (CLC) against the costs of the Public Defender Services in New Zealand. The study found that CLCs were more cost-effective than the formal office of the Public Defender Services (Yeablsey and Nixon, 2017). In addition, the CLCs were closer to the community than the Public Defender Services and took less time for individuals to reach them.

A survey on violence against women found that victims of domestic violence experienced economic costs in the form of loss of income and families, expenditure on legal services, a decline in human capital and low productivity (Hinsliff-Smith & McGarry, 2017). The study found that in 2012, about 10% of men and 26% of women in the United States reported direct and indirect costs resulting from domestic violence; for example, missed work or post-traumatic stress disorder resulting from sexual violence or stalking by an intimate partner. The study quantified the cost of domestic violence per victim, including direct and indirect costs such as lost victims' legal service costs, impaired health and lost productivity. The costs incurred by a victim were found to be lower than the benefits gain from the legal aid services.

In a study in Canada, Farrow et al. (2016) investigated social and economic costs in relation to the justice system. These costs were further classified as tangible (money spent by various people while trying to resolve their problems) and intangible (for instance, costs of depression, decreasing physical health and mental health, strains on the connection between family members). The study results found

mismatches between perceived satisfaction from people who had sought legal help and the total costs they incurred. About 46 per cent of the people surveyed were found to be dissatisfied with the resolution of their cases. They viewed their cases as having not been handled well as they had had inadequate resources to incur further the legal costs. These findings were in line with previous research in Canada that found that poor people viewed themselves as marginalised in society and considered the justice system unfair and inaccessible to them (Farrow et al., 2012). Moreover, Farrow et al. (2016) found that when justice issues were viewed from a 'public' perspective, costs tended to exceed benefits.

In contrast to the study conducted by Farrow et al. (2016) in Canada, the Boston Bar (2014) investigated the cost of extending legal support to impoverished households in Massachusetts (United States) and found that the expected benefits of providing these legal services exceeded the associated costs. The study found that an estimated 64 per cent of service recipients who had sought legal assistance had been denied on the grounds of unaffordability. The introduction of CAOs significantly reduced the costs of accessing justice and increased social savings, which meant greater benefits. Investigating the direct cost and benefits of lawyer-led legal assistance in Maine (United States), the study found that benefits in terms of monetary value, cost savings, and the economic multiplier exceeded the cost of providing these services. The multiplier stems from the money saved by service recipients who have received legal benefits to finance future expenditure.

Farrow et al. (2016) also considered intangible costs. Including intangible costs in evaluating legal services increases these services' total costs. This implies that legal aid services that do not consider the associated intangible costs will estimate their costs incorrectly. Failing to consider intangible costs may ultimately result in the failure of legal aid services as decisions about their sustainability will be made with incomplete information.

Paetsch et al. (2018) took a different approach, focusing on evaluating the social and economic costs – rather than the monetary costs – of various legal dispute mechanisms. The study investigated the cost of resolving family disputes through legal aid support systems in Canada. It established that it costs more to resolve cases through litigation than through mediation and collaboration. The differentiating factor was found to be the time it took to solve the case: the study found that it took twice as long to resolve a matter through formal litigation than through mediation and collaboration. Lengthy cases exhaust a greater amount of finances and time. These results highlight the need to go beyond formal methods and provide more flexible processes, such as the use of CAOs, to resolve disputes. The study also highlighted the importance of considering non-monetary costs and benefits in evaluating legal support for communities.

In quantitative studies, quantifying the intangible costs and benefits remains a challenge; hence some studies resort to the narrow CBA approach instead of the comprehensive CBA approach when measuring the viability of a legal service program or policy (World Bank Group, 2019). A narrow cost-benefit analysis is an analysis that only focuses on direct tangible costs and benefits arising from legal services provided. On the other hand, a comprehensive cost-benefit analysis accounts for direct tangible costs and benefits and includes indirect economic costs and benefits of legal aid services. Such indirect costs include avoided costs of suffering, costs of pain, fear and quality of life losses for the people involved in domestic violence, tax losses and property value for communities and efficiency losses incurred by the court from self-represented litigators.

The narrow cost-benefit analysis appears to be commonly used across the studies evaluating the impact of the provision of legal services. Most of these studies relied on a set of conservative assumptions, which meant that likely quantifiable and identifiable observable tangible costs and benefits of legal aid systems are used in the analysis. However, more consistency in the made assumptions is desired across the estimated cost and benefits. The current study adds to the scholarship by developing a comprehensive CBA approach to quantify both direct and indirect, tangible and intangible costs and benefits of services offered by CAOs in South Africa.

There are several approaches used to evaluate the costs and benefits of free legal services extended to the public, namely, the cost-effective analysis (CEA), the cost-benefit analysis (CBA) and the cost-utility analysis (CUA), among others. CEA is an economic analysis that compares relative costs and outcomes of various courses of action without giving a monetary value to those actions (Colbourn et al., 2015). A cost-effective approach is also said to evaluate the impact of a social program on the expected outcome relative to other programs of the exact same nature (Colbourn et al., 2015). The cost and benefit analysis (CBA) are a technique used by researchers and policymakers to evaluate the efficiency and sustainability of public policies (World Bank Group, 2019). Moreover, Smith (2019) defines CBA as a form of economic evaluation that compares the costs and benefits of an intervention using monetary metrics. Other forms of economic analysis only monetise costs, but the cost-benefit analysis also monetises benefits (Aos et al., 2001).

For this reason, CBA is taken as the best economic analysis tool as it can allow direct comparison between different interventions over different outcome measures on a standard metric (Smith, 2019). According to Boardman (2015), the CBA focuses on the costs and benefits of society as a whole rather than individuals. Hence, a CBA can analyse the net benefit of a program, project or policy.

3 Quantifying the Costs and Benefits of the Services Provided by 10 CAOs

3.1 Introduction

A cost-benefit analysis was done of the services of each of the 10 CAOs in this study using administrative data from the period 2016 to 2018. The analysis compared the costs and benefits of services provided to both service providers and recipients. The study defines the service as all the activities carried out by the CAOs through their different programs: for example, access to justice, outreach and advocacy activities, as well as any other community-based activity.

3.2 Administrative Data

The standard data management tool used by the CAOs was the traditional paper system complemented with an electronic version for activities needing a templated funder report. Centres operating under the umbrella of CCJD had an electronic database networked to the other organizations and head office.

The standard records kept by the CAOs included a register counter book with demographic details of each service recipient who visited the Centre. Other documents included case files, community outreach statistics, financial statements and, in some cases, monetary facilitation records. The information from these records was used in the quantifying process of the CBA.

3.3 Defining Costs and Benefits

Costs and benefits were first categorised as ‘direct’ and ‘indirect’ costs. Direct costs and benefits were those incurred by the service provider, the Centre, staff, or any supporting institution. Indirect costs and benefits were those accrued by service recipients/clients in accessing the services or resulting from the services. The study further broke down the costs and benefits into ‘tangible’ and ‘intangible’ costs and benefits.

The direct, indirect, tangible and intangible classifications allowed the analysis to be split into eight categories, as shown in the figure below.

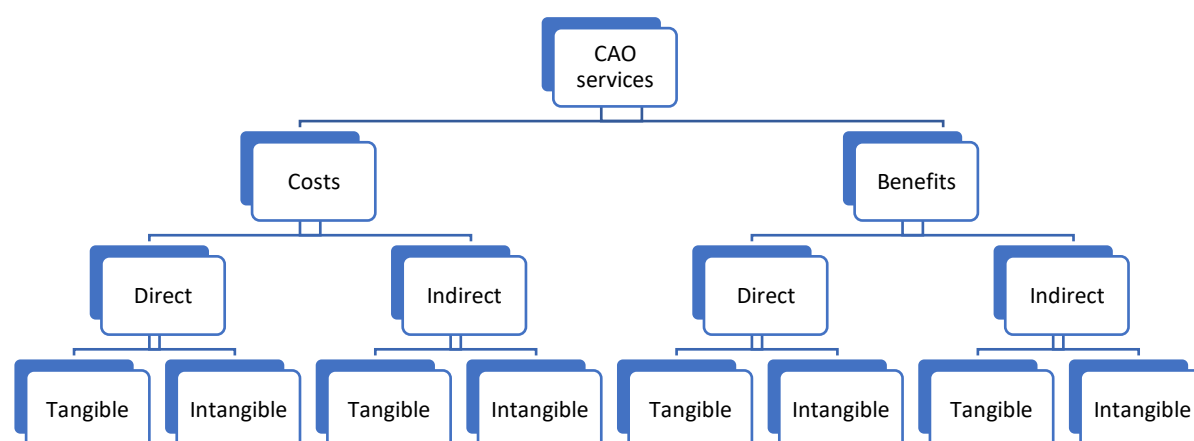


Figure 1 Costs and Benefits Tree

The current study extends the previous work by CCJD (2019), hence adopting the same four-step approach to quantifying the intangible costs and benefits. The following sections will identify benefits and costs, present formulae to make them measurable, predict the benefits and costs and then evaluate them using a cost-benefit analysis.

3.4 Direct Tangible Costs

These are costs to the CAO and its staff that can be monetised. They were captured directly from the expenditure component of the financial statements under the following three groups.

Total expenditure – this category captures all administrative expenses associated with day-to-day operations; this included audit fees, rent and utilities, facilitation fees, stationery and salaries/stipends.

Physical infrastructure amenities – this item captures the cost of new infrastructure sourced; e.g. new buildings, tables, computers and cars.

Communications infrastructure – this item captures new communications equipment sourced; e.g. telephones or cell phones.

3.5 Direct Tangible Benefits

These are the benefits to the CAO that can be monetised. They were captured directly from the income statement. The primary source of income for each CAO was funding from different organisations.

Income to the Centre – This proxy captures all forms of payments received by the Centre from funders or individual donors for outreach programs, for access to justice programs, infrastructure development, CAO collaboration program or donations.

3.6 Direct Intangible Costs

These are the costs incurred by the CAO and its staff that cannot be monetised. The two main intangible costs that were quantified were burnout/emotional stress and the opportunity cost of working at the CAO.

Burn out/emotional stress – This item captured the cost to the staff associated with the stress they experienced when handling different service recipient cases. It was measured using a proxy of a cost of 2 hours per staff member per year of counselling sessions with a psychologist.

The opportunity cost to the staff – The proxy used for the time spent working at the CAO was the foregone income, calculated as an average of the private and public sector salaries. The calculation considered the current qualifications of the members of staff.

Other intangible costs identified by the staff of CAOs that were not quantified included:

Risk to life – There were occasions when community members threatened staff (especially if they had not received a favourable outcome to their case) and staff felt unsafe.

Emotional attachment – Staff may become burdened by the personal problems that service recipients present to them.

Family time compromised – Service recipients occasionally approached staff at home with their needs, outside of work time.

Relationship with supporting public service offices not protected – The paralegal's work occasionally alienates staff from other organisations. For example, CASE STUDY 7 lost the premises they were renting from the municipality because they challenged the municipality's service provision.

3.7 Direct Intangible Benefits

These were benefits to the CAO, staff and supporting institutions that could not be monetised:

Government cost-saving – This compared the cost government would incur if it hired field workers, paralegals, psychologists, mediators, administrators, and messengers with the costs of using the services of a CAO.

Other intangible benefits identified by the staff of CAOs that were not quantified included:

Passion for the job makes you strong at heart – Staff noted their general resilience increased as a result of their work.

Platform to advocate for change in the community – Case Study 6 was given a slot at local community radio (104.0), to speak to the community on a larger scale about community issues. The CAO puts pressure on public sector offices to account to the community through radio talk shows.

