

OFFICE OF THE CHIEF JUSTICE

# PERFORMANCE PLAN

## 2023/24 ANNUAL PERFORMANCE PLAN



OFFICE OF THE CHIEF JUSTICE  
REPUBLIC OF SOUTH AFRICA





# TABLE OF CONTENTS

Executive Authority Statement by the Minister of Justice and Correctional Services	4
Accounting Officer Statement by the Secretary General	6
Official Sign-Off	8
<b>PART A: OUR MANDATE</b>	<b>9</b>
1. Constitutional mandate	10
2. Legislative and policy mandates	10
3. Institutional policies and strategies over the five-year planning period	13
3.1 Contribution to the National Development Plan	13
3.2 Contribution to the Revised Medium-Term Strategic Framework	13
4. Relevant court rulings	14
<b>PART B: OUR STRATEGIC FOCUS</b>	<b>15</b>
5. Vision, mission, and values	16
6. Updated situational analysis	17
6.1 External environmental analysis	17
6.2 Internal environmental analysis	24
6.3 Theory of Change	31
<b>PART C: MEASURING OUR PERFORMANCE</b>	<b>35</b>
7. Institutional Programme Performance Information	36
<b>Programme 1: Administration</b>	<b>36</b>
7.1 Outcomes, outputs, performance indicators, and targets	37
7.2 Explanation of planned performance over the medium-term period	40
7.3 Programme resource considerations	42
<b>Programme 2: Superior Court Services</b>	<b>44</b>
7.4 Outcomes, outputs, performance indicators, and targets	45
7.5 Explanation of planned performance over the medium-term period	46
7.6 Programme resources considerations	48

## TABLE OF CONTENTS *continued*

<b>Programme 3: Judicial Education and Support</b>	51
7.7 Outcomes, outputs, performance indicators, and targets	52
7.8 Explanation of planned performance over the medium-term period	53
7.9 Programme resource considerations	54
8. Updated Key risks and mitigations	56
9. Public Entities	57
10. Infrastructure Projects	57
11. Public-Private Partnerships	57
<b>PART D: TECHNICAL INDICATOR DESCRIPTIONS</b>	59
Programme 1: Administration	60
Programme 2: Superior Court Services	69
Programme 3: Judicial Education and Support	72
Annexure A: District Development Model	75
<b>LIST OF TABLES</b>	
Table 1: Other legislative and policy mandates	11
Table 2: Outcomes, outputs, performance indicators, and annual targets	37
Table 3: Output indicators, annual and quarterly targets for 2023/24 FY	39
Table 4: MTEF budget for Programme 1: Administration	42
Table 5: Outcomes, outputs, output indicators, and annual targets	45
Table 6: Output indicators, annual and quarterly targets for 2023/24 FY	46
Table 7: MTEF budget for Programme 2: Superior Court Services	48
Table 8: Outcomes, outputs, performance indicators, and annual targets	52
Table 9: Output indicators, annual and quarterly targets for 2023/24 FY	53
Table 10: MTEF budget for Programme 3: Judicial Education and Support	54
Table 11: Key risks per outcome	56
<b>LIST OF FIGURES</b>	
Figure 1: Hierarchal structure of the Superior Courts	24
Figure 2: Macro-organisational structure of the OCJ	26
Figure 3: Theory of Change	32

# ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
AGSA	Auditor-General South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
BAS	Basic Accounting System
B-BBEE	Broad-Based Black Economic Empowerment
BCM	Business Continuity Management
BCMS	Business Continuity Management System
Constitution	Constitution of the Republic of South Africa, 1996
COIC	Court Order Integrity Committee
COVID-19	Coronavirus Disease of 2019
CSD	Central Supplier Database
DDG	Deputy Director-General
DoJ&CD	Department of Justice and Constitutional Development
DPME	Department of Planning, Monitoring & Evaluation
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
DTIC	Department of Trade, Industry and Competition
EHW	Employee Health and Wellness
ERRP	Economic Reconstruction and Recovery Programme
ESTA	Extension of Security Tenure Act 62 of 1997
FCS	Family Violence, Child Protection and Sexual Offences unit
FY	Financial Year
GBH	Grievous Bodily Harm
GBVF	Gender-Based Violence and Femicide
GDP	Gross Domestic Product
HRM&D	Human Resource Management & Development
ICT	Information and Communications Technology
JSC	Judicial Service Commission

JYP	Justice Yellow Page
LPA	Legal Practice Act 28 of 2014
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NCA	National Credit Act 34 of 2005
NDP	National Development Plan
NT	National Treasury
OCJ	Office of the Chief Justice
OCJBAC	Office of the Chief Justice Bid Adjudication Committee
OHS	Occupational Health and Safety
PESTEL	Political, Economic, Social, Technological, Environmental and Legal factors
PFMA	Public Finance Management Act 1 of 1999
PIE	Prevention of Illegal Eviction
PPPFA	Preferential Procurement Policy Framework Act 5 of 2000
PSR	Public Service Regulations, 2016
QLFS	Quarterly Labour Force Survey
SAJEI	South African Judicial Education Institute
SAPS	South African Police Service
SARB	South African Reserve Bank
SCM	Supply Chain Management
SDG	Sustainable Development Goals
SG	Secretary General
SHERQ	Safety, Health, Environment, Risk and Quality
SMS	Senior Management Service
SMMEs	Small, Medium and Micro Enterprises
SOPs	Standard Operating Procedures
SSA	State Security Agency
StatsSA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
WEPS	Women's Empowerment Principles
WPRPD	White Paper on the Rights of Persons with Disabilities
WSP	Workplace Skills Plan

# EXECUTIVE AUTHORITY STATEMENT

*By the Minister  
of Justice and  
Correctional Services*



**Mr Ronald Lamola, MP**

The Office of the Chief Justice (OCJ) was established by Government as a constitutional imperative to provide effective administrative and technical support to the Chief Justice as the Head of the Judiciary. In order for the OCJ to continue to provide this support, capacitation as it relates to human resources, information systems and infrastructure coupled with financial resources remains a priority.

The Judiciary is one of the three Arms of State and it is vested with judicial authority in terms of section 165 of the Constitution of the Republic of South Africa, 1996. The Judiciary is also enjoined by the Constitution to be independent and subject only to the Constitution and the law, which it must apply impartially without fear, favour, or prejudice. Section 165 (4) of the Constitution further requires organs of State to assist and protect the dignity, accessibility, effectiveness, and independence of the Judiciary. The establishment of the OCJ is one of Government's critical initiatives in fulfilling these constitutional obligations and is also one of the watershed moments in our constitutional democracy.

The OCJ has developed this Annual Performance Plan (APP) for the 2023/24 Financial Year (FY) to execute its constitutional mandate of providing administrative support to the Judiciary. To effectively discharge this mandate, the OCJ will focus its attention on the following strategic goals during the Medium-Term Expenditure Framework (MTEF):

- Ensure the effective and efficient administration of the OCJ;
- Improved administration and technical support to the Judiciary; and
- Ensure administrative support to the Superior Courts.

To enhance service delivery, the education and training for both serving and aspirant Judicial Officers will continue to be a priority for the OCJ in the 2023/24 FY. This will contribute towards the transformation of the Judiciary. Increasing the number of Judicial Officers on the bench in conformity with constitutional obligations remains a priority. In this regard, the resourcing and capacitation of the South African Judicial Education Institute (SAJEI) remains crucial in ensuring that available education and training courses are offered to serving and aspirant Judicial Officers.



The Government has made a commitment to turn the tide against corruption in public institutions and to continue to fight fraud and collusion in the public sector and/or between the public sector and private sector. The fight against and elimination of fraud and corruption remains one of Government's priorities, and the OCJ will continue to intensify its own strong measures to fight the scourge of fraud and corruption in the Department. In addition, the OCJ will continue to promote a culture of professionalism, ethics and good governance.

In conclusion, the achievement of the targets as set out in this APP will rest on, amongst others:

- The collective commitment of officials in the OCJ;
- The implementation of this APP; and
- The optimal utilisation of available resources in this challenging economy of the country.

The Government will maintain its commitment and support to the OCJ to enhance the independence of the Courts.

It is my pleasure to present the APP of the OCJ for the 2023/24 FY, which is informed by the Strategic Plan for 2020/21 – 2024/25. This APP will contribute towards achieving the targets set out for the MTEF.

**Mr Ronald Lamola, MP**

Minister of Justice and Correctional Services



# ACCOUNTING OFFICER STATEMENT

*By the  
Secretary General*



**Ms Memme Sejosengwe**

The OCJ's Annual Performance Plan (APP) for the 2023/24 FY is the fourth plan towards achieving the impact, outcomes and priorities as outlined in the 2020/21–2024/25 OCJ Strategic Plan. This APP seeks to answer the following questions:

- What does the Department seek to achieve?
- What are the timeframes?
- What are the deliverables?
- What resources are available to meet our deliverables? and
- What is the allocation of responsibilities in pursuance of our deliverables?

Despite our Government having lifted the Coronavirus (COVID-19) restrictions, the effect of the COVID-19 pandemic, coupled with the budget restrictions resulting from a suppressed economic environment, still pose limitations to the operations of Government departments. The OCJ, like all Government departments, continued to experience budget cuts which hampered our capacity to perform in line with expectations. Despite these challenges, it remains our aim to continue to discharge our constitutional mandate of supporting the Judiciary effectively and efficiently.

The OCJ's implementation of its mandate, reflected in this planning process, is also guided by the priorities of the National Development Plan – Vision 2030 (NDP) and the revised Medium-Term Strategic Framework (MTSF). The OCJ provides 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 by strengthening judicial governance and the rule of law through ensuring an efficient court system, reducing court administration inefficiencies and ensuring access to justice.



As part of implementing its mandate, the OCJ contributes to Chapter 13 of the NDP (building a capable and developmental State) by, amongst others, ensuring good governance in the administration of the Department; addressing fraud and corruption; promoting an ethical culture; integrating 'Batho Pele' principles into the Department's institutional culture; and adhering to corporate governance principles such as leadership, strategy and performance, as well as risk and stakeholders' management.

We have also strengthened our internal controls and improved processes to ensure that irregularities in our systems are prevented and eradicated. The following remain our priority areas:

- Implementing initiatives that contribute to broadening and improving access to justice and the services of the Superior Courts;
- Ensuring an efficient court system;
- Improving efficiencies in court administration through modernisation of systems, processes and infrastructure;
- Implementing initiatives to address the impact of COVID-19 on the operations of the Courts; and
- Contributing towards the revival of our economy and job creation.

The OCJ APP for the 2023/24 FY is consistent with the Government priorities as outlined in the NDP and Revised MTSF. Our Government has realigned its strategic intent and has adopted a targeted set of focused priorities for the 2019–2024 planning period towards the realisation of the 2030 vision.

The Revised 2019–2024 MTSF requires Government departments to improve focus on the inclusion of women, youth, and people with disabilities; compliance with the Financial Disclosure Framework; modernisation and digitalisation of the departmental processes; economic transformation and job creation; social cohesion and safe communities in the planning cycle. The draft 2023/24 OCJ APP has considered these factors as outlined in the revised MTSF. The OCJ as a National Department, is bound by these priorities and will continue to contribute towards the attainment thereof. The following are OCJ priorities that will contribute to the revised MTSF priorities:

- Addressing fraud and corruption;
- Promoting an ethical culture;
- Implementing equity programmes such as targeting employment and empowerment of youth, women, and people with disabilities in both the recruitment and procurement processes;
- Supporting Small, Medium, and Micro Enterprises (SMMEs) through procurement processes and complying with the Broad-Based Black Economic Empowerment (B-BBEE) standards;
- Ensuring access to a safe and secure environment in the Courts;
- Capacitating and resourcing the Courts to empower them to execute their mandate effectively; and
- Facilitating the training of Judicial Officers.

The OCJ remains committed to its constitutional mandate of supporting the Judiciary and the implementation of Government's mandate as outlined in the NDP and the Revised MTSF. This APP provides continuity towards the realisation of the organisation's priorities and outcomes as outlined in the 2020/21 – 2024/25 Strategic Plan.



**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 Medium-Term Expenditure Framework (MTEF) period.



**Ms Paula Morapedi**  
Chief Financial Officer (Acting)



**Mr Itumeleng Malao**  
Head Official Responsible for Planning



**Adv. Marelize Potgieter**  
DDG: Court Administration Services



**Mr Nakampe Mogale**  
DDG: Corporate Management Services



**Dr Gomolemo Moshoeu**  
CEO: South African Judicial Education Institute



**Ms Memme Sejosengwe**  
Secretary General: Office of the Chief Justice

Approved by:



**Mr Ronald Lamola, MP**  
Minister of Justice and Correctional Services



P  
A  
A

## OUR MANDATE

# OUR MANDATE

## 1. CONSTITUTIONAL MANDATE

The mandate of the OCJ is to provide support to the Judicial Arm of the State to execute 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. No person or organ of State may interfere with the functioning of the Courts. Organs of State, through legislative and other measures, must assist and protect the Courts to ensure their independence, impartiality, dignity, accessibility, and effectiveness.

## 2. LEGISLATIVE AND POLICY MANDATES

The Superior Courts Act, 2013, reaffirms the Chief Justice as the Head of the Judiciary responsible for establishing 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 and 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;
- (b) 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;
- (c) 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) of the Superior Courts Act, 2013, states that any regulation made under subsection (1) must be submitted to Parliament before publication thereof in the Gazette. Other legislative and policies from which the OCJ derives its mandate are provided in the table below:

**Table 1: Other legislative and policy mandates**

SER NO	LEGISLATION/PRESCRIPT	FOCUS AREA	DESCRIPTION
1	Judicial Service Commission Act, 1994 (Act 9 of 1994) (JSC Act)	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 JSC 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 Disclosures of Judges Registrable Interests (made in terms of section 13 (8) of the JSC Act, 1994)	Integrity and Ethics	The Regulations require that Judges disclose their registrable interests to the Registrar of Judges' Registrable Interests. The Registrar of Judges' Registrable Interests is appointed by the Minister in terms of section 13 of the JSC Act, 1994 and is responsible for the maintenance of the Register.
4	South African Judicial Education Act, 2008 (Act 14 of 2008)	Judicial Education and Training	The SAJEI 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 ensures 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 47 of 2001	Judges' remuneration and conditions of service	SAJEI Act deals with the remuneration and conditions of service of Judges. The OCJ only plays an administrative role as part of the Judicial Support functions.
7	Judicial Matters Amendment Act 24 of 2015	Judges' remuneration and conditions of service	In terms of the Judicial Matters Amendment Act, 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 Department of Justice & Constitutional Development (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.

SER NO	LEGISLATION/PRESRIPT	FOCUS AREA	DESCRIPTION
8	Public Service Act, 1994 (Proclamation 104 of 1994)	Establishment of the OCJ	The OCJ was proclaimed a National Department under the Public Service Act, 1994. This Act provides for the organisation and administration of the Public Service.
9	Superior Courts Act 10 of 2013	The Chief Justice reaffirmed as Head of the Judiciary  Allocation of financial resources to the OCJ	This Act empowers the Chief Justice to exercise responsibility over the establishment and monitoring of Norms and Standards for the exercise of judicial functions at all Courts  The Minister of Justice and Correctional Services has, in terms of this Act, delegated certain powers and functions to the SG to provide administrative support functions to the Chief Justice and the Judiciary.  This Act also regulates the allocation of financial resources of the OCJ and designates the SG as the Accounting Officer.
10	Public Finance Management Act 1 of 1999	Public Service Financial Management	This Act regulates financial management in the national Government.

