

OFFICE OF THE CHIEF JUSTICE



OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN

2018/19



OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA



**OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA**

ANNUAL PERFORMANCE PLAN FOR 2018/19



TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS.....	5
FOREWORD BY THE MINISTER OF JUSTICE AND CORRECTIONAL SERVICES	6
OVERVIEW BY THE SECRETARY-GENERAL	8
OFFICIAL SIGN-OFF.....	9
PART A: STRATEGIC OVERVIEW	10
1. VISION, MISSION AND VALUES	11
2. UPDATED SITUATIONAL ANALYSIS	12
2.1. Performance delivery environment.....	12
2.2. Organisational environment.....	15
2.3. Revisions to legislative and other mandates.....	16
3. OVERVIEW OF 2018/19 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK (MTEF) ESTIMATES	17
3.1. Expenditure estimates	17
3.2. Relating expenditure trends to strategic outcome-oriented goals	18
PART B: PROGRAMME AND SUB-PROGRAMME PLANS.....	20
4. PROGRAMME 1: ADMINISTRATION.....	21
4.1. Strategic objectives and annual targets for 2018/19.....	22
4.2. Programme performance indicators and annual targets for 2018/19.....	23
4.3. Reconciling performance targets with the budget and MTEF.....	26
4.3.1. Expenditure estimates	26
4.3.2. Performance and expenditure trends	27
5. PROGRAMME 2: SUPERIOR COURT SERVICES	28
5.1. Strategic objectives and annual targets for 2018/19.....	29
5.2. Programme performance indicators and annual targets for 2018/19.....	30
5.3. Reconciling performance targets with the budget and MTEF.....	31
5.3.1. Expenditure estimates	31
5.3.2. Performance and expenditure trends.....	32



6.	PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT	33
6.1.	Strategic objectives and annual targets for 2018/19	34
6.2.	Programme performance indicators and annual targets for 2018/19	35
6.3.	Reconciling performance targets with the budget and MTEF	37
6.3.1.	Expenditure estimates	37
6.3.2	Performance and expenditure trends.....	38
	PART C: LINKS TO OTHER PLANS	39
7.	LONG-TERM INFRASTRUCTURE AND OTHER PLANS	40
8.	CONDITIONAL GRANTS	40
9.	PUBLIC ENTITIES	40
10.	PUBLIC-PRIVATE PARTNERSHIPS	40
	ANNEXURES	41
11.	ANNEXURE A: TECHNICAL DESCRIPTION OF INDICATORS	42
12.	ANNEXURE B: OFFICE OF THE CHIEF JUSTICE (OCJ) STRATEGIC RISKS	53
13.	ANNEXURE C: AMENDMENTS TO THE OCJ 2015/16-2019/20 STRATEGIC PLAN (SP) AND THE 2017/18 ANNUAL PERFORMANCE PLAN (APP)	55



LIST OF TABLES

Table 1:	OCJ 2018/19 MTEF expenditure estimates.....	20
Table 2:	Strategic objective indicators and annual targets for 2018/19.....	26
Table 3:	Strategic objective indicators and quarterly targets for 2018/19.....	27
Table 4:	Programme performance indicators and annual targets for 2018/19.....	28
Table 5:	Programme performance indicators and quarterly targets for 2018/19.....	30
Table 6:	Administration 2018/19 MTEF expenditure estimates.....	32
Table 7:	Strategic objective indicators and annual targets for 2018/19.....	36
Table 8:	Strategic objective indicators and quarterly targets for 2018/19.....	36
Table 9:	Programme performance indicators and annual targets for 2018/19.....	37
Table 10:	Programme performance indicators and quarterly targets for 2018/19.....	38
Table 11:	Superior Court Services 2018/19 MTEF expenditure estimates.....	39
Table 12:	Strategic objective indicators and annual targets for 2018/19.....	43
Table 13:	Strategic objective indicators and quarterly targets for 2018/19.....	43
Table 14:	Programme performance indicators and annual targets for 2018/19.....	44
Table 15:	Programme performance indicators and quarterly targets for 2018/19.....	45
Table 16:	Judicial Education and Support MTEF expenditure estimates.....	46