3.8 Indirect Tangible Benefits

The indirect tangible benefits were all monetised benefits received by the service recipients as part of the resolution of their case.

Facilitation of payments – this proxy captures all the money CAOs collected on behalf of the service recipient.

3.9 Indirect Tangible Costs

Indirect tangible costs included all costs incurred by the service recipients in resolving their cases through the CAO.

Cost of Justice – Focus group data revealed that the service recipients had not considered indirect costs that they incurred in the process of accessing free services provided by the CAO. After discussing what free service means, they were able to identify some items like cost as transport to and from the Centre, lunch, photocopying, lost income and paying to use the toilet. Since the service recipients could not produce evidence of these costs, the study used the documented reimbursements for transportation and lunch given to the focus group participants to proxy indirect tangible costs.

The proxy for the cost of justice was calculated by summing up the transport and food cost and multiplying by the number of cases recorded for each year under analysis. In the case of CASE STUDY 6, the study did not include the cost of justice as the office was located in the middle of the residential area within walking distance for clients.

3.10 Indirect Intangible Benefits

The indirect intangible benefits captured the benefits to the service recipients that could not be monetised.

Individual Cost-Saving – This proxy captured the cost of services received as an average of private and public professional rates. A market approach was used to quantify how much it would cost to offer the

service if the recipient had to go to a private/public organisation to receive the same service. As shown in Table 2 below, each of the six services offered by the CAOs was aligned with a specific profession.

Table 2: Aligning CAO services with professional

SERVICE	PROFESSIONAL OFFICER
COUNSELLING	Psychologist
FOLLOW UP	Social Worker
LEGAL ADVICE	Paralegal
MEDIATION	Mediator
REFERRAL	Paralegal
TAKING BRIEF	Paralegal

The following equation was used to cost the services of the paralegals.

Cost of Service

$$= \text{Market Hrly Professional Rate} * (\text{Number of sessions} \\ * \text{average hrs per session})$$

Willingness to pay – the proxy captures the service recipient's degree of satisfaction/appreciation for the services they received from the CAOs. A sample of service recipients had to indicate an amount, through a ballot vote, that they would have been willing to pay if they had had the means. The amounts varied from a minimum of R50 to a maximum of R8 000. A correlation was observed between the value indicated by the recipient and the location of the CAO (rural or peri-urban), the service recipient's age, and type of case resolved. Table 3 below summarises the amount recipients indicated they would be willing to pay for a service.

Table 3 Amount service recipients were willing to pay for a service (in Rands)

CAO	Average (R)	Standard deviation (R)	Minimum (R)	Maximum (R)
CASE STUDY 1	1821	1996	200	5000
CASE STUDY 2	1097	1207	100	5000
CASE STUDY 3	1400	1749	100	5800
CASE STUDY 5	850	603	200	1500
CASE STUDY 4	1081	1047	50	3000
CASE STUDY 8	1292	1166	250	3000
CASE STUDY 9	2250	354	2000	2500
CASE STUDY 10	2000	2598	500	5000
CASE STUDY 7	2786	2288	200	8000

For each Centre, the amounts were averaged and then multiplied by the total number of cases each year to get a proxy for willingness to pay.

3.11 Cost-benefit Analysis and Decision Criteria

Cost-benefit analysis is commonly used to project future costs and benefits of an intended investment and determine its viability. The Net Present Value (NPV) is used as part of the decision criteria in such an instance. In this study, the cost-benefit analysis used the actual figures of costs and benefits from the Centre's administrative records. Hence, the decision rules used for the analysis were Net Value (NV) and Benefit-Cost Ratio (BCR).

Net Value (NV) – The NV is calculated as the difference between the aggregate benefits and costs. A positive NV shows that the investment/programme is worthwhile.

Benefit-Cost Ratio (BCR) – The BCR is calculated as a ratio of Aggregate Benefits to Aggregate Costs. Below are the classifications of ratios and how to interpret them.

BCR < 1 Investment/programme generates losses.

BCR = 1 Investment/programme is neither profitable nor generates losses.

BCR > 1 Investment/programme is profitable.

A BCR greater than one is preferred as it demonstrates a net economic benefit and, hence, the worthiness of the CAO for financial investment and support. The ratio helps interpret the 'inherent riskiness' of an investment/programme. Small Net Values are prone to a higher risk, while large margins offer a buffer to ensure sustainability. Thus, the higher the BCR, the better.

4 Quantitative results

This section reports the calculated costs and benefits for the 10 CAOs using the administrative data from 2016 to 2018.

4.1 Case Study 1 (CLAP)

Table 4 Cost-Benefit Analysis for CLAP

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAO/ Supporting Institutions				
Total Expenditure	R693 800,00	R790 980,00	R833 291,00	R2 318 071,00
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R693 800,00	R790 980,00	R833 291,00	R2 318 071,00
A2. Indirect Tangible Costs: (R)				
To Clients				
Cost of Access to Justice	R4 464,00	R13 392,00	R7 812,00	R25 668,00
TOTAL	R4 464,00	R13 392,00	R7 812,00	R25 668,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting Institutions				
Emotional stress	R8 303,04	R8 928,00	R9 600,00	R26 831,04
Foregone salary (opportunity cost)	R514 401,00	R553 119,36	R594 752,00	R1 662 272,36
TOTAL	R522 704,04	R562 047,36	R604 352,00	R1 689 103,40
A4. Indirect Intangible Costs: (R)				
To Clients				
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R1 220 968,04	R1 366 419,36	R1 445 455,00	R4 032 842,40
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAO/ Supporting Institutions				
Funding for Outreach Activities	R693 299,00	R649 404,00	R958 655,00	R2 301 358,00
Funding for Legal Advice Function	R0,00	R0,00	R6 890,00	R6 890,00
Donations/ Others	R500,00	R234,00	R0,00	R734,00
TOTAL	R693 799,00	R649 638,00	R965 545,00	R2 308 982,00
B2. Indirect tangible benefit (R)				
To Clients				
Individual's facilitated payments	R0,00	R0,00	R0,00	R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
B3. Direct Intangible benefit				
To CAO/ Supporting Institutions				
Government cost saving	R360 969,47	R388 139,22	R417 354,00	R1 166 462,69
				R0,00
TOTAL	R360 969,47	R388 139,22	R417 354,00	R1 166 462,69
B4. Indirect intangible benefit				
To Clients				
Individuals cost saving	R133 730,00	R413 580,00	R517 150,00	R1 064 460,00
Willingness to pay	R65 520,00	R196 560,00	R114 660,00	R376 740,00
TOTAL	R133 730,00	R413 580,00	R517 150,00	R1 441 200,00
B. Total Cash inflow: (B1+B2+B3+B4)	R1 188 498,47	R1 451 357,22	R1 900 049,00	R4 916 644,69
C. Net Cash inflow (NCF) (NCF = B - A): (R)	-R32 469,57	R84 937,86	R454 594,00	R507 062,29
Net Value	R420 733,62	Positive NP is acceptable.		
Benefit Cost Ratio	0,82			

Table 5 Results from CBA for Case Study 1

Total Benefits	R4 916 644,69
Total Costs	R4 032 842,40
Net Value	R420 733,62
Benefit Cost Ratio	0,82

CLAP had a positive net value for the period 2016-2018, showing that the service was worthwhile, although it had been operating at a loss (benefit-cost ratio less than 1). The finding suggests that the organisation's access to justice arm might not be sustainable.

4.2 Case Study 2 (ACQ)

Table 6 Cost-Benefit Analysis for ACQ

Details	2016,00	2017,00	2018,00	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAO/ Supporting institutions				
Total Expenditure	R2 905 040,14	R3 290 129,66	R4 218 573,20	R10 413 743,00
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R2 905 040,14	R3 290 129,66	R4 218 573,20	R10 413 743,00
A2. Indirect Tangible Costs: (R)				
To Clients				
Cost to access justice	R36 180,00	R21 330,00	R25 290,00	R82 800,00
TOTAL	R36 180,00	R21 330,00	R25 290,00	R82 800,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting institutions				
Emotional stress	R44 974,80	R48 360,00	R52 000,00	R145 334,80
Foregone salary (opportunity cost)	R1 487 122,90	R1 599 056,88	R1 719 416,00	R4 805 595,78
TOTAL	R1 532 097,70	R1 647 416,88	R1 771 416,00	R4 950 930,58
A4. Indirect Intangible Costs: (R)				
To Clients				
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R4 473 317,84	R4 958 876,54	R6 015 279,20	R15 447 473,58
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAO/ Supporting institutions				
Funding for Outreach Activities	R545 623,94	R1 079 285,95	R1 017 916,69	R2 642 826,58
Funding for Access to Justice	R353 074,20	R0,00	R305 000,00	R658 074,20
Infrastructure Devpt	R0,00	R533 210,00	R0,00	R533 210,00
Donations	R0,00	R0,00	R0,00	R0,00
Rent a CAO	R1 551 169,24	R1 705 948,78	R1 565 802,74	R4 822 920,76
TOTAL	R2 449 867,38	R3 318 444,73	R2 888 719,43	R8 657 031,54
B2. Indirect tangible benefit (R)				
To Clients				
Individual's facilitated payments	R439 714,47	R3 251 968,23	R3 126 531,08	R6 818 213,78
TOTAL	R439 714,47	R3 251 968,23	R3 126 531,08	R6 818 213,78
B3. Direct Intangible benefit				
To CAO/ Supporting institutions				
Government cost saving	R2 441 677,57	R2 625 459,75	R2 823 075,00	R7 890 212,32
TOTAL	R2 441 677,57	R2 625 459,75	R2 823 075,00	R7 890 212,32
B4. Indirect intangible benefit				
To Clients				
Individuals cost saving	R695 520,00	R420 720,00	R468 405,00	R1 584 645,00
Willingness to pay	R440 592,00	R259 752,00	R307 976,00	R1 008 320,00
TOTAL	R1 136 112,00	R680 472,00	R776 381,00	R2 592 965,00
B. Total Cash inflow: (B1+B2+B3+B4)	R6 467 371,42	R9 876 344,71	R9 614 706,51	R25 958 422,64
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R1 994 053,58	R4 917 468,17	R3 599 427,31	R10 510 949,06
Net Value	R10 510 949,06	Positive NV is acceptable.		
Benefit Cost Ratio	1,68			

Table 7 Results from CBA for Case Study 2 (ACQ)

Total Benefits	R25 958 422,64
Total Costs	R15 447 473,58
Net Value	R10 510 949,06
Benefit-Cost Ratio	1,68

From the cost-benefit analysis, ACQ produced a net value over the period 2016-2018 of R10 510 949,06; and a benefit-cost ratio of 1,68, indicating that ACQ was a viable office and worth financial investment and support.

