





ANNUAL PERFORMANCE PLAN FOR 2020/21

REPUBLIC OF SOUTH AFRICA



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ACRONYMS AND ABBREVIATIONS

APP Annual Performance Plan

BBBEE Broad-Based Black Economic Empowerment

CD Chief Director

Constitution Constitution of the Republic of South Africa

DDG Deputy Director-General

DoJ&CD Department of Justice and Constitutional Development

DPSA Department of Public Service and Administration

GDP Gross Domestic Product

HRM&D Human Resource Management & Development

ICT Information and Communications Technology

JSC Judicial Service Commission

MP Member of Parliament

MTEF Medium-Term Expenditure Framework

MTSF Medium-Term Strategic Framework

NDP National Development Plan

OCJ Office of the Chief Justice

SAJEI South African Judicial Education Institute

SAPS South African Police Service

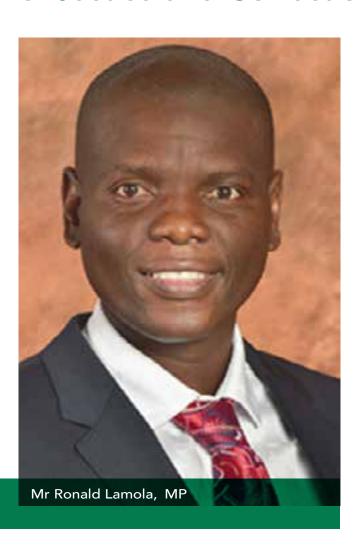
SG Secretary-General

SMS Senior Management Service

SMMEs Small, Medium and Micro Enterprises

SOPs Standard Operating Procedures

Executive Authority statement by the Minister of Justice and Correctional Services



The Constitution of South Africa bestows in Section 165, the judicial authority on the Judiciary. The Judiciary is therefore very key in our constitutional democracy that is geared towards the advancement of socio-economic justice in our country. In order for the Judiciary to execute its constitutionally assigned mandate, it became imperative that it be afforded the administrative support it deserves. It is because of this reason that the Office of the Chief Justice (OCJ) was established, as well as give effect to Section 165 (4) of the Constitution which enjoins organs of State to assist and protect the courts to ensure their independence, dignity, accessibility, and effectiveness.

The OCJ has developed an Annual Performance Plan (APP) for the 2020/21 financial year, which encompasses the support that will be provided to the Judiciary in ensuring accountability, contributing to the fight against crime and corruption as well as strengthening judicial governance and the rule of law. This plan is therefore geared towards the fulfillment of the goal of ensuring access to justice for all, which is the impact that the department aims to make for the people of our country.

The OCJ APP is aligned to the National Development Plan (NDP) and the Medium-Term Strategic Framework (MTSF). This Plan also focuses on the relevant priorities of the OCJ and aligns its strategies with the priorities of the Judiciary to ensure that it fulfills its mandate. The OCJ will continue to discharge its mandate of supporting the Judiciary by focusing on the following outcomes during the financial year:

- Effective and efficient administrative support;
- Improved court efficiency; and
- Enhanced judicial education and support.

The OCJ's support to the independent, accessible and effective judicial system is a response to chapter 14 of the NDP (promoting accountability and fighting corruption through strengthening judicial governance and the rule of law). The NDP calls for a need of a strategy to strengthen the independence of the Judiciary. The establishment of the OCJ is one of the strategies to strengthening judicial governance and the rule of law. It also seeks to address court administration inefficiencies that denude people of their right to access to justice as espoused in the NDP. Chapter 14 of the NDP also provides that judicial governance concerns independency and accountability of the judicial branch of State, and encompasses issues such as administration of the courts.

The Constitution entrusts me with the responsibility to rationalise the courts with a view to establish a single judicial system that is in line with the provisions of Section 166 of the Constitution. This is a continuous responsibility that requires the Executive branch of State to work together with the Judiciary in this regard. The Department of Justice and Constitutional Development will also continue with its efforts of supporting the OCJ as it plays a critical role that displays government's commitment to ensuring that all South Africans have the assurance that our constitutional democracy is guarded by an independent Judiciary.

We will also continue to capacitate the South African Judicial Education Institute (SAJEI) to fulfill its mandate of prioritising training for serving and aspirant Judicial Officers in order to ensure that quality education and training courses are offered for the effectiveness and efficiency of Superior Courts. Furthermore, we commit as the Executive to develop policies timeously, in consultation with the Chief Justice for the delivery of effective and efficient services, which are accessible and most importantly valued by all users of the judicial system.

It is my pleasure to present the Annual Performance Plan of the OCJ for the 2020/21 financial year, whose details are informed by the changed agenda (the NDP and government strategies) and the sustained agenda of the OCJ, which is the mandate it exists to deliver on. I remain committed to support the OCJ in ensuring the full implementation and achievement of the outcomes, outputs, and targets set in this plan.

Mr Ronald Lamola, MP

Minister of Justice and Correctional Services



Statement by the Secretary-General of the Office of the Chief Justice



The Annual Performance Plan of the OCJ for the 2020/21 financial year implements the second Strategic Plan since our journey as a department established to support the Judiciary in ensuring efficiency and effectiveness of the administration of the Superior Courts. The OCJ exists to support the Judiciary and providing administrative support to the Superior Courts since their transfer from the administration of the Department of Justice and Constitutional Development to that of the OCJ since the 2015/16 financial year.

The APP articulates the mandate of the OCJ, and demonstrates how the department contributes to the priorities of Government as outlined in the National Development Plan (NDP) and the Medium-Term Strategic Framework. The Judiciary of South Africa has

during the past five years, been one of the pillars of our constitutional democracy in providing access to justice for all. The fulfillment of this vision is continuously being made possible mainly by the support provided by the OCJ. Measures and systems have been put in place to ensure that we continue to fulfill our mandate of supporting the Judiciary in an effective and efficient manner. The following are some of the successes of the OCJ since its establishment:

- The provision of technical support to the Chief Justice in his international obligations in view of the Constitutional Court's membership to the World Conference on Constitutional Justice (WCCJ) and Conference of Constitutional Jurisdictions of Africa (CCJA);
- Vacancy rate is currently at 7.2%, below the 10% target;
- Improvement in the audit outcome: unqualified audit outcome in 2016/17 and clean audit outcome in two consecutive financial years (2017/18 and 2018/19);
- The department achieved 74% of its targets in 2015/16, 90% in 2016/17, 100% in 2017/18 and 90% in 2018/19;
- The acquisition of the new office accommodation for the OCJ National Office;
- Capacitation of Judges President's offices with the support to manage court performance information (e.g. appointment of statisticians in all Superior Courts); and
- The operationalisation of the Limpopo Division of the High Court and the Mpumalanga Division of the High Court as part of improving access to Justice for all.

The APP was developed in consultation with relevant stakeholders to ensure that OCJ becomes a center of excellence in discharging its mandate. To give effect to the aforementioned, the OCJ has aligned its strategies with the priorities of both the Government and the Judiciary. The OCJ has translated the key identified priorities into measurable deliverables (Impact, Outcomes and Outputs) that will be implemented and achieved for the realisation of the mandate of the department and the contribution the NDP priorities. This will ensure an effective and efficient court system that focuses on providing quality and accessible justice for all.

The OCJ will ensure a strategic deployment of resources to key service delivery areas in responding to Chapter 14 of the NDP, which calls for the promotion of accountability and fighting corruption through strengthening judicial governance and the rule of law. Efficiencies in the court system require modernised technologies. The OCJ shall leverage the advent of the Fourth Industrial Revolution (4IR), through prompt digitization of the court system focusing on prioritised Information and Communications Technology (ICT) projects that includes e-filling, digitisation of records and the e-Judiciary. In addition, ICT infrastructure will be refreshed to be responsive to the digital transformation initiatives and improved service delivery. The OCJ will also strengthen its internal controls to promote strong governance to ensure that the department complies with applicable legislation and prescripts.

Judicial Education and Training support remains a priority of the OCJ. The South African Judicial Education Institute (SAJEI), located within the OCJ, will continue to facilitate judicial education and training for serving and aspirant Judicial Officers in line with its mandate as informed by the SAJEI Act, 2008 (Act 14 of 2008). The APP provides for concerted effort of the Office of the Chief Justice to continue providing effective and efficient support to the judicial system and Superior Courts as mandated.

Ms Memme Sejosengwe

Secretary-General: Office of the Chief Justice



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Office of the Chief Justice under the guidance of the Minister of Justice and Correctional Services, Mr Ronald Lamola, MP;
- Takes into account all the relevant policies, legislation and other mandates for which the Office of the Chief Justice is responsible; and
- Accurately reflects the outcomes and outputs which the Office of the Chief Justice will endeavour to achieve during the 2020 Medium-Term Expenditure Framework (MTEF) period.

Mr Casper Coetzer

Chief Financial Officer

Mr/Itumeleng Malao

Head Official Responsible for Planning

Ms Memme Sejosengwe

Secretary General: Office of the Chief Justice

Approved by:

Mr Ronald Lamola, MP

Minister of Justice and Correctional Services



1. CONSTITUTIONAL MANDATE

The mandate of the OCJ is to provide support to the Judicial Branch of the State in executing its constitutional mandate. Section 165 of the Constitution provides that the judicial authority of the Republic is vested in the courts, which are independent and subject only to the Constitution and the law, which they must apply impartially and without fear, favour, or prejudice. All persons and organs of State are barred from interfering with the functioning of the courts and organs of State, through legislative and other measures, are instructed to assist and protect the courts to ensure the independence, impartiality, dignity, accessibility, and effectiveness of the courts.

Furthermore, the Constitution Seventeenth Amendment Act formally designates the Chief Justice as the Head of the Judiciary and entrusts the Chief Justice with the responsibility of the establishment and monitoring of norms and standards for the exercise of judicial functions of all courts. It also designates the Constitutional Court as the highest court in all matters. In order to advance the transformation imperatives of the Constitution, Schedule 6 to the Constitution provides for the rationalisation of all courts and all relevant legislation with the view to establishing a judicial system suited to the requirements of the Constitution.

2. LEGISLATIVE AND POLICY MANDATES

The Superior Courts Act, 2013 reaffirms the Chief Justice as the Head of the Judiciary responsible for the establishment and monitoring of norms and standards for the exercise of judicial functions of all courts. The Act further empowers the Chief Justice to issue written protocols or directives, or give guidance or advice to Judicial Officers – (a) in respect of norms and standards for the performance of the judicial functions; and (b) regarding any matter affecting the dignity, accessibility, effectiveness, efficiency or functioning of the courts.