ACRONYMS AND ABBREVIATIONS

ADV	Advocate
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ARC	Audit and Risk Committee
BAS	Basic Accounting System
CCMP	Complaints and Compliments Management Policy
CCJA	Conference of Constitutional Jurisdictions of Africa
COIC	Court Order Integrity Committee
Constitution	Constitution of the Republic of South Africa
DoJ&CD	Department of Justice and Constitutional Development
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
EE	Employment Equity
FMPPI	Framework for Managing Programme Performance Information
HRM&D	Human Resource Management & Development
ICT	Information and Communications Technology
JSC	Judicial Service Commission
JCPS	Justice, Crime Prevention and Security
MACC	Minimum Anti-corruption Capacity
M&E	Monitoring and Evaluation
MP	Member of Parliament
MSP	Master Systems Plan
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NEEC	National Efficiency Enhancement Committee
NDP	National Development Plan
NRF	National Revenue Fund
NT	National Treasury
OCJ	Office of the Chief Justice
OMF	Operations Management Framework
PEEC	Provincial Efficiency Enhancement Committee
PESTEL	Political, Economic, Social, Technological, Environmental and Legal factors
PFMA	Public Finance Management Act, 1999 (Act 1 of 1999)
SAJEI	South African Judicial Education Institute
SG	Secretary-General
SMART	Specific, Measurable, Attainable, Realistic and Timely
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
WCCJ	World Conference on Constitutional Justice



FOREWORD BY THE MINISTER OF JUSTICE AND CORRECTIONAL SERVICES



The mandate of the Office of the Chief Justice (OCJ) is to provide effective administrative and technical support to the Chief Justice as the Head of the Judiciary and the Constitutional Court. For the OCJ to continue providing this support, capacitation for the Department is a priority.

The OCJ will continue to discharge its mandate of supporting the Judiciary by focusing on the following strategic goals during the Medium-Term Expenditure Framework (MTEF):

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

The OCJ supports the Judiciary in its contribution to Chapter 14 of the National Development Plan (NDP) - Vision 2030 (promoting accountability and fighting corruption through strengthening the judicial governance and the rule of law). Section 165 of the Constitution requires the courts to be independent and subject only to the Constitution and the law, which they must apply impartially without fear, favour or prejudice. All organs of State are required by the Constitution to assist and protect the dignity, accessibility, effectiveness and independence of the Judiciary.

To advance judicial independence and in line with the recommendations of the NDP, our government has taken a number of initiatives including facilitating the enactment of the Superior Courts Act, 2013 and the Constitution Seventeenth Amendment Act duly passed in 2012. The latter Act amended the Constitution by amongst others, formalising the role of the Chief Justice as the Head of the Judiciary.

Education and training for both serving and aspirant Judicial Officers will continue to be a priority for the OCJ in the 2018/19 financial year. It is envisaged that this would enhance service delivery and contribute towards the transformation of the Judiciary, a constitutional imperative which we are all committed to achieving. The resourcing and capacitation of the South African Judicial Education Institute (SAJEI) is crucial in ensuring that quality education and training courses are offered to serving and aspirant Judicial Officers for efficiency and effectiveness of the courts.

One of my priorities is to ensure improved access to justice for all. In this regard, all nine provinces have High Courts which are providing effective and efficient services to the citizens of the country. The Mpumalanga Division of the High Court will be officially opened in the 2018 MTEF and a budget of R115.3 million has been allocated over the MTEF for further operationalisation of the High Court.



Having High Courts in all provinces afford previously disadvantaged and remote areas with an opportunity to have access to judicial services. The OCJ will play an important role in supporting the functioning of Superior Courts during the 2018/19 financial year.

The Constitution enjoins organs of State to assist and protect the courts to ensure their independence, impartiality, dignity, accessibility and effectiveness. The OCJ will through legislative and other measures, ensure that this constitutional imperative is realised. Furthermore, I am alive to the fact that the Constitution entrusts me with the responsibility to rationalise the courts with the view of establishing a judicial system suited to the requirements of the Constitution. The steps I have already taken in this regard are geared towards the fulfilment of this role. The ultimate goal of these transformative efforts is the establishment of a single judicial system that is in line with the provisions of Section 166 of the Constitution.