4.3 Case Study 3 (AWAT)

Table 8 Cost-Benefit Analysis for AWAT

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAO/ Supporting Institutions				
Total Expenditure	R1 852 665,03	R881 877,72	R2 238 813,47	R4 973 356,22
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R1 852 665,03	R881 877,72	R2 238 813,47	R4 973 356,22
A2. Indirect Tangible Costs: (R)				
To clients				
Cost of access to justice	R7 500,00	R17 325,00	R5 100,00	R29 925,00
TOTAL	R7 500,00	R17 325,00	R5 100,00	R29 925,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting Institutions				
Emotional stress	R16 606,08	R17 856,00	R19 200,00	R53 662,08
Foregone salary (opportunity cost)	R820 611,93	R882 378,42	R948 794,00	R2 651 784,35
TOTAL	R837 218,01	R900 234,42	R967 994,00	R2 705 446,43
A4. Indirect Intangible Costs: (R)				
To clients				
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R2 697 383,04	R1 799 437,14	R3 211 907,47	R7 708 727,65
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAO/ Supporting Institutions				
Funding for Outreach Activities	R977 182,40	R1 208 740,25	R461 345,95	R2 647 268,60
Funding for Legal Advice Function	R101 200,00	R0,00	R0,00	R101 200,00
Donations	R0,00	R0,00	R0,00	R0,00
Infrastructure Development	R0,00	R584 125,00	R0,00	R584 125,00
TOTAL	R1 078 382,40	R1 792 865,25	R461 345,95	R3 332 593,60
B2. Indirect tangible benefit (R)				
To clients				
Individual's facilitated payments	R0,00	R0,00	R0,00	R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
B3. Direct Intangible benefit				
To CAO/ Supporting Institutions				
Government cost saving	R1 237 754,07	R1 330 918,35	R1 431 095,00	R3 999 767,42
				R0,00
TOTAL	R1 237 754,07	R1 330 918,35	R1 431 095,00	R3 999 767,42
B4. Indirect intangible benefit				
To clients				
Individuals cost saving	R431 300,00	R500 805,00	R361 325,00	R1 293 430,00
Willingness to Pay	R140 000,00	R323 400,00	R95 200,00	R558 600,00
TOTAL	R571 300,00	R824 205,00	R456 525,00	R1 852 030,00
B. Total Cash inflow: (B1+B2+B3+B4)	R2 887 436,47	R3 947 988,60	R2 348 965,95	R9 184 391,02
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R190 053,42	R2 148 551,46	-R862 941,52	R1 475 663,36
Net Value	R1 475 663,36	Positive NV is acceptable.		
Benefit Cost Ratio	1,19			

Table 9 Results from CBA for Case Study 3 (AWAT)

Total Benefits	R9 184 391,02
Total Costs	R7 708 727,65
Net Value	R1 475 663,36
Benefit-Cost Ratio	1,19

From the cost-benefit analysis, AWAT produced a net value for the period 2016-2018 of R1 475 663,36 and a benefit-cost ratio of 1,19, indicating that AWAT is a viable office and worth financial investment and support.

4.4 Case Study 4 (SRCB)

Table 10 Cost-Benefit Analysis for SRCB

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAO/ Supporting Institutions				
Total Expenditure	R96 863,60	R94 007,35	R100 077,35	R290 948,30
Physical Structure & Amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R96 863,60	R94 007,35	R100 077,35	R290 948,30
A2. Indirect Tangible Costs: (R)				
To clients				
Cost of Justice	R27 018,00	R16 302,00	R12 654,00	R55 974,00
TOTAL	R27 018,00	R16 302,00	R12 654,00	R55 974,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting Institutions				
Burnout				R0,00
Emotional stress	R4 151,52	R4 464,00	R4 800,00	R13 415,52
Foregone salary (opportunity cost)	R129 500,61	R139 247,97	R149 729,00	R418 477,58
TOTAL	R133 652,13	R143 711,97	R154 529,00	R431 893,10
A4. Indirect Intangible Costs: (R)				
To clients				
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R257 533,73	R254 021,32	R267 260,35	R778 815,40
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAO/ Supporting Institutions				
Funding for Legal Empowerment	R0,00	R0,00	R0,00	R0,00
Funding for Access to Justice	R96 863,00	R100 823,62	R100 077,35	R297 763,97
Donations	R0,00	R0,00	R0,00	R0,00
Infrastructure Development	R0,00	R0,00	R0,00	R0,00
TOTAL	R96 863,00	R100 823,62	R100 077,35	R297 763,97
B2. Indirect tangible benefit (R)				
To clients				
Individual's facilitated payments	R1 057 087,65	R187 128,09	R3 467 884,91	R4 712 100,65
TOTAL	R1 057 087,65	R187 128,09	R3 467 884,91	R4 712 100,65
B3. Direct Intangible benefit				
To CAO/ Supporting Institutions				
Government cost saving	R808 163,42	R868 992,93	R934 401,00	R2 611 557,35
TOTAL	R808 163,42	R868 992,93	R934 401,00	R2 611 557,35
B4. Indirect intangible benefit				
To clients				
Individuals cost saving	R72 997,56	R97 436,10	R101 360,00	R271 793,66
Willingness to Pay	R255 960,00	R154 440,00	R119 880,00	R530 280,00
TOTAL	R328 957,56	R251 876,10	R221 240,00	R802 073,66
B. Total Cash inflow: (B1+B2+B3+B4)	R2 291 071,63	R1 408 820,74	R4 723 603,26	R8 423 495,63
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R2 033 537,90	R1 154 799,42	R4 456 342,91	R7 644 680,23
Net Value	R7 644 680,23	Positive NV is acceptable.		
Benefit Cost Ratio	10,82			

Table 11 Results from CBA for Case Study 4 (SRCB)

Total Benefits	R8 423 495,63
Total Costs	R778 815,40
Net Value	R7 644 680,23
Benefit Cost Ratio	10,82

From the cost-benefit analysis, SRCB produced a net value over the period 2016-2018 of R7 644 680,23; and a benefit-cost ratio of 10,82, indicating that SRCB is a very viable office and worth financial investment and support.

4.5 Case Study 5 (SRCI)

Table 12 Cost-Benefit Analysis for SRCI

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAO/ Supporting Institutions				
Total Expenditure	R179 275,50	R99 354,62	R99 160,62	R377 790,74
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R5 553,59	R1 469,00	R2 208,13	R9 230,72
TOTAL	R184 829,09	R100 823,62	R101 368,75	R387 021,46
A2. Indirect Tangible Costs: (R)				
To clients				
Cost of access to justice	R10 625,00	R11 560,00	R15 725,00	R37 910,00
TOTAL	R10 625,00	R11 560,00	R15 725,00	R37 910,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting Institutions				
Burnout				R0,00
Emotional stress	R4 151,52	R4 464,00	R4 800,00	R13 415,52
Foregone salary (opportunity cost)	R129 500,61	R139 247,97	R149 729,00	R418 477,58
TOTAL	R133 652,13	R143 711,97	R154 529,00	R431 893,10
A4. Indirect Intangible Costs: (R)				
To clients				
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R329 106,22	R256 095,59	R271 622,75	R856 824,57
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAO/ Supporting Institutions				
Funding for Legal Empowerment	R0,00	R0,00	R0,00	R0,00
Funding for Access to Justice	R184 829,09	R100 823,62	R101 368,75	R387 021,46
Donations	R0,00	R0,00	R0,00	R0,00
Infrastructure Development	R0,00	R0,00	R0,00	R0,00
TOTAL	R184 829,09	R100 823,62	R101 368,75	R387 021,46
B2. Indirect tangible benefit (R)				
To clients				
Individual's facilitated payments	R16 200,00	R25 400,00	R180 690,03	R222 290,03
TOTAL	R16 200,00	R25 400,00	R180 690,03	R222 290,03
B3. Direct Intangible benefit				
To CAO/ Supporting Institutions				
Government cost saving	R1 108 253,45	R1 191 670,38	R1 281 366,00	R3 581 289,83
				R0,00
TOTAL	R1 108 253,45	R1 191 670,38	R1 281 366,00	R3 581 289,83
B4. Indirect intangible benefit				
To clients				
Individuals cost saving	R113 803,54	R207 036,60	R276 390,00	R597 230,14
Willingness to Pay	R106 250,00	R115 600,00	R157 250,00	R379 100,00
TOTAL	R220 053,54	R322 636,60	R433 640,00	R976 330,14
B. Total Cash inflow: (B1+B2+B3+B4)	R1 529 336,09	R1 640 530,60	R1 997 064,78	R5 166 931,47
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R1 200 229,86	R1 384 435,01	R1 725 442,03	R4 310 106,90
Net Value	R4 310 106,90	Positive NV is acceptable.		
Benefit Cost Ratio	R6,03			

Table 13 Results from CBA for Case Study 5 (SRCI)

Total Benefits	R5 166 931,47
Total Costs	R856 824,57
Net Value	R4 310 106,90
Benefit Cost Ratio	6,03

From the cost-benefit analysis, SRCI produced a net value over the period 2016-2018 of R4 310 106,60; and a benefit-cost ratio of 6,03, indicating that SRCI was a viable office and worth financial investment and support.

4.6 Case Study 6 (LAOM)

Table 14 Cost-Benefit Analysis for LAOM

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAO/ Supporting Institution				
Total Expenditure	R169 237,72	R272 900,44	R263 540,17	R705 678,33
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R169 237,72	R272 900,44	R263 540,17	R705 678,33
A2. Indirect Tangible Costs: (R)				
To clients				
Cost of access to justice	R0,00	R0,00	R0,00	R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting Institution				
Emotional stress	R6 227,28	R6 696,00	R7 200,00	R20 123,28
Opportunity Cost- Foregone Income	R644 434,40	R692 940,21	R745 097,00	R2 082 471,61
TOTAL	R650 661,68	R699 636,21	R752 297,00	R2 102 594,89
A4. Indirect Intangible Costs: (R)				
To clients				
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R819 899,40	R972 536,65	R1 015 837,17	R2 808 273,22
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAO/ Supporting Institution				
Funding for Outreach Activities	R0,00	R207 000,00	R0,00	R207 000,00
Funding for Legal Advice Function	R200 000,00	R0,00	R270 000,00	R470 000,00
Donations	R0,00	R0,00	R0,00	R0,00
Infrastructure Development				
TOTAL	R200 000,00	R207 000,00	R270 000,00	R677 000,00
B2. Indirect tangible benefit (R)				
To clients				
Individual's facilitated payments	R0,00	R0,00	R0,00	R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
B3. Direct Intangible benefit				
To CAO/ Supporting Institution				
Government cost saving	R937 664,04	R1 008 240,90	R1 084 130,00	R3 030 034,94
				R0,00
TOTAL	R937 664,04	R1 008 240,90	R1 084 130,00	R3 030 034,94
B4. Indirect intangible benefit				
To clients				
Individuals cost saving	R26 889,74	R20 427,45	R32 875,00	R80 192,19
Willingness to pay	R352 800,00	R180 000,00	R127 200,00	R660 000,00
TOTAL	R379 689,74	R200 427,45	R160 075,00	R740 192,19
B. Total Cash inflow: (B1+B2+B3+B4)	R1 517 353,78	R1 415 668,35	R1 514 205,00	R4 447 227,13
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R697 454,38	R443 131,70	R498 367,83	R1 638 953,91
Net Value	R1 638 953,91	Positive NV is acceptable.		
Benefit Cost Ratio	1,58			

Table 15 Results from CBA for Case Study 6 (LAOM)

Total Benefits	R4 447 227,13
Total Costs	R2 808 273,22
Net Value	R1 638 953,91
Benefit-Cost Ratio	1,58

From the cost-benefit analysis, LAOM produced a net value over the period 2016-2018 of R1 638 953,91; and a benefit-cost ratio of 1,58, indicating that LAOM was a viable office and worth financial investment and support.