According to Section 49 (1) of the Superior Courts Act, 2013, the Minister may, on the advice of the Chief Justice, make regulations regarding-

a. any matter that may be necessary or expedient to prescribe regarding the administrative functions of courts and the effective and efficient functioning and administration of the courts, including the furnishing of periodical returns of statistics relating to any aspect of the functioning and administration of courts and the performance of judicial functions;

- the criteria to be applied for determining the number of judges to be appointed to the Supreme Court of Appeal and to any specific Division;
- any protocol to be observed in respect of any process of consultation required in terms of this Act;
- d. the determination of recess periods of the Superior Courts;
- e. property not liable to be seized in execution, as contemplated in Section 45; and
- f. the manner in which representatives of the magistracy must be engaged in the application of section 8.

Section 49 (2) states that any regulation made under subsection (1) must be submitted to Parliament before publication thereof in the Gazette.

Other legislative and policies which the OCJ derives its mandate from are provided in the table below:

Table 1: Other legislative and policy mandates

SER NO	LEGISLATION / PRESCRIPT	FOCUS AREA	DESCRIPTION
1	Judicial Service Commission (JSC), Act 9 of 1994	Nominations for Judicial Appointments	The OCJ provides administrative and secretarial support to the JSC which is responsible for processing nominations and recommending to the President persons to be appointed as Judges in line with the Act.
2	Code of Judicial Conduct adopted in terms of section 12 of the JSC Act, 1994	Judicial Conduct	The OCJ provides administrative and secretarial support to the Judicial Conduct Committee. The Code provides for fair, ethical and professional conduct which the Judges should uphold.
3	Regulations on the disclosures of Judges Registrable Interests (made in terms of section 13 (8) of the JSC Act, 1994)	Integrity and Ethics	The Regulations requires that Judges disclose their registrable interests to the Registrar of Judges' registrable interests. The OCJ is the Registrar for Registrable Interests as required in terms of the Act.
4	South African Judicial Education Institute (SAJEI) Act 14, 2008	Judicial Education and Training	The Act provides for the establishment of SAJEI to promote the independence, impartiality, dignity, accessibility and effectiveness of the courts through continuing judicial education.
5	Norms and Standards for the Performance of Judicial Functions issued as contemplated in section 165(6) of the Constitution, 1996 read with section 8 (2) of the Superior Courts Act, 10 of 2013.	Performance of Judicial Functions	The Norms and Standards seek to achieve the enhancement of access to quality justice for all users of the court system and ensure effective, efficient and expeditious adjudication and resolution of all disputes through the courts, where applicable. The OCJ provides support with the monitoring of the Norms and Standards implementation.
6.	Judges' Remuneration and Conditions of Employment Act, 2001 (Act 47 of 2001)	Judges' Remuneration and Conditions of Employment	This Act deals with the remuneration and conditions of employment of Judges. The OCJ only play an administrative role as part of the Judicial Support functions.
7.	Judicial Matters Amendment Act, 2015 (Act 24 of 2015)	Judges' Remuneration and Conditions of Employment	In terms of the Judicial Matters Amendment Act, 2015 (Act 24 of 2015), the general administration of the Judges' Remuneration and Conditions of Employment Act, 2001 (Act 47 of 2001) has been transferred from the Director-General of the DoJ&CD to the Secretary-General (SG) of the OCJ with effect from 01 August 2016. This Amendment Act also seeks to transfer certain functions and responsibilities to SAJEI that were previously allocated to the DoJ&CD. Furthermore, the SG is responsible for accounting for JSC funds.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE YEAR PLANNING PERIOD

In implementing its mandate, the OCJ will also be guided by the priorities of the National Development Plan (Vision 2030) and the Medium-Term Strategic Framework (MTSF) as outlined below:

3.1. Contribution to the National Development Plan

The OCJ acknowledges that without a reliable, honest and an efficient court system, there can be no quality and accessible justice. In the realisation of this, the APP of the OCJ recognises and reaffirms the commitments made in the National Development Plan (NDP). This plan coincides with the Government's five year NDP implementation Plan which serves as a building block towards the achievement of the NDP priorities by the year 2030. Chapter 14 of the NDP explicitly spells out the important role the Judiciary has to play in strengthening judicial governance and the rule of law. The OCJ has a duty to support the Judiciary in the realisation of this vision as set out in its mandate.

It is the view of the OCJ that the full realisation of the NDP vision will culminate into a country that is accountable and progressive in its political, economic, and social standing. In implementing its mandate, the OCJ provide support to the Judiciary in contributing to Chapter 14 of the NDP (promoting accountability and fighting corruption). The contribution to this NDP priority is done through strengthening the judicial governance and the rule of law as follows:

- Accelerating reforms to implement a Judiciaryled court administration;
- Ensuring an efficient court system;
- Reducing court administration inefficiencies; and
- Ensuring access to justice.

The OCJ also contributes to Chapter 13 of the NDP (building a capable State) through ensuring good governance in the administration of the Department.

3.2. Contribution to the Medium-Term Strategic Framework

In its endeavour to realise the 2030 vision, Government has realigned its strategic intent and took an approach of a targeted set of focused priorities for the 2019-2024 planning period. The OCJ as a National Department is bound by these priorities and during the mediumterm period, the department will demonstrate how it will contribute to the MTSF. The following are priority areas the OCJ will contribute to:

(a) Priority 1: A Capable, Ethical and Developmental State

The OCJ will contribute to this priority by focusing the following areas:

- Addressing fraud and corruption;
- Promoting an ethical culture;
- Integrating Batho Pele principles into the department's institutional culture;
- Adherence to corporate governance principles such as leadership, strategy and performance, risk and stakeholders management;
- Improved court operations systems; and
- Modernisation of the court processes and systems.

(b) Priority 2: Economic Transformation and Job Creation

Economic transformation and job creation remains at the heart of Government's agenda as one of the key priority area. The OCJ is aware of the mounting challenges facing government regarding the slow pace of economic transformation and job creation. A concerted effort from all Government departments, private sector, and civil society is required to achieve said priority. It is for this reason that the OCJ undertakes to contribute to this priority by implementing equity programmes targeting employment and empowerment of youth, women, and people with disabilities in both the recruitment and procurement processes.

In addition, the department will be supporting Small, Medium and Micro Enterprises (SMMEs) in its procurement processes as well as complying with the Broad-Based Black Economic Empowerment (BBBEE) standards. This support will be embedded within the department's current programmes such as the internship programme, departmental recruitment processes, and procurement opportunities¹.

(c) Priority 6: Social Cohesion and Safer Communities

The OCJ will contribute to the social cohesion priority by ensuring access to safe and secure court environment, improving the integrity of court processes/ outcomes, as well as capacitating/ resourcing the courts in order for them execute their mandate.

4. RELEVANT COURT RULINGS

There are no relevant court rulings that have an impact on operations and service delivery.

¹ The OCJs contribution discussed for this priority is indirect; therefore no specific outcomes and indicators as captured in the MTSF are included in this plan.





5. VISION, MISSION AND VALUES

VISION

A single, transformed, and independent judicial system that guarantees access to justice for all.

MISSION

To provide support to the judicial system by rendering effective and efficient court administration services.

VALUES

In the pursuit of its mandate, vision and mission, the OCJ upholds the following values:

VALUES	DESCRIPTION
Respect	We treat everyone with dignity, courtesy and understanding; and
	• We ensure respect, protection, promotion and fulfillment of the values of the Constitution.
Integrity	We value openness, honesty, consistency and fairness;
	We act in good faith in all day to day activities and display humility; and
	We have a commitment to ethics, and focus on justice and fairness.
Transparency	We are open in our processes and communicate our actions and decisions clearly
Professionalism	• We demonstrate the highest levels of competence, efficiency and ethical values in executing tasks.
Accountability	We ensure stringent standards of conduct and are answerable for our performance.
Excellence	We are result-oriented and cost effective when doing our work;
	We understand customer's needs, respond timeously, efficiently and effectively to customer queries and requests; and
	We strive for quality and high performance.

6. SITUATIONAL ANALYSIS

The situational analysis provides the external and internal environment within which the OCJ operates, as well as how these external and internal factors impact on ways in which the OCJ deliver on its mandate and ensuring continuous service delivery improvement. This situational analysis reflects the PESTEL analysis for the OCJ which outlines the Political, Economic, Social, Technological, Environmental, and Legal factors that have an influence in the functioning of the OCJ.

6.1. External Environmental Analysis

6.1.1. Strategic focus areas

The Office of the Chief Justice supports the Judiciary in contributing to the fight against crime. In accelerating reforms to ensure that courts are administered efficiently, the department, through the support it provides to the Judiciary contributes to NDP priority of strengthening judicial governance and the rule of law. During the 2020/21 financial year, the Office of the Chief Justice will focus on: broadening and improving access to justice and the services of the superior courts; ensuring an efficient court system and providing judicial support; reducing inefficiencies in court administration through modernisation of the systems; processes and infrastructure; and supporting the Chief Justice in ensuring judicial accountability.

6.1.2. The impact of the increased Jurisdiction of the Constitutional Court

The 17th Constitutional Amendment increased the jurisdiction of the Constitutional Court so that, in addition to constitutional matters, the Court also has jurisdiction over other matters of general public importance. The Court is now the apex court, and court of final appeal, on all matters. This amendment has resulted in a marked increase in the workload of the Court. Despite these increases in the jurisdiction of the court, the court administration establishment has remained unchanged and thereby placing increased pressure on the court's staff to ensure that access to justice is upheld.

6.1.3. The impact of the current status of the economy on access to justice

For the past five years, economic growth of our country remained below 2% against the NDP target of 5%. The medium-term budget policy statement 2019 projected that the South African Gross Domestic Product (GDP) growth has been revised down since the 2018 Medium-Term Budget Policy Statement (MTBPS), because of a fragile recovery in employment and investment, and a less supportive global trade environment. Instead of a growth rate of about 1.7 percent in 2019 to 2.4 percent in 2021, the real GDP growth is considerably lower than predicted, with 1.5 percent growth expected in 2019, rising marginally to 2.1 percent in 2021. The South African economy contracted by 1.4% in the fourth quarter of 2019 (Statistics South Africa, 2020). The poor economic growth rate will attribute to among others high rate of unemployment and high interest rates which has the potential to increased default judgments. The budget for all organs of the State continues to be affected, compelling departments to re-prioritise with departmental baselines to fund their mandates.

The decline in the budget of the OCJ, which is mainly allocated to fund the provision of judicial and court services, has the potential to negatively affect the operations of the courts. Regardless of the poor economic conditions and the reduction in the budgets, the OCJ must continue to enhance access to quality justice for all by ensuring efficiency in the delivery of court services.

6.1.4. The impact of high levels of crime on the court system

According to the South African Police Service (SAPS) crime statistics for the 2018/19 financial year, a total of 2.01 million crimes were recorded, down from 2.09 million recorded in the 2017/18 financial year. This represents a 0.08 percent decrease in the number of reported crimes in the 17 public categories. Despite the reported decrease in the overall level of crime, some categories have recorded an increase. The highest increase in crime was seen in commercial crimes, which was up 14.4 percent. There has also been a number of emerging crimes that were reported to be increasing, which ultimately puts pressure on the

judicial system. For the country to achieve the long term goal of a crime free society, and ensuring that all people in South Africa are and feel safe, the criminal justice system in its entirety must be functional and all relevant stakeholders must play their role. Amongst others, the criminal justice system comprises of the Police, Prosecutors, the courts, and Correctional Services as shown in the figure below.