### 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 NDP (Vision 2030) and the revised MTSF as outlined below:

#### 3.1 Contribution to the National Development Plan

The OCJ acknowledges that without a reliable and efficient court system, there can be no quality and accessible justice. Cognisant of this, the APP reaffirms the commitment made in the NDP to strengthen judicial governance and the rule of law. This APP is aligned with the Government's 2019–2024 Revised MTSF, which serves as a building block towards the achievement of the NDP priorities by the year 2030. The OCJ has a duty to support the Judiciary in the realisation of this vision. The OCJ functions under the principle that the full realisation of the country's vision, as articulated in the NDP, will culminate in a country that is accountable and progressive in its political, economic, and social standing. By implementing its mandate, the OCJ provides support to the Judiciary in contributing to promoting accountability and fighting corruption (Chapter 14 of the NDP). The contribution to this NDP priority is done through strengthening judicial governance and the rule of law as follows:

- Accelerating reforms to implement a Judiciary-led 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 and developmental State) by ensuring good governance in the administration of the Department.

#### 3.2 Contribution to the Revised Medium-Term Strategic Framework

Government has realigned its strategic intent and taken an approach of a targeted set of focused priorities for the 2019–2024 planning period as part of efforts to realise the 2030 vision. The revised 2019–2024 MTSF reiterates the need for Government departments to consider the inclusion of women, youth and people with disabilities, compliance with the Financial Disclosure Framework, modernisation and digitalisation of public service processes, economic transformation, and job creation, social cohesion, and safe communities in its planning cycle. The 2023/24 OCJ APP has considered these factors as outlined in the revised MTSF. The OCJ is bound by these priorities and will continue to contribute towards the attainment thereof. The following are the revised MTSF priorities the OCJ contributes towards:

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

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

- Addressing fraud and corruption;
- Promoting an ethical culture;
- Integrating 'Batho Pele' principles into the Department's institutional culture;
- Adhering to corporate governance principles such as leadership, strategy and performance, and risk and stakeholders' management;
- Improving court systems; and
- Modernising court processes and systems.



In contributing towards a capable, ethical, and developmental State, the OCJ will continue to collaborate with various stakeholders, such as the Department of Public Service and Administration (DPSA), the Department of Planning, Monitoring & Evaluation (DPME), National Treasury (NT), the Auditor-General South Africa (AGSA) and the State Security Agency (SSA), in identifying and implementing relevant measures in this regard.

### **(b) Priority 2: Economic transformation and job creation**

Economic transformation and job creation remain the Government's key priority areas. A concerted effort is required from all Government departments, the private sector and civil society to achieve this priority. The OCJ contributes to this priority by implementing equity programmes that target the empowerment of youth, women, and people with disabilities in both the recruitment and procurement processes. In addition, the Department will continue to support SMMEs through its procurement processes and comply with the new Preferential Procurement Regulations, 2022 (PPR, 2022). This contribution will be made through the Department's current programmes, such as the internship programme, departmental recruitment processes and procurement opportunities. To further give effect to this priority, the OCJ will continue to collaborate with various stakeholders, such as the National Treasury and the Department of Trade, Industry and Competition (DTIC).

### **(c) Priority 6: Social cohesion and safer communities**

The OCJ contributes to the Social Cohesion and Safer Communities priority by providing a safe and secure environment in the Courts, improving the efficiency of court processes, as well as capacitating and resourcing the Courts to empower them to execute their mandate effectively. The Department will also continue collaborative partnerships with relevant stakeholders within the criminal justice cluster to ensure a safe and secure environment in the Superior Courts. For this purpose, the OCJ has cultivated effective stakeholder relations with other Government departments on matters of mutual concern. This includes, amongst others, intergovernmental relations with the DoJ&CD wherein matters relating to the transfer of functions from the DoJ&CD to the OCJ are discussed. Furthermore, the OCJ continues to collaborate with the South African Police Service (SAPS) and the Department of Public Works and Infrastructure (DPWI) on matters that affect the departments.

## **4. RELEVANT COURT RULINGS**

There are no relevant court rulings that have impacted on the operations and service delivery obligations of the OCJ.

A woman with long brown hair, wearing a dark blazer, is seated at a desk in a law firm. She is focused on writing on a document with a pen. In the background, there are bookshelves filled with books. The overall lighting is warm and professional.

# PART B

**OUR  
STRATEGIC  
FOCUS**

# OUR STRATEGIC FOCUS

## 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
<b>Respect</b>	<ul style="list-style-type: none"><li>• We treat everyone with dignity, courtesy and understanding; and</li><li>• We ensure respect, protection, promotion, and fulfilment of the values of the Constitution.</li></ul>
<b>Integrity</b>	<ul style="list-style-type: none"><li>• We value openness, honesty, consistency and fairness;</li><li>• We act in good faith in all day-to-day activities and display humility; and</li><li>• We have a commitment to ethics and focus on justice and fairness.</li></ul>
<b>Transparency</b>	<ul style="list-style-type: none"><li>• We are open in our processes and communicate our actions and decisions clearly.</li></ul>
<b>Professionalism</b>	<ul style="list-style-type: none"><li>• We demonstrate the highest levels of competence, efficiency, and ethical values in executing tasks.</li></ul>
<b>Accountability</b>	<ul style="list-style-type: none"><li>• We ensure stringent standards of conduct and are answerable for our performance.</li></ul>
<b>Excellence</b>	<ul style="list-style-type: none"><li>• We are results-oriented and cost-effective when doing our work;</li><li>• We understand customer's needs, respond timeously, efficiently, and effectively to customer's queries and request; and</li><li>• We strive for quality and high performance.</li></ul>

## 6. UPDATED SITUATIONAL ANALYSIS

The updated situational analysis of the OCJ is informed by both external and internal factors that may influence the performance of the Department towards achieving its outcomes and desired impact, as well as ensuring continuous service delivery improvement. The analysis was conducted by assessing the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors as well as conducting the Department's Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

### 6.1 External Environmental Analysis

#### Strategic focus areas

In accelerating reforms to ensure that the Courts are administered efficiently, the Department contributes to Chapter 14 of the NDP by strengthening judicial governance and the rule of law, through the support it provides to the Judiciary. In contributing to the focus areas as outlined in the Strategic Plan, the 2023/24 FY APP will focus on the following:

- Supporting the Chief Justice in ensuring judicial accountability;
- 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 and digitalisation of the systems, processes, and infrastructure; and
- Implementing initiatives meant to address the impact of COVID-19.

#### 6.1.1 Political factors affecting the OCJ and access to justice

The Constitution of the Republic of South Africa, 1996, states that the judicial authority of the country is vested in the Courts. The Courts therefore play an important role in the constitutional principle of separation of state powers in providing checks and balances from the judicial point of view. Separation of state powers means that the power of the State is divided between three interdependent arms of State. These arms are the Executive, Legislature and the Judiciary. The Legislature develops and passes the law. The Executive implements or executes policy or the law, and the Judiciary is responsible for interpreting the law. The Constitution further states that the Judiciary must, in interpreting and applying the law, be independent and impartial.

This distinct role of the Judiciary puts it in a complex position in that it is expected to oversee or preside over litigation affecting other arms of the State in upholding the impartial rule of law. Politicians and senior Government officials, amongst other high-ranking individuals in society, form part of those individuals that Judicial Officers get to preside over for various criminal and civil matters. As a result of the wide public interest garnered by such matters, the Judiciary comes under significant public scrutiny and may even be subjected to malicious attacks from those subjected to judicial scrutiny and test.

Consequently, any unfounded allegations levelled against the Judiciary impact negatively on its image and reputation. Judicial Officers are bound by the Constitution to uphold a high level of professional conduct to ensure that they do not bring the Judiciary into disrepute, and thereby encourage the likely emergence of negative public opinion directed at the integrity and affairs of the Judiciary. The Constitution further states that no person or organ of state may interfere with the functioning of the Courts, which effectively translates to an expectation for Judicial Officers and the Courts to be treated with respect in their area of work. Section 165(6) of the Constitution designates the Chief Justice as the Head of the Judiciary to exercise responsibility over the establishment and monitoring of norms and standards for the exercise of judicial functions of all Courts, while the Minister of Justice and Correctional Services, is the political authority responsible for the management of Courts.

President Cyril Ramaphosa stated in the 2022 State of the Nation Address that corruption is one of the greatest impediments to the country's growth and development. He further reiterated in his 2023 State of the Nation Address that crime and corruption continue to be areas of concern in the country. Fraud and corruption affect all Government departments, including the OCJ, as they affect the budget allocated to it. In line with the Government's priority of fighting corruption, the OCJ has over the years put in place strong measures to prevent fraud and corruption in the Department in response to Government's priority of a capable, ethical, and developmental State as outlined in the revised MTSF 2019/24. The OCJ continues to contribute to Chapter 14 of the NDP, through supporting the Judiciary in the fight against crime, improving access to justice and reducing inefficiencies in court administration through modernisation and digitalisation of the systems, processes, and infrastructure.

### 6.1.2 The impact of the current status of the economy on access to justice

According to Statistics South Africa's (StatsSA's) 2022 second quarter Gross Domestic Product (GDP) report, the country's GDP decreased by 0.7%<sup>1</sup>. This follows an increase of 1.7% in the first quarter of the same year. COVID-19 has magnified the poverty and economic crisis in South Africa due to a decline in investments resulting from poor economic growth. In his opening address at the fourth South Africa Investment Conference in March 2022, President Cyril Ramaphosa alluded that, South Africa like many other countries, is facing huge challenges because of the COVID-19 pandemic, thus the country's economy has been severely affected<sup>2</sup>. He indicated that in an endeavour to raise funds in new investment over a five-year period, out of the R774 billion that was committed during the third South Africa Investment Conference in 2020, only a total of R316 billion has been invested.

The credit rating agency, Moody's, asserted that South Africa's most direct exposure to the Russia-Ukraine military conflict is through higher inflation and related fiscal pressure stemming from social demands. The agency further projected inflation to rise to around 8% above the South African Reserve Bank (SARB) target band of 3%–6% during 2022, and to recede in 2023–24<sup>3</sup>. Subsequently, StatsSA reported that the annual consumer price inflation has increased to 7.8% in July 2022 from 7.4% in June 2022. This is the highest rate since May 2009 when the rate was 8.0%<sup>4</sup>. High inflation has the potential to worsen inequality and poverty in an already unequal and poor society, as it has a higher negative effect on the poorer and the middle-income households than on wealthy households. Households that have recently escaped poverty could be pushed back into it by rising inflation. This can have an impact on the poor's ability to access justice and also put a strain on the justice system as citizens will have to make hard choices between surviving and paying debts, which has a potential of increasing default judgment applications in Superior Courts.

The restrictions imposed to manage the third wave of COVID-19 infections, as well as the July 2021 Civil Unrest, affected the economic gains of the country. South Africa has seen a rise in the unemployment rate caused by low economic growth resulted from long-term decline in investments and worsened by the COVID-19 pandemic. The high unemployment rate and job losses experienced in the past year have an impact of overburdening an already stretched judicial system, by leading to an increase in the caseload and quasi-judicial functions such as default judgments performed by the Judiciary within the limited resource allocation.

<sup>1</sup> Statistics South Africa (StatsSA), 2022. Gross Domestic Product Second Quarter Report.

<sup>2</sup> President Cyril Ramaphosa, 2022. Fourth South Africa Investment Conference Address.

<sup>3</sup> Moody's Investors Service, 2022. Issuer In-Depth Government of South Africa.

<sup>4</sup> Statistics South Africa, 2022. Consumer Price Index.

In his 2022/23 budget speech, the Minister of Finance, Mr Enoch Godongwana, stated that in strengthening the justice system and the Courts, the OCJ will receive an additional budget of R39 million. The budget cuts implemented in the 2020/21 FY due to the ongoing adverse effect of COVID-19 on the country's economy, continue to be felt today and have impacted on the reduced voted budget of the OCJ in the 2022/23 FY. The current budget constraints faced by the OCJ necessitate that the Department finds ways to address its expanding workload by doing more with less in order to continue executing its mandate and deliver on its services despite the economic challenges. The OCJ will continue to prioritise and implement measures to keep Superior Courts operational while ensuring the safety of both Court users and officials. The Department will continue to reprioritise its budget and operations to ensure the delivery of its core services.

In the 2022 State of the Nation Address, the President acknowledged the vulnerability enabled by unreliable electricity supply, and stated that the electricity crisis is one of the greatest threats to the country's economic and social progress. He further emphasised in his 2023 State of Nation Address that "without reliable supply of electricity our efforts to grow an inclusive economy that creates jobs and reduce poverty will not succeed". Power interruptions (load shedding) continue to have a devastating impact on the lives of all South Africans, disrupting economic activities and placing further strains on communities. As the country continues to be subjected to power interruptions, Courts with no alternative power source such as generators, are likely to be affected in their operations, ultimately compromising access to justice and service delivery. The issue of load shedding also threatens the digitisation efforts of the court processes as the system might not be accessible during power interruptions. The Minister of Finance in the 2022 budget speech emphasised the importance of facilitating and implementing the Economic Reconstruction and Recovery Programme (ERRP), in order to yield positive results particularly in electricity supply.

### **6.1.3. Social factors and their influence on the judicial system and court administration**

The StatsSA, in its 2022 Mid-Year Population Estimates, reported that 60.60 million people live in the country. The Gauteng province recorded the largest population, with approximately 16.10 million people (26.6%) living in the province, followed by KwaZulu-Natal with an estimated 11.54 million people (19.0%). Northern Cape remains the province with the smallest share of the South African population with 1.31 million people (2.2%). According to the StatsSA 2022 Mid-Year Population Estimates, about 30.98 million (51.1%) of the population is female<sup>5</sup>. The rapid growth in population has a socio-economic impact which has the potential to overburden the already overstretched Judicial system.

The StatsSA's second Quarterly Labour Force Survey (QLFS) of 2022 reported a decreased unemployment rate by 0.6% to 33.9% compared to 34.5% in the first quarter of 2022<sup>6</sup>. The youth in South Africa continue to be disadvantaged in the labour market with an unemployment rate higher than the national average. The unemployment rate was 61.4% for those aged 15–24 and 41.2% for those aged 25–34 years. The rate of unemployment among women recorded 35.5% compared to 32.6% of men. The report indicates that Black African women were still the most vulnerable with an unemployment rate of 40.6%. In 2022, 47.0% of South African women were recorded as economically inactive. This means that almost half of the working age women in South Africa are out of labour force compared to 35.6% of their male counterparts.

---

<sup>5</sup> Statistics South Africa, 2022. Mid-Year Population Estimates.

<sup>6</sup> Statistics South Africa, 2022. Quarterly Labour Force Survey, Quarter 2.