4.7 Case Study 7 (OMO)

Table 16 Cost-Benefit Analysis for OMO

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAO/ Supporting Institutions				
Total Expenditure	R706 810,66	R750 847,00	R996 840,00	R2 454 497,66
Physical infrastructure & amenities	R29 600,00	R55 000,00	R0,00	R84 600,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R736 410,66	R805 847,00	R996 840,00	R2 539 097,66
A2. Indirect Tangible Costs: (R)				
To Clients				
Cost of access to justice	R2 970,00	R1 710,00	R3 600,00	R8 280,00
TOTAL	R2 970,00	R1 710,00	R3 600,00	R8 280,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting Institutions				
Emotional stress	R17 298,00	R18 600,00	R20 000,00	R55 898,00
Foregone salary (opportunity cost)	R820 611,93	R882 378,42	R948 794,00	R2 651 784,35
TOTAL	R837 909,93	R900 978,42	R968 794,00	R2 707 682,35
A4. Indirect Intangible Costs: (R)				
To Clients				
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R1 577 290,59	R1 708 535,42	R1 969 234,00	R5 255 060,01
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAO/ Supporting Institutions				
Funding for Outreach Activities	R592 500,00	R574 600,00	R567 500,00	R1 734 600,00
Funding for Legal Advice Function	R140 000,00	R170 750,00	R22 250,00	R333 000,00
Donations	R0,00	R33 217,92	R200,00	R33 417,92
Infrastructure Development	R0,00	R0,00	R424 950,00	R424 950,00
TOTAL	R732 500,00	R778 567,92	R1 014 900,00	R2 525 967,92
B2. Indirect tangible benefit (R)				
To Clients				
Individual's facilitated payments	R0,00	R0,00	R0,00	R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
B3. Direct Intangible benefit				
To CAO/ Supporting Institutions				
Government cost saving	R1 037 125,81	R1 115 189,04	R1 199 128,00	R3 351 442,85
TOTAL	R1 037 125,81	R1 115 189,04	R1 199 128,00	R3 351 442,85
B4. Indirect intangible benefit				
To Clients				
Individuals cost saving	R83 886,65	R47 843,85	R117 095,00	R248 825,50
Willingness to pay	R91 905,00	R52 915,00	R111 400,00	R256 220,00
TOTAL	R175 791,65	R100 758,85	R228 495,00	R505 045,50
B. Total Cash inflow: (B1+B2+B3+B4)	R1 945 417,46	R1 994 515,81	R2 442 523,00	R6 382 456,27
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R368 126,87	R285 980,39	R473 289,00	R1 127 396,26
Net Value	R1 127 396,26	Positive NV is acceptable.		
Benefit Cost Ratio	1,21			

Table 17 Results from CBA for Case Study 7 (OMO)

Total Benefits	R6 382 456,27
Total Costs	R5 255 060,01
Net Value	R1 127 396,26
Benefit-Cost Ratio	1,21

From the cost-benefit analysis, OMO produced a net value over the period 2016-2018 of R1 127 396,26 and a benefit-cost ratio of 1,21, indicating that OMO was a viable office and worth financial investment and support.

4.8 Case Study 8 (RACB)

Table 18 Cost-Benefit Analysis for RACB

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAOs/ Supporting Institutions				
Total Expenditure	R207 623,82	R382 166,00	R416 293,50	R1 006 083,32
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R207 623,82	R382 166,00	R416 293,50	R1 006 083,32
A2. Indirect Tangible Costs: (R)				
To clients				
Cost of access to justice	R1 170,00	R990,00	R4 230,00	R6 390,00
TOTAL	R1 170,00	R990,00	R4 230,00	R6 390,00
A3. Direct Intangible Costs: (R)				
To CAOs/ Supporting Institutions				
Burnout				R0,00
Emotional stress	R6 227,28	R6 696,00	R7 200,00	R20 123,28
Foregone salary (opportunity cost)	R395 197,89	R424 943,97	R456 929,00	R1 277 070,86
TOTAL	R401 425,17	R431 639,97	R464 129,00	R1 297 194,14
A4. Indirect Intangible Costs: (R)				
To clients				
				R0,00
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R610 218,99	R814 795,97	R884 652,50	R2 309 667,46
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAOs/ Supporting Institutions				
Funding for Outreach Activities	R326 100,00	R200 000,00	R437 000,00	R963 100,00
Funding for Legal Advice Function	R172 883,33	R3 000,00	R25 000,00	R200 883,33
Donations	R0,00	R0,00	R0,00	R0,00
Infrastructure Development				
TOTAL	R498 983,33	R203 000,00	R462 000,00	R1 163 983,33
B2. Indirect tangible benefit (R)				
To clients				
Individual's facilitated payments	R0,00	R0,00	R0,00	R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
B3. Direct Intangible benefit				
To CAO/ supporting Institutions				
Government Saving	R808 163,42	R868 992,93	R934 401,00	R2 611 557,35
				R0,00
TOTAL	R808 163,42	R868 992,93	R934 401,00	R2 611 557,35
B4. Indirect intangible benefit				
To clients				
Individuals cost saving	R20 385,69	R27 100,20	R50 570,00	R98 055,89
Willingness to pay	R16 770,00	R14 190,00	R60 630,00	R91 590,00
				R0,00
TOTAL	R37 155,69	R41 290,20	R111 200,00	R189 645,89
B. Total Cash inflow: (B1+B2+B3+B4)	R1 344 302,45	R1 113 283,13	R1 507 601,00	R3 965 186,58
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R734 083,46	R298 487,16	R622 948,50	R1 655 519,12
Net Value	R1 655 519,12	Positive NV is acceptable.		
Benefit Cost Ratio	1,72			

Table 19 Results from CBA for Case Study 8 (RACB)

Total Benefits	R3 965 186,58
Total Costs	R2 309 667,46
Net Value	R1 655 519,12
Benefit-Cost Ratio	1,72

The cost-benefit analysis showed that RACB produced a net value over the period 2016-2018 of R1 655 519,12 and a benefit-cost ratio of 1,72, indicating that RACB was a viable office and worth financial investment and support.

4.9 Case Study 9 (CCL)

Table 20 Cost-Benefit Analysis for CCL

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAOs/Supporting Institutions				
Total Expenditure	R2 020 237,00	R556 311,00	R580 718,00	R3 157 266,00
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R2 020 237,00	R556 311,00	R580 718,00	R3 157 266,00
A2. Indirect Tangible Costs: (R)				
To client				
Cost of access to justice				
TOTAL	R0,00	R0,00	R0,00	R0,00
A3. Direct Intangible Costs: (R)				
To CAOs/ Supporting Institutions				
Emotional stress	R17 298,00	R18 600,00	R20 000,00	R55 898,00
Foregone salary (opportunity cost)	R1 067 164,65	R1 147 488,87	R1 233 859,00	R3 448 512,52
				R0,00
TOTAL	R1 084 462,65	R1 166 088,87	R1 253 859,00	R3 504 410,52
A4. Indirect Intangible Costs: (R)				
To Clients				
				R0,00
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R3 104 699,65	R1 722 399,87	R1 834 577,00	R6 661 676,52
B. Benefit: Cash inflow: (R)				
B1. Direct tangible benefit				
To CAOs				
Funding for Outreach Activities	R350 000,00	R414 900,00	R501 000,00	R1 265 900,00
Funding for Legal Advice Function	R210 000,00	R40 000,00	R59 167,00	R309 167,00
Donations	R0,00	R0,00	R0,00	R0,00
Infrastructure Development	R0,00	R0,00	R0,00	R0,00
TOTAL	R560 000,00	R454 900,00	R560 167,00	R1 575 067,00
B2. Indirect tangible benefit (R)				
To Clients				
Individual's facilitated payments	R35 000,00	R21 760,00	R29 300,00	R86 060,00
TOTAL	R35 000,00	R21 760,00	R29 300,00	R86 060,00
B3. Direct Intangible benefit				
To CAO/ Supporting institutions				
Government cost saving	R808 163,42	R868 992,93	R934 401,00	R2 611 557,35
				R0,00
TOTAL	R808 163,42	R868 992,93	R934 401,00	R2 611 557,35
B4. Indirect intangible benefit				
To Clients				
Individuals cost saving	R105 206,44	R182 391,60	R26 475,00	R314 073,04
Willingness to Pay	R126 000,00	R375 750,00	R209 250,00	R0,00
TOTAL	R231 206,44	R558 141,60	R235 725,00	R314 073,04
B. Total Cash inflow: (B1+B2+B3+B4)	R1 634 369,86	R1 903 794,53	R1 759 593,00	R4 586 757,39
C. Net Cash inflow (NCF) (NCF = B - A): (R)	-R1 470 329,79	R181 394,66	-R74 984,00	-R1 363 919,13
Net Value	-R2 074 919,13	Positive NV is acceptable.		
Benefit Cost Ratio	0,69			

Table 21 Results from CBA for Case Study 9 (CCL)

Total Benefits	R4 586 757,39
Total Costs	R6 661 676,52
Net Value	-R2 074 919,13
Benefit-Cost Ratio	0,69

From the cost-benefit analysis, CCL produced a net value over the period 2016-2018 of -R2 074 919,13; and a benefit-cost ratio of 0,69, indicating that CCL suffered a loss over the period 2016-2018. In addition, the benefit cost ratio suggests that operations over the same period were not viable and were unsustainable.

4.10 Case Study 10 (MCAN)

Table 22 Cost-Benefit Analysis for MCAN

Details	2016	2017	2018	TOTAL
A: Costs Cash outflow: Rands				
A1. Direct Tangible Cost: (R)				
To CAOs/ Supporting Institutions				
Total Expenditure	R500 322,00	R738 195,00	R1 084 828,00	R2 323 345,00
Physical infrastructure & amenities	R0,00	R0,00	R0,00	R0,00
Communication Infrastructure	R0,00	R0,00	R0,00	R0,00
TOTAL	R500 322,00	R738 195,00	R1 084 828,00	R2 323 345,00
A2. Indirect Tangible Costs: (R)				
To Clients				
Cost of access to justice	R0,00	R0,00	R0,00	R0,00
				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A3. Direct Intangible Costs: (R)				
To CAO/ Supporting institutions				
Burnout				R0,00
Emotional stress	R16 606,08	R17 856,00	R19 200,00	R53 662,08
Foregone salary (opportunity cost)	R850 650,77	R914 678,25	R983 525,00	R2 748 854,02
TOTAL	R867 256,85	R932 534,25	R1 002 725,00	R2 802 516,10
A4. Indirect Intangible Costs: (R)				
To clients				
Individuals				R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
A. Total Cash Outflow: (A = A1 + A2 + A3+A4)	R1 367 578,85	R1 670 729,25	R2 087 553,00	R5 125 861,10
B. Benefit: Cash inflow: (R)				
B1. Indirect tangible benefit (R)				
To clients				
Individual's facilitated payments	R0,00	R0,00	R0,00	R0,00
TOTAL	R0,00	R0,00	R0,00	R0,00
B2. Direct tangible benefit				
To CAO/ Supporting Institutions				
Funding for Outreach Activities	R444 020,00	R94 020,00	R626 416,00	R1 164 456,00
Funding for Legal Advice Function	R40 000,00	R40 000,00	R3 5 000,00	R115 000,00
Infrastructure Dypt	R0,00	R483 700,00	R388 700,00	R872 400,00
TOTAL	R484 020,00	R617 720,00	R1 050 116,00	R2 151 856,00
B3. Direct Intangible benefit				
To CAO/ Supporting Institutions				
Government cost saving	R1 237 754,07	R1 330 918,35	R1 431 095,00	R3 999 767,42
				R0,00
TOTAL	R1 237 754,07	R1 330 918,35	R1 431 095,00	R3 999 767,42
B4. Indirect intangible benefit				
To Clients				
Individuals cost saving	R466 530,00	R539 080,00	R400 980,00	R1 406 590,00
Willingness to pay	R482 000,00	R514 000,00	R384 000,00	R1 380 000,00
				R0,00
TOTAL	R948 530,00	R1 053 080,00	R784 980,00	R2 786 590,00
B. Total Cash inflow: (B1+B2+B3+B4)	R2 670 304,07	R3 001 718,35	R3 266 191,00	R8 938 213,42
C. Net Cash inflow (NCF) (NCF = B - A): (R)	R1 302 725,21	R1 330 989,10	R1 178 638,00	R3 812 352,31
Net Value	R3 812 352,31	Positive NV is acceptable.		
Benefit Cost Ratio	R1,74			

Table 23 Results from CBA for Case Study 10 (MCAN)

Total Benefits	R8 938 213,42
Total Costs	R5 125 861,10
Net Value	R3 812 352,31
Benefit Cost Ratio	1,74

From the cost-benefit analysis, MCAN produced a net value over the period 2016-2018 of R3 812 352,31 and a benefit-cost ratio of 1,74, indicating that MCAN was a viable office and worth financial investment and support.