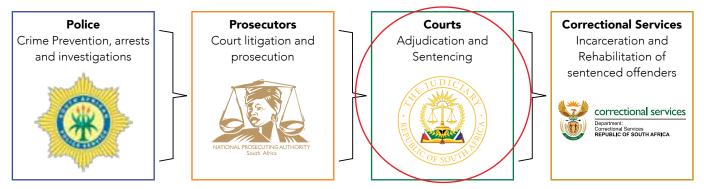


Figure 1: Composition of the Criminal Justice System

Pictures/ logos used in the figure were sourced from: www.saps.gov.za, www.npa.gov.za, www.judiciary.org.za, and www.dcs.gov.za

6.1.5. The impact of a maturing democracy on the court system

As democracy matures, the population becomes increasingly aware of their rights and interfaces more with the Courts to enforce their rights. This places an additional work load on the resources of the courts and justice system at large. The needs of society to access justice cannot be avoided as it is their constitutional right. The courts must therefore be responsive to the needs of the society by ensuring an efficient court system. Despite other challenges that have been mentioned such as resource constraints, the OCJ must find ways to ensure that the services can still be delivered in line with the expectations. It is for this reason that the focus areas of this strategic plan emphasises effective support to the courts and the Judiciary as well as ensuring an efficient court system, which are also in line with the NDP.

The OCJ has seen an increase in the demand for quasi-judicial services at the Superior Courts between 2016/17 to 2018/19, which is a result of a matured democracy and efforts to improve access to justice. The number of quasi-judicial services that were lodged at the Superior Courts increased from 78 898 in 2016/17 to 101 342 in 2018/19, which shows an increase in the demand for quasi-judicial services of 22%. In the 2018/19 financial

year, 97 percent of the quasi-judicial matters mentioned above were finalised.

6.1.6. The modernization of court systems through the use of technology

Efficiencies in the court system require modernised technologies. The OCJ shall leverage the advent of the Fourth Industrial Revolution (4IR) through prompt digitization of the court system focusing on prioritised Information and Communications Technology (ICT) projects that includes e-filling and digitisation of court records. In addition, ICT infrastructure will be refreshed to be responsive to the digital transformation initiatives and improved service delivery. An Electronic Filing System (e-filing) will provide a platform for Law Firms / Litigants to file documents to the courts electronically over the internet amongst other uses and benefits. The E-filing is meant to fully exploit the ICT advancement to minimise not just the physical movement of people and paper based court documents from parties to the courts, but also to leverage the benefits of electronic storage within the courts (i.e. faster document filing and retrieval; eradication of the misplacement of case files; and concurrent access to view the same case filed by different parties). The full implementation of e-filing will enhance access to quality justice for all.

6.1.7. The impact of the change in the legal framework on SAJEI

The continuous development to the legal framework requires that the Judiciary is progressive in its affairs. In this regard, the SAJEI provides judicial education and training for Judicial Officers. Some of the training courses that have been provided in the past included areas on court annexed mediation and case management, children's court skills, criminal court skills, family court skills, civil court skills, competition law and maritime law, judicial management and judicial ethics, and environmental law. These training courses are crucial in that they contribute towards enhanced service delivery and the transformation of the judiciary in line with the SAJEI Act.

6.1.8. Public perception about access to courts

The 2018 Victims of Crime Survey published by Statistics South Africa shows that 49.16² percent of households are satisfied with the way in which courts generally deal with perpetrators of crime. The remaining 50.85 percent were either not satisfied or very unsatisfied. Households who are satisfied with the way in which the courts deal with the perpetrators of crime indicated that there is a high rate of convictions, the courts pass sentences appropriate to the crime, the courts are not corrupt and they resolve cases quickly. Contrary to the above, those who indicated that they are not satisfied with the way in which courts deal with the perpetrators of crime indicated that the

courts do not have enough convictions, matters drag for too long/postponements, there is no proper notice of hearing served, courts are too lenient on criminals, courts are corrupt, bail is granted easily, some people get preferential treatment, and court staff are not accessible.

Public perception and confidence in the courts is one of the crucial factors that can be used to assess how far the courts have gone to improve access to quality justice for all. The fact that above 50% of households are not satisfied with the court system shows that the OCJ must put interventions in place that will contribute to an efficient court system that is accessible by all. Lack of public confidence in the courts has negative implications for our democracy.

6.2. Internal Environmental Analysis

6.2.1. Superior Courts supported by the OCJ

The OCJ has the mandate to support the Judiciary and Superior Courts to ensure an effective and efficient delivery of justice, with the main aim of improving access to quality justice for all. The Chief Justice is the Head of the Judiciary and exercises responsibility over the establishment and monitoring of Norms and Standards for the exercise of the judicial functions of all courts, which the OCJ supports. Below is the hierarchal structure format of the Superior Courts of the Republic of South Africa as provided for in the Superior Courts Act ,2013 (Act No 10 of 2013).

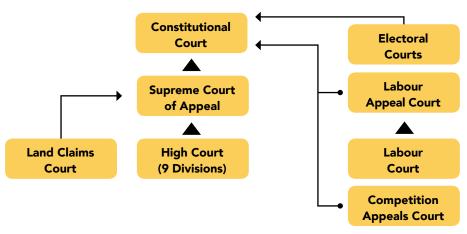


Figure 2: Hierarchal structure of the Superior Courts

The above structure shows the extent of support the OCJ must provide, which necessitates the motive for the capacitation of the OCJ.

² The 49.16 percent includes 7.08 percent of households who were very satisfied.

6.2.2. Organisational Structure of the OCJ

Sufficient capacity is crucial for the department to deliver on its mandate and the targets as set in the Strategic Plan and Annual Performance Plan. The Macro-organisational structure of the department was approved at the end of the 2018/19 financial year, which makes it imperative that the filling of the critical posts is fast tracked especially for the strategic layer of Deputy Director-Generals (DDGs), which the department has

operated without since its establishment. The OCJ exist to provide support to the Judiciary and the courts. As a result, capacity to support the Judiciary must be ensured including providing necessary scarce skills to the courts. Priority in filling posts is given to the core staff such as Registrars and Researchers. The macrostructure of the department is depicted in the figure below.



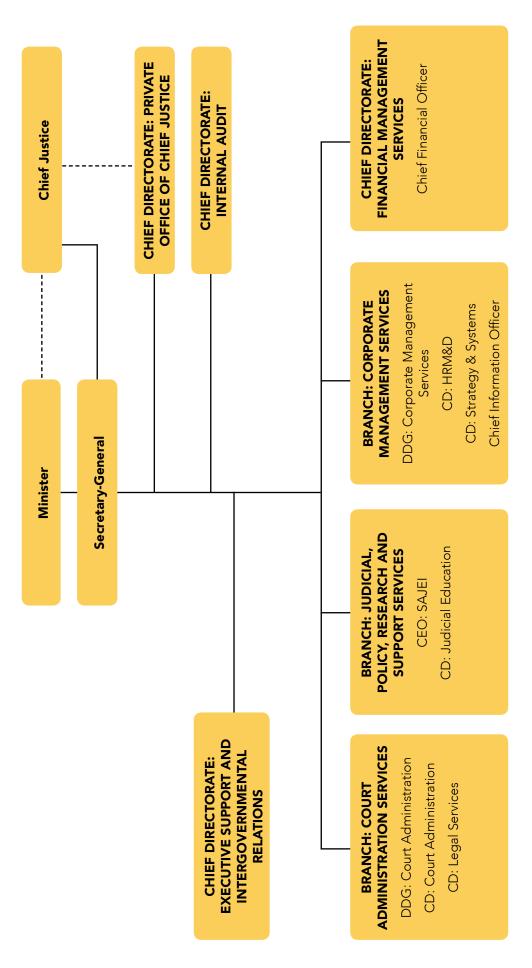


Figure 3: Macro-Organisational structure of the OCJ

6.2.3. Information Communication and Technology (ICT) as a Strategic Partner to business

ICT remains a strategic enabler and partner to the delivery of the mandate of the department. The use of ICT can contribute in improving the efficiency of court processes, reducing the cost of operations, improving security of court records documents, improve access to justice, reduce document search period and achieving an instant result (just in time). Most importantly, with the increase in fraud and corruption across the country, and with the courts experiencing a challenge of the increase in fraudulent court orders, ICT presents an opportunity for the courts to eliminate fraud and corruption. For the ICT benefits to be realised, it is important that the OCJ's ICT's function is capacitated and the department has the appropriate ICT Infrastructure (Hardware, Netware and Network). This requires that correct architectures are established and implemented such as the mapping of business processes. Furthermore, the management of knowledge and intellectual property are crucial for future knowledge generation.

To achieve the above, the department will embark on a number of projects in the next 5 years (2020/21 to 2024/25), through the effective implementation of the ICT Strategic Plan. The ICT 5-year Strategic Plan outlines the technology roadmap to automate/digitize and transform the business of the OCJ in order to achieve its mandate and the department's vision of delivering a single, transformed and independent judicial system that guarantees access to justice for all.

6.2.4. Financial Resources

With the need to capacitate the department (Human Resources, ICT, and Capital Infrastructure etc.), financial resources has previously been a limitation. Due to the dire economic position of the State and the change in priorities in line with the NDP, the department has found itself having to reprioritise the already constrained resources in order to ensure improve capacity. The voted budget of the OCJ grew from R767 million in 2015/16 to R 1.1 billion in 2019/20. This increase was mainly due to the addition of two new Superior Courts which were opened in 2016 and 2019 respectively (i.e. the Limpopo Division of the High Court, Polokwane and the Mpumalanga Division of the High Court).

Another reason for growth was the capacitation of the Superior Courts subsequent to establishing the vote. The main initiatives which are still underfunded are the provision of additional human resources for improved court efficiency as well as the need for court modernisation projects through ICT. It should be noted that the budget of the OCJ as reflected in the Estimates for National Expenditure includes the direct charge against the National Revenue Fund for Judges' salaries.

6.2.5. The status of the institution regarding compliance with the BBBEE Act

The OCJ, in its supply chain processes complies with the BBBEE Act. This is done through the advertisement of tenders as well as request for quotations that exceeds R30 000 where the BBBEE ratings are taken into consideration. The OCJ will continue to comply with the BBBEE Act.

6.2.6. The status of the institution regarding women, youth and people with disabilities

The OCJ supports women, youth, and people with disabilities when implementing its mandate. As at 31 March 2019, the OCJ had a total of 37 Senior Management Service (SMS) members, 14 of which were females. Although the Department did not achieve the target of 50% females at senior management and the target of 21% for people with disabilities representation, the Department remains committed to recruiting women in management positions as well as people with disabilities. The number of employees with disabilities was 21, which represents 1.08% of the OCJ staff complement. In supporting the youth, the OCJ recruited 40 interns in order to provide them with necessary skills that will prepare them for the work environment. During the MTEF period, the OCJ will continue to empower women, youth, and people with disabilities through its procurement and recruitment processes.



7. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

PROGRAMME 1: ADMINISTRATION

Purpose: Provide strategic leadership, management, and support services to the department.

Description of sub-programmes

The programme consists of five sub-programmes which are aligned with the budget programme structure of the department. The sub-programmes are:

 Management: provides administrative, planning, monitoring, evaluation, performance reporting and risk management functions necessary to ensure effective functioning of the Department;

- Corporate Services: provides an integrated Human Resource Management and Development (HRM&D), ICT and security management support services to the Department;
- Financial Administration: provides overall financial, asset and supply chain management services to the Judiciary and the Department;
- **Internal Audit:** provides overall internal and forensics audit services to the Department; and
- Office Accommodation: provides for acquisition of office accommodation for the Department.



7.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

Table 2: Outcomes, Outputs, Performance indicators, and annual targets

Indicator	Outcome	Outputs	Output			4	Annual Targets			
۵			Indicators	Audited	Audited /Actual performance	rmance	Estimated performance		MTEF period	
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1.1	Effective and efficient administra- tive support	Clean Audit outcome for the OCJ	Audit outcome for the OCJ	Unqualified Audit outcome	Unqualified Audit outcome on financial statements for the 2016/17 financial year	Unqualified audit outcome on financial statements for the 2017/18 financial year	Unqualified audit out-come for the 2018/19 financial year with no more than 5 material misstate-ments	Clean Audit outcome for the 2019/20 financial year	Clean Audit outcome for the 2020/21 financial year	Clean Audit outcome for the 2021/22 financial year
1.2		Tenders awarded to suppliers with level 4 and above BBBEE status	Percentage of tenders in the department's procurement plan awarded to suppliers with level 4 and above BBBEE status		1			%08	%08	%08
5.		Financial disclosures submitted	Percentage of designated employees (SMS members & other categories) ³ who submitted financial disclosures within timeframes	· ·	1	i.	100%	100%	100%	100%

The indicator does not include the disclosures that are done by newly appointed employees, which must be done within 30 days of assumption of duty. This process is still managed by the department on a continuous basis.

4 The estimated performance is based on the 2019/20 operational plan and the reports submitted to the Public Service Commission.

5 The target is included as 10% or lower as captured in the DPSA's guidelines.

Table 3: Indicators, annual, and quarterly targets for 2020/21

Indicator	Indicator Output Indicators	Annual Targets		Quarterly Targets	Targets	
□			۵1	02	03	04
-	Audit Outcome for the OCJ	Clean Audit Outcome for the 2019/20 financial year	ı	Clean Audit Outcome for the 2019/20 financial year	1	•
1.2	Percentage of tenders in the department's procurement plan awarded to suppliers with level 4 and above BBBEE status	%08				%08
د ن	Percentage of designated employees (SMS members & other categories)° who submitted financial disclosures within timeframes	100%	100%	100%	N/A	N/A
1.4	Percentage of vacant posts on funded establishment	10% or lower				10% or lower
1.5	Percentage of staff in the department comprised of youth	30%	30%	30%	30%	30%
1.6	Percentage of women representation in Senior Management Service (SMS)	20%		45%	1	20%
1.7	Percentage of people with disabilities representation in the department	2%		1.2	1	2%
6 .	Caselines System implemented at Service Centers	Caselines System piloted at 2 Service Centers			Caselines System piloted at 1 Service Center	Caselines System piloted at 1 Service Center

6 The indicator does not include the disclosures that are done by newly appointed employees, which must be done within 30 days of assumption of duty. This process is still managed by the department on a continuous basis.

7.2. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the contribution to priorities of women, children, and people with disabilities.

The outputs in Programme 1: Administration contributes to the outcome "effective and efficient administrative support" which is aimed at ensuring that the department has proper governance systems that support the delivery of core services provided by the OCJ and the courts. The achievement of this outcome will be realised through seven distinct outputs which are: clean audit outcome maintained; tenders awarded to Previously Disadvantaged Individuals; submitted financial disclosures of designated employees (SMS members and other categories); funded vacant posts reduced; empowered youth; women representation at SMS levels; representation of People with Disabilities; and caselines system implemented. The above mentioned outputs have a direct contribution to the achievement of the outcome and contributing to the impact the department aims to achieve which is "quality and accessible justice for all". In order to realise quality and accessible justice for all, the department must have proper systems in place including the efficient and accountable management of its resources.

The outputs in Programme 1 contribute to Chapter 13 of the NDP "Building a capable State" and Priority 1 of the MTSF (A capable ethical and developmental State). In addition, the implementation of the outputs in this programme will contribute to priority 2: economic transformation and job creation whose contribution is embedded within the recruitment and procurements processes.

Explanation of planned performance in relation to outputs and rationale for the choice of output indicators relevant to the respective outcomes

In order to achieve effective and efficient administrative support, the department will ensure that it awards tenders to the level 4 and above BBBEE suppliers. This is an important government priority which contributes to different imperatives such as job creation and small business development. Furthermore, the other contribution to effective and efficient administrative support is eliminating fraud and corruption in the department; ensuring that the department is sufficiently capacitated through filling vacant funded posts; ensuring that the department supports youth development initiatives; promoting the empowerment of women at SMS level, employing People with Disabilities and implementing the caselines solution at Service Centers as part of Court modernisation initiatives. The caselines is a module of the e-filing system which the OCJ intends to roll-out to all Superior Courts. Thus, the successful pilot and roll-out of the caselines will lead to a full roll-out of e-filing. Achievement of targets set for the abovementioned focus areas will contribute to an efficient court system and ultimately, quality and accessible justice for all.

7.3. PROGRAMME RESOURCE CONSIDERATIONS

Table 4: MTEF Budget for Programme 1: Administration

SUB-PROGRAMMES	AUDI	ITED	AENE		MTEF	
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R′000	R′000	R'000	R′000	R′000
MANAGEMENT	27,127	31,162	39,384	52,157	55.394	58,043
CORPORATE SERVICES	98,409	134,322	121,029	122,086	128,980	134,225
FINANCIAL ADMINISTRATION	25,727	29,260	31,147	31,546	33,548	35,224
INTERNAL AUDIT	16,404	16,808	17,639	19,094	20,239	21,126
OFFICE ACCOMMODATION	-	10,507	-	11,044	11,651	12,074
PROGRAMME 1	167,667	222,059	209,199	235,927	249,812	260,692
ECONOMIC CLASSIFICATION						
CURRENT PAYMENTS	146,875	161,805	199,542	226,903	240,518	251,052
COMPENSATION OF EMPLOYEES	73,953	87,777	100,841	116,289	123,829	130,234
SALARIES AND WAGES	65,347	77,736	89,158	105,607	112,402	118,221
SOCIAL CONTRIBUTIONS	8,606	10,041	11,683	10,682	11,427	12,013
GOODS AND SERVICES	72,915	74,028	98,701	110,614	116,689	120,818
ADMINISTRATIVE FEES: PAYMENTS	546	545	1,083	759	799	823
ADVERTISING	1,233	1,317	1,236	1,199	1,264	1,309
MINOR ASSETS (ASSETS <r5000)< td=""><td>244</td><td>816</td><td>512</td><td>306</td><td>321</td><td>332</td></r5000)<>	244	816	512	306	321	332
AUDIT COST: EXTERNAL	6,268	5,872	5,601	5,713	6,027	6,242
BURSARIES (EMPLOYEES)	454	989	1,705	1,708	1,802	1,866
CATERING: DEPARTML ACTIVITIES	335	332	434	346	365	379
COMMUNICATION	1,755	4,549	1,353	1,031	1,087	1,128
COMPUTER SERVICES	43,814	30,621	58,909	56,851	59,978	62,119
CONS/PROF: BUSINESS&ADVISORY SERV	1,284	1,463	936	788	831	861
CONS/PROF: LEGAL COST	-	16	-	-	-	-
CONTRACTORS	365	687	4,345	2,670	2,817	2,917
AGENCY & SUPRT/OUTSOURCED SERVICES	-	-	235	410	433	448
ENTERTAINMENT	-	-	-	-	-	-
FLEET SERVICES (F/SER)	1,268	58	37	36	38	39
CONS SUPPLIES	832	1,682	1,275	764	805	832
STATIONERY AND PRINTING	658	1,097	1,068	1,073	1,130	1,171
OPERATING LEASES	-	10,507	-	10,127	10,684	11,072
RENTAL & HIRING	8	-	-	-	-	-

SUB-PROGRAMMES	AUD	TED	AENE		MTEF	
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R′000	R′000	R′000	R′000	R′000
PROPERTY PAYMENTS	1,088	497	620	1,545	1,629	1,688
TRANSPORT PROVIDED DEPT ACTIVITY	-	-	-	-	-	-
TRAVEL AND SUBSISTENCE	7,878	8,386	9,948	9,816	10,349	10,704
TRAINING & DEVELOPMENT	3,574	3,491	6,953	6,878	7,257	7,516
OPERATING PAYMENTS	1,190	1,091	2,216	2,498	2,641	2,710
VENUES AND FACILITIES	121	12	235	6,096	6,432	6,662
INTEREST ON RENT AND LAND	7	-	-	-	-	-
TRANSFERS AND SUBSIDIES	41	166	11	-	-	-
PROVINCIAL AND LOCAL GOVERNMENTS	1	-	-	-	-	-
DEPARTMENTAL AGENCIES & ACCOUNTS	-	-	-	-	-	-
HIGHER EDUCATION INSTITUTIONS	-	-	-	-	-	-
NON PROFIT INSTITUTIONS (NPI)	-	-	-	-	-	-
HOUSEHOLDS (HH)	40	166	11	-	-	-
PAYMENT FOR CAPITAL ASSETS	20 751	60 088	9 646	9 024	9 294	9 640
BUILDINGS & OTHER FIX STRUCT	-	-	-	-	-	-
MACHINERY AND EQUIPMENT	20 750	23 609	9 284	9 024	9 294	9 640
TRANSPORT EQUIPMENT	13 333	3 149	-	210	216	220
OTHER MACHINERY & EQUIPMENT	7 417	20 460	9 284	8 814	9 078	9 420
SOFTWARE & INTANGIBLE ASSETS	1	36 479	362	-	-	-
PAYMENTS FOR FINANCIAL ASSETS	-	-	-	-	-	-
TOTAL	167 667	222 059	209 199	235 927	249 812	260 692

7.3.1. Expenditure Analysis

Programme 1: Administration is allocated a total budget of R 235.9 million in 2020/21, which increases to R260.7 million in the 2022/23. There is a crucial need to improve data management at Superior Courts. Recognising that modernising processes and infrastructure at these institutions is vital to ensuring their effective administration, expenditure in the Corporate Services sub-programme in the Administration programme is expected to increase from R 121 million in 2019/20 to R 134.2 million in 2022/23. This will provide for the implementation of an electronic filing system that will allow cases and evidence to be accessed more easily,

and cloud-based software that enables evidence to be digitised in court to streamline court proceedings. Implementing these systems forms part of the broader implementation of the integrated criminal justice strategy; this is led by the DoJ & CD. By modernising systems and processes at Superior Courts to reduce inefficiencies in court administration, the department aims to increase its capacity to make court services more widely available and improve their quality.