The country continues to battle with the triple challenge of inequality, poverty, and unemployment. According to the 2022 World Bank Report on Inequality in Southern Africa, South Africa is the most unequal country in the world as it is ranked the first among 164 countries in the World's Bank global poverty data base. Having high wealth inequality leads to opportunities for criminal activities, violence and makes consumption inequality persistent over time<sup>7</sup>. The 2019 South African Sustainable Development Goals (SDGs) Country report recognised that there was still a lot of work that needs to be done in relation to the elimination of violence against women. The report indicated that women between the ages of 18 and 24 years were more likely to have experienced physical violence than older women, with 10% of 18- to 24-year-olds experiencing physical violence in the 12 months prior to the survey, compared to 1.6% of over 65-year-old women. This was also recorded in low-income households, whereby 13.4% of women in the lowest wealth quintile reported having experienced physical violence by their partner.

On 19 August 2022, the Police Minister, General Bheki Cele, MP, delivered the 2022/2023 Quarter one (1) Crime Statistics. He stated that gender-based violence continues to be prioritised by the SAPS within the Family Violence, Child Protection and Sexual Offences unit (FCS), which is entrusted with investigating crimes against women, children, and vulnerable groups. The Minister further reported that over 11 000 women and 1 670 children were victims of cases of assault with Grievous Bodily Harm (GBH). He indicated that the quarterly figures are used as a management tool to guide the operational plans of the SAPS and should also serve as a call of action for Government, business, NGOs, civil society, and communities to come on board in the fight against crime. The Quarter one (1) crime statistics of 2022/23 FY recorded a decrease in crimes such as cases of sexual offences which saw a drop of over 800 cases; 7% in the three categories of assault which includes GBH; as well as contact crimes with a decrease of 2 205 (1.5%). During the fourth quarter of the 2021/22 FY, the Minister of Police indicated that gender-based violence desks have been established at 1 154 police stations in the country. These desks are said to be resourced with police officers trained in gender-based violence related matters such as domestic violence, victim empowerment and sexual offences related programmes. This will ensure that a victim-centred service is provided by officers at police stations. Chapter 15 of the NDP envisions economic participation, education, and skills development of vulnerable groups such as women, children, and persons with disabilities, as well as facilitating interventions to eradicate gender-based violence and femicide by 2030.

The Minister of Justice and Correctional Services, Mr Ronald Lamola, MP, in his 2022/23 FY. Budget Vote Speech for the Department of Justice and Constitutional Development stated that gender-based violence and femicide (GBVF) remain a pervasive challenge in South Africa. Moreover, GBVF is entrenched by patriarchal social norms and belief systems, gender disparity, family dysfunctions, socio-economic inequality, the low social value attached to women and girls, and the lack of accountability at all levels of responsibility. He further emphasised that if men do not take personal accountability, the GBVF problem will continue to traumatise society. The Minister also indicated that the Courts continue to put special emphasis on convictions in sexual offences cases.

The Quarter one (1) Crime Statistics report of 2022/2023 FY shows that of the 6 424 people killed in the country, 855 were women and 243 were children under the age of 17 years. Disturbingly, the murder of women recorded a 53.2% increase, and the murder of children recorded a 46.4% increase during this period. Furthermore, 9 516 people were raped in South Africa during the same period<sup>8</sup>. Therefore, these high numbers of crime in the country warrant South Africans to work together to combat criminal activities. The high level of crime and violence has a potential to overburden the judicial system. This is exacerbated by the OCJ's limited administrative resources which will put pressure on the overall administration of Justice. Moreover, the high unemployment in the country has a potential to prevent disadvantaged citizens from accessing equal and fair justice, given that the inability to access legal and justice services can be both a result and a cause of having little or no income at all.

<sup>7</sup> World Bank, 2022. Report on Inequality in Southern Africa – An assessment of the Southern African Customs union.

<sup>8</sup> South African Police Service, 2022. Quarter One Crime Statistics for 2022/2023 FY.



The 2021 Global Organised Crime Index indicates that South Africa is ranked amongst the most unsafe countries in the world, ranked 19th out of 193 countries on the index measuring global organised criminal activity<sup>9</sup>. Thus, by the year 2030, South African Government intends to have built safer communities to ensure safety of its people and eradication of crime<sup>10</sup>. This means people living in the country should feel safe and the protection of women, children and vulnerable individuals in the society be strengthened. The NDP envisions that communities should have confidence in the criminal justice system to effectively apprehend and prosecute criminals who violate communities' safety. To achieve this, relevant institutions require professional, disciplined, skilled and ethical officials who value their work and are willing to serve the community. It is therefore a matter of priority and imperative to strengthen the South African criminal justice system and initiatives to support social cohesion within communities.

The United Nations Sustainable Development Goals (SDGs) are a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. It is becoming increasingly challenging to meet the 2030 SDGs with COVID-19 still present and other emerging viruses such as monkey pox also threatening livelihoods and our borders. The SDG 5, which seeks to empower women and girls and promote gender equality remains a priority that every sector of society should prioritise. The SDG 5 aims to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life. This is further supported by the South African NDP 2030, which aims to eliminate poverty and reduce inequality by 2030. Moreover, the plan promotes increased educational and economic opportunities for the youth and women to eradicate poverty and reduce gender inequality. The OCJ will continue to contribute towards the attainment of SDG 5 and the NDP by prioritising women representation in all levels of the organisation, including senior management, as well as availing opportunities for youth and people with disabilities.

The Women's Empowerment Principles (WEPs) launched by UN Women and the UN Global Compact and endorsed by the United Nations General Assembly, the G20 and the G7, provides a platform to mobilise business action for implementation of the SDGs, in particular the SDG 5 on gender equality and women's empowerment. These Principles offer guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace, and society. The WEPs are informed by the international labour and human rights standards and are grounded in the recognition that businesses have a stake in, and a responsibility for gender equality and women's empowerment in the workplace. The WEPs allude that achieving gender equality and women's economic empowerment at work requires that the work done by women and men is valued equally, and that they receive equal pay for work of equal value. Despite the widespread support for the principle of equal pay, the gender wage gap persists at about 20% on the global level<sup>11</sup>.

In recent years, South Africa has faced allegations of corrupt activities in its Government departments and State-Owned Entities. This led to the establishment of commissions to investigate such allegations. This means that the Courts should have adequate human resources and plans in place to deal with any influx of cases that may emanate from these commissions. Despite the current resource constraints, the Courts will continue to render services effectively and efficiently to the citizens affected by criminal activities.

---

<sup>9</sup> Global Initiative Against Transnational Organized Crime, 2021. Global Organized Crime Index.

<sup>10</sup> The Republic of South Africa, National Development Plan Vision 2030.

<sup>11</sup> United Nations Entity for Gender Equality and the Empowerment of Women, 2020. The Women's Empowerment Principles (WEPs).

### 6.1.4. Technology and its role in improving access to justice

Technology plays a pivotal role in facilitating, sharing, and providing better access to information. It offers various tools to boost development and improve the exchange of information. The Fourth Industrial Revolution (4IR) presents technology innovation that unlocks new market opportunities, and fuels growth across the global economy. Since the emergence of the COVID-19 pandemic, organisations have had to find different ways of doing business in an effort to continue providing services to the public. This led to organisations relying heavily on technologies that allow ubiquitous access to services. The 2020 Report of the Presidential Commission on the 4th Industrial Revolution indicates that the 4IR must become a citizens' initiative, rooted in communication among sectors of society, to ensure awareness, inclusive participation, and collaborative efforts.

Part of the Presidential Commission's recommendations is the establishment of an institute dealing with artificial intelligence, which is a bedrock technology underpinning the growing connections in cyber-physical and biological systems. This is envisaged to enable the generation of new knowledge and creative technology applications in many sectors. The other recommendation is to secure and avail data to enable innovation that will offer an opportunity to store large sums of data. As such, reliable, integrated, standardised, accurate, and easily accessible data is vital for building e-government services across sectors such as health, transport, and justice. However, this must be safeguarded by strengthening cybersecurity capacity and capabilities<sup>12</sup>.

Technology presents an opportunity to improve operational processes and enhance service delivery. It further plays a significant role in ensuring an efficient court system that guarantees access to justice for all. The OCJ continues to embrace the advantages that technology presents and leverages on it. The modernisation and digitalisation of court systems remain key priority areas for the OCJ to improve access to justice for all by utilising technology in court hearings. The use of technology in court proceedings has proven an invaluable tool in ensuring access to justice and the safety of court users during the COVID-19 pandemic.

The pandemic has therefore encouraged the OCJ to capitalise on the 4IR and, although it has not exclusively propelled the introduction of technologically advanced processes in court operations, it has encouraged a general technological improvement and innovative approach to operations and delivery of services across various sectors. The Judiciary's implementation of court modernisation and digitalisation technologies thus puts it on par with the country's national interest of being globally competitive in matters relating to advanced technology.

The OCJ continues to prioritise the use of technology through the roll-out of its Court Online system. This system is meant to take advantage of the digital transformation initiatives that seeks to reduce the need for physical infrastructure ownership, and leverage on existing technology platforms that includes cloud computing and electronic document management to address the current storage space challenges in Courts.

### 6.1.5 Environmental factors affecting the OCJ service delivery

South Africa has in recent years felt the effects of climate change. Changes in climate have exacerbated as increased temperatures, rainfall variability, increased coastal storms and rising sea levels have impacted on South Africa's natural resources and infrastructure. As a result, the country has experienced extreme weather events associated with climate change such as the recent floods in KwaZulu-Natal, Gauteng, North West and the Eastern Cape provinces. These resulted in significant damage to public infrastructure, which includes the infrastructure of the Courts. This, in turn, threatens accessibility of the OCJ facilities. Heavy rains and floods pose a threat to the OCJ infrastructure as some of the Superior Courts' facilities are old and susceptible to damage under extreme weather conditions. Damage such as leaking roofs may lead to the loss of valuable court records.

---

<sup>12</sup> Department of Communications and Digital Technologies, 2020. The Presidential Commission on the Fourth Industrial Revolution.

According to the 2019 National Climate Change Adaptation Strategy, Climate change has the potential to affect the achievements of the SDGs and delay the country's ability to achieve its priorities. This can also pose risks to opportunities for socio-economic development<sup>13</sup>. Some of the economic activities that are impacted by climate change are the primary sectors such as agriculture and mining, which are among the key sectors that the South African economy depends on.

Goal 13 of the SDGs, which deals with climate action, urges countries to take urgent action to combat climate change and its impacts. The Judiciary utilises a vast amount of paper which is as a result of the judicial system being primarily reliant on printed documents. This dependency on paper-based record keeping has avoidable environmental implications. The OCJ modernisation and digitalisation systems will contribute to the slowing of the rate of climate change.

#### **6.1.6 Legal factors impacting on the judicial system and the administration of Superior Courts**

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. No person or organ of State may interfere with the functioning of the Courts, and an order or decision issued by a Court binds all persons to whom and organs of State to which it applies. The amendment and development of new laws is a continuous process in a democracy, such as the amendment of the Preferential Procurement Regulations, 2017 (PPR). These Preferential Procurement Regulations were repealed and replaced as a result of the 2022 Constitutional Court judgment in the matter between the Minister of Finance and Afribusiness. The Constitutional Court ruled that the PPR, 2017 are unconstitutional as they were not enacted in accordance with the Preferential Procurement Policy Framework Act, 2000 (PPPFA). This necessitated all government departments including the OCJ to align its procurement processes and policies in order to effectively comply with the new revised PPR, 2022.

Newly promulgated and amended Acts or legislation require interpretation, an impact assessment, training, development of directives to accommodate the new or changing legislation, stakeholder engagement and drafting. Both in-house training and stakeholder engagement workshops are conducted after issuing of a directive. The SAJEI continues to provide judicial education and training for Judicial Officers to ensure enhanced service delivery and the transformation of the Judiciary. The continuous development of the legal frameworks requires ongoing training and education for members of the Judiciary. Therefore, SAJEI plays a critical role in facilitating training for Judges and Aspirant Judges.

The OCJ's vision of a single, transformed and independent judicial system, that guarantees access to justice for all, is an important response to the constitutional directive that states, in Section 34, that everyone has the right to have any dispute that can be resolved by the application of law, decided in a fair public hearing before a court or, where appropriate, another independent and impartial tribunal or forum. This indicates that access to justice is a fundamental human right which should not be obstructed. Court user traveling times to Courts is therefore an important indicator of accessibility to justice by citizens.

---

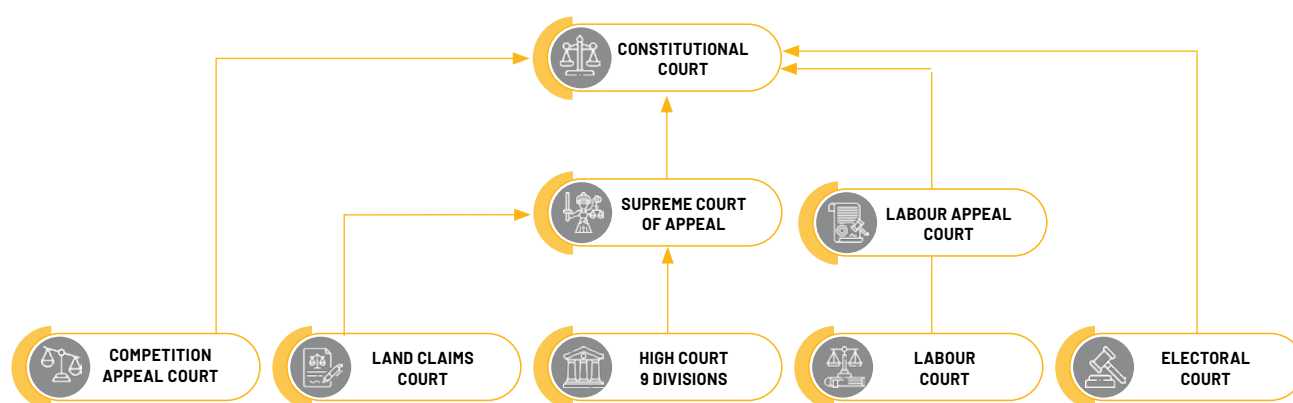
<sup>13</sup> Department of Environment, Forestry and Fisheries. 2019. South Africa's National Climate Change Adaptation Strategy.

According to the University of Cape Town's 2022 Democratic Governance and Rights Unit Report on the state of the Judiciary in Malawi, Namibia, and South Africa, only 8% of South Africans spend 1 hour and slightly more travelling to court, compared to 13% of Namibians and 50% of Malawians<sup>14</sup>. These statistics indicate that justice in South Africa is far more accessible than in the other case study countries. Travelling times and infrastructural issues are some of the more common causes of delays in litigations, leading to backlog cases and delayed access to justice. The report further states that 31% of South Africans learn about the Courts through personal experiences as opposed to 27% of Namibians who learn about their Courts in newspapers and 36% of Malawians who learn about their Courts through the radio. This indicates that more must be done in the OCJ to reach out to members of the public to educate and share information about the Judiciary and administration of Superior Courts as these impact on access to the judicial system. However, the implementation of outreach and educational programmes require financial resources, which are not readily available due to continued budget cuts. The OCJ however has an annual outreach programme that targets the general public and is rolled out through the Courts and implemented in partnerships with community radio stations.

Some of the specific legislation impacting the judicial system and the administration of Superior Courts include the National Credit Act, Act 34 of 2005 (NCA); the Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, Act 19 of 1998 (PIE Act); the Extension of Security Tenure Act, Act 62 of 1997 (ESTA); the Land Reform (Labour Tenants) Act, Act 3 of 1996 (Land Reform Act); and the Legal Practice Act, Act 28 of 2014 (LPA).