4.11 General findings from Cost-Benefit Analysis

The following table summarises the findings of the cost-benefit analyses done for each CAO.

Table 24 Cost-Benefit Analysis summary

<i>CAO</i>	<i>Aggregate Benefits</i>	<i>Aggregate Costs</i>	<i>Net Value</i>	<i>Benefit-Cost Ratio</i>	<i>Financing Structure</i>
CASE STUDY 1	R4 916 644,69	R4 032 842,40	R420 733,62	0,82	Mixed
CASE STUDY 2	R25 958 422,64	R15 447 473,58	R10 510 949,06	1,68	Mixed
CASE STUDY 3	R9 184 391,02	R7 708 722,65	R1 475 663,36	1,19	Mixed
CASE STUDY 4	R8 423 495,63	R778 815,40	R7 644 680,23	10,82	Umbrella
CASE STUDY 5	R5 166 931,47	R856 824,57	R4 310 106,90	6,03	Umbrella
CASE STUDY 6	R4 447 227,13	R2 808 273,22	R1 638 953,91	1,58	Mixed
CASE STUDY 7	R6 382 456,27	R5 255 060,01	R1 127 396,26	1,21	Mixed
CASE STUDY 8	R3 965 186,58	R2 309 667,46	R1 655 519,12	1,72	Mixed
CASE STUDY 9	R4 586 757,39	R6 661 676,52	-R2 074 919,13	0,69	Mixed
CASE STUDY 10	R8 938 213,42	R5 125 861,10	R3 812 352,32	1,74	Mixed

- The highest aggregate benefits were found at case study 2. These were derived mainly from the direct tangible benefits (funder-NACOSA) and direct intangible benefits (government cost saving from the eight offices housed under case study 2).
- There were fairly high aggregate benefits for case study 3 and case study 10. These were driven by the direct intangible benefits (government cost saving) and indirect intangible benefits to the service recipients.
- There were relatively high aggregate benefits for case study 4. these were mainly from the tangible benefit to service recipients of facilitation of payments.

- There was no record of facilitation of payments by case study 1, case study 2, case study 3, case study 6, case study 8, and case study 10.
- Case study 4 and case study 5 had the lowest aggregate costs. Their offices were housed at police stations and they only paid for their day-to-day office costs.
- Direct tangible costs exceeded direct tangible benefits for case study 2, case study 3, case study 9, and case study 10. it was not clear how they financed the difference. A common feature among these centres, though, was that they hired accountants to do their audit reports.
- There was a Positive Net Value for all Centres except case study 9.
- Case study 9 was the only CAO that recorded a negative NV due to the high direct tangible costs not being balanced with an equivalent income.
- Benefit-Cost Ratios were above 1 for 8 out of 10 Centres. The services of the CAO was thus found to be viable and provide a net economic benefit to society.
- Case study 4 and case study 5 had the highest BCR; both were under an umbrella financing structure. The umbrella financing structure appeared to be more effective than the mixed structure that the other Centres use.
- Case study 1 and case study 9 had a BCR below 1, suggesting that while their operations were viable, there was a high risk of becoming unsustainable.
- Funding opportunities were not balanced across provinces and different activities (see table 25 below). CAOs in the Free State received the most funding, while those in KwaZulu-Natal – which were only funded for access to justice through an umbrella (CCJD) – received the least.

Table 25 Summary of funding opportunities across provinces and activities

CAO	CLAP	AWA T	ACQ	SRCB	SRCI	LAOM	OMO	RACB	CCL	MCAN
Outreach Activities (R)	1 992 296	2 647 268	2 642 826	0	0	207 000	1 734 600	963 100	1 265 900	1 164 456
Access to Justice (R)	263 159	101 200	658 074	297 7634	387 021	470 000	333 000	200 883	309 167	115 000
Donations/ Others (R)	734	0	0	0	0		33 417	0	0	
Infrastructure Development	52 793	584 125	533 210	0	0	0	424 950		0	872 400
CAO collaboration (R)			4 822 920							
TOTAL (R)	2 308 982	3 332 593	8 657 031	297 763	387 021	677 000	2 525 967	1 163 983	1 575 067	2 151 856

While the core business of a CAO is access to justice, this aspect of their work was often poorly funded, with most funding allocated to outreach activities.

Estimated government cost saving from the 10 CAOs over the three years is shown in the table below:

Table 26 Government cost saving (in Rands)

	<i>2016</i>	<i>2017</i>	<i>2018</i>
CASE STUDY 1	360 969,47	388 139,22	417 354,00
CASE STUDY 2	2 441 677,57	2 625 459,75	2 823 075,00
CASE STUDY 3	1 237 754,07	1 330 918,35	1 431 095,00
CASE STUDY 4	808 163,42	868 992,93	934 401,00
CASE STUDY 5	1 108 253,45	1 191 670,38	1 281 366,00
CASE STUDY 6	937 664,04	1 008 240,90	1 084 130,00
CASE STUDY 7	1 037 125,81	1 115 189,04	1 199 128,00
CASE STUDY 8	808 163,42	868 992,93	934 401,00
CASE STUDY 9	808 163,42	868 992,93	934 401,00
CASE STUDY 10	1 237 754,07	1 330 918,35	1 431 095,00
Total	10 785 688,74	11 597 514,78	12 470 446,00

Estimated costs saved by service recipients over the three years is shown in the table below:

Table 27 Costs saved by service recipients (in Rands), 2016-2018

<i>CAO</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
<i>CASE STUDY 1</i>	1 188 498,47	1 451 357,22	1 900 049,00
<i>CASE STUDY 2</i>	1 136 112,00	680 472,00	776 381,00
<i>CASE STUDY 3</i>	571 300,00	824 205,00	456 525,00
<i>CASE STUDY 4</i>	328 957,56	251 876,10	221 240,00
<i>CASE STUDY 5</i>	220 053,54	322 636,60	433 640,00
<i>CASE STUDY 6</i>	379 689,74	200 427,45	160 075,00
<i>CASE STUDY 7</i>	175 791,65	100 758,85	228 495,00
<i>CASE STUDY 8</i>	37 155,69	41 290,20	111 200,00
<i>CASE STUDY 9</i>	231 206,44	558 141,60	235 725,00
<i>CASE STUDY 10</i>	948 530,00	1 053 080,00	784 980,00
<i>Total for 10 CAOs</i>	5 217 295,09	5 484 245,02	5 308 310,00

4.12 Limitations of CBA

- Could not cost indirect intangible costs.
- The tangible and intangible benefits of outreach activities are not quantified.
- Calculations were restricted by the absence of data due to underreporting of activities done by the Centres and incomplete records.

5 Qualitative Results

5.1 Introduction

While a quantitative analysis helps to paint a picture of the viability of CAOs, it fails to fully capture the costs and benefits of the services rendered by the CAOs. Quantifying the intangible costs and benefits is particularly elusive as psychological, emotional and social costs and benefits can never be enumerated. The table 28 below presents the costs and benefits of accessing the services rendered by the CAOs as perceived by service recipients. They are consistent with those identified in the literature.

Table 28 Costs and benefits identified by service recipients

<i>Monetary Costs</i>	Travel costs (including repeated visits, additional transport costs for the person accompanying)
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	<p>Interest-bearing loans</p> <p>Airtime</p> <p>Food</p> <p>Photocopying</p>
<i>Non-Monetary Costs</i>	<p>Health ailments (Headaches, loss of sight from stress, rendered her immobile, stress, chest pain, mental illness, high BP, aborted a pregnancy, bad behaviour, developed an addiction, emotionally abusive, diarrhoea, developed epilepsy, irregular menstrual cycle, pain killer addiction, pain and suffering due to hospitalisation, depression, insomnia, alcohol addiction,</p> <p>Unreported rape case</p> <p>Abuse of child support grant</p> <p>Prostitution</p> <p>Abuse of a parent</p> <p>Lack of service from government personnel e.g. social workers</p> <p>Lack of services from private institutions like an insurance company and pension funds.</p> <p>Failure to play for a professional football team</p> <p>Pain and suffering</p> <p>Financial stress</p>
<i>Monetary Benefits</i>	<p>Access to a disability grant</p>
<i>Non-Monetary Benefits</i>	<p>Legal Information</p> <p>Counselling</p> <p>Acquired a birth certificate or ID</p> <p>Livestock</p> <p>Restoration of relationships</p> <p>Quick resolution of the problem</p> <p>Non-judgmental officers</p> <p>Walk-in service</p> <p>Obtained custody of children</p> <p>Left satanic sect</p> <p>stopped noise pollution by a drunk neighbour</p> <p>a child enrolled to school</p> <p>juvenile delinquency</p> <p>improved parenting</p> <p>overcame the language barrier as the paralegal translated</p> <p>cleared of witchcraft allegations</p> <p>prompt service</p> <p>the arrest of a rape perpetrator</p> <p>no one is turned away</p> <p>Assistance with legal literacy</p>

	Saving a life from suicidal thoughts Skills development
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The following sections include anecdotal accounts from focus group participants and service providers (paralegals) highlighting tangible and intangible costs and benefits experienced as a result of accessing the services of the CAOs.

5.2 Case Study 1 (CLAP)

Table 29 Cost and benefits identified by service recipients and paralegals – CLAP

	Service Recipients	Paralegals
Monetary Costs	<p>“You see at home Affairs they have this practice where they ask you to be accompanied by someone who shares the same surname. So sometimes you have to pay for that person as well”. PN-FG1</p> <p>“Cases are not resolved in one day, so this would mean that I would have to borrow that money so I can come back again”. PO-FG1</p>	Transport
Non-monetary Costs	<p>“Firstly, I can say one of the costs is time. Imagine all that time I have to stress about when I will find time to come back when they ask you to come back on a different day”. PF-FG1</p> <p>“I lost my sight, and they could not see, and my head started hurting. I couldn't move, I couldn't eat, I couldn't do anything. They took me to the clinic where they told me that my blood pressure was too high.” PV-FG2</p> <p>“My grandmother complained that our neighbour borrowed a cow in 1993 and never returned it. Then 26 years down the line the neighbour's wife came to ask my grandmother for salt, and she pointed out that her husband owes her a cow. Because I know this office, I asked them to come to the office for mediation. I don't want to lie. They wrote a letter to summon the neighbour. In the mediation session, the neighbour admitted to borrowing the cow and he promised that she will compensate her for the cow. The cow was prized at R10 000. So, they agreed that the neighbour would pay back R1000 per month and that it would be paid back to the office and not to each other. But my grandmother decided not to come to fetch it; she wanted it to accumulate until it reached R10,000. When the money was fully paid out, the office called us to come and fetch it. So, for me, it was a great thing: my grandmother had been really</p>	<p>Risk our lives whilst serving the community.</p> <p>Emotional stress</p> <p>We are victims of corruption from people in influential positions.</p> <p>We are targeted as gossips.</p> <p>We receive lousy treatment at government offices.</p>

	stressed by this. The neighbour passed away last year in February – but he passed away having paid the debt”. PZ-FG3	
Monetary Benefits		stipends
Non-monetary Benefits	<p>“I was able to get a lot of information to be able to assist the people where I come from. I then knew what to do whenever any person had a problem. I was able to also offer counselling even before coming here.” PX-FG3</p> <p>“My nephew was unable to get a birth certificate. He tried for many years to get a birth certificate but failed”. PP-FG3</p>	<p>Respect from community</p> <p>We are now more knowledgeable of our rights.</p>