The number of personnel in Programme 1 is expected to decrease from 257 in 2020/21, at a cost of R 116 million, to 256 in 2022/23, at a cost of R 130 million.

PROGRAMME 2: SUPERIOR COURT SERVICES

Purpose: Provide court administration services to the Superior Courts.

Description of sub-programmes

The programme consists of five sub-programmes which are in line with the budget programme structure of the OCJ. The sub-programmes are:

- Administration of Superior Courts: provides administrative and technical support to the Superior Courts, monitors the overall performance of the Superior Courts and enhances judicial stakeholder relations;
- Constitutional Court: funds the activities and operations of the Constitutional Court, which has jurisdiction over constitutional matters and any matter that is of general public importance;
- Supreme Court of Appeal: funds the activities and operations of the Supreme Court of Appeal, which adjudicates appeals in any matters arising from the High Courts or courts of similar status;
- High Courts: funds the activities and operations of the various high court divisions, which have jurisdiction over defined geographical areas; and
- Specialised Courts: funds the activities and operations of the Labour and Labour Appeals Courts, the Land Claims Court, the Competition Appeals Court, and the Electoral Court. These courts adjudicate over various types of matters excluded from the jurisdiction of the various High Court divisions and Lower Courts.

The indicators and targets reflected in Programme 2: Superior Court Services relate to the support that is provided by the OCJ to the Superior Courts under the sub-programme: Administration of Superior Courts. Performance information for other sub-programmes is within the control of the Judiciary and the OCJ only provide administrative and technical support. The role played by the OCJ in sub-programmes: Constitutional Court, Supreme Court of Appeal, High Courts and Specialised Courts relate to quasi-judicial functions reflected in sub-programme 1: Administration of Superior Courts and administrative functions such as financial management, corporate services, etc. which are linked to indicators reflected in Programme 1: Administration.

The following are the support functions provided by the OCJ to Superior Courts linked with the above mentioned sub-programmes:

- Quasi-judicial functions: such as taxing bills of legal costs, default judgments and delivery of warrants of release;
- Corporate services functions: such as human resource management for the courts, financial management, research, facilities management etc.; and
- **Support to Judicial Officers:** including secretarial services, messenger services etc.

Therefore, there are no indicators reflected in the subprogrammes: Constitutional Court, Supreme Court of Appeal, High Courts and Specialised Courts as these are already covered in Programme 1: Administration and sub-programme 1: Administration of Superior Courts of Programme 2.

7.4. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

Table 5: Outcomes, outputs, output indicators, and annual targets

Indicator	Outcomes	Outputs	Output Indicators			Anr	Annual Targets			
Q				Audited	Audited /actual performance	rmance	Estimated performance		MTEF Period	
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
			Sub-programme: Administration of Superior Courts	e: Administrat	tion of Superio	r Courts				
2.1	Improved court efficiency	Default judgements finalised within 14 days	Percentage of default judgments finalised by Registrars within 14 days from date of receipt of application	1				70%	72%	74%
2.2		Bills of costs taxed within 60 days	Percentage of taxations of legal bills of costs finalised within 60 days from date of set down	1		1	1	%02	75%	%08
2.3		Warrants of release (J1) delivered within one day	Percentage of warrants of release (J1) delivered within one day of the release issued	88% (79 of 90)	98% (109 of 111)	98% (79 of 81)	%86	100%	100%	100%
2.4		Monitoring reports on law reporting project	Number of monitoring reports on law reporting project produced	1	1	ı	4	4	4	4
2.5		Judicial Case Flow Management Performance reports	Number of Judicial Case Flow Management Performance reports produced	1			4	4	4	4
2.6		Reports on enhancement of court order integrity	Number of reports on enhancement of court order integrity produced	1	ιν	4	4	4	4	4

Table 6: Output indicators, annual, and quarterly targets for 2020/21

Indicator	Output Indicators	Annual Targets		Quarte	Quarterly Targets	
<u>∩</u>		2020/21	01	02	03	04
2.1	Percentage of default judgments finalised by Registrars within 14 days from date of receipt of application	70%	%02	70%	70%	70%
2.2	Percentage of taxations of legal bills of costs finalised within 60 days from date of set down	70%	%02	%02	70%	70%
2.3	Percentage of warrants of release (J1) delivered within one day of the release issued	100%	100%	100%	100%	100%
2.4	Number of monitoring reports on law reporting project produced	4	_	-	-	1
2.5	Number of Judicial Case Flow Management Performance reports produced	4	_	-	-	-
2.6	Number of reports on enhancement of court order integrity produced	4	-	-	—	_

7.5. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the contribution to priorities of women, children and people with disabilities.

The outputs in Programme 2: Superior Court Services contributes to the outcome "improved court efficiency" which is aimed at ensuring that Superior Courts deliver their services in an efficient manner. The achievement of this outcome will be realised through six distinct outputs which are: default judgements finalised within 14 days; bills of costs taxed within 60 days; warrants of release (JI) delivered within one day; monitoring reports on law reporting project; judicial case flow management performance reports; and reports on enhancement of court order integrity. Finalisation of the quasi-judicial matters within the prescribed timeframes and the support to case flow management ensures that court users receive the services in the most efficient manner, which also contributes to improved public trust / confidence on the court system.

Quality and accessible justice for all can be achieved if the court system is efficient, thereby providing the right and quality services to court users on time. An efficient court system reduces the unmet needs of court users as access to justice is citizen-focused. The pre-conditions of an efficient court system include reduced court administration inefficiencies, capacitated courts, and effective stakeholder relations. The above mentioned have a direct contribution to quality and accessible justice for all.

The outputs in this programme contributes to Chapter 14 of the NDP "promoting accountability and fighting corruption", and MTSF priority which focuses on "social cohesion and safer communities". An efficient court system contributes to building safer communities. In addition, an efficient court system is free from corruption and promotes integrity which is in line with an intervention of the five-year NDP implementation plan "fighting corruption and promoting integrity". Furthermore, the implementation of the outputs in this programme will contribute to priority 2: Economic Transformation and job creation, whose contribution is embedded within the court processes.

Explanation of planned performance in relation to outputs and the rationale for the choice of the output indicators relevant to the respective outcomes

In order to achieve an efficient court system, the department will ensure that the quasi-judicial matters are finalised in line with the expected timeframes as informed by the court rules. As indicated in section (a) above, an efficient court system is free from corruption. It is for this reason that the courts must uproot the problem of fraudulent court orders which has been identified as a threat, as well as other forms of fraud and corruption. The reduction of fraudulent court orders is monitored through an indicator in the APP. Other enablers of an efficient court system focuses on support for the law reporting and case-flow management projects which are flagship projects of the Judiciary.

7.6. PROGRAMME RESOURCES CONSIDERATIONS

Table 7: MTEF Budget for Programme 2: Superior Courts Services

SUB-PROGRAMMES	AUDITED AENE		AENE	MTEF		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R′000	R′000	R'000	R′000	R′000
ADMINISTRATION OF SUPERIOR COURTS	11,312	11,150	21,919	29,123	30,920	34,164
CONSTITUTIONAL COURT	68,615	55,780	61,757	61,885	65,519	68,443
SUPREME COURT OF APPEAL	32,477	34,191	38,193	40,286	42,543	44,460
HIGH COURTS	581,169	643,250	716,150	752,142	796,819	835,118
SPECIALISED COURTS	54,651	57,176	69,041	65,196	70,736	74,212
PROGRAMME 2	748,224	801,547	907,060	948,632	1,006,537	1,056,397
ECONOMIC CLASSIFICATION						
CURRENT PAYMENTS	654,442	707,915	810,986	847,988	901,436	944,293
COMPENSATION OF EMPLOYEES	499,862	551,810	624,843	663,498	706,823	743,443
SALARIES AND WAGES	428,125	473,824	534,064	591,192	629,468	662,083
SOCIAL CONTRIBUTIONS	71,737	77,986	90,779	72,306	77,355	81,360
GOODS AND SERVICES	154,554	156,105	186,143	184,490	194,613	201,480
ADMINISTRATIVE FEES: PAYMENTS	2,509	1,471	2,197	2,587	2,728	2,820
ADVERTISING	50	14	64	24	25	26
MINOR ASSETS (ASSETS < R5000)	2,963	3,509	7,724	6,741	7,120	7,368
AUDIT COST: EXTERNAL	-	-	2,689	-	-	-
BURSARIES (EMPLOYEES)	-	-	-	-	-	-
CATERING: DEPARTML ACTIVITIES	2,154	2,142	1,066	4,412	4,652	4,817
COMMUNICATION	15,613	10,649	17,666	19,149	20,201	20,918
COMPUTER SERVICES	2,496	2,184	2,474	2,124	2,241	2,319
CONS/PROF: BUSINESS&ADVISORY SERV	10,293	5,310	8,841	10,081	10,635	11,012
CONS/PROF: LEGAL COST	10	11	33	58	62	63
CONTRACTORS	1,456	464	6,932	2,203	2,326	2,407
AGENCY&SUPRT/OUTSOURCED SERVICES	2,353	1,331	2,921	3,457	3,647	3,777
ENTERTAINMENT	97	16	250	324	340	353
FLEET SERVICES (F/SER)	21,157	25,668	26,372	28,908	30,495	31,576
CONS SUPPLIES	2,185	1,623	3,314	3,051	3,205	3,307
STATIONERY AND PRINTING	8,074	8,916	11,341	11,354	11,976	12,402
OPERATING LEASES	-	7,087	3,028	1,225	1,293	1,338
RENTAL & HIRING	12	11	189	15	16	16
PROPERTY PAYMENTS	1,378	2,004	2,858	2,836	2,992	3,099
TRANSPORT PROVIDED DEPT ACTIVITY	-	-	-	-	-	-
TRAVEL AND SUBSISTENCE	73,894	78,279	77,862	73,851	77,908	80,668