Whilst the OCJ has a responsibility to ensure that these courts are operationalised and sufficiently capacitated, resources remain a challenge in improving service delivery. We continue to be seized with the priority to increase the number of Judicial Officers entering the system in order to augment the increasing workload in the judicial system. This would lead to an increased demand for training by the South African Judicial Education Institute (SAJEI).

In ensuring co-operative governance, the Department of Justice and Constitutional Development (DoJ&CD) will continue to support the OCJ in the delivery of its mandate on areas where there are still services shared between the OCJ and DoJ&CD and where certain services have been retained by the DoJ&CD following the transfer of functions to the OCJ. This is part of promoting the independence, impartiality, dignity, accessibility and effectiveness of the courts.

It is my pleasure to present the Annual Performance Plan (APP) of the OCJ for the 2018/19 financial year which details the initiatives mentioned above. This APP is informed by the Strategic Plan of the OCJ for 2015/16 to 2019/20 and I remain committed to support the OCJ in ensuring the full implementation and achievement of its strategic objectives.



Tshililo Michael Masutha, MP (ADV)
Minister of Justice and Correctional Services



OVERVIEW BY THE SECRETARY-GENERAL



The APP of the OCJ for the 2018/19 financial year outlines the mandate of the Department and its obligations towards fulfilling its administrative, operational and governance support to the Judiciary during the MTEF.

Despite the resource challenges that have affected all organs of State, the OCJ must continuously provide support to the Judiciary in ensuring an effective judicial system. The Department will ensure a strategic deployment of resources to key service delivery areas to respond to Chapter 14 of the NDP, which calls for promoting accountability and fighting corruption.

To further ensure effective and efficient delivery of the mandate of the OCJ, the use of Information and Communications Technology (ICT) and human resource capacitation will be prioritised, taking into consideration the budget ceilings on compensation of employees that have been determined by the National Treasury.

An important consideration in this regard includes modernisation of court processes through the use of digital technology at the courts for effectiveness of service delivery. In order to promote the independence of the Judiciary as a constitutional imperative, the OCJ will through SAJEI, continue to provide and facilitate judicial training and education of Judicial Officers.

This APP provides the key performance indicators that will ensure the achievement of the goals and objectives of the Department. The plan will also be used for monitoring progress against the departmental Strategic Plan, where performance against the targets will be reported to stakeholders on a quarterly and annual basis. This plan signals a concerted effort of the OCJ to continue to invest in improving its administration, systems and processes in the provision of support to the judicial system to ensure effective and efficient court services.

A handwritten signature in black ink, appearing to read 'M. Sejosengwe', written over a horizontal line.

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

OFFICIAL SIGN-OFF

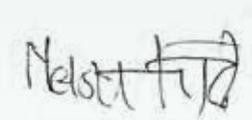
It is hereby certified that this APP:

- Was developed by the management of the OCJ, under the guidance of the Secretary-General (Accounting Officer) and leadership of the Minister of Justice and Correctional Services;
- Was prepared in line with the current Strategic Plan; and
- Accurately reflects the performance targets which the OCJ will endeavour to achieve, given the resources made available in the budget for 2018/19.



Mr Casper Coetzer

Chief Financial Officer: Office of the Chief Justice



Ms Edzisani Netshiozwi

Head Official Responsible for Planning: Office of the Chief Justice



Ms Memme Sejosengwe

Secretary-General: Office of the Chief Justice

Approved by:



Tshililo Michael Masutha, MP (ADV)

Minister of Justice and Correctional Services





**PART A:
STRATEGIC OVERVIEW**

1. 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 to ensure an effective and efficient court administration services.

Values

In ensuring accountability of the judicial branch of the State to the people of South Africa; and to foster public confidence in the Judiciary and respect for the rule of law, the OCJ will uphold the following values:

- Respect and protection of the Constitution
- Honesty and integrity
- Openness and transparency
- Professionalism and excellence



2. 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 in meeting its strategic objectives and ensuring continuous service delivery improvement. The analysis was conducted utilising the PESTEL and SWOT analysis which enabled the Department to scan both the internal and external environments.