### 6.2 Internal Environmental Analysis

The mandate of the OCJ is to support the Judiciary and Superior Courts to ensure the effective and efficient delivery of justice, with the 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 exercising the judicial functions of all Courts, supported by the OCJ. Below is the hierarchal structure 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 1: Hierarchal structure of the Superior Courts**

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

<sup>14</sup> University of Cape Town, 2022. Democratic Governance and Rights Unit Report on the state of the Judiciary in Malawi, Namibia and South Africa.

### 6.2.1 Capacity of the OCJ

The OCJ continues to build a competent workforce that contributes to increasing productivity and growth of the Department in the changing operational environment. Sufficient capacitation of the Department remains a crucial priority to ensure that the OCJ continues to deliver on its mandate efficiently and effectively. The OCJ continues to experience a high staff turnover rate. During the 2021/22 FY the staff turnover rate was 14.7%, which is an increase of 1.7% from the 13% turnover rate observed in the 2020/21 FY. A total of 284 employees left the Department as at the end of 2021/22 FY. Most of the terminations emanated from expired contracts (135 or 47.5%); resignations (104 or 36.6%); transfers (15 or 5.3%); retirement (13 or 4.6%); death (12 or 4.2%); dismissal – misconduct (2 or 1.4%), and discharge due to ill health (1 or 0.4%). This staff turnover rate poses a serious challenge for the Department as experienced staff occupying critical positions are being lost.

This situation has the potential to cause instability and poor service continuity at management and operational levels. To address this challenge, the OCJ will intensify the implementation of its Human Resource Plan to continuously guide the process of attracting, recruiting as well as developing a skilled and capable workforce. Retention of critical skills remains at the top of the agenda of the Department. Therefore, it is the intention of the OCJ to prioritise the development of Human Resource Retention strategy that will contribute towards retaining employees with critical skills.

The OCJ continues to prioritise the capacitation of employees through skills development programmes by providing study assistance opportunities to staff members. This programme aims to enhance and improve the skills and knowledge of employees who wish to further their studies. Over and above the study assistance, the OCJ conducts regular training to build a capacitated workforce. In providing continuous support to the Judiciary, the OCJ will ensure that the Courts are sufficiently capacitated to efficiently deliver court services in line with the standards and the court rules. This will be done through the prioritisation of the necessary and critical skills at the Courts. To ensure good governance within the Department, the OCJ – through its macro-structure – will continue to institutionalise a culture that characterises a caring and service-driven Department. The macro-organisational structure of the Department is depicted in the figure below:

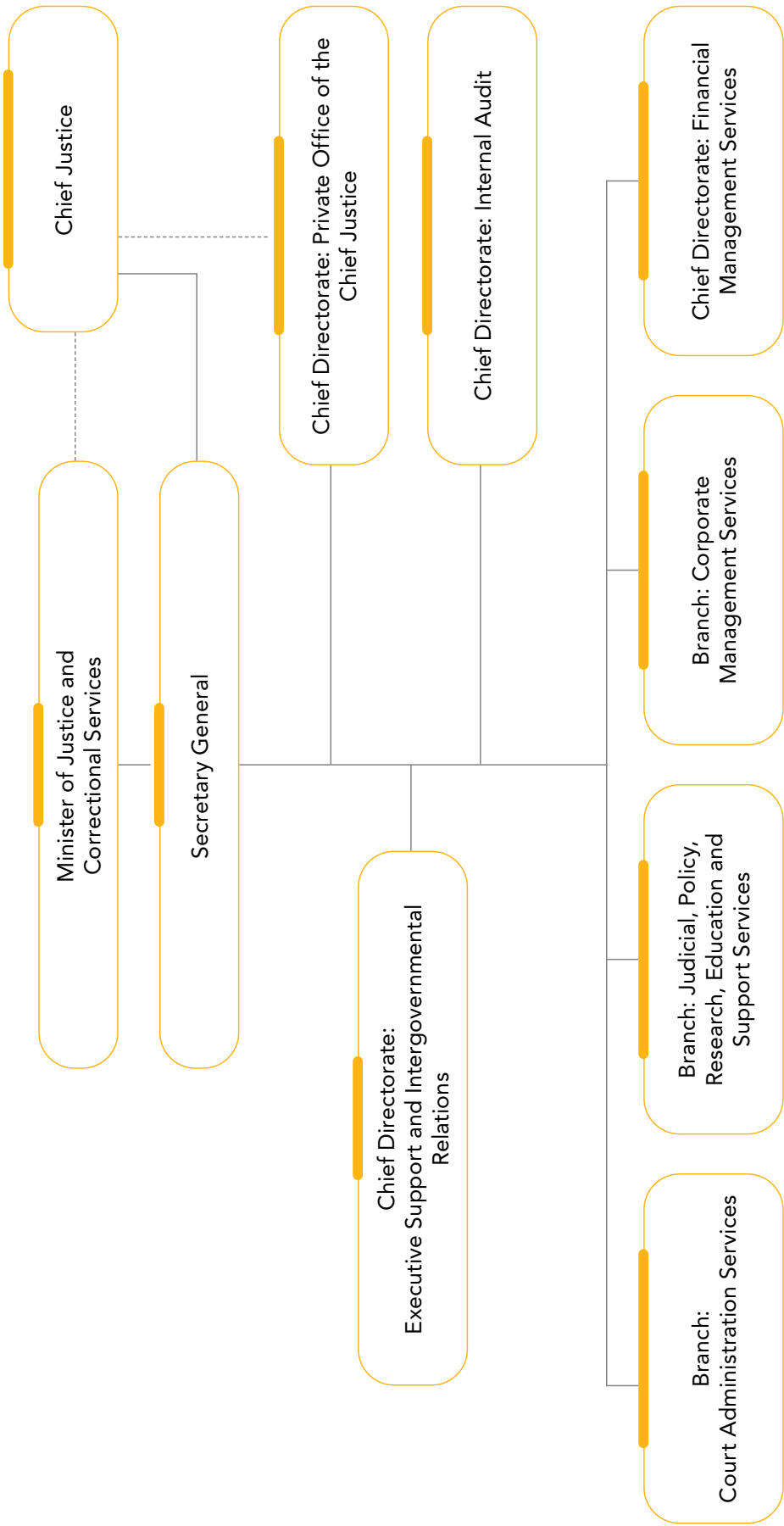


Figure 2: Macro-Organisational Structure of the OCJ

### 6.2.2 Curbing opportunities for fraud and corruption

The likelihood and occurrence of fraud and corruption incidents poses high risk to the Department's assets and resources as well as negatively impacting on the efficiency of service delivery, which can result in reputational harm to the OCJ. The Department has adopted a zero tolerance to fraud and corruption approach. As such, the OCJ continues to implement its Fraud Prevention and Anti-Corruption Policy and Strategy. Subsequently, Management and the Audit and Risk Committee (ARC) monitor the implementation of the Fraud Prevention and Anti-Corruption Policy, Strategy and Implementation Plan on a monthly and quarterly basis. These strategies have proven to be integrative and pragmatic enough to enhance efforts by the OCJ to intensify the fight against corruption. A four-dimensional strategy to prevent, detect, investigate, and resolve fraud incidents as well as to deter future recurrence will continue to be implemented during the 2023/24 FY, in line with the Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004) and the OCJ Risk Management Framework.

In promoting a culture of professional ethics and good governance, the Department continues to implement the whistle-blower programmes, conducts annual awareness sessions on fraud and corruption, including the reporting of fraud, corruption and/or any ethical misdemeanors, as well as investigating and resolving all the reported incidents of fraud and corruption.

Through an effective and efficient risk management approach as well as the implementation of ethics and fraud awareness initiatives, opportunities for those who may want to engage in criminal activities will be reduced. The Court Online solution will, in the long term, curb the fraud and corruption associated with manipulating court dates and issuing of fraudulent court orders by early detection of such activities. Furthermore, it will provide the capability to track and trace the fraud and corruption to the source. The revised MTSF 2019/24 and NDP (2030) recognises fraud and corruption as one of the key challenges facing South Africa. These policies indicate that high corruption levels frustrate society's ability to operate fairly and efficiently and the State's ability to deliver on its developmental mandate. The OCJ fully supports these Government policies and will continue to prioritise curbing fraud and corruption during the 2023/24 FY and beyond.

In a pursuit to eliminate conflict of interest and promotion of ethical culture, public servants are precluded from conducting business with the State, and those who have businesses are required to declare such to assess the risk of conflict of interest. The Department has put measures in place to ensure that all employees who wish to perform remunerative work outside of the public service are enjoined to obtain prior approval in line with the Public Service Regulations, 2016 (PSR). Furthermore, the OCJ officials at Senior Management Service (SMS) levels and other designated categories are required to participate in the financial disclosures process, which is done annually. Moreover, the OCJ Bid Adjudication Committee (OCJBAC), Provincial Procurement Committee, and all Supply Chain Management (SCM) members are required to sign the Code of Conduct. This is done to strengthen internal controls and prevent financial mismanagement by all members of Bid committees. The Department will continue to conduct awareness sessions on matters of conflict of interest and provide SCM processes training to OCJ officials.



### 6.2.3 Employee health and wellness programmes

The OCJ values the wellbeing of employees, so they may lead healthy and balanced lives that enable them to contribute to effective and efficient service delivery. To give effect to OCJ's commitment to the wellbeing of employees, during the 2021/22 FY, a total of 16 Employee Health and Wellness (EHW) programmes were conducted. These included trauma debriefing workshops, stress management awareness and psychological First Aid workshops. The EHW programmes are critical to ensure the wellbeing of OCJ staff to boost productivity level and focus on strategic deliverables.

The OCJ will continue to implement EHW programmes in line with the four pillars of the DPSA Employee Health and Wellness Strategic Framework, which includes HIV/AIDS, STI and TB management; Health and Productivity management; Wellness Management; and Safety, Health, Environment, Risk and Quality (SHERQ) management. The Department will enhance the Health and Wellness programmes and ensure that awareness programmes are provided.

### 6.2.4 Information and communication technology as a strategic business partner

Technology plays an important role in the delivery of services. During the first two financial years of the implementation of the OCJ 2020/21–2024/25 Strategic Plan, the OCJ could not achieve the full implementation of the planned roll out of the Court Online system at its Service Centres. This was due to numerous system defects which were detected during user acceptance testing. During the 2023/24 FY, this project will be prioritised as it bears positive benefits in delivering court services. The ICT strategy underscores the importance of technology in ensuring an efficient court system that guarantees access to justice for all. The need to improve efficiencies in the OCJ court system requires modernised technologies and ICT remains a strategic business partner to deliver the mandate of the OCJ. Some of the lessons from the COVID-19 pandemic, which necessitated the OCJ to do things differently is that, the use of technology to conduct court hearings, virtual training for Judicial Officers, training of officials and the digital convening of meetings proved to be effective.

The OCJ will continue to leverage technology as a tool to conduct business and improve the delivery of its services. The Department will safeguard the integrity, confidentiality, and availability of information within the ICT systems and processes and, as such requires an effective management of ICT security risks to ensure that it identifies, analyses and addresses information security risks, and limits security breaches, threats and vulnerabilities.

ICT will continue to automate manual processes for digitalisation of the court environment to improve the efficiency of court processes. The OCJ is also taking advantage of the latest cloud technologies to enable the provision of services from anywhere and at any given time. Cloud technology allows for access to information regardless of location using authentication and validity controls. However, user negligence may pose a risk to information security. Therefore, the Department will provide end-user training to ensure minimal risks.

In the 2023/24 FY, the OCJ will embark on ICT projects through the effective implementation of the ICT 5-year Strategic Plan to automate or digitise and transform the business of the OCJ to achieve its mandate. Technology plays an important role in ensuring an efficient court system that guarantees access to justice for all. It is envisaged that digitisation will yield positive results as ICT will enable the court to eliminate paper-based systems, thus addressing archiving shortcomings and the challenge of missing, removed and misplaced court files. The improved ICT systems are envisaged to ensure real time monitoring and evaluation of the performance of the Courts and the real time communication of the case cycle activities and its outcome.

Business challenges brought by COVID-19 presented the OCJ the opportunity to fast track the implementation of the required modern technological systems that will improve efficiencies and responsiveness to the administration of Superior Courts. OCJ views ICT as an enabler to the court processes such as conducting virtual Taxations and case hearings, Court Online, and automating processes such as leave applications and management.

### 6.2.5 Business Continuity Management

Business Continuity Management (BCM) is a process that enables the OCJ to proactively identify, plan and minimise the impact of risks and potential threats that could affect the achievement of its mandate. It provides the capability for the OCJ to ensure continuity of service following a disruptive incident. The threat of cyber security breach and the advent of COVID-19 pandemic awakened organisations to the necessity for the BCM and recovery measures. The OCJ has made strides in the implementation of BCMS to ensure business continuity and operational resilience to interruptions. The successful implementation of BCM will ensure that the Department is able to respond and recover critical operations from any disruptions or incidents.

During the 2023/24 FY, the OCJ will continue to implement measures to ensure that it is prepared, able to respond as well as recover from any disruptions or incidents and continue with critical operations without adverse impact on service delivery.

### 6.2.6 Financial Resources

The sound financial management, procurement, accounting, provisioning, and internal control systems play a vital role in ensuring the delivery of the mandate of the Department. The OCJ has in the past financial years experienced challenges with the budget cuts which had a negative impact on the Department. This necessitated the OCJ to reprioritise its financial resources to focus on delivering the priorities of Government. Key focus areas included court modernisation and digitalisation as well as the ICT infrastructure enhancement. During the 2021/22 FY, the OCJ identified savings from services such as travel and subsistence, fleet services, and venues and facilities, which were impacted by the COVID-19 lockdown restrictions. The court modernisation and digitalisation focused on improving access to justice and the services of the Superior Courts. The growing demand for streaming services necessitated the improvement of the ICT infrastructure to be able to handle the increased virtual meetings and online training conducted due to COVID-19 restrictions. As a result of the recent financial constraints, the OCJ will continue with the prioritisation of its resources during the 2023/24 FY to ensure that services are rendered.

Restricted budget has also affected the filling of posts as the Department is expected to reduce the number of posts on the funded establishment over the MTEF. The OCJ is constrained by the National Treasury's budget cuts which negatively affect the filling of vacant posts. Budget constraints limit the capability of the OCJ in its delivery of services and support to the Judiciary, and further impacts on key human resource strategies such as recruitment of people with disabilities and women on SMS level. Despite these inhibitors, the Department strives to maintain the vacancy rate of 10% or lower. As at the end of the 2021/22 FY, OCJ vacancy rate was at 9.1%.

### 6.2.7 The status of the institution regarding compliance with the Preferential Procurement Policy Framework Act

In the past financial year, the OCJ complied with the B-BBEE Act, 2003 (Act 53 of 2003). Compliance with this Act has been achieved through its procurement plan by awarding bids to suppliers with a B-BBEE status of level 4 and above. In pursuit of maintaining the highest standards of governance, the OCJ will continue to implement the PPPFA and its regulations through the procurement of goods and services awarded to suppliers who meet the specific goals.