5.3 Case Study 2 (ACQ)

Table 30 Cost and benefits identified by service recipients and paralegals – ACQ

	Service Recipients	Paralegal
Monetary Costs	“It costs us airtime because we phone first before we go see them.” QT-FG1*	Borrow from family to assist clients
Non-monetary Costs	<p>I even started smoking cigarettes; I picked up smoking to manage stress. I became violent. I decided to stay alone (you bother and irritate me, I beat you up). QN-FG1*</p> <p>I cut myself. I tried to overdose. I suffered from a terrible bout of depression. I distanced myself from my mother. I did not feel that she needed to know what had happened to me. I felt like I was worthless, and I realised I am suffering from mental illness even though I had never been assessed. QM-FG1</p>	<p>Lost time with family.</p> <p>Stress</p> <p>Lots of time and energy spent assisting clients.</p> <p>Risk on the safety of our homes and family.</p> <p>Prioritise personal needs less</p>
Monetary Benefits	<p>I got a call from the CAO to report to their offices. My wife approached the CAO and said I was violent, but she did not want to go to the police. They arranged mediation and I promised to stop behaving violently towards my wife. They also helped me with my SARS and UIF issues which my union could not solve QN-FG1*</p> <p>My husband died in 2012. His provident fund was delayed. I contacted the metal industries several times; no success. A ward committee member in 2019 referred me to Case Study 2 (ACQ). Mme Moroka opened a file and started working on my matter. The last person I spoke to told me the matter has reached a statute of limitation. She did her research and found that I could still pursue the matter. Covid-19 delayed us. In March 2020 I received my husband’s money. I am glad I did not give up. QR-FG2</p>	

Non-monetary Benefits	<p>“At ACQ, you just arrive and you get attended to. I work in town, so I just walk to the office.” QK-FG1*</p> <p>“The office saved me from committing suicide. It was my first time coming to the office. The problem was solved through mediation. Thereafter I felt peaceful” QE-FG2</p> <p>“My grandchild is rude and violent towards his aunties. He controls the house and impregnated a girl and refused to take responsibility. The boy is disrespectful and is worse when he has consumed alcohol. The lady at the office helped me to realise that the problem is with me, not him, because I spoilt him.” QR-FG2</p>	<p>Have gained knowledge of the community and can deal with community challenges more effectively.</p> <p>Skills development</p> <p>Created networks with different stakeholders</p>
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5.4 Case Study 3 (AWAT)

Table 31 Costs and benefits identified by service recipients and paralegals – AWAT

	Service Recipients	Paralegal
Monetary Costs	<p>“When you seek service from a government institution you wait for a long time because there are too many people. Too many repeat visits and you spend more money on transport”. (TM-FG1)</p>	
Non-monetary Costs	<p>I could not sleep. I will wake up at night and struggle to fall back to sleep. I was so tired all the time because of lack of sleep. (TO-FG2) <i>(sleeping disorder)</i></p>	
Monetary Benefits	<p>I came to the office to report that my father, who is receiving a pension, gave his card to the tavern where he gets his liquor so that the tavern can withdraw the money to pay for his liquor consumption. I came to the CAO and ask for assistance. They helped me to get back my father’s card. My father is no longer going to the tavern. My father gets a pension of R2000 a month. (TA-FG1)</p>	stipends
Non-monetary Benefits	<p>“I heard about AWAT and they solved the problem in one week. I was given custody of my granddaughter”. TS-FG1.</p> <p>“My husband left me with three children and moved in with another woman. He was abusive, but I was hurt that he left me for another woman. At one stage he threatened to kill me and my children. I decided to move out of our house. He came to me and promised that he would leave the other woman and he would stop being violent towards me. My daughter advised me not to move back and said my decision will put all of us at risk of being killed by her father. I came to AWAT</p>	Command trust from the community.

	for counselling. I have forgiven my husband and have moved on. AWAT is there for you, ladies.” TS-FG2). (<i>emotional healing from traumatic experience</i>)	
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5.5 Case Study 4(SRCB)

Table 32 Cost and benefits identified by service recipients and paralegals – SRCB

	Service Recipients	Paralegal
Monetary Costs	<p>When I leave home, I spend R15 to get here. So that means it's R15 for a single trip so that makes it R30. I came here many times – more than five or six times. BS-FG2*</p> <p>I spend R20 to get to town; so that is R40 return. I then came back a second time and spent another R40. When I came back a third time, I spent R23 for a single trip – that would make it R46. I started at the social workers and then I went to the police station and finally I came here. Oh no, I made a mistake: I first started by reporting to family members – we had a meeting, as a family, first. BD-FG2</p>	Transport
Non-monetary Costs	<p>I had the problem of not sleeping at night. I would spend most nights crying. This current power outage even reminds me of the evenings I spent crying in the dark. Sometimes I would have massive headaches. I couldn't even concentrate at school; whenever I tried to study, I would not understand. At some point I also had suicidal thoughts; but then I realised that there are people who have problems far greater than mine. BB-FG1</p> <p>I am going to talk about how I felt. I don't want to lie, it really affected me emotionally and physically because I even began to find comfort in alcohol. I was always drunk, each and every day. People started saying that I am drinking every day without knowing how I was feeling inside. I'm not a person who knows how to speak about their emotions but whenever I am drunk that is when I am able to talk. After that the only thing that would help me was to just cry. I would cry myself to sleep, and whenever I was alone, I would also cry. I don't want to lie: it really affected me a lot. BG-FG2/BZ</p> <p>As a matter of fact, I have endured great hardship in my life and there is no manner of abuse which I did not experience. I'm not a person who can easily speak out about my problems. and the people that were around me were not people who were able to listen to me. I ended up resorting to</p>	

	<p>alcohol. I even sold my body (Prostitution). After that I saw that my life is not becoming any better and I decided to commit suicide by overdosing on my ARV medications and ended up in hospital. But by God's grace I managed to come out alive and eventually became okay. BL-FG2</p>	
Monetary Benefits	<p>I came to the office after my son was injured in a car accident. He was 13 years old. The paralegal assisted me to claim from the road accident fund. I started the claim process in 2017 and I received the money this year, in February 2021. My son is in Grade 11 now. He was terribly injured and now walks with a limp. To be honest with you, we have never had a house of our own. We were living with my parents. I used the money to build a home for ourselves. And then we invested the rest, so that we could benefit from interest and for my child to have money to pursue tertiary education. The paralegal advised me not to tell the child about the money so that he could focus on his schooling. The reason for this is because there is no income supplementing this money; it would only be money flowing out until the money would eventually run out. That is why she said a huge portion of this money should be invested – so that we can only use interest. BH-FG1</p>	<p>Salary for 12 months Employee benefits Medical aid bonus</p>
Non-monetary Benefits	<p>The paralegal welcomed me very well. I do not want to lie: she restored my hope after I had given up. I can say that she is the person who gave me a second chance to be here today. If it were not for her, I would be dead, perhaps. BL-FG2</p> <p>When I came here, she did not treat me as that troublesome child with many problems. but I was able to tell her my problem, because I told her the whole story. After she advised me, I saw that it was important that I go back to school after quitting school because of the problems that I was facing and the fact that during my time away from school I ended up getting pregnant. BB-FG1</p> <p>I was also treated very well. When I arrived here with the papers, she read them thoroughly and welcomed me and we progressed very well. BO-FG1</p>	

5.6 Case Study 5 (SRCI)

Table 33 Cost and benefits identified by service recipients and paralegals – SRCI

	Service Recipients	Paralegal
Monetary Costs	<p>For me, I first commuted down to DSD (Department of Social Development). When I got there, I laid bare my case and then they said I must go to the police station. But because my matter needed the presence of the child, the police said I</p>	<p>Transport</p>

	<p>must bring the child. So, for that reason, I had to go back and fetch the child from school then commute again, this time coming with the child. Then we came to the paralegal office. But when we left, the police dropped us off. That cost me R80, but going back the police gave us a lift. But she was able to solve the problem in one day. Then, on another day, uSisi (the paralegal) asked for the child, so that they could provide the child with counselling. I then got on a taxi and I accompanied the child to this office. IT-FG1</p> <p>I left home and went to the police station. When I got to the police station I explained my problem and then they said: “You must go over there (points to the paralegal office): there is a lady there who is a social worker”. It was a Saturday. They said, “Come back on Monday. We are done with you for now, but please go home and come back on Monday. When you get here on Monday come back with your husband and report to us and then we will show you the lady at the back”. From home it cost me R25 rand to come here, and another R25 to go back home. I came here twice. It Is still reasonable to come here: we would not have been helped if we had gone to DSD. IJ-FG1</p>	
Non-monetary Costs	<p>I was raped in 1997 and had a lot of anger. IZ-FG2</p> <p>I first went to a social worker to help me with my problem. But the social worker told me they would not be able to help me. That is what made me cry so much – that even a social worker was not able to help me with my problem. So, I then came here to the office IT-FG2*</p>	Emotional stress
Monetary Benefits	<p>I used to work, but I never received any of the pay-outs since I was retrenched in 2013. But upon IMPL 01 – Para/Coord arrival I was able to be helped. I'm expecting my money to be paid any day now. There's a lot that she has helped us with. IZ-FG2</p> <p>We have been through a great deal at home. I am a frequent visitor to this office – I bother them a lot. Nothing of mine went well until I came to report my matter here at this office. When they blocked the pension money after my husband died, she helped me. But when COVID came I did not receive all the money. I expected to receive much more money because it has been a long time of running to and from. But I'm grateful that I was able to receive some of it. She explained that the other money I will receive monthly. IK-FG2 (facilitation of payment)</p>	<p>Salary for 12 months</p> <p>Employee benefits</p> <p>Medical aid</p> <p>bonus</p>
Non-monetary Benefits	<p>She (paralegal) was able to solve the problem on the same day. And then she kept on phoning to ask how it's going. And she also told me that if I have a</p>	<p>Respect from the community</p> <p>Satisfaction of having resolved a case</p>

	<p>problem, I must call her or come back – I mustn't delay. I think my husband got a fright and changed the wrong behaviour which he was doing. IT-FG1</p> <p>Because of the paralegal intervention I was lucky to be helped. On another occasion she helped me communicate with people from Cape Town since I did not know English. IZ-FG2</p> <p>I came here with the problem that my wife had passed away. She was sick and she went to her home for care. When I was informed that my wife had passed away, I asked for her body to bury her. The family refused. for his wife's body to be buried at her home. I came to this office and was greatly helped because we were able to resolve everything. We were fighting over it. I came here three times. I also went with the paralegal to Pietermaritzburg to go fetch the papers from the police. Then we came back. It cost us R50 to R60 to travel to Pietermaritzburg. The mediation took two days involving two families, the paralegal, and the Station Commander (head of the Police Station). It was a difficult case that took a long time to resolve. IE-FG2*</p>	
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5.7 Case Study 6 (LAOM)

Table 34 Costs and benefits identified by service recipients and paralegals – LAOM