2.1 Performance delivery environment

The OCJ was established to promote and reaffirm the principle of judicial independence, as guaranteed by Section 165 of the Constitution. The current policy and legislative regime in South Africa provides adequate safeguards and instruments for the establishment, governance and the operationalisation of internal controls in governments departments, including the OCJ.

In ensuring that it lives up to its mandate, the OCJ is committed to the provision of support to the Judiciary for the realisation of an effective and efficient judicial system. This support is envisaged to guarantee access to justice for all and contribute towards the realisation of Outcome 3 of the MTSF (all people in South Africa are and feel safe).

The OCJ supports the Judiciary in entrenching the rule of law and protecting constitutional democracy. The Constitution Seventeenth Amendment Act, 2012 and the subsequent enactment of the Superior Courts Act, 2013 brought about the change in the environment within which the Judiciary, as an Arm of State, must function. The Chief Justice has been reaffirmed as the Head of the Judiciary responsible for the establishment and monitoring of the Norms and Standards for the performance of judicial functions. The OCJ must support the Chief Justice in executing these responsibilities with the limited resources it has.

2.1.1 Economy

According to National Treasury¹, economic growth was expected to be 1.3 percent in 2017 and to increase to 2.2 percent in 2019. This slow growth has resulted in government departments receiving reduced budgets for fulfilling their mandates. National Treasury indicated that there will be a reduced budget spending of R10 billion in 2017/18 and R16 billion in 2018/19 in the national fiscus.

Poor economic conditions have the potential to increase labour disputes between an employer and employees especially with regards to employees' salaries, annual increments, benefits and retrenchments. These may lead to an increase in civil matters (default judgments), evictions and labour related matters (i.e. people defaulting on their obligations due to financial difficulties which therefore puts pressure on the OCJ resources).

Taking into consideration the current economic situation and the effects as indicated above, the OCJ has to reprioritise its administrative and support budget in order to fund critical projects. For example, funds have been redirected from compensation of employees in Programme 1: Administration and Programme 3: Judicial Education and Support to fund the operationalisation of the Mpumalanga High Court and to augment resources in other Superior Courts as a means of contributing to improved access to justice. This, as a result, impacts on the growth of the OCJ as a relatively new department requiring funds to put in place systems that will enable it to deliver on its mandate.

¹ Radical Economic Transformation for Inclusive Growth (2017)

2.1.2 Modernisation of the courts through the use of technology

Modernisation of court processes and physical infrastructure at the Superior Courts is key to ensuring effectiveness and efficiency in court administration, as well as the improvement of access to justice. One of the key initiatives during the medium-term period of the SP is to implement the Information and Communications Technology (ICT) Master Systems Plan (MSP) at Superior Courts, which is a five-year ICT Strategic Plan that outlines major enabling ICT programmes that are meant to support the Judiciary in delivering its mandate.

The automation and digitisation of court processes remain crucial for improving efficiency, information and data management. This includes advances in high speed telecommunications, development of information systems, computers and other technologies which create new opportunities for Superior Courts to operate more effectively and efficiently. The use of new technology will also require a highly effective Information Security Framework in order to guard against abuse and malicious use.

During the 2018 MTEF, focus will be on the piloting and roll-out of the case e-filing system which include all capabilities for managing, storing, publishing and retrieving case files, case documentation, evidence, court orders, judgements and all other relevant documentation. The aim of the programme is to improve case management and court processes through the use of electronic filing of court documents, thereby ensuring effectiveness in managing court services for the public and reducing the risk relating to court records.

2.1.3 The impact of a maturing democracy on the judicial system

As democracy matures in South Africa, the population becomes increasingly aware of their rights and interface more with the courts. This puts pressure on the limited resources of the courts and the justice system at large necessitating further capacitation of the Judiciary and the courts. In the 2016/17 financial year, the number of default judgments received by High Courts totalled

57 656, which was an increase of 9 842 from 47 814 in 2015/16. In order to effectively deal with these default judgments and finalise them within prescribed timeframes, sufficient resources are required.

2.1.4 Readiness for the implementation of the Lower Courts Bill

One of the steps under consideration by the Executive is the decision to transfer some of the functions relating to Magistrates to the OCJ. The imminent introduction of legislation to regulate the transfer of the Magistrate Courts to the OCJ will require not only resources, but also an undertaking of processes that will ensure readiness for the OCJ to manage the administration of these courts, as well as continuously providing administrative and technical support to the Judiciary as mandated.