The Central Supplier Database (CSD) is used effectively to source and rotate many suppliers and assist in affording more small businesses opportunities. The OCJ is committed to continue supporting and considering small businesses in the procurement processes in line with the SCM Policy Framework. The new Preferential Procurement Regulations, 2022 is complied with during procurement processes and will not only be limited to race but will also consider, amongst others, people with disabilities, women and youth.

### 6.2.8 The status of the institution regarding women, youth, and people with disabilities

In fighting the injustices of the past and contributing to an equal and inclusive society, the OCJ incorporated in its operations the cross-cutting mainstreaming issues, namely, women, youth, and people with disabilities. The OCJ continues to support the implementation of Government policies and ensures that they are embedded in its operations. These include, among others, the South African National Policy Framework for Women's Empowerment and Gender Equality (2000), which aims to ensure that the process of achieving gender equality is prioritised and placed at the forefront of the transformation process in South Africa, within all the institutions, structures, policies, practices, procedures, and programmes of Government as well as the private sector<sup>15</sup>.

The National Youth Policy (2020–2030) is a cross-sectoral policy aimed at making change for the youth at national, provincial, and local levels. It focuses on redressing the wrongs and injustices of the past, while addressing persistent, emerging, and current challenges of South African diverse youth<sup>16</sup>. In addition, the Department of Women, Youth and Persons with Disabilities' White Paper on the Rights of Persons with Disabilities (WPRPD) aims to provide a mainstreaming trajectory for realising the rights of persons with disabilities through the development of targeted interventions that remove barriers and apply the principles of universal design.

WPRPD further guides gender mainstreaming to ensure that women with disabilities enjoy equitable access to all women empowerment and gender equality legislation, policies, and programmes<sup>17</sup>. The vision of the WPRPD is "a free and just society inclusive of all persons with disabilities as equal citizens". This means that all spheres of Government should play a part in supporting persons with disabilities.

Moreover, the Constitution of the Republic of South Africa, 1996, states that "everyone is equal before the law and has the right to equal protection and benefit of the law". It therefore guarantees the right of every citizen to equality, human dignity, and non-discrimination. As one of the long-term policies of Government, the NDP 2030 also supports the eradication of poverty and reduced inequalities in the country. This policy further states that "disability must be integrated into all facets of planning, recognising that there is no one-size-fits-all approach".

<sup>15</sup> Department of Women, Youth and Persons with disabilities, 2000. The South African National Policy Framework for Women's Empowerment and Gender Equality

<sup>16</sup> Department of Women, Youth and Persons with disabilities, 2020. The 2020–2030 National Youth Policy

<sup>17</sup> Department of Social Development, 2016. White Paper on the Rights of Persons with Disabilities

During the 2021/22 FY the OCJ had a fair representation of women on SMS at 48% which is 2% below the national target of 50%. The Department continues to put initiatives in place to increase the representation of women at SMS levels such as targeting women through recruitment processes for vacant SMS level posts. Furthermore, the youth representation of the OCJ exceeded the national target of 30% by 2%, recording 32% youth representation. The OCJ is making strides to ensure the representation of various interest groups in society, in particular women and the youth. However, the Department experienced challenges in attracting people with disabilities for employment opportunities, and thus in 2021/22 FY the OCJ had 19 officials with disabilities, which represents 1% of the overall staff complement of 2040.

In order to overcome challenges relating to achieving national targets of women representation in SMS level as well as people with disabilities, the OCJ has implemented a mentorship programme that is aimed at empowering and upskilling women at middle management to be eligible for promotional employment opportunities within the OCJ. Furthermore, the OCJ has developed an implementation plan to improve recruitment and retention strategies to attract and retain people with disabilities for employment opportunities in the OCJ. Therefore, the OCJ remains committed to recruiting women, youth and people with disabilities in vacant positions and empowering them through supply chain processes.

### 6.3 Theory of Change

The Theory of Change denotes the pathway to achieving the department's intended impact which is "quality and accessible justice for all". This impact will be realised through the following outcomes: effective and efficient administrative support; improved court efficiency and enhanced judicial performance as outlined in the 2020/21–2024/25 Strategic Plan. In order to attain the aforementioned outcomes, the Department has identified outputs which will contribute to the intended results. To achieve the effective and efficient administrative support, the OCJ will amongst others train staff in line with WSP and implement Court Online system at Service Centres through Programme 1: Administration.

Furthermore, the OCJ aims to finalise quasi-judicial matters within prescribed timeframes; monitor the enhancement of court order integrity and the implementation of Judicial Case Flow Management in the efforts to improve court efficiency through its core function under Programme 2: Superior Court Services. In an endeavour to enhance judicial performance, the OCJ intends to conduct Judicial education courses and research based on selected and approved topics/focus areas on judicial education for optimal administration of justice administered through Programme 3: Judicial Education and Support. Figure 3 depicts the Theory of Change which illustrates the results based chain. (See page 32)

## IMPACT STATEMENT: QUALITY AND ACCESSIBLE JUSTICE FOR ALL

### OUTCOME 1

Effective and efficient administrative support

Clean audit outcome

Financial disclosure submitted

Procurement of goods and services above R500 000 awarded to suppliers

Funded vacant posts reduced

Empowered youth

Women represented at SMS levels

People with disabilities representation

Court Online system rolled out at Service Centres

Employee Health and Wellness (EHW) programmes

OUTPUTS

### OUTCOME 2

Improved court efficiency

Default judgement finalised within 14 days

Bills of costs finalised within 60 days

Warrants of release (J1) delivered within one day

Monitoring reports on law reporting project

Reports on enhancement of court order integrity

Judicial Case Flow Management Performance reports

OUTPUTS

### OUTCOME 3

Enhanced judicial performance

Judicial education courses

Monographs on judicial education

Monitoring reports on the management of litigations

Reports on judicial appointment and complaints

Reports on disclosures for Judges Registrable interests

OUTPUTS

Staff trained in line with WSP
Fraud cases investigated within prescribed timeframes
Fraud prevention and anti-corruption awareness sessions
ICT Disaster Recovery Strategy

### ASSUMPTIONS PROGRAMME 1

- Previously marginalised groups of suppliers will respond to the bids
- No material findings on the compliance with laws and regulations as well as predetermined objectives
- All SMS members and other categories will complete the e-Disclosures
- Cooperation of stakeholders
- Availability of funds
- Availability of people with relevant skills and competencies
- Employee participation
- Management support
- Fraud allegations relating to OCJ will be reported
- Reported fraud allegations will be investigated
- Officials will be apprised about fraud and corruption
- Officials will utilise all platforms to report fraud and corruption as outlined in the Fraud Prevention and Corruption policy
- Members of the public will report fraud and corruption allegations through the prescribed reporting channels (hotlines)
- There will be a culture of Zero Tolerance to fraud and corruption within the OCJ

### ASSUMPTIONS PROGRAMME 2

- Tools of trade
- Availability of Registrars
- Regular review of the SoP to align with the national roll out of the Court Online system
- Availability of capacity
- Cooperation from courts
- Cooperation of stakeholders
- Monitoring the procurement of Court stamps at the Courts
- Weekly monitoring of register of Court stamps
- Monitoring the management and safekeeping of Court stamps

### ASSUMPTIONS PROGRAMME 3

- Judicial officers submit training needs timeously
- Research and analysis on training needs conducted
- Approval of training schedule
- Availability of funds
- e-learning unit will be capacitated
- Availability of e-learning infrastructure
- Research tools in place
- Approved research topics
- Received applications in relation to litigation
- Availability of skilled personnel
- There will be vacant Judicial posts
- The JSC will be inundated with complaints against judges due to disgruntled/indigent litigants who are of the view that JSC has jurisdiction over how many matters are dealt with in Courts by judges.
- Judges will comply with the disclosure law by disclosing the registrable interests per the prescribed timeframes.

Figure 3: Theory of Change







A wooden gavel is positioned diagonally across the upper half of the image. Below it, a stack of papers is visible, with a blue and white geometric graphic element partially covering it. The background is a blurred image of a person in a blue shirt.

# PART I

## MEASURING OUR PERFORMANCE

# MEASURING OUR PERFORMANCE

## 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, output indicators, and annual targets**

INDICATOR ID	OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS							
				AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD			
				2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
1.1	Effective and efficient administrative support	Clean Audit outcome for the OCJ	Audit outcome for the OCJ	Unqualified audit outcome for the 2018/19 financial year with no more than five material misstatements	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	Clean Audit outcome for the 2022/23 financial year	Clean Audit outcome for the 2023/24 financial year	Clean Audit outcome for the 2024/25 financial year	Clean Audit outcome for the 2024/25 financial year
1.2		Procurement of goods and services above R500 000 awarded to suppliers	Percentage of procurement of goods and services above R500 000 awarded to suppliers who meet the specific goals	–	–	–	–	80%	80%	85%	
1.3		Financial disclosure submitted	Percentage of designated employees (SMS members and other categories) <sup>18</sup> who submitted financial disclosures within timeframes	–	100% (41 of 41)	100% (384 of 384)	100%	100%	100%	100%	
1.4		Funded vacant posts reduced	Percentage of vacant posts on funded establishment	8.9% (183 of 2 049)	9.85% (211 of 2 140)	9.1% (204 of 2 244)	10% or lower <sup>19</sup>	10% or lower	10% or lower	10% or lower	
1.5		Empowered youth	Percentage of staff in the Department comprised of youth	–	31% (597 of 1 929)	32% (645 of 2 040)	30%	30%	30%	30%	
1.6		Women represented at SMS levels	Percentage of women representation in Senior Management Service (SMS)	–	44% (19 of 43)	48% (20 of 42)	50%	50%	50%	50%	
1.7		People with Disabilities representation	Percentage of people with disabilities representation in the Department	–	1.03% (20 of 1 929)	1% (19 of 2 040)	2%	2%	2%	2%	

<sup>18</sup> 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.

<sup>19</sup> The target is included as 10% or lower as captured in the DPSA's guidelines.

INDICATOR ID	OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
				AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
				2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1.8	Effective and efficient administrative support	Court Online system rolled-out at Service Centres	Number of Service Centres with Court Online system rolled-out	–	0	0	5	7	11	– <sup>20</sup>
1.9		Employee Health and Wellness (EHW) programmes	Number of Employee Health and Wellness (EHW) programmes implemented within the OCJ	–	18	16	9	12	14	16
1.10		Staff trained in line with the Work Skills Plan (WSP)	Percentage of staff trained in line with the Work Skills Plan (WSP)	–	–	–	–	70%	80%	80%
1.11		Fraud cases investigated within prescribed timeframes	Percentage of reported fraud cases investigated within 60 working days	–	–	–	75%	75%	75%	75%
1.12		Fraud Prevention and Anti-Corruption awareness sessions	Number of Fraud prevention and Anti-Corruption awareness sessions conducted	–	–	–	25	26	28	28
1.13		ICT Disaster Recovery Strategy	ICT Disaster Recovery Strategy implemented	–	–	–	–	ICT Disaster Recovery Site established	ICT Disaster Recovery Site maintained	ICT Disaster Recovery Site maintained

<sup>20</sup> The Court Online solution is a project that will be completed by the year 2024/25, hence there is no target for the outer year (2025/26).

**Table 3: Output Indicators, annual and quarterly targets for 2023/24**

INDICATOR ID	OUTPUT INDICATORS	ANNUAL TARGETS (2023/24)	QUARTERLY TARGETS			
			Q1	Q2	Q3	Q4
1.1	Audit Outcome for the OCJ	Clean Audit outcome for the 2022/23 Financial Year	-	Clean Audit outcome for the 2022/23 Financial Year	-	-
1.2	Percentage of procurement of goods and services above R500 000 awarded to suppliers who meet the specific goals	80%	-	30%	-	50%
1.3	Percentage of designated employees (SMS members and other categories) <sup>21</sup> who submitted financial disclosures within timeframes	100%	100%	100%	-	-
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)	50%	-	48%	-	50%
1.7	Percentage of people with disabilities representation in the Department	2%	-	1.5%	-	2%
1.8	Number of Service Centres with Court Online system rolled-out	7	1	2	2	2
1.9	Number of Employee Health and Wellness (EHW) programmes implemented within the OCJ	12	3	3	3	3
1.10	Percentage of staff trained in line with the WSP	70%	-	50%	60%	70%
1.11	Percentage of reported fraud cases investigated within 60 working days	75%	-	75%	-	75%
1.12	Number of Fraud prevention and Anti-Corruption awareness sessions conducted	26	-	9	9	8
1.13	ICT Disaster Recovery Strategy implemented	ICT Disaster Recovery Site established	Draft ICT Disaster Recovery Strategy developed	ICT Disaster Recovery Strategy approved	Data replication and testing finalised	ICT Disaster Recovery Site established

<sup>21</sup> 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

## COVID-19 RELATED INDICATORS AND TARGETS

The national response to the COVID-19 pandemic has necessitated that institutions put measures in place to combat the spread of the virus. The workplace must continue to be a safe place for employees. The table below provides indicators and targets related to the COVID-19 measures for the 2023/24 FY. These indicators will be reviewed on an annual basis in order to assess the need for further interventions where necessary. As such, no MTEF targets are included.

OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE (2022/23)	ANNUAL TARGETS (2023/24)	QUARTERLY TARGETS			
		2020/21	2021/22			Q1	Q2	Q3	Q4
COVID-19 OHS related inspections	Number of COVID-19 OHS inspections conducted within the OCJ	3	4	4	4	1	1	1	1
COVID-19 related trainings for designated Safety Health Representatives	Number of COVID-19 related trainings conducted for designated Safety Health Representatives	3	7	4	4	1	1	1	1
COVID-19 compliance reports	Number of COVID-19 compliance reports produced	3	4	4	4	1	1	1	1
COVID-19 pandemic risk mitigation reports	Number of COVID-19 pandemic risk mitigation reports produced	3	4	4	4	1	1	1	1

### 7.2 Explanation of planned performance over the medium-term period

**(a) 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, youth, and people with disabilities.**

The outputs in Programme 1: Administration contribute to the outcome “Effective and efficient administrative support”, which is aimed at ensuring that the Department has appropriate 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 13 distinct outputs, which are:

- Clean audit outcome for the OCJ;
- Procurement of goods and services above R500 000 awarded to suppliers;
- Submitted financial disclosures of designated employees (SMS members and other categories);
- Funded vacant posts reduced;
- Empowered youth;
- Women representation at SMS levels;



- vii. Representation of People with Disabilities;
- viii. Court Online system rolled-out at Service Centres;
- ix. Employee Health and Wellness programmes;
- x. Staff trained in line with the WSP;
- xi. Fraud cases investigated within prescribed timeframes;
- xii. Fraud Prevention and Anti-Corruption awareness sessions; and
- xiii. ICT Disaster Recovery Strategy.

In addition to the 13 outputs, four (4) COVID-19 related outputs will be monitored, focusing on OHS compliance, COVID-19 pandemic risk management, as well as training and awareness related to the COVID-19 interventions.

The above outputs directly contribute to the achievement of the outcome and contribute to the impact the Department aims to achieve, which is "quality and accessible justice for all". To realise quality and accessible justice for all, the OCJ 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 and developmental 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.