SUB-PROGRAMMES	AUD	TED	AENE		MTEF		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
	R'000	R'000	R′000	R′000	R′000	R'000	
TRAINING & DEVELOPMENT	88	-	-	103	109	112	
OPERATING PAYMENTS	3,617	4,432	5,430	5,695	6,004	6,211	
VENUES AND FACILITIES	4,155	984	2,892	6,292	6,638	6,871	
INTEREST ON RENT AND LAND	26	-	-	-	-	-	
TRANSFERS AND SUBSIDIES	2,246	2,132	2,520	1,416	1,472	1,546	
PROVINCIAL AND LOCAL GOVERNMENTS	7	-	45	13	15	17	
DEPARTMENTAL AGENCIES & ACCOUNTS	2	-	3	4	4	4	
HIGHER EDUCATION INSTITUTIONS	-	-	-	-	-	-	
NON PROFIT INSTITUTIONS (NPI)	-	-	-	-	-	-	
HOUSEHOLDS (HH)	2,237	2,132	2,472	1,399	1,453	1,525	
PAYMENT FOR CAPITAL ASSETS	91,536	91,500	93,554	99,228	103,629	109,928	
BUILDINGS & OTHER FIX STRUCT	-	9	-	-	-	-	
MACHINERY AND EQUIPMENT	91,461	91,441	93,554	99,228	103,629	109,928	
TRANSPORT EQUIPMENT	81,698	85,743	83,167	88,486	92,035	95,983	
OTHER MACHINERY & EQUIPMENT	9,763	5,698	10,387	10,742	11,594	13,945	
SOFTWARE & INTANGIBLE ASSETS	75	50	-	-	-	-	
PAYMENTS FOR FINANCIAL ASSETS	-	-	-	-	-	-	
TOTAL	748,224	801,547	907,060	948,632	1,006,537	1,056,397	

7.6.1. Expenditure analysis

The programme has an allocated budget of R 948.632 million for the 2020/21 financial year, which increases to R1 billion in 2021/22. The increase in the expenditure for this programme meant to ensure an efficient court system, which will ultimately contribute to a quality and accessible justice for all. The official opening of the Mpumalanga Division of the High Court in 2019/20 marked a significant achievement in fulfilling government's democratic commitment to providing access to justice for all, as all nine provinces now have a Superior Court. The department will ensure that the court is fully operationalised over the MTEF period to provide quality judicial services to citizens of Mpumalanga at a projected cost of R 136.2 million in the Superior Court Services programme.

Spending in the High Court sub-programme is expected to account for 59.4 percent of the department's projected expenditure. Due to the labour-intensive nature of the department's work, an

estimated 70.2 percent (R 2.1 billion over the MTEF) of the budget in this programme is earmarked for spending on compensation of employees, increasing from R 624.8 million in 2019/20 to R 743.4 million in 2022/23. The number of personnel in Programme 2 is expected to decrease from 1 770 in 2020/21 to 1 728 in 2022/23. Court modernisation initiatives will play a key role in ensuring that the decrease in the number of personnel in Programme 2, does not impact on the provision of services, as well as increasing access to justice for all. As initiatives to ensure an efficient court system are implemented, the department is targeting an increase in the percentage of default judgements finalised within 14 days from 70 percent in 2020/21 to 74 percent in 2022/23; the percentage of taxations of legal costs finalised within 60 days from 70 percent in 2020/21 to 80 percent in 2022/23; and the percentage of warrants of release delivered within 1 day of release from 98 percent in 2019/20 to 100 percent in 2022/23.

PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT

Purpose: Provide education programmes to Judicial Officers, support services to the Judicial Service Commission (JSC), and policy development and research services to the department and the Judiciary, for the optimal administration of justice.

Description of sub-programmes

The programme has three sub-programmes which are:

- South African Judicial Education Institute: funds the activities of the SAJEI to provide continuing judicial education for Judicial Officers and training aspirant Judicial Officers;
- Judicial Policy, Research and Support: provides advisory opinions on policy development, undertakes research and offers legal support services to enhance the functioning of the Judiciary; and
- Judicial Service Commission: provides secretariat and administrative support services to the JSC so that it can effectively fulfil its constitutional and legislative mandates.



7.7. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

Table 8: Outcomes, outputs, performance indicators, and annual targets

Indicator	Indicator Outcomes	Outputs	Output				Annual Targets	ets		
<u>o</u>			indicators	Audit	Audited performance	ance	Estimated performance		MTEF Period	
				2016/17	2016/17 2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3.1	Enhanced judicial education and support	Judicial education courses conducted	Number of judicial education courses conducted	06	16	142	80,	100	105	110
3.2		Monographs on judicial education produced	Number of research monographs on judicial education produced per year			2	5	5	5	2
ო ო		Monitoring reports on litigation	Number of monitoring reports on litigation produced	ı	1	1	4	4	4	4
3.4		Reports on judicial appointments and complaints produced	Number of reports on judicial appointments and judicial complaints produced®	м	м	м	м	2	m	м

The estimated performance for 2019/20 is based on the target as captured in the 2019/20 APP, hence the 2018/19 audited outcome is more than the estimated performance for the year.

⁸ The indicator relates to a report which include information on both judicial appointments and complaints (i.e. one report is produced in a quarter on the judicial appointments and complaints, for the periods when there is a JSC sitting).

Table 9: Indicators, annual, and quarterly targets for 2020/21

Indicator	Indicator Output Indicators	Annual Targets		Quarte	Quarterly Targets	
<u>♀</u>		2020/21	۵1	02	O3	04
3.1	Number of judicial education courses conducted	100	15	35	30	20
3.2	Number of research monographs on judicial education produced per year	2	•	-		-
3.3	Number of monitoring reports on litigation produced	4	-	_	-	-
3.4	Number of reports on judicial appointments and judicial complaints produced	2	,		—	-

9 The fourth quarter target is the annual report produced.

7.8. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the contribution to priorities of women, children and people with disabilities.

The outputs in Programme 3: Judicial Education and Support contributes to the outcome "enhanced judicial education and support" which is aimed at ensuring that the OCJ provides administrative and technical support that enables the Judiciary to deliver on its Constitutional mandate. The achievement of this outcome will be realised through four distinct outputs which are: Judicial education courses conducted, monographs on judicial education produced, monitoring reports on litigation produced and reports on judicial appointments and judicial complaints produced.

The outcome contributes to Chapter 14 of the NDP "promoting accountability and fighting corruption" and Priorities 1 (A capable, ethical and developmental State) and 6 (Social cohesion and safer communities) of the MTSF. Access to quality justice is not possible if the Judiciary is not well resourced; if there is no means to train Judicial Officers; and if there is no accountability and ethics in the Judiciary. The output in this programme ensures that effective and efficient support is provided to the Judiciary in ensuring that the Judiciary is able to ensure access to quality justice.

Explanation of planned performance in relation to outputs and the rationale for the choice of output indicators relevant to the respective outcomes

In order to achieve improved judicial education and support, the department will ensure that an increased number of judicial education courses are conducted, research monographs are produced, litigation reports are produced, and reports on secretariat support provided to the JSC are produced.

7.9. PROGRAMME RESOURCE CONSIDERATIONS

Table 10: MTEF Budget for Programme 3: Judicial education and support

SUB-PROGRAMMES	AUDITE	YEARS	AENE	AENE MTEF YEARS		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R′000	R′000	R′000	R′000
SOUTH AFRICAN JUDICIAL EDUCATION INSTITUTE	41,033	37,725	48,576	50,601	53,410	53,921
JUDICIAL POLICY AND RESEARCH	24,686	23,488	24,933	16,557	17,564	18,369
JUDICIAL SERVICE COMMISSION	15,905	7,200	7,924	8,124	8,589	8,951
PROGRAMME 3	81,624	68,413	81,433	75,282	79,563	81,241
ECONOMIC CLASSIFICATION						
CURRENT PAYMENTS	68,986	59,495	80,088	73,333	77,552	80,765
COMPENSATION OF EMPLOYEES	20,485	23,378	25,648	27,504	29,209	30,708
SALARIES AND WAGES	17,963	20,644	22,406	24,987	26,523	27,885
SOCIAL CONTRIBUTIONS	2,522	2,734	3,242	2,517	2,686	2,823
GOODS AND SERVICES	48,501	36,117	54,440	45,829	48,343	50,057
ADMINISTRATIVE FEES: PAYMENTS	1,773	1,572	1,094	905	955	988
ADVERTISING	193	393	100	26	27	28
MINOR ASSETS (ASSETS < R5000)	141	107	157	176	186	191
AUDIT COST: EXTERNAL	-	-	-	-	-	-
BURSARIES (EMPLOYEES)	-	-	-	-	-	-
CATERING: DEPARTML ACTIVITIES	1,589	2,042	852	767	808	836
COMMUNICATION	89	93	258	253	267	276
COMPUTER SERVICES	-	106	298	303	320	331
CONS/PROF: BUSINESS&ADVISORY SERV	775	995	2,118	2,468	2,604	2,696
CONS/PROF: LEGAL COST	1,337	906	4,749	4,936	5,208	5,394
CONTRACTORS	91	-	132	128	135	140
AGENCY & SUPRT/OUTSOURCED SERVICES	-	-	-	-	-	-
ENTERTAINMENT	-	143	-	-	-	-
FLEET SERVICES (F/SER)	2,540	801	-	-	-	-
CONS SUPPLIES	127	124	85	59	62	64
STATIONERY AND PRINTING	312	533	811	532	559	578
OPERATING LEASES	-	348	-	-	-	-
RENTAL & HIRING	254	-	104	226	239	248
PROPERTY PAYMENTS	-	-	-	-	-	-

SUB-PROGRAMMES	AUDITE	YEARS	AENE		MTEF YEARS	
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R′000	R′000	R′000	R′000	R′000
TRANSPORT PROVIDED DEPT ACTIVITY	-	-	-	-	-	-
TRAVEL AND SUBSISTENCE	31,855	21,108	33,095	27,602	29,115	30,148
TRAINING & DEVELOPMENT	788	929	1,179	1,221	1,289	1,336
OPERATING PAYMENTS	674	605	1,545	1,394	1,470	1,522
VENUES AND FACILITIES	5,963	5,312	7,863	4,833	5,099	5,281
INTEREST ON RENT AND LAND	-	-	-	-	-	-
TRANSFERS AND SUBSIDIES	97	35	-	-	-	-
PROVINCIAL AND LOCAL GOVERNMENTS	-	-	-	-	-	-
DEPARTMENTAL AGENCIES & ACCOUNTS	-	-	-	-	-	-
HIGHER EDUCATION INSTITUTIONS	-	-	-	-	-	-
NON PROFIT INSTITUTIONS (NPI)	-	-	-	-	-	-
HOUSEHOLDS (HH)	97	35	-	-	-	-
PAYMENT FOR CAPITAL ASSETS	12 491	8 883	1 345	1 949	2 011	476
BUILDINGS & OTHER FIX STRUCT	-	-	-	-	-	-
MACHINERY AND EQUIPMENT	12,392	8,883	1,345	1,949	2,011	476
TRANSPORT EQUIPMENT	11,801	8,360	-	-	-	-
OTHER MACHINERY & EQUIPMENT	591	523	1,345	1,949	2,011	476
SOFTWARE & INTANGIBLE ASSETS	99	-	-	-	-	-
PAYMENTS FOR FINANCIAL ASSETS	50	-	-	-	-	-
TOTAL	81 624	68 413	81 433	75 282	79 563	81 241

7.9.1. Expenditure Analysis

The programme has an allocated budget of R75.3 million for the 2020/21 financial year, which increases to R81.2 million in 2022/23. The increase in the expenditure is for the increased number of judicial training conducted for the upcoming financial year. During the 2020/21 financial year, R50.6 million is budgeted for the provision of judicial education and training through the South African Judicial Education Training, while R25.7 million is budgeted for the Judicial Service Commission sub-programme over the MTEF period, which provides secretariat and administrative support to the Judicial Service Commission. The department also ensures judicial accountability by administering a record of judges' registrable interests, as informed

by section 13 of the Judicial Service Commission Act (1994). Expenditure for this work is in the Judicial Policy, Research and Support sub-programme, which has a budget of R52.5 million over the MTEF period.