	Service Recipients	Paralegals
Monetary Costs	<p>“The office doesn’t have papers for photocopying – we have to bring paper for copies to be made. As you are doing the research, I will ask that you supply the office with paper.” MC-FG1</p> <p>“I have no food to eat since I am not working. I arrived here with my children. We are depending on charities and that is not enough.” MH- FG1</p>	
Non-monetary Costs	<p>I arrived here as a soccer player looking for opportunities to play professional soccer. I came to the office for help: I do not have the necessary documentation to be legally here. There is no soccer team that will take me. I am so stressed that my living condition at the moment is very bad. MB-FG1</p> <p>When her husband died, the brother wanted to evict her. So, it means that the brother was taking advantage that the protector was no longer there. So, if it was not for the office, she would have been on the streets; but because of the office she retained the house, she won the case. So, these are the things that we talk about. MS-FG2</p>	<p>Working with some cases is emotional torture.</p> <p>Family time is compromised: some clients come straight to my house instead of waiting to consult at the office during office hours.</p> <p>We do not receive any favours from public service offices; e.g. the municipality took away the office because we had a case against them.</p> <p>Our voice can create enemies. Sometimes we feel unsafe in the communities that we live in.</p>
Monetary Benefits		<p>We receive stipends when funding is available.</p>
Non-monetary Benefits	<p>“We interpreters on behalf of foreigners, they relieve the backlog at Home affairs. If you could come by Home Affairs, you would see how this office is working very hard. They remove the stress from foreigners by motivating for temporary permits so that people can get a piece job to support themselves”. MD-FG2</p> <p>“I know about the office, the time I was making a document here. They are perfect; they do not waste time. And this lady is like a mom: they explain everything; they have time. The way that they treat us – I am coming from KwaZulu-Natal – they take time; they assist”. ME- FG2</p>	<p>Passion for the job makes you strong at heart.</p> <p>We got a slot on Local Community Radio and can market our services to a broader audience.</p> <p>Through the radio platform, we are pushing the public sector offices to account to the community.</p> <p>Personal growth and recognition within the community. I am also educated through the projects we run.</p> <p>Network opportunities nationally and locally.</p> <p>Gained respect from the community.</p>

5.8 Case Study 7 (OMO)

Table 35 Costs and Benefits identified by service recipients and paralegals – OMO

	Service Recipients	Paralegals
Monetary Costs		
Non-monetary Costs		<p>Stress associated with accumulating loans – stipends are not available for 2-3 months per year.</p> <p>Loss of income from better job offers.</p>
Non-monetary Benefits		Learnt to be patient and more loving; developed good interpersonal skills.

5.9 Case Study 8 (RACB)

Table 36 Costs and Benefits identified by service recipients and paralegals – RACB

	Service Recipients	Paralegals
Monetary Costs	It is ten rand to come here, R20 return. I used to go to DSD twice a month and had no help until I came here. BM-FG1	Transport and food costs.
Non-monetary Costs	<p>I run a care facility for children with disabilities. It is very difficult to fundraise. Parents of children with disabilities have no income. It is stressful when you cannot meet their daily needs and there are no creches for special children. I feel they are my children and I have to come with a solution to meet their special needs. Welfare does not give enough. BM-FG1 (<i>Stress</i>)</p> <p>I was accused by my neighbour's daughter – who is I think around 15 or 18 years – of rape. I lend money to people in my area (people called us loan sharks). My neighbour was also my client. When they were supposed to pay the money, they alleged that I raped their daughter. I was arrested and was held in a police cell for two days until I contacted the advice office. They arranged for me to get bail. We went to court and the girl confessed that her parents told her to make a false statement accusing me of rape. I was discharged and the case was dropped. I did think about civil action against my neighbour but then they paid me the money they owe me. I was extremely grateful for the way the office helped me. After that I made a decision that I will never</p>	Emotional stress from cases

	lend women money. Now I also check who I lend money to. BS-FG1 (<i>emotional stress of false accusation</i>)	
Non-monetary Benefits	<p>The office assists other CBOs in the area. We are a youth organisation. They assisted us with proposal writing and allowed us to use their computer to email the proposal. The office is also active in addressing the issue of youth unemployment in the area. We also worked with the office to commemorate Youth Day. BB-FG1 (<i>extension services</i>)</p> <p>I am an orphan; the office assists me to get part-time jobs. They are very interested in my welfare and they always advised me not to commit crime. In turn I always help if they need anything fixed or done. I am a grown man now. Through the office I acquired skills such as painting, tiling, welding, bricklaying and other DIY activities. I make some handcraft too. I am also interested in agriculture; I plant vegetables and sell to the communities and get a bit of income. BC-FG1(<i>skills training</i>)</p>	Created relationships with people from other institutions.

5.10 Case Study 9 (CCL)

Table 37 Costs and benefits identified by service recipients and paralegals – CCL

	Service Recipients	Paralegals
Monetary Costs	<p>I went there because I was looking for help. I started at Manpower, but they were not able to help me. Manpower is the Department of Labour. There were some that were talking that they are offices that offer help. They visited us at work on the farm. I got to know the office then. Before I knew the office, I went to Ermelo to the Department of Land Affairs, but got no assistance. I have even gone to Pretoria. I've even been to Lawyers for Human Rights. I travelled too much seeking help. I ended up in Witbank. Then I finally went to Johannesburg. I got help from this office. LV-FG1</p> <p>I spent R8. For me, it's quite a distance. LB-FG1</p>	
Non-monetary Costs	<p>For me it is very painful. My problem is that I was involved in an accident and these people gave me my case number too late and the third party told me that it's too late to claim. So now I did not know what to do. So, I came here. LM-FG1 (<i>pain and suffering</i>)</p> <p>Yes, he is helping me. She even helped me recently when the farmers cut off our water</p>	

	<p>supply. So we went to Pretoria and they instructed Land Affairs to draw me a borehole. But even now we are in a dispute, because the farmer wants his own people to manage the borehole so that he can siphon off our water. I can't talk about this anymore, man. Please do not say that I am hostile and I am fighting, but I am so tired and I'm close to the point where I will take revenge into my own hands. And if these matters aren't resolved I promise you that I will take revenge into my own hands. LS-FG1 (<i>inconvenience from lack of access to water</i>)</p> <p>I even started taking medication for high blood pressure because of all the moving around and displacements. LD-FG1 (stress of eviction)</p>	
Monetary Benefits	<p>“My story is that I got into an accident while I was working as a transport driver. After my accident they did not release my case number and told me that I would receive a pay-out from workmen’s compensation. At work they said they would write me letters, but I continued working without receiving anything. One day I decided to go to Manpower to get some help. At Manpower they wanted more letters and there I did not get any assistance until I went to CASE STUDY 9. When I got here, I told him about my problem. The office took me to the offices in Pretoria and solved my problems. After three months the answer came back and the workmen compensation paid out. I got injured in 2008, and the office helped in 2020 and solved the problem the same year. The paralegal went with me and he went inside the offices and explained my situation. And now I am getting my pay out every month, because of the office. The only outstanding thing now is to claim my third-party insurance; I am still struggling even now. But now my children are eating. LJ-FG1</p>	
Non-monetary Benefits	<p>They treated us very well. I came here bringing a problem the workers had after signing wrongful contracts against their will. The office looked at these contracts and discovered that the farmer had not registered them for worker benefits. LB- FG1 (<i>awareness on unbinding contract</i>)</p>	

5.11 Case Study 10 (MCAN)

Table 38 Costs and benefits identified by service recipients and paralegals – MCAN

	Service Recipients	Paralegals
Monetary Costs	<p>Sometimes I also pay for the elderly lady that I have brought here. We pay R44 altogether. Actually, it's R48 for both of us. NI-FG1</p> <p>For us it costs more than R25 because the elderly lady and I buy a 2-litre drink. We have to buy this because sometimes the lines are long, and you get very thirsty. She also has to take her medication, so she has to eat and drink frequently. NZ-FG2</p> <p>“We buy lunch; a plate is usually R30 and has a portion of pap, meat and salad.” NP-FG1</p>	
Non-monetary Costs	<p>They asked me what is causing my high blood pressure to spike up and I told them, but I had some problems at home then they gave me those pills. I initially went there because I had a headache and a slight injury on my hand. Then they discovered other things. NT-FG2 (medical ailments)</p> <p>For me, it causes me to eat more, actually. NK-FG2 (food addiction)</p>	
Monetary Benefits	<p>I had joined a funeral insurance company, but the problem was that I was not married to the man I was with. When the man passed away, they gave me R10 000, then they gave me another R10 000. After that, they gave me R2 200. When they gave me the first R10 000, they said that I was not married to him and did not know that we were in the process of getting married customarily. When they turned me away, I came here, and sister Daphne wrote a letter for me that I took to the police station to get an affidavit. I then went to legal wise to submit these letters and they took it and apologised for not helping me all along. All together they were supposed to pay out R72 000 rand. NT-FG2</p>	
Non-monetary Benefits	<p>I have volunteered at a home-based care centre since 2008. Sister Daphne used to come and conduct classes and workshops for us. That is where I found out that when I had a problem with the father of my children passing away, I knew I could get help from sister Daphne. The home-based care programme is supported by the Department of Health. We go around caring for patients that are recommended by the department and make sure they take their medicines –</p>	

	especially those that are defaulting on their treatment. The Department of Health recently absorbed us work within the department, and they are paying us a stipend. It is not much, but it helps us to buy mealie-meal. NN-FG2 (<i>skills development</i>)	
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6 Examples of evidence of the impact of CAOs found in case narratives

6.1 Introduction

The benefits to clients are evident throughout the case narratives captured by CBPs in their work. This section focuses on the direct tangible benefits (money, land, assets, property) experienced by clients as a result of the intervention of the CAO in their case. Socio-economic perspectives refer to the rule of law regarding socio-economic rights and, most importantly, to financial or tangible outcomes that impact poverty alleviation for the clients. The direct intangible benefits are also highlighted in terms of social impact.

This section presents three cases from different CAOs that demonstrate the tangible benefits derived by clients as a result of intervention by the CAO. A description of the issue is provided, derived from notes recorded by the CBP in their documentation of the case. If the CAO had a database, this was recorded in the data base as part of the ‘client’s brief’. The action taken by the CAO is indicated. The action may have been to *accompany* the client to a service point, counsel the client(s), refer the case strategically to a network partner, or conduct *mediation* with the parties. For the CAOs that had a database, the CBP’s recording reflects every activity undertaken by the CBP in dealing with the case. Where the CAO did not have a database, the record was often sparse with regard to the CBPs actions. A brief analysis of the case is given, which is constrained by the lack of data recorded by the CBP about their interactions with the client. An analysis of impact of the intervention in terms **sites of impact** theory (Adapted from SERI (2015) and **social impact** variables (Centre for Good Governance (2006:5), is provided, derived from the case narratives, to show the tangible and intangible benefits to clients.

6.2 Case 1: Legal advice /Pension/provident fund pay-outs

Description of issue

A client came to the advice office for assistance with pay-out of his provident fund benefits. The situation was described as follows:

Mr X is a 65-year-old man who lives at Engoba with his family. He was employed by Eskom at Cleveland for many years and contributed to the provident fund. He received payments from the provident fund but didn’t receive his surplus benefits. In 2014, he went to MIBFA (Metal

Industries Benefit Funds Administrators) and filed a claim form. In 2016, at the time he approached the advice office, he still had not received any payment of his surplus benefits.

Action taken by the CAO

The paralegal handling the case documented the following action on the case.

11/01/2016

CBP phoned MIBFA and spoke to Bonginkosi, who told our centre to phone them after 4 weeks for progress.

9/02/2016

Client came to our centre for progress. CBP phoned MIBFA and spoke to Rachel who told our centre to phone them after 3 months for progress.

29/03/2016

Client came to our centre for feedback. CBP phoned MIBFA and spoke to Emmelia who told our centre that they are still processing his matter. She advised to phone them after 3 weeks.

3/05/2016

Client came to our centre for progress. CBP phoned MIBFA and spoke to Martha who advised our client to phone them at the end of the month.

6/06/2016

Client came to our centre. CBP phoned MIBFA. Client spoke to Zanele who advised him to contact them after 4 weeks for feedback.