**(b) Explanation of planned performance in relation to outputs and rationale for the choice of output indicators relevant to the respective outcomes.**

To achieve effective and efficient administrative support, the Department will ensure that it awards bids to the value of R500 000 and above to suppliers who meet the specific goals in line with the PPR, 2022. This is an important Government priority that contributes to different imperatives, such as job creation and small business development. Another contribution to effective and efficient administrative support is ensuring that the Department is capacitated through filling vacant funded posts; ensuring that the Department supports youth development initiatives; promoting the empowerment of women at SMS level; attracting and employing people with disabilities; rolling-out the Court Online system at Service Centres as part of court modernisation and digitalisation initiatives; ensuring that the wellbeing of officials is prioritised; and ensuring that all Service Centres of the OCJ are OHS compliant.

Achievement of targets set for the abovementioned focus areas will contribute to an efficient court system and ultimately, quality and accessible justice for all. Effective risk management remains crucial in ensuring that potential problems that may impact the functioning of the Department are identified before they occur, and for mitigation plans to be put in place. One of the outputs in Programme 1 ensures that the COVID-19 pandemic risk mitigation reports are produced to monitor the level of pandemic risks mitigation. The OCJ has adopted a zero tolerance to fraud and corruption. During the 2023/24 FY, the Department will continue to manage fraud and corruption risks by ensuring that all fraud cases are investigated within 60 days from date of reporting. Furthermore, the OCJ will continue to institutionalise awareness programmes as part of a fraud prevention and anti-corruption strategy. It is envisaged that the implementation of these controls will contribute to an effective and efficient administration.

### 7.3 Programme resource considerations

**Table 4: MTEF Budget for Programme 1: Administration**

	AUDITED			AENE	MTEF		
	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
<b>SUB-PROGRAMMES</b>							
Management	34 900	34 132	36 874	40 585	40 859	42 587	44 409
Corporate Services	114 182	157 852	115 888	204 182	174 108	180 342	188 221
Financial Administration	30 471	29 792	35 011	38 556	34 373	37 071	38 642
Internal Audit	18 979	17 585	22 371	18 388	22 102	23 052	24 050
Office Accommodation	12 545	–	–	–	–	–	–
<b>PROGRAMME 1</b>	<b>211 077</b>	<b>239 361</b>	<b>210 144</b>	<b>301 711</b>	<b>271 442</b>	<b>283 052</b>	<b>295 322</b>
<b>ECONOMIC CLASSIFICATION</b>							
<b>Current payments</b>	204 832	218 376	201 157	255 472	251 706	262 426	273 767
<b>Compensation of employees</b>	98 039	103 082	107 765	112 828	119 078	124 142	129 317
Salaries and wages	86 406	90 480	94 097	100 017	104 886	109 350	113 902
Social contributions	11 633	12 602	13 668	12 811	14 192	14 792	15 415
<b>Goods and services</b>	106 793	115 294	93 386	142 644	132 628	138 284	144 450
Administrative fees: Payments	580	311	440	646	603	922	961
Advertising	1 520	794	720	948	909	982	1 026
Minor assets (Assets <R5000)	551	627	1 066	867	1 553	4 303	4 500
Audit cost: External	6 094	5 374	8 484	6 242	6 517	6 804	7 109
Bursaries (employees)	618	860	1 054	1 866	1 948	2 034	2 125
Catering: Departmental activities	527	148	223	566	526	571	595
Communication	1 270	1 048	1 565	5 430	2 241	2 379	2 486
Computer services	61 633	94 459	61 243	99 616	94 551	94 450	98 691
Cons/prof: business and advisory services	1 816	1 730	2 371	1 705	1 594	1 460	1 524
Cons/prof: Legal cost	–	–	–	–	–	–	–
Contractors	776	800	1 035	2 971	3 069	3 273	3 495
Agency and support/ outsourced services	–	–	–	1	100	232	242
Entertainment	–	–	–	–	–	–	–
Fleet services (F/SER)	156	74	72	83	169	217	210
Inventory: Other supplies	–	–	–	40	34	36	38
Cons supplies	1 397	690	796	908	789	924	968
Stationery and printing	1 030	812	928	1 359	1 539	1 452	1 516
Operating leases	12 545	–	160	242	–	–	–
Rental and hiring	–	–	–	–	–	–	–
Property payments	383	405	436	654	670	716	757
Transport provided dept activity	–	–	–	–	–	–	–
Travel and subsistence	9 773	3 866	7 641	8 933	12 881	14 243	14 778
Training and development	4 688	2 578	3 432	7 482	1 305	1 362	1 422
Operating payments	1 289	701	1 676	2 007	1 766	1 878	1 959
Venues and facilities	147	17	44	80	44	46	48

	AUDITED			AENE	MTEF		
	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
<b>ECONOMIC CLASSIFICATION</b>							
<b>Interest on rent and land</b>	–	–	6	–	–	–	–
<b>Transfers and subsidies</b>	102	554	1 055	442	–	–	–
Provincial and local governments	–	11	1	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–
Non-profit institutions (NPI)	–	–	–	–	–	–	–
Households (HH)	102	543	1 054	442	–	–	–
<b>Payment for capital assets</b>	6 143	20 431	7 932	45 797	19 736	20 626	21 555
Buildings and other fixed structures	–	–	–	–	–	–	–
Machinery and equipment	5 495	15 496	7 071	45 797	19 736	20 626	21 555
<i>Transport equipment</i>	–	–	–	220	150	160	170
<i>Other machinery and equipment</i>	5 495	15 496	7 071	45 577	19 586	20 466	21 385
Software and intangible assets	648	4 935	861	–	–	–	–
<b>Payments for financial assets</b>	–	–	–	–	–	–	–
<b>TOTAL</b>	<b>211 077</b>	<b>239 361</b>	<b>210 144</b>	<b>301 711</b>	<b>271 442</b>	<b>283 052</b>	<b>295 322</b>

### 7.3.1 Expenditure Analysis

The programme has an allocated budget of R271.4 million in the 2023/24, which increases to R295.3 million in the 2025/26 FY. The modernising of processes and infrastructure in the Superior Courts to ensure effective administration, the expenditure in the Corporate Management Services sub-programme in the Administration Programme is expected to increase from R174.1 million in the 2023/24 FY to R188.2 million in the 2025/26 FY. 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 led by the DoJ&CD. By modernising systems and processes at the Superior Courts to reduce inefficiencies in court administration, the Department aims to increase its capacity to improve the quality of court services and make them more widely available. The number of personnel in Programme 1 is expected to decrease from 204 in the 2023/24 FY, at a cost of R119.1 million, to 203 in 2025/26, at a cost of R129.3 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 Divisions of the High Court, 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 Divisions of the High Court and the Lower Courts.

The indicators and targets reflected in Programme 2: Superior Court Services relate to the support that the OCJ provides 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 provides administrative and technical support. The role played by the OCJ in sub-programmes: Constitutional Court, Supreme Court of Appeal, Divisions of the High Court, and Specialised Courts relate to quasi-judicial functions reflected in sub-programme 1: Administration of Superior Courts. Administrative functions, such as financial management, corporate services, etc., are linked to indicators reflected in Programme 1: Administration.

The following are the support functions provided by the OCJ to the 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 management 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, no indicators are reflected in the sub-programmes: Constitutional Court, Supreme Court of Appeal, Divisions of the High Court, and Specialised Courts. However, the administrative support pertaining to the aforementioned sub-programmes is provided for 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 ID	OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET					
				AUDITED/ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE		MTEF PERIOD	
				2019/20	2020/21	2021/22	2022/23	2023/24	2025/26
2.1	Improved Court Efficiency	Default judgments finalised within 14 days	Percentage of default judgments finalised by Registrars within 14 days from date of receipt of application	–	79% (15 686 of 19 846)	86% (28 356 of 33 019)	74%	76%	80%
2.2		Bills of costs finalised within 60 days	Percentage of taxations of legal bills of costs finalised within 60 days from date of set down	–	99% (26 476 of 26 665)	99% (27 218 of 27 413)	80%	85%	90%
2.3		Warrants of release (J1) delivered within one day	Percentage of warrants of release (J1) delivered within one day of the release issued	100% (98 of 98)	100% (63 of 63)	100% (60 of 60)	100%	100%	100%
2.4		Monitoring reports on law reporting project	Number of monitoring reports on law reporting project produced	–	4	4	4	4	4
2.5		Judicial Case Flow Management Performance Reports	Number of Judicial Case Flow Management Performance reports produced	–	4	4	4	4	4
2.6		Reports on enhancement of court order integrity	Number of reports on enhancement of court order integrity produced	4	4	4	4	4	4

**Table 6: Output indicators, annual, and quarterly targets for 2023/24**

INDICATOR ID	OUTPUT INDICATORS	ANNUAL TARGETS	QUARTERLY TARGETS			
			Q1	Q2	Q3	Q4
2.1	Percentage of default judgments finalised by Registrars within 14 days from date of receipt of application	76%	76%	76%	76%	76%
2.2	Percentage of taxations of legal bills of costs finalised within 60 days from date of set down	85%	85%	85%	85%	85%
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	1	1	1
2.5	Number of Judicial Case Flow Management Performance reports produced	4	1	1	1	1
2.6	Number of reports on enhancement of court order integrity produced	4	1	1	1	1

## 7.5 Explanation of planned performance over the medium-term period

### (a) 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 contribute to the outcome “improved court efficiency”, which aims to ensure that the Superior Courts deliver their services in an efficient manner. The achievement of this outcome will be realised through six (6) distinct outputs, which are:

- i. Default judgments finalised within 14 days;
- ii. Bills of costs finalised within 60 days;
- iii. Warrants of release (J1) delivered within one day;
- iv. Monitoring reports on law reporting project;
- v. Judicial case flow management performance reports; and
- vi. Reports on enhancement of court order integrity.

Finalisation of the quasi-judicial matters by Registrars within the prescribed timeframes and the support to the Judiciary in the implementation of case-flow management ensure that court users receive the services in the most efficient manner, which also contributes to improved public trust and confidence in the court system.

Quality and accessible justice for all can be achieved if the court system is efficient, thereby providing quality and timely services to court users. 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 contribute to Chapter 14 of the NDP, “promoting accountability and fighting corruption” and revised 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. It promotes integrity, which is in line with the 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.

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

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 eradicate fraudulent court orders as this poses a threat to the integrity of the courts. This will be realised through strengthening internal controls and introducing measures to curb incidences of fraud and corruption relating to court orders and within court processes. The reduction of fraudulent court orders is monitored through an output indicator in the APP. The OCJ supports the Court Order Integrity Committee to monitor incidences of fraudulent court orders, so that these can also be brought to the attention of other stakeholders such as the SAPS and National Prosecution Authority to assist in the arrest and prosecution of these cases.

Other enablers of an efficient court system focus on support for the law reporting and case-flow management projects, which are flagship projects of the Judiciary. Case Management through judicial intervention shall be used in the interest of justice to alleviate congested trial rolls and to address the problems which cause delays in the finalisation of cases. The OCJ provides support to the Judiciary by monitoring the implementation of judicial case flow management through the collation of statistics and ensuring that Registrars are adequately trained and resourced to provide effective support.

## 7.6 Programme resource considerations

**Table 7: MTEF Budget for Programme 2: Superior Court Services**

	AUDITED			AENE	MTEF		
	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
<b>SUB-PROGRAMMES</b>							
Administration of Superior Courts	10 843	10 659	12 928	21 215	25 355	36 774	38 429
Constitutional Court	55 828	48 372	49 891	57 626	60 538	66 966	70 958
Supreme Court of Appeal	42 756	36 525	41 529	43 276	42 131	43 937	45 834
High Courts	684 641	655 972	737 643	815 286	782 175	801 951	836 625
Specialised Courts	63 623	54 740	60 643	70 757	69 583	72 489	75 609
<b>PROGRAMME 2</b>	<b>857 691</b>	<b>806 268</b>	<b>902 634</b>	<b>1 008 160</b>	<b>979 782</b>	<b>1 022 117</b>	<b>1 067 455</b>
<b>ECONOMIC CLASSIFICATION</b>							
<b>Current payments</b>	766 087	726 081	816 168	912 526	890 149	926 775	963 393
<b>Compensation of employees</b>	602 424	619 918	664 032	713 109	677 991	706 647	737 627
Salaries and wages	514 246	522 885	563 081	632 030	605 456	631 049	658 839
Social contributions	88 178	97 033	100 951	81 079	72 535	75 598	78 788
<b>Goods and services</b>	163 663	106 163	152 136	199 417	212 158	220 128	229 766
Administrative fees: Payments	2 163	1 492	1 074	2 319	2 976	2 899	3 027
Advertising	55	7	26	36	34	34	35
Minor assets (Assets <R5000)	3 494	2 034	2 832	6 875	6 965	7 985	8 324
Audit cost: External	–	–	–	–	–	–	–
Bursaries (employees)	–	–	–	–	–	–	–
Catering: Departmental activities	2 691	333	612	3 631	4 081	4 814	5 003
Communication	10 086	9 655	10 909	19 400	22 089	25 881	27 086
Computer services	3 000	1 436	1 497	1 908	2 077	2 382	2 489
Cons/prof: Business and advisory services	5 447	6 117	9 321	8 841	8 428	8 795	9 208
Cons/prof: Legal cost	15	14	12	46	71	77	80
Contractors	777	554	1 810	9 104	9 312	15 062	15 774
Agency and support/outsourced services	1 318	761	1 467	1 668	3 668	3 759	3 939
Entertainment	11	16	36	280	299	368	383
Fleet services (F/SER)	21 885	13 638	19 357	24 812	25 212	25 671	26 938
Inventory: Other supplies	–	–	–	–	–	–	–
Cons supplies	2 405	3 982	3 418	5 701	5 188	5 026	5 279
Stationery and printing	8 349	7 463	8 376	12 488	11 611	13 024	13 591
Operating leases	12 882	18 885	28 479	20 339	21 041	15 871	16 225
Rental and hiring	11	2	4	–	–	–	–
Property payments	3 298	2 600	3 702	4 757	4 758	4 085	4 283
Transport provided: Dept activity	–	–	–	–	–	–	–
Travel and subsistence	80 760	34 335	54 612	66 901	65 882	66 382	69 311
Training and development	–	–	–	540	6 543	6 831	7 139
Operating payments	3 667	2 664	4 171	5 913	6 849	6 751	7 048
Venues and facilities	1 349	175	421	3 855	4 354	4 431	4 604

	AUDITED			AENE	MTEF		
	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
<b>ECONOMIC CLASSIFICATION</b>							
<b>Interest on rent and land</b>	–	–	–	–	–	–	–
<b>Transfers and subsidies</b>	3 055	2 844	4 588	3 341	1 500	1 528	1 592
Provincial and local governments	47	541	50	39	67	24	24
Departmental agencies and accounts	2	1	6	7	6	9	9
Higher education institutions	–	–	–	–	–	–	–
Non-profit institutions (NPI)	–	–	–	–	–	–	–
Households (HH)	3 006	2 792	4 532	3 295	1 427	1 495	1 559
<b>Payment for capital assets</b>	88 525	77 250	81 562	92 293	88 133	93 814	98 470
Buildings and other fixed structures	–	57	–	–	–	–	–
Machinery and equipment	88 447	77 121	81 562	92 293	88 133	93 814	98 470
<i>Transport equipment</i>	83 245	71 779	75 470	80 233	76 042	81 892	85 956
<i>Other machinery and equipment</i>	5 202	5 342	6 092	12 060	12 091	11 922	12 514
Software and intangible assets	78	72	–	–	–	–	–
<b>Payments for financial assets</b>	24	93	316	–	–	–	–
<b>TOTAL</b>	<b>857 691</b>	<b>806 268</b>	<b>902 634</b>	<b>1 008 160</b>	<b>979 782</b>	<b>1 022 117</b>	<b>1 067 455</b>

### 7.6.1 Expenditure analysis

The Programme has an allocated budget of R979.8 million for the 2023/24 FY, which increases to R1.07 billion in the 2025/26 FY. The increase in the expenditure for this Programme is mainly due to an annual escalation.

Spending in the High Court sub-programme over the MTEF period is expected to account for 78.9 percent of the Programme's projected expenditure. Due to the labour-intensive nature of the Department's work, an estimated 69.1 percent (R 2.1 billion over the MTEF) of the budget in this Programme is earmarked for spending on compensation of employees, increasing from R678 million in the 2023/24 FY to R737.6 million in the 2025/26 FY.

The number of personnel in Programme 2 is expected to decrease from 1 884 in the 2023/24 FY at the cost of R678 million to 1 883 in the 2025/26 FY at the cost of R737.6 million. Although the OCJ is expecting a decrease in a number of personnel due to budget constraints, it is envisaged that court modernisation initiatives will play a key role in ensuring the continued provision of services. 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 74 percent in the 2022/23 FY to 80 percent in the 2024/25 FY; the percentage of taxations of legal costs finalised within 60 days from 80 percent in the 2022/23 FY to 90 percent in the 2024/25 FY; and the percentage of warrants of release delivered within 1 day of release to remain 100% throughout the MTEF period.

### 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:** provides strategic and administrative support for training of Judicial Officers and aspirant Judicial Office;
- **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, output indicators, and annual targets

INDICATOR ID	OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
				AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
				2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
3.1	Enhanced judicial performance	Judicial education courses	Number of judicial education courses conducted	115	123	168	110	115	120	125
3.2		Monographs on judicial education	Number of research monographs on judicial education produced	2	2	2	2	2	2	
3.3		Monitoring reports on the management of litigations	Number of monitoring reports on the management of litigations produced	-	4	4	5	5	5	5
3.4		Reports on judicial appointments and complaints <sup>22</sup>	Number of reports on judicial appointments and judicial complaints produced	3	2	4	3	3	3	3
3.5		Reports on disclosures for judges' Registrable Interests	Number of reports on the status of disclosures for Judges Registrable Interests produced	-	-	-	2	2	2	2

<sup>22</sup> 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: Output Indicators, annual and quarterly targets for 2023/24**

INDICATOR ID	OUTPUT INDICATORS	ANNUAL TARGETS	QUARTERLY TARGETS			
			Q1	Q2	Q3	Q4
3.1	Number of judicial education courses conducted	115	47	35	20	13
3.2	Number of research monographs on judicial education produced	2	–	1	–	1
3.3	Number of monitoring reports on the management of litigations produced	5	1	1	1	2
3.4	Number of reports on judicial appointments and judicial complaints produced	3	1	–	1	1
3.5	Number of reports on the status of disclosures for Judges Registrable Interests produced	2	–	1	–	1

## 7.8 Explanation of planned performance over the medium-term period

### (a) 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 contribute to the outcome “enhanced judicial performance”, 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 five distinct outputs, which are: Judicial education courses, monographs on judicial education, monitoring reports on the management of litigations, reports on judicial appointments and judicial complaints as well as the reports on disclosures for Judges’ Registrable Interests.

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.

### (b) 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 enhanced judicial performance, the Department will ensure that an increased number of judicial education courses are conducted, that research monographs, monitoring reports on the management of litigations and reports on secretariat support provided to the JSC, are produced. To further accelerate the provision of judicial education and training, SAJEI will also leverage technology by conducting some of the courses through virtual platforms.

## 7.9. Programme resource considerations

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

	AUDITED			AENE	MTEF		
	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
<b>SUB-PROGRAMMES</b>							
South African Judicial Education Institute	46 989	10 327	17 895	28 942	29 459	30 942	32 327
Judicial Policy, Research and Support	11 454	11 977	16 243	15 298	17 537	18 255	17 765
Judicial Service Commission	6 676	3 939	9 247	8 766	6 310	6 608	6 906
<b>PROGRAMME 3</b>	<b>65 119</b>	<b>26 243</b>	<b>43 385</b>	<b>53 006</b>	<b>53 306</b>	<b>55 805</b>	<b>56 998</b>
<b>ECONOMIC CLASSIFICATION</b>							
<b>Current payments</b>	64 610	26 023	42 684	52 448	52 757	55 362	56 541
<b>Compensation of employees</b>	23 132	22 275	25 711	25 036	25 424	26 500	26 590
Salaries and wages	20 205	19 262	22 380	22 020	22 181	23 113	23 052
Social contributions	2 927	3 013	3 331	3 016	3 243	3 387	3 538
<b>Goods and services</b>	41 478	3 748	16 973	27 412	27 333	28 862	29 951
Administrative fees: Payments	2 265	25	378	641	918	1 075	1 123
Advertising	47	152	103	58	29	30	31
Minor assets (Assets <R5000)	31	22	68	67	166	168	176
Audit cost: External	–	–	–	–	–	–	–
Bursaries (employees)	–	–	–	–	–	–	–
Catering: Departmental activities	1 827	82	485	185	729	911	951
Communication	125	111	174	196	405	381	399
Computer services	113	63	443	–	437	361	377
Cons/prof: Business and advisory services	779	143	1 148	2 057	1 115	2 110	2 204
Cons/prof: Legal cost	1 156	1 883	4 845	5 080	5 867	5 815	6 076
Contractors	8	–	–	96	99	152	159
Agency and support/outsourced services	–	–	–	–	–	–	–
Entertainment	–	–	–	–	–	–	–
Fleet services (F/SER)	–	–	–	–	–	–	–
Cons supplies	19	39	27	33	60	70	73
Stationery and printing	676	139	673	660	1 008	628	655
Operating leases	–	–	–	–	–	–	–
Rental and hiring	–	–	–	1	224	234	244
Property payments	–	–	–	–	–	–	–
Transport provided: Dept activity	–	–	–	–	–	–	–
Travel and subsistence	26 404	517	6 188	14 169	11 144	11 181	11 479
Training and development	1 096	228	87	1 065	1 394	1 455	1 520
Operating payments	532	229	494	1 046	1 138	1 452	1 517
Venues and facilities	6 400	155	1 860	2 061	2 600	2 839	2 967

	AUDITED			AENE	MTEF		
	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000
<b>ECONOMIC CLASSIFICATION</b>							
<b>Interest on rent and land</b>	–	–	–	–	–	–	–
<b>Transfers and subsidies</b>	110	136	480	82	–	–	–
Provincial and local governments	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–
Non-profit institutions (NPI)	–	–	–	–	–	–	–
Households (HH)	110	136	480	82	–	–	–
<b>Payment for capital assets</b>	399	84	221	476	549	443	457
Buildings and other fixed structures	–	–	–	–	–	–	–
Machinery and equipment	399	84	221	476	549	443	457
<i>Transport equipment</i>	–	–	–	–	–	–	–
<i>Other machinery and equipment</i>	399	84	221	476	549	443	457
Software and intangible assets	–	–	–	–	–	–	–
<b>Payments for financial assets</b>	–	–	–	–	–	–	–
<b>TOTAL</b>	<b>65 119</b>	<b>26 243</b>	<b>43 385</b>	<b>53 006</b>	<b>53 306</b>	<b>55 805</b>	<b>56 998</b>

### 7.9.1 Expenditure Analysis

The programme has an allocated budget of R53.3 million for the 2023/24 FY, which increases to R57 million in the 2025/26 FY. During the 2023/24 FY, R29.5 million is budgeted for the provision of judicial education and training through the South African Judicial Education Training, while R6.3 million is budgeted for the Judicial Service Commission sub-programme, which provides secretariat and administrative support to the Judicial Service Commission. The Department also ensures judicial accountability by administering 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 R53.6 million over the MTEF period.

The number of personnel for Programme 3 is expected to decrease from 43 officials in the 2023/24 FY at the cost of R25.4 million, to 40 officials in the 2025/26 FY at a cost of R26.6 million. The decrease in the number of personnel is due to the slight increase in budget which is lower than the projected increase in personnel spending as a result of budget constraints.

## 8. UPDATED KEY RISKS AND MITIGATIONS

The table below provides the key risks of the Department, which are aligned to the three outcomes and the mitigation strategies per risk.

**Table 11: Key Risks per outcome**

NO.	OUTCOME	RISK	RISK DESCRIPTIONS	RISK MITIGATION
1.	<b>Effective and efficient administrative support</b>	a) Procurement Risk	Possible abuse of the supply chain management system by OCJ employees. Possible collusion between SCM officials and Suppliers.	<ul style="list-style-type: none"> <li>i. Establish standing Bid Specification Committee and Bid Evaluation Committee. All the members should be vetted before the sitting of each committee.</li> <li>ii. Ensure Competitive bidding in Request for Quotation and Tenders.</li> <li>iii. Declaration of interest by SCM officials during Bid Specification, Evaluation and Adjudication Processes.</li> </ul>
		b) Prevalent fraud and corruption incidents	OCJ employees doing business with the State or even within the Department. Fraudulent Court Orders. Misconduct/ Corruption. Stolen/ Lost Assets. Bribery.	<ul style="list-style-type: none"> <li>i. Review delegation of Authority.</li> <li>ii. Review and strengthen of internal Controls policies and procedures.</li> <li>iii. Fill vacant posts.</li> <li>iv. Release some functions for officials acting in more than one position.</li> <li>v. Proper segregation of duties especially at SMS level.</li> <li>vi. Enforce compulsory training on ethics management on all employees within the OCJ.</li> </ul>
		c) Organisational Capacity and Capability	Inadequate capacity (human resources and competent skills) to fulfil the mandate of the OCJ.	<ul style="list-style-type: none"> <li>i. Prioritise the critical post to be filled.</li> <li>ii. Conduct a work study and review organisational structure at the OCJ to establish workload capacity requirements within the OCJ.</li> <li>iii. Implement the retention/succession guideline.</li> <li>iv. Conduct employee satisfaction survey implement recommendations thereof.</li> </ul>
		d) Technology and its role in improving access to justice	Inadequate technology to support the Superior Courts in improving access to justice.	<ul style="list-style-type: none"> <li>i. Reinforce stakeholder relations to ensure commitment pertaining to project resourcing.</li> <li>ii. Maintain and sustain technology infrastructure.</li> <li>iii. Embark on technology awareness campaigns.</li> <li>iv. Prioritisation of Court Online and other network related technologies.</li> <li>v. Mandatory documentation of technologies deployed.</li> </ul>

NO.	OUTCOME	RISK	RISK DESCRIPTIONS	RISK MITIGATION
1.	<b>Effective and efficient administrative support</b>	e) Cyber Crime	Inadequate security controls to protect organisational information and respond to cyber security threats.	<ul style="list-style-type: none"> <li>i. Accelerate the implementation of the Information Security Management programme.</li> <li>ii. Conduct network and vulnerability audits.</li> <li>iii. Establishment of the Threat and Vulnerability Management programme.</li> <li>iv. Implement Information Security Framework.</li> <li>v. Roll-out of Encryption Software in all End-User Equipment.</li> <li>vi. Deployment of Security Incident and Event Management.</li> <li>vii. Deployment of Intrusion Detection and Prevention System.</li> <li>viii. Conduct information security awareness sessions.</li> <li>ix. Implement Business Continuity Management Processes.</li> </ul>
2.	<b>Improved court efficiency</b>	a) Inadequate Quasi-Judicial support to improve court efficiency	Ineffective/inadequate and delays in finalisation of all received applications for default judgement, taxation of legal costs and warrants of release (J1) delivered.	<ul style="list-style-type: none"> <li>i. Monitor the implementation of the Standard Operating Procedures (SOPs), Registrars Code &amp; Court Rules.</li> <li>ii. Monitor performance and compliance to legislated court procedures and compile report.</li> <li>iii. Conduct routine maintenance and regular monitoring of the systems.</li> <li>iv. Improve the delivery of issued warrants from the circuit court to the main seat.</li> <li>v. Prioritise the appointment of quasi-judicial personnel.</li> <li>vi. Training of the Quasi-Judicial staff by the Justice College.</li> <li>vii. Prioritise the implementation of the Court Online solution.</li> </ul>
3.	<b>Enhanced judicial performance</b>	a) Inadequate provision of educational courses that improve judicial performance.	Inability to effectively provide training to Judicial Officers	<ul style="list-style-type: none"> <li>i. Enhance compliance with the approved training schedule.</li> <li>ii. Monitor the implementation of SAJEI SOP.</li> </ul>

## 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.







# PART D

## TECHNICAL INDICATOR DESCRIPTIONS

# TECHNICAL INDICATOR DESCRIPTIONS

## PROGRAMME 1: ADMINISTRATION

Indicator title	1.1 Audit outcome for the OCJ
Definition	<p>The indicator measures good governance in the administration of the OCJ through the achievement of a clean audit opinion/outcome by the 2022/23 FY 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.</p> <p>A clean audit opinion/outcome will be achieved through ensuring that the Annual Financial Statements 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.</p>
Source of data	Auditor-General South Africa (AGSA) final audit report
Method of calculation/assessment	Qualitative
Means of verification	Departmental Annual report
Assumptions	<ul style="list-style-type: none"> <li>• Annual Audit conducted at the OCJ</li> <li>• No material findings on the compliance with laws and regulations as well as predetermined objectives</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	Clean Audit Outcome
Indicator responsibility	Chief Financial Officer

Indicator title	1.2 Percentage of procurement of goods and services above R500 000 awarded to suppliers who meet the specific goals
Definition	The indicator measures the percentage of bids to the value of R500 000 and above that are awarded to suppliers that meet the specific goals criterion in line with the Preferential Procurement Regulations, 2022.
Source of data	CSD Report, BAS and JYP
Method of calculation/assessment	Quantitative (Number of bids to the value of R500 000 and above awarded to suppliers that meet specific goals divide by total number of bids to the value of R500 000 and above awarded) x 100
Means of verification	Purchase Order, register for all bids awarded to the value of R500 000 and above
Assumptions	Previously marginalised groups of suppliers will respond to the bids

Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: 40%</li> <li>• Target for Youth: 30%</li> <li>• Target for People with Disabilities: 7%</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Bi-annual
Desired performance	Contribute towards economic transformation
Indicator responsibility	Chief Financial Officer

Indicator title	1.3 Percentage of designated employees (SMS members and other categories) 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 DPSA prescripts. Other categories of employees refer to employees other than Senior Management Service members determined by the Minister of Public Service and Administration as defined in the DPSA prescripts.
Source of data	e-Disclosure Compliance Report
Method of calculation/assessment	<p>Quantitative</p> <p>Q1 target: (Number of SMS members who disclosed their financial interest through e-Disclosure within prescribed timelines/total number of OCJ SMS members) x 100</p> <p>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) x 100</p>
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)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Non-Cumulative
Reporting cycle	Bi-Annual
Desired performance	Full compliance with the e-Disclosure prescripts
Indicator responsibility	Chief Director: Internal Audit and Risk Management

## TECHNICAL INDICATOR DESCRIPTIONS *continued*

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 at 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 beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: In line with the recruitment plan</li> <li>• Target for Youth: In line with the recruitment plan</li> <li>• Target for People with Disabilities: In line with the recruitment plan</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
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
Indicator title	1.5 Percentage of staff in the Department comprised of youth
Definition	<p>The indicator measures the percentage of the OCJ's 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.</p> <p>* However, the recruitment of youth will consider the legal age allowed in terms of Section 43 of the Basic Conditions of Employment Act, 1997.</p>
Source of data	PERSAL
Method of calculation/assessment	Quantitative (Number of youth in the staff establishment/Total staff establishment) x 100
Means of verification	PERSAL establishment report and summary report compiled by the Human Resource Management Unit
Assumptions	<ul style="list-style-type: none"> <li>• Youth apply for opportunities at the OCJ</li> <li>• The turnover rate for youth who work at the OCJ is reduced</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: 30%</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	30% of OCJ staff is comprised of youth
Indicator responsibility	Chief Director: Human Resource Management and Development

Indicator title	1.6 Percentage of women representation in Senior Management Service (SMS)
Definition	This indicator measures the percentage of women representation in 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)
Assumptions	Women apply and meet the requirements for SMS opportunities
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: 50%</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year to date
Reporting cycle	Bi-Annual
Desired performance	50% women representation at SMS level
Indicator responsibility	Chief Director: Human Resource 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 staff establishment/Total staff establishment) x 100
Means of verification	Signed report on the number of people with disabilities in the staff establishment
Assumptions	People with disabilities apply and meet the requirements for advertised opportunities
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: 2%</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year to date
Reporting cycle	Bi-Annual
Desired performance	2% of people with disabilities
Indicator responsibility	Chief Director: Human Resource Management and Development

## TECHNICAL INDICATOR DESCRIPTIONS *continued*

Indicator title	1.8 Number of Service Centres with Court Online system rolled-out
Definition	This indicator measures the implementation of the Court Online system at the Service Centres. Service centres refers to Superior Courts (High Court Divisions and Specialised Courts). The Court Online system is a cloud-based digital platform which is aimed at providing online case initiation, case management and evidence presentation to ensure optimised court proceedings.
Source of data	Roll-out plan
Method of calculation/assessment	Quantitative (Simple count of the number of Service Centres against the set target)
Means of verification	Signed roll-out report
Assumptions	There will be financial resources to roll-out the system
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Improved Court efficiency
Indicator responsibility	Chief Director: Information and Communications Technology

Indicator title	1.9 Number of Employee Health and Wellness (EHW) programmes implemented within the OCJ
Definition	The indicator measures the number of EHW programmes implemented within the OCJ in order to promote employee wellbeing in compliance with the DPSA Framework on EHW.
Source of data	EHW Plan & Attendance registers
Method of calculation/assessment	Quantitative (Simple count of the number of programmes implemented against the set target)
Means of verification	Signed EHW programmes implementation report
Assumption	<ul style="list-style-type: none"> <li>• There are resources available to implement the EHW programmes</li> <li>• Officials will attend or participate at the scheduled programmes</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Higher number of employees who participate in EHW programmes
Indicator responsibility	Chief Director: Human Resource Management and Development

Indicator title	1.10 Percentage of staff trained in line with the Workplace Skills Plan (WSP)
Definition	This is the number of officials to be trained in line with the Workplace Skills Plan (WSP) of the Department which addresses the training and development needs of officials in the workplace. The indicator is intended to measure the provision of training to address identified skills gap through capacity development interventions.
Source of data	Workplace Skills Plan and Attendance registers
Method of calculation/assessment	Quantitative (Number of officials trained in line with the WSP/Number of officials identified in the defined targeted training interventions of the WSP)
Means of verification	Attendance registers and Signed Training Reports
Assumption	Officials submit the training needs for inclusion in the WSP
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year to date
Reporting cycle	Quarterly
Desired performance	Improve performance of officials within the OCJ
Indicator responsibility	Chief Director: Human Resource Management and Development

Indicator title	1.11 Percentage of reported fraud cases investigated within 60 working days
Definition	This indicator measures the percentage of reported fraud cases investigated within 60 working days and referred to the relevant stakeholders i.e., Labour Relations Office for resolution or dispelled.
Source of data	Fraud Register
Method of calculation/assessment	Quantitative (Number of reported fraud cases investigated within 60 working days/Total number of reported fraud cases during the period under review minus fraud cases not finalised but within 60 working days) x 100
Means of verification	<ul style="list-style-type: none"> <li>• Signed progress report against reported fraud cases</li> <li>• Fraud register</li> </ul>
Assumption	There are reported fraud cases
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Non-Cumulative
Reporting cycle	Bi-Annual
Desired performance	Speedy finalisation of the forensic investigations (forensic investigations completed within 60 working days of reported fraud cases)
Indicator responsibility	Chief Director: Internal Audit and Risk Management



## TECHNICAL INDICATOR DESCRIPTIONS *continued*

Indicator title	1.12 Number of Fraud Prevention and Anti-Corruption awareness sessions conducted
Definition	This is the number of Fraud Prevention and Anti-Corruption awareness sessions conducted in respect of the OCJ's Fraud Prevention and Anti-Corruptions Strategy and Policy which outlines the measures in place to prevent, detect, investigate, and resolve fraud and corruption incidents. The awareness sessions are aimed at informing the officials about the stance of the OCJ regarding the fight against fraud and corruption.
Source of data	Fraud Prevention and Anti-Corruption awareness attendance registers
Method of calculation/assessment	Quantitative (Simple count of the number of Fraud Prevention and Anti-Corruption awareness sessions against the set target)
Means of verification	Signed Fraud Prevention and Anti-Corruption awareness report
Assumption	Availability of officials, availability of ICT services
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Reduced prevalence of fraud and corruption within the OCJ
Indicator responsibility	Chief Director: Internal Audit and Risk Management

Indicator title	1.13 ICT Disaster Recovery Strategy implemented
Definition	This is a strategy that guides the process of establishing, implementing and ensuring continuous improvement and maintenance of vital ICT infrastructure and system in preparation for business continuity in an event of a disaster.
Source of data	Business Impact analysis report
Method of calculation/assessment	Qualitative
Means of verification	Q1: Draft ICT Disaster Recovery Strategy Q2: Approved ICT Disaster Recovery Strategy Q3: Sign-off certificate for Data replication and testing Q4: Sign-off certificate for the establishment of the ICT Disaster Recovery Site
Assumption	<ul style="list-style-type: none"> <li>• The ICT Disaster Recovery Strategy will be approved</li> <li>• The service provider will be appointed</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Fully functional ICT Disaster Recovery site
Indicator responsibility	Chief Director: Information Communication Technology

TECHNICAL INDICATOR DESCRIPTIONS FOR COVID-19 RELATED INDICATORS	
Indicator title	1.1 Number of COVID-19 OHS inspections conducted within the OCJ
Definition	<p>This is the number of OHS inspection projects that are implemented at the OCJ National Office and its Service Centres to assess compliance with the COVID-19 regulations.</p> <p>* Each quarterly target of one (1) includes inspections that are conducted at all OCJ Service Centres and the National Office.</p>
Source of data	Individual inspections reports/checklist
Method of calculation/assessment	Quantitative (Simple count of the number of inspections conducted against the set target)
Means of verification	Signed consolidated inspections project report
Assumptions	Inspections are conducted at all OCJ Service Centres and National Office
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	COVID-19 OHS related inspections conducted at all OCJ Service Centres and the National Office
Indicator responsibility	Chief Director: Human Resource Management and Development

Indicator title	2.1. Number of COVID-19 related trainings conducted for designated Safety and Health representatives
Definition	This is the number of trainings conducted for the for designated Safety and Health representatives as it relates to the COVID-19 OHS compliance measures.
Source of data	Training material
Method of calculation/assessment	Quantitative (Simple count of the number of trainings for COVID-19 for designated Safety and Health representatives conducted)
Means of verification	Signed COVID-19 related training report
Assumptions	There are Safety and Health representatives at all Service Centres
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	All Safety and Health representatives receive training on COVID-19
Indicator responsibility	Chief Director: Human Resource Management and Development

## TECHNICAL INDICATOR DESCRIPTIONS *continued*

Indicator title	3.1 Number of COVID-19 compliance reports produced
Definition	The indicator measures the number of reports produced on the management and monitoring of the implementation of the COVID-19 regulations.
Source of data	Minutes of the OCJ COVID-19 Advisory Committee meetings
Method of calculation/assessment	Quantitative (Simple count of the number of reports produced against the set target)
Means of verification	Signed COVID-19 compliance reports
Assumptions	COVID-19 compliance is implemented at the OCJ
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	COVID-19 compliance reports produced as planned
Indicator responsibility	COVID-19 Advisory Committee

Indicator title	4.1 Number of COVID-19 pandemic risk mitigation reports produced
Definition	This is the number of risk mitigation reports produced relating to the COVID-19 pandemic and its impact to the delivery of the OCJ's mandate.
Source of data	COVID-19 Pandemic risk register
Method of calculation/assessment	Quantitative (Simple count of the number of risk mitigation reports produced against the set target)
Means of verification	Signed risk mitigation reports
Assumptions	There is progress on the mitigation of identified COVID-19 related risks
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	COVID-19 pandemic risks are mitigated
Indicator responsibility	Chief Director: Internal Audit and Risk Management

## 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	The indicator measures the percentage of default judgments finalised by Registrars within 14 working days from date of receipt of the application by the court out of all (a total number of) default judgments finalised in the period under review. Default judgments finalised means those that 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 judgements finalised) x 100
Means of verification	Default Judgments register and Superior Courts Performance Monitoring report
Assumptions	Default judgment matters brought before the Registrars comply with the court rules
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Speedy finalisation of default judgments by Registrars
Indicator responsibility	Chief Director: Court Administration Services

Indicator title	2.2 Percentage of taxations of legal bills of costs finalised within 60 days from date of set down
Definition	<p>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.</p> <p>* Some of the bills of costs may be settled between the parties before set down date and such will be included in the population of bills of costs finalised within 60 days.</p>
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 and Superior Courts Performance Monitoring report
Assumptions	Taxations of legal costs matters brought before the Registrars comply with the court rules
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>

## TECHNICAL INDICATOR DESCRIPTIONS *continued*

Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Speedy finalisation of taxations by Registrars
Indicator responsibility	Chief Director: Court Administration Services

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 (date delivered minus date issued) of the release issued.
Source of data	Warrant of release (J1) and proof of delivery (collection J1 register, sent facsimile or sent email) of warrant of release (J1) to the Department of Correctional Services.
Method of calculation/assessment	Quantitative (Total number of warrants of release delivered within one day of the release issued/Total number of warrants of release issued) x 100
Means of verification	Warrant of release (J1) register and Superior Courts Performance Monitoring report
Assumptions	There is an official at the correctional institution where the warrant of release is being delivered to receive the warrants of release
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	All warrants of release (J1) delivered within timeframes
Indicator responsibility	Chief Director: Court Administration Services

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 quarterly monitoring reports on Law Reporting Project
Assumptions	The law reporting project is implemented
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>

Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Compilation and Publication of Law Reports
Indicator responsibility	Chief Director: Court Administration Services

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)
Means of verification	Signed Judicial Case Flow Management performance reports
Assumptions	Superior Courts implement the Judicial Case Flow Management project
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Enhanced case flow management
Indicator responsibility	Chief Director: Court Administration Services

Indicator title	2.6 Number of reports on the enhancement of court order integrity produced
Definition	This indicator measures the monitoring of the Court Order Integrity Project, which is 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 take place every quarter and there are reported fraudulent court orders
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>

## TECHNICAL INDICATOR DESCRIPTIONS *continued*

Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Improved control measures on court orders
Indicator responsibility	Chief Director: Court Administration Services

### 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. The Annual Training Schedule is approved by SAJEI Council.
Source of data	Annual Training Schedule
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	<ul style="list-style-type: none"> <li>• The target will be achieved unless there are ad-hoc requests informed by operational needs at the Courts, legislative/or policy changes.</li> <li>• Availability of resources and attendees for courses.</li> </ul>
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	A high number of judicial education courses conducted contributing to improved service delivery
Indicator responsibility	Chief Director: South African Judicial Education Institute



Indicator title	3.2 Number of research monographs on judicial education produced
Definition	This refers to the number of specialised research papers that will be produced with specific focus areas on judicial education.
Source of data	Court records
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 as well as availability of training data
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Bi-Annual
Desired performance	Improved judicial education curricula
Indicator responsibility	Chief Director: South African Judicial Education Institute

Indicator title	3.3 Number of monitoring reports on the management of litigations produced
Definition	This is the number of monitoring reports on litigation involving the Department. This indicator is aimed at providing progress on 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 quarterly and annual monitoring reports on litigation
Assumptions	There are litigation matters that involves the Department
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Compliance with legal prescripts
Indicator responsibility	Head: Legal Services

## TECHNICAL INDICATOR DESCRIPTIONS *continued*

Indicator title	3.4 Number of reports on judicial appointments and judicial complaints produced
Definition	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).
Source of data	Minutes of the meetings
Method of calculation/assessment	Quantitative (Simple count of the number of reports produced against the set targets)
Means of verification	Signed quarterly reports and annual reports on judicial appointments and complaints proceeding/sessions
Assumptions	Meetings to take place as planned
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Adequate secretariat support provided to the JSC
Indicator responsibility	Secretary of the Judicial Service Commission

Indicator title	3.5 Number of reports on the status of disclosures for Judges Registrable Interests produced
Definition	This is the report produced on the status of disclosures of Judges' Registrable Interests of serving Judges, submitted by 31 March of each year and disclosures of newly appointed Judges submitted within 30 days of appointment. The indicator aims to provide a status on the disclosures of Judges' Registrable interests in accordance with the Judicial Service Commission Act, 1994 and the Regulations on Judges' Registrable Interests made in terms of section 13(8) of the JSC Act, 1994.
Source of data	Register of Judges' Registrable Interests
Method of calculation/assessment	Quantitative (Simple count of the number of reports produced)
Means of verification	Signed report on the status of disclosures for Judges' Registrable Interests
Assumptions	Judges will comply on time with the disclosure law
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	<ul style="list-style-type: none"> <li>• Contribution to spatial transformation priorities: N/A</li> <li>• Spatial impact area: N/A</li> </ul>
Calculation type	Cumulative Year-End
Reporting cycle	Bi-Annual
Desired performance	Compliance with the disclosure law
Indicator responsibility	Registrar for Judges' Registrable Interests

## **ANNEXURE A: DISTRICT DEVELOPMENT MODEL**

The district development model is not applicable for the OCJ.

100%

This image shows a full page of blank, lined paper. It features approximately 20 evenly spaced horizontal grey lines across its entire width, providing a template for writing or drawing. The margins are consistent on all sides.





**NATIONAL OFFICE ADDRESS:**

188 14th ROAD, NOORDWYK  
MIDRAND, 1685



**SWITCHBOARD NUMBER**


010 493 2500

[WWW.JUDICIARY.ORG.ZA](http://WWW.JUDICIARY.ORG.ZA)

 The South African Judiciary

 @OCJ\_RSA

 @OCJ\_RSA

 Judiciary RSA



OFFICE OF THE CHIEF JUSTICE  
REPUBLIC OF SOUTH AFRICA