The number of personnel for Programme 3 is expected to increase from 107 officials at a cost of R27.5 million, to 122 officials in 2022/23 at a cost of R30.7 million. The slight increase in the number of personnel and the budget in this programme are consistent with the expected increase in the number judicial education courses to be conducted over the MTEF, as well as continued effective support to the JSC.

8. KEY RISKS FOR 2020/21 FINANCIAL YEAR

The table below provides the key risks of the department which are aligned to the three outcomes. The root causes and mitigation strategies are also provided per risk.

Table 11: Key Risks per outcome

OUTCOME	RISK PER OUTCOME	ROOT CAUSES	RISK MITIGATION
Effective and efficient administration support	Inability to fully capacitate the OCJ.	Inability to attract critical and relevant scarce skills due to budget constraints and the Department of Public Service and Administration (DPSA) prescripts.	 Reprioritization of budget to fund critical posts. Manage the implementation of the approved OCJ Structure within the budget constraints and DPSA requirements.
	Possible exposure to Fraud and Corruption	Inability to detect the incidents of fraud and corruption.	 Reinforcement of the reporting procedures in the courts. Strengthen internal controls relating to financial management and court order processes. Continuous investigation of the cases (in collaboration with SAPS). Develop the schedule of the Internal Court Order Integrity Committee (COIC) meetings and monitor the implementation thereof. Strengthen awareness on fraud and corruption within OCJ.
2. Improved court efficiency	 Inefficient administration of the courts Inadequate administrative support to ensure court efficiency 	 Inadequate implementation of Standard Operating Procedures (SOPs), Registrars Code & Court Rules Non-adherence to legislated court procedures. Inadequate maintenance of the systems 	 Monitor the implementation of the SOPs, Registrars Code & Court Rules and compile a monitoring report. Monitor performance and compliance to legislated court procedures and compile report. Conduct routine maintenance and regular monitoring of the systems.
3. Enhanced judicial education and support	Inadequate resources to conduct judicial education and provide support	 Insufficient number of Judicial Educators assigned to SAJEI to facilitate and coordinate training Lack of automated administrative systems for the management of Judges conditions of service. 	 Implementation of the e-learning module for Judicial Education. To develop and implement automated administrative system for the management of Judges conditions of service.

9. PUBLIC ENTITIES

The OCJ does not have public entities.

10. INFRASTRUCTURE PROJECTS

The infrastructure projects for the Superior Courts which are supported and managed by the OCJ are accounted for within the budget of the DoJ&CD as capital infrastructure and leases were excluded from

the functions which were transferred to the OCJ from the DoJ&CD. The OCJ currently does not have any infrastructure projects planned or being implemented under its budget vote.

11. PUBLIC-PRIVATE PARTNERSHIPS

There are no Public- Private Partnerships applicable for the OCJ.





PROGRAMME 1: ADMINISTRATION

Indicator Title	1.1 Audit outcome for the OCJ
Definition	The indicator measures good governance in the administration of the OCJ through the achievement of a clean audit opinion/outcome by 2020/21, and maintaining it in the outer years as a result of compliance with relevant legislation and regulatory prescripts. This includes the Public Finance Management Act, 1999 (Act No 1 of 1999) (PFMA), Treasury Regulations, Public Service Act, 1994 (Act No 10 of 1994) and Regulations, as well as other applicable prescripts in the use of Department's resources. A clean audit opinion/outcome will be achieved through ensuring that the Annual Financial Statements (AFS) of the Department are free from material misstatements (i.e. a financially unqualified audit opinion), and there are no material findings on reporting of pre-determined objectives or non-compliance with legislation.
Source of Data	Auditor-General South Africa (AGSA) final audit report
Method of Calculation / Assessment	Qualitative
Means of Verification	Departmental Annual report
Assumptions	 Annual Audit conducted at the OCJ No material findings on the compliance with laws and regulations as well as predetermined objectives
Disaggregation of beneficiaries (where applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Clean Audit Outcome
Indicator Responsibility	Chief Financial Officer
Indicator Title	1.2. Percentage of tenders in the department's procurement plan awarded to suppliers with level 4 and above BBBEE status
Definition	The indicator measures the percentage of tenders in the OCJ's procurement plan that are awarded to suppliers with level 4 and above BBBEE status, with the main aim of empowering the previously disadvantaged individuals with business opportunities.
Source of Data	BAS and JYP
Method of Calculation / Assessment	Quantitative (Number of tenders awarded to suppliers with level 4 and above BBBEE status divide by total number of Tenders awarded) x 100
Means of Verification	Signed report on departmental tenders
Assumptions	All bidders supply the required services
Disaggregation of beneficiaries (where applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for PDI's: 80%
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative Non-Cumulative

Reporting Cycle	Annual
Desired Performance	High number of tenders awarded to level 4 or above BBBEE suppliers
Indicator Responsibility	Chief Financial Officer
indicator Responsibility	Chief i mandal Onicei
Indicator Title	1.3. Percentage of designated employees (SMS members & other categories) ¹⁰ who submitted financial disclosures within timeframes
Definition	The indicator is meant to monitor compliance of the financial disclosure by the SMS members on the e-Disclosure and other categories of employees, as required in terms of regulation 16 (c), 17 (2) and 18 (3) of the Public Service Regulations and other Department of Public Service and Administration (DPSA) prescripts. Other categories of employees refers to employees other than Senior Management Services members determined by the Minister of Public Service and Administration as defined in the DPSA prescripts.
Source of Data	e-Disclosures
Method of Calculation /	Quantitative
Assessment	Q1 target: (Number of SMS members who disclosed their financial interest through e-Disclosure within pre-scribed timelines / total number of OCJ SMS members) X 100
	Q2 target: (Number of other categories who disclosed their financial interest through e-Disclosure within prescribed timelines/ Total Number of other categories of employees who are required to disclose in terms of the DPSA prescripts) x100
Means of Verification	Consolidated compliance report (SMS disclosures to be reported in Q1 and other categories to be reported in Q2)
Assumptions	All SMS members and all categories will complete the e-Disclosures
Disaggregation of beneficiaries (where applicable	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Contribution to spatial transformation priorities: N/A
(where applicable)	Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Full compliance with the e-Disclosure prescripts
Indicator Responsibility	Chief Risk Officer
Indicator Title	1.4. Percentage of vacant posts on funded establishment
Definition	This is the level of funded vacant posts on PERSAL in a financial year which should be maintained to less than 10% or lower in line with the DPSA guideline. Funded vacant posts refer to posts that are on the approved establishment which are funded in accordance with the compensation of employees' budget.
Source of Data	PERSAL
Method of Calculation / Assessment	Quantitative (Total number of funded vacant posts as at 31 March [annually] / Total number of approved funded posts as at 31 March [annually] x 100)
Means of verification	PERSAL establishment report and summary report compiled by the Human Resource Management Unit.
Assumptions	Market to provide people with relevant skills and competencies
Disaggregation of	Target for Women: In line with the recruitment plan
beneficiaries (where applicable	 Target for Youth: In line with the recruitment plan Target for People with Disabilities: In line with the recruitment plan

¹⁰ The indicator does not include the disclosures that are done by newly appointed employees, which must be done within 30 days of assumption of duty. This process is still managed by the department on a continuous basis.

Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	A low vacancy rate (optimally capacitated department through a reduced vacancy rate)
Indicator Responsibility	Chief Director: Human Resource Management and Development
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Indicator Title	1.5. Percentage of staff in the department comprised of youth
Definition	The indicator measures the percentage of the OCJs staff complement that is comprised of the youth. The youth definition/ age used is in line with the National Youth Commission Act which defines youth as any persons between the age of 14 and 35.
	*However, the recruitment of youth will consider the legal age allowed in terms of Section 43 of the Basic Conditions of Employment Act, 1997.
Source of Data	PERSAL
Method of Calculation / Assessment	Quantitative (Number of youth in the staff complement divide by Total staff complement) x 100
Means of Verification	PERSAL establishment report and summary report compiled by the Human Resource Management Unit
Assumptions	Youth apply for opportunities at the OCJ
	The turnover rate for youth who work at the OCJ is reduced
Disaggregation of beneficiaries	Target for Women: N/A Target for Women: N/A
(where applicable)	Target for Youth: 30%Target for People with Disabilities: N/A
Spatial Transformation	Contribution to spatial transformation priorities: N/A
(where applicable)	Spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	30% of OCJ staff is comprised of youth
Indicator Responsibility	Chief Director: HRM&D
Indicator Title	1.6. Percentage of women representation in Senior Management Service (SMS)
Definition	This indicator measures the percentage of women representation in senior management service (SMS) in the department to ensure that women are equally represented at the senior management levels in the department.
Source of Data	PERSAL
Method of Calculation / Assessment	Quantitative (Total number of women at SMS levels/Total number of SMS employees) x 100
Means of Verification	Signed report on the number of women at Senior Management Service (SMS)
Assumption	Women apply and meet the requirements for SMS opportunities
Disaggregation of	• Target for Women: 50%
beneficiaries (where applicable)	Target for Youth: N/A
(where applicable)	Target for People with Disabilities: N/A
Spatial Transformation	Contribution to spatial transformation priorities: N/A
(where applicable)	Spatial impact area: N/A

Calculation Type	Cumulative
Reporting Cycle	Bi-Annual
Desired Performance	Maintain minimum of 50% women representation at SMS level
Indicator Responsibility	Chief Director: Human Resources Management and Development
Indicator Title	1.7. Percentage of people with disabilities representation in the department
Definition	This indicator measures the number of people with disabilities in the department against the establishment, to ensure that people with disabilities are represented in the employment of the department.
Source of Data	PERSAL
Method of Calculation / Assessment	Quantitative (Number of people with disabilities in the department/ Total OCJ's establishment) \times 100
Means of Verification	Signed report on the number of people with disabilities in the staff establishment
Assumption	People with disabilities apply and meet the requirements for advertised opportunities
Disaggregation of beneficiaries (where applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: 2%
Spatial Transformation	Contribution to spatial transformation priorities: N/A
(where applicable)	Spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-Annual
Desired Performance	2% of people with disabilities
Indicator Responsibility	Chief Director: Human Resources Management and Development
Indicator Title	1.8. Caselines System implemented at Service Centers
Definition	This indicator measures the implementation of the Caselines System at the Superior Courts Service Centres. Caselines System, is a cloud-based digital platform which manages court evidence to ensure optimised court proceedings.
Source of Data	Pilot and roll-out plan
Method of Calculation / Assessment	Qualitative
Means of Verification	Signed pilot/ roll-out report
Assumption	There will be financial resources to roll-out the system
Disaggregation of	Target for Women: N/A
beneficiaries	Target for Youth: N/A
(where applicable)	Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Contribution to spatial transformation priorities: N/ASpatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-Annual
Desired Performance	Roll-out of Caselines at all Service Centres
Indicator Responsibility	Chief Information Officer