During the medium-term period, the OCJ will focus on ensuring institutional readiness to receive and manage the administrative functions of the Magistrate Courts. The readiness exercise will include, amongst others, the following:

- Involvement in the planning and implementation of the transfer of functions from the DoJ&CD to the OCJ once the policy framework for the transfer of functions has been finalised by the Executive;
- Collaboration with the DoJ&CD in the audit of the system around the administration of the Magistracy and the Magistrate Courts;
- Support to the Chief Justice/Judges President to fulfil the provisions of Section 8 of the Superior Courts Act, 2013 relating to oversight over the performance of judicial functions in the Magistrate Courts;
- Review the composition of the DoJ&CD / OCJ Joint Task Team on the transfer of functions to include other government departments' such as the National Treasury (NT), the Department of Public Service and Administration (DPSA) and the Department of Public Works (DPW);
- Collection of baseline information relating to the physical infrastructure, budget, personnel and ICT systems;



- Conduct a work study on the administration of Magistrate Court functions, processes, resources and judicial capacity in conjunction with DoJ&CD;
- Facilitate the development of an integrated Change Management Plan based on the outcomes of the study in conjunction with the DoJ&CD, in line with the DPSA guidelines on the National Macro Organisation of the State; and
- Develop a framework for interdepartmental and institutional transitional arrangements, including a Service Level Agreement (SLA) and Memorandum of Understanding (MoU).

2.1.5 Enhancing the image of the Judiciary and the OCJ

The OCJ will raise public awareness on the role of the Judiciary in a democratic order that will contribute to improved confidence in the judicial system. The Communications Strategy will be implemented over the medium-term period with the main aim of enhancing the image of the Judiciary and instilling public confidence in it.

2.1.6 Library services for the Judiciary

The OCJ must be able to provide the Judiciary with efficient, cost-effective and comprehensive library services. During the medium-term, the focus of the OCJ in conjunction with the DoJ&CD will be on:

- Creating in-house technical expertise and capacity on library services;
- Developing a master plan to overhaul the current library services model; and
- Securing funds for implementing an in-house law reporting institutional model/concept.

2.1.7 Stakeholders

The OCJ has a wide spectrum of domestic stakeholders for providing oversight support and advice on the running of its operations. These stakeholders include the Presidency of the Republic of South Africa, Parliament, departments within the Justice, Crime Prevention and Security (JCPS) cluster, Legal Aid South Africa, civil society, Chapter 9 institutions and the media. International stakeholders include the Conference of Constitutional Jurisdictions of Africa (CCJA), World Conference on Constitutional Justice (WCCJ), the United Nations and the African Union.

The OCJ will ensure strengthened and structured stakeholder dialogue and collaboration during the medium-term period. This will be achieved through, amongst others, committees such as the National Efficiency Enhancement Committee (NEEC) and the Provincial Efficiency Enhancement Committees (PEECs), which contributes to enhanced efficiency in the performance of the courts.

2.1.8 The OCJ's contribution to the NDP

In executing its mandate, the OCJ supports the Judiciary in its contribution to Chapter 14 of the NDP (promoting accountability and fighting corruption). The contribution to this NDP priority is done through strengthening the judicial governance and the rule of law as follows:

- Accelerating reforms to implement a Judiciary-led court administration;
- Ensuring an efficient court system;
- Reducing court administration inefficiencies;
- Ensuring access to justice;
- Ensuring judicial accountability; and
- Providing training to the Judiciary through SAJEI.



The OCJ also contributes to Chapter 13 of the NDP (building a capable State) through implementing the following strategic objectives of the Department:

- **Strategic objective 1:** Capacitate the OCJ; and
- **Strategic objective 2:** Ensure good governance in the administration of the Department.

2.1.9 Contribution to the MTSF

The OCJ contributes to Outcome 12 of the MTSF (an efficient, effective and development-oriented public service). Most of the indicators in the Administration programme are linked to this outcome, including the indicators on:

- Financial Management;
- Risk