7/02/2019

CBP phoned our client for feedback and he promised to visit our advice office on 12/02/19.

18/03/2020

CBP phoned our client for follow-up. He said he did receive his unclaimed benefits from MIBFA in 2019 but he didn't know how much, but it was a lot of money. CBP told him that she needed proof of payment so she can close his matter. He promised to come to the advice office.

The case falls into the broad category of *legal advice* and can be further sub-categorised as *pension/provident fund pay-outs*. The struggle that marginalised workers face to receive their benefits directly affects their livelihood and that of their families.

The actions taken by the CBP were to give *legal advice* and then to use her *administrative skills* to phone the Fund and record the call, and continue to do so, with patience and persistence. She did not

accept the administrative injustice that occurs when poor people are denied their due benefits because of lack of administrative and other resources to pursue the matter.

Site of impact and social impact of the action taken by the CAO

The site of impact of the action taken by the CBP in this case is analysed in Table 39.

Table 39 Sites of impact - Pension pay-out takes persistence

Obtaining a positive outcome for particular individuals or groups	The client obtained his unclaimed benefits and received a significant pay-out.
Changes to law and policy	The case illustrates that changes are urgently needed in the pay-out to poor, marginalised people of the benefits due to them. The case notes show that the CBP phoned to follow up at least five times, engaging with different clerks, and each time was told to phone again at a later time. The claim was first made in 2014, the CBP became involved in 2016, and the pay-out occurred in 2019. Administrative injustice has occurred when a poor person has to wait five years for money desperately needed. The assistance of the CBP was needed to keep records, to keep phoning and to have the perseverance to pursue the matter to its successful outcome.
Institutional changes	No institutional changes occurred in this case, which illustrates the need for change in the pension industry. Marginalised people are not going to succeed in an administrative jungle, and most will give up or die before being paid.
Symbolic and discursive changes	The fact that the CBP achieved a successful outcome for the client will have word-of-mouth value in the community. It signifies that help is on hand, and that the system can be made to work. During the short period of this research (2016-18), at this community office alone some 23 cases of this nature were resolved. This constitutes 'collective cases' although each one was handled on an individual basis. The community office now has the data and the first-hand experience to take up an advocacy position on behalf of people, collectively, who are being abused by the bureaucratic nature of the industry. Suspicion arises that the Funds are gaining by the convoluted administration, to the detriment of the people who need the assistance the most.
Expanding democratic space	The client has acted to assert his rights, and this sets an example to others in his community to do the same.
Strengthening public interest law sector	The public interest law sector is enhanced by demonstrating its usefulness in assisting marginalised people to obtain what is due them.

The social impacts (direct intangible benefits) resulting from the intervention are indicated in Table 40:

Table 40 Social impact of CAO's intervention

Impact on quality of life	The client's quality of life would have been impacted significantly by lump sum pay-out that was eventually received. The CBP did not know the exact amount of the pay-out, despite efforts to follow up on specifics. This would help in research as to how much is owed to individuals in surplus funds. Knowledge of how a lump sum pay-out may benefit poor families, perhaps to extend a house, start a shop etc. would shed light on actual tangible benefits obtained. While a
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	client may be deeply grateful for the assistance they received from the CAO, they may still be reluctant to disclose the payment amount so that neighbours and relatives do not expect more generosity or aid from the fortunate recipient. They may also fear that the CBP may expect some benefit from the pay-out.
Cultural impacts	The case illustrates that people live in a plurality of worlds, straddled by the CBP in the advice office.
Community impacts	Community members see that people like them receive assistance at the CAO and this boosts their confidence in the office and in their ability to make the system work for them. The large number of collective cases in this office is evidence of the positive community impact of the CAO.

6.3 Case 2: Legal advice / Legal advice /*Pension/provident fund pay-outs (deceased estate)*

Description of issue

The client described her problem as follows:

"I am a woman of 64 years old staying at Engoba area with my children and my grandchildren. I was married to M J M who passed away on 91/11/11. He was employed by Dunswaart for many years. He was contributing to the provident fund but he didn't claim his contributions back. Please assist. I didn't go to any lawyer for assistance because I didn't have money to pay them."

Action taken by the CAO

The paralegal handling the case documented the following action on the case.

22/03/16

The CBP phoned MIBFA (Metal Industries Benefit Funds Administration) and spoke to Shirley who told our office that our client has funds with them. She took our email address and she promised to email the claim forms. I advised our client to go to Emathseni SAPS to get the deceased's ID book because she told our office that his ID book had been taken by Emathsehni SAPS. We received the claim forms from the fund.

13/10/16

The CBP received the estimate letter from MIBFA, and printed it for the client. The CBP advised her to go to the Magistrate's Court to apply for a Letter of Authority.

Outcome of the case

The client received the unpaid benefits.

Analysis of the case

This case, also, falls into the category *legal advice* and the sub-category '*pension/provident funds*'. The CBP used her administrative skills to contact the relevant people, record her interactions and follow up to receive the correct claim forms. The CAO served as a hub where documents could be sent and received and from which clients contacted for the next step in the process. This is an important function in rural areas where resources such as fax machines, scanners and computers are scarce.

Significant legal advice was given by the CBP, who recognised the multi-layered nature of the case. The client was a widow who was trying to claim benefits on behalf of her late husband, who had died 25 years earlier. His ID book had been taken by the police and never returned. These layers of complexity were handled with ease and as a matter of course by the CBP.

The CBP demonstrated she was well-versed in dealing with the client's reality in which problems were not disaggregated into different areas of specialization (police, court, provident fund) but experienced as a seamless web of difficulty. This is consistent with the worldview indigenous to this community, of which the CBP was a member.

There was clear evidence of a community network of police, court and CAO working together in this case.

Site of impact and social impact of the action taken by the CAO

The site of impact of the intervention by the CBP is analysed in Table 41.

Table 41 Site of impact of intervention by CBP

Obtaining a positive outcome for particular individuals or groups	The client was a widowed pensioner who approached the CAO after her husband, the breadwinner of the family, died. One can but imagine the desperate straits that would have led her to the door of the CAO after so long.
Changes to law and policy	No changes to law or policy arose from this case. The CBP focused on retrieving the money for the client. Change is, however, urgently needed in this area.
Institutional changes	The approach used by pension fund administrators with regard to dealing with vulnerable applicants needs to be reformed.
Symbolic and discursive changes	The case initially appeared to be straightforward – one of many cases the CBP had dealt with related to unpaid pension funds. As the contributor was deceased and 25 years have elapsed, however, the CBP recognized it as a matter of intestate succession, requiring a family representative to be appointed by the magistrate's court to handle the proceeds. The CBP was able to transition from addressing a pension fund pay-out case to initiating intestate succession seamlessly.
Expanding democratic space	Through the support of the CBP, the widow was empowered to exercise her right to take action as a citizen. Democratic space was expanded to include her.
Strengthening public interest law sector	The public sector demonstrated its usefulness in ensuring that marginalised people receive their due and are capacitated to deal with legal and administrative hurdles.

The social impact of the action taken by the CBP in this case is analysed in Table 42.

Table 42 Pension Payout and Deceased Estate as a source of social impact

Impact of the outcome on quality of life	The client is a widowed pensioner living with multiple family members. The money from the provident fund could be expected to have a transformative effect on the family's daily life, with both tangible and intangible benefits resulting from the intervention.
Cultural impacts	People live in multiple worlds which the CAO helps them to straddle.
Community impacts	The case illustrates the community networks that, while not evident explicitly in this case, pointed the client in the direction of the CAO to seek assistance.

6.4 Case 3: Legal advice / financial dispute

Description of issue

The male client, PM, gave ZG the amount of R600 to buy a goat on 12/03/2016. The sellers took the money but did not give ZG a goat. ZG wants to get her money back.

Action taken by the CAO

The paralegal handling the case documented the following action on the case.

As an office we wrote a calling letter the respondent with an interview date.

Outcome of the case

The seller agreed to repay the money.

Analysis of the case

This case falls into the category 'legal advice' and the sub-category 'financial disputes'. This sub-category includes disputes between family members, neighbours, business people and other community members for all matters relating to credit recovery (loans to and from family or neighbours), loan sharks, fraud related to funeral policies, Stokvel problems, insurance payments and hire purchase problems and defaults.

The CBP intervened by sending a calling letter to the respondent. The aim was to mediate between the parties.

Site of impact and social impact of the action taken by the CAO

The impact of the intervention by the CBP in this case is analysed in Table 43.

Table 43 Site of impact of the intervention by the CBP

Obtaining a positive outcome for particular individuals or groups	The client was owed money by a party that had failed to deliver goods purchased. The situation was resolved to the client's benefit.
Symbolic and discursive changes	This case illustrates how CBPs can assist the local community with small matters, preventing the need to take the case to court. The amount owed, while relatively small, could be of huge significance to a poor person in a rural context, who may have a piece of land but have very limited access to cash. CBPs are well positioned to cut to the chase, using the moral authority they command in communities rather than relying on bureaucracy, enabling them to address a rights violation without delay.
Expanding democratic space	The client experienced democratic space opened up him by the CBP, enabling him to act as a citizen to claim his rights against theft of his funds, through informal measures.
Strengthening public interest law sector	The formal court system need only be engaged when informal, straightforward measures fail or are inadequate.

The social impacts in this case are presented in Table 44:

Table 44 Money recovered as a site of social impact

Impact on quality of life	The client can be expected to experience an improvement in quality of life as a result of the recovery of his money. Tangible and intangible benefits are derived from this.
Community impacts	When minor disputes between neighbours are settled amicably and respectfully, tension in the community is relieved, promoting social cohesion and harmony.

7 Conclusion

A quantitative analysis was conducted to identify the direct and indirect, as well as tangible and intangible, costs and benefits associated with the services offered by the CAOs. Administrative data captured by each of the CAOs during the period 2016-2018 was used to conduct the cost-benefit analysis. The highest costs were found to be the direct intangible costs incurred by the CAOs in the form of the opportunity cost of foregone income. The most significant benefit was found to be the indirect intangible benefit accruing to the clients in the form of ‘individual cost savings’ and ‘willingness to pay’. Nine of the ten CAOs recorded positive Net Value over 2016-2018. CCL was the only office that recorded a negative Net Value during this period. Eight of the ten CAOs had a Benefit-Cost Ratio greater than one, indicating that they were viable. Of the eight, only two (Case 4 and Case 5) had ratios greater than two. The CAOs in KwaZulu-Natal, that already had functional databases and case management systems at the time the study was launched had the highest benefit-cost ratio. Case 9 and Case 1 had benefit-cost ratios below one, possibly because of incomplete records. The high benefit-cost ratios of the two CAOs in KwaZulu-Natal could also be attributed to the structural and financing model used by these two CAOs. Brief 4 indicated that the stand-alone CAOs were funded through a combination of stand-alone, public, intermediary and CAO collaboration financing models, whilst the CAOs in KwaZulu-Natal used umbrella financing. The financing mechanisms of stand-alone CAOs may limit the scope of their work as their time is divided between actually doing the work and applying for funding, while the CAOs using an umbrella structure may be able to devote more time to their core work and spend less time applying for funds.

The findings of the quantitative analysis were complemented by the results of the qualitative analysis. The focus group interviews identified numerous intangible costs and benefits which were not quantified in the CBA. This does not, however, negate the findings of the quantitative analysis that CAOs are viable organisations that need financial support to be sustainable. The case narrative analysis also identified social and quality of life impacts that were not quantified in the CBA. While the services offered by the CAOs are free, they yield numerous tangible and intangible costs and benefits. Ultimately, the benefits were seen to outweigh the costs.

8 References

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