PROGRAMME 2: SUPERIOR COURT SERVICES

Indicator Title	2.1. Percentage of default judgments finalised by Registrars within 14 days from date of receipt of application				
Definition	This indicator measures the percentage of default judgments finalised by registrars within 14 working days from date of receipt of application by the court. Default judgments finalised means those are granted, refused, or referred to open court.				
Source of Data	Default Judgment Application and Order				
Method of Calculation / Assessment	Quantitative (Total number of default judgments finalised within 14 working days / Total number of default judgments finalised x 100)				
Means of verification	Default Judgment files and the register				
Assumptions	Default judgment matters brought before the Registrars comply with the court rules				
Disaggregation of Beneficiaries (where Applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 				
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A 				
Calculation Type	Non-cumulative				
Reporting Cycle	Quarterly				
Desired Performance	Speedy finalisation of default judgements by Registrars				
Indicator Responsibility	Chief Director: Court Administration				
Indicator Title	2.2. Percentage of taxations of legal bills of costs finalised within 60 days from date of set down				
Definition	This is the taxation of legal costs finalised by registrars within 60 working days from date of first set down. Finalised within 60 days means bills of costs that are taxed and settled.				
Source of Data	Proof of set down, Bill of legal costs				
Method of Calculation/ Assessment	Quantitative (Total number of taxations of legal bills of costs finalised within 60 working days / Total Number of taxations of legal bills of costs finalised x 100)				
Means of Verification	Taxations of legal bills of costs Register				
Assumptions	Taxations of legal costs matters brought before the registrars comply with the court rules				
Disaggregation of Beneficiaries (where Applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 				
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A 				
Calculation type	Non-cumulative				
Reporting Cycle	Quarterly				
Desired Performance	Speedy finalization of taxations by Registrars				
Indicator Responsibility	Chief Director: Court Administration				

Indicator Title	2.3. Percentage of warrants of release (J1) delivered within one day of the release issued					
Definition	This indicator measures the percentage of warrants of release that are delivered to the correctional institutions within one day of the release issued					
Source of Data	Warrant of release (J1)					
Method of Calculation/ Assessment	Quantitative (Total number of warrants of release delivered within one day of the release issued / Total number of warrant of release issued x 100)					
	*One day refers to a calendar day.					
Means of Verification	Warrant of release (J1) register and proof of delivery of warrant of release (J1) to the Department of Correctional Services.					
Assumptions	There is an official at the correctional institution where the warrant of release is being delivered to receive the warrant of release					
Disaggregation of Beneficiaries (where Applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 					
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A 					
Calculation type	Non-cumulative Non-cumulative					
Reporting cycle	Quarterly					
Desired Performance	All warrants of release (J1) delivered within timeframes					
Indicator Responsibility	Chief Director: Court Administration					
Indicator Title	2.4. Number of monitoring reports on Law Reporting Project produced					
Definition	The indicator measures the number of monitoring reports produced on the Law Reporting project.					
Source of Data	Report of Law Reporting Initiatives implemented					
Method of Calculation/ Assessment	Quantitative (Simple Count of the number of reports produced against the set target)					
Means of verification	Signed monitoring Reports on Law Reporting Project					
Assumptions	The law reporting project is implemented					
Disaggregation of Beneficiaries (where Applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 					
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A 					
Calculation type	Cumulative					
Reporting Cycle	Quarterly					
Desired Performance	Compilation and Publication of Law Reports					
Indicator Responsibility	Chief Director: Court Administration					

Indicator Title	2.5. Number of Judicial Case Flow Management performance reports produced					
Definition	The indicator measures the number of reports produced on the monitoring of implementation of Uniform Rules of Court on Judicial case flow management.					
Source of Data	Case flow Register, Judges Secretary Register and Judicial Case Flow Management Monthly Reports					
Method of Calculation/ Assessment	Quantitative (Simple Count of the number of judicial relations meetings reports produced)					
Assumptions	Superior Courts implements the Judicial Case Flow Management project					
Means of verification	Signed Judicial Case Flow Management performance reports					
Disaggregation of Beneficiaries (where Applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 					
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A 					
Calculation type	Cumulative					
Reporting Cycle	Quarterly					
Desired Performance	Enhanced case flow management.					
Indicator Responsibility	Chief Director: Court Administration					
Indicator Title	2.6. Number of reports on enhancement of court order integrity produced					
Definition	This indicator measures the monitoring of the court order integrity project, which is being driven by the Court Order Integrity Committee (COIC). This is done by monitoring and reporting on the					

Indicator Title	2.6. Number of reports on enhancement of court order integrity produced					
Definition	This indicator measures the monitoring of the court order integrity project, which is being driven by the Court Order Integrity Committee (COIC). This is done by monitoring and reporting on the work of the Committee					
Source of Data	Fraudulent Court Orders register / Proof of enhancement initiatives implemented.					
Method of Calculation/ Assessment	Quantitative (Simple count of the number of reports produced against the set target)					
Means of verification	Signed Quarterly monitoring reports on Court Order Integrity Project					
Assumptions	The Court Order Integrity Committee meetings takes place every quarter and there are reported fraudulent court orders					
Disaggregation of Beneficiaries (where Applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 					
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A 					
Calculation type	Cumulative					
Reporting Cycle	Quarterly					
Desired Performance	Improved control measures on court orders					
Indicator Responsibility	Chief Director: Court Administration					

PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT

Indicator Title	3.1. Number of judicial education courses conducted					
Definition	This is the quantification of judicial education courses offered to serving and aspiring Judicial Officers per year. Judicial education courses refer to both substantive (e.g. civil court skills) and soft skills (e.g. communication in the court room) courses offered to Judicial Officers which are decided upon by the SAJEI Council and Curriculum Committee of SAJEI.					
Source of data	Course outline, the list of courses offered and nominees					
Method of Calculation / Assessment	Quantitative (Simple count of the number of judicial education courses conducted against the set target)					
Means of verification	Signed training attendance registers					
Assumptions	 The target will be achieved unless there are ad-hoc requests informed by operational needs at the courts, legislative/or policy changes. Availability of resources and attendees for courses 					
Disaggregation of	Target for Women: N/A					
Beneficiaries	Target for Youth: N/A					
(where applicable)	Target for People with Disabilities: N/A					
Spatial Transformation	Contribution to spatial transformation priorities: N/A					
(where applicable)	• Spatial impact area: N/A					
Reporting Cycle	Quarterly					
Desired performance	A high number of judicial education courses conducted contributing to improved service delivery					
Indicator Responsibility	CEO: SAJEI					
Indicator Title	3.2. Number of research monographs on judicial education produced per year					
Definition	This refers to the number of specialised research papers that will be produced with specific focus areas on judicial education.					
Source of data	Questionnaires and interviews					
Method of Calculation / Assessment	Quantitative (Simple count of the number of monographs produced against the set target)					
Means of verification	Monographs (research papers) produced					
Assumptions	Adequate response to questionnaires and interviews					
Disaggregation of Beneficiaries	Target for Women: N/A Target for Women: N/A					
(where applicable)	 Target for Youth: N/A Target for People with Disabilities: N/A 					
Spatial Transformation	Contribution to spatial transformation priorities: N/A					
(where applicable)	Spatial impact area: N/A					
Calculation Type	Cumulative					
Reporting Cycle	Bi-Annual					
Desired performance	Improved judicial education curricula					
Indicator Responsibility	CEO: SAJEI					

Indicator Title	3.3. Number of monitoring reports on litigation produced					
Definition	This is the number of monitoring reports on litigation against the department produced in order to provide progress on the management of the litigation in the department.					
Source of data	Litigation Instruction letters					
Method of Calculation / Assessment	Quantitative (Simple Count of the number of litigation reports produced against the set target)					
Means of verification	Signed summary report on litigation					
Assumptions	There are litigation matters against the department					
Disaggregation of Beneficiaries (where applicable)	 Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A 					
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities: N/A Spatial impact area: N/A 					
Calculation Type	Cumulative					
Reporting Cycle	Quarterly					
Desired performance	Compliance with legal prescripts					
Indicator Responsibility	Head: Legal Services					
Indicator Title	3.4. Number of reports on judicial appointments and judicial complaints produced					
Indicator Title Definition	3.4. Number of reports on judicial appointments and judicial complaints produced This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and secretariat support provided by the OCJ).					
	This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and					
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Definition Source of data Method of Calculation /	This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and secretariat support provided by the OCJ). Meetings in terms of the JSC Act					
Source of data Method of Calculation / Assessment	This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and secretariat support provided by the OCJ). Meetings in terms of the JSC Act Quantitative (Simple count of the number of reports produced against the set targets) Signed quarterly reports and annual report on judicial appointments and complaints					
Definition Source of data Method of Calculation / Assessment Means of verification	This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and secretariat support provided by the OCJ). Meetings in terms of the JSC Act Quantitative (Simple count of the number of reports produced against the set targets) Signed quarterly reports and annual report on judicial appointments and complaints proceedings/ sessions					
Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries	This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and secretariat support provided by the OCJ). Meetings in terms of the JSC Act Quantitative (Simple count of the number of reports produced against the set targets) Signed quarterly reports and annual report on judicial appointments and complaints proceedings/ sessions Meetings to take place as planned Target for Women: N/A Target for Youth: N/A					
Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation	This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and secretariat support provided by the OCJ). Meetings in terms of the JSC Act Quantitative (Simple count of the number of reports produced against the set targets) Signed quarterly reports and annual report on judicial appointments and complaints proceedings/ sessions Meetings to take place as planned Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A					
Definition Source of data Method of Calculation / Assessment Means of verification Assumptions Disaggregation of Beneficiaries (where applicable) Spatial Transformation (where applicable)	This indicator provides for the quantification of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. administrative and secretariat support provided by the OCJ). Meetings in terms of the JSC Act Quantitative (Simple count of the number of reports produced against the set targets) Signed quarterly reports and annual report on judicial appointments and complaints proceedings/ sessions Meetings to take place as planned Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Contribution to spatial transformation priorities: N/A Spatial impact area: N/A					

Indicator Responsibility Head: JSC (Secretary of the JSC)

ANNEXURE A: DISTRICT DEVELOPMENT MODEL

The district development model is not applicable for the OCJ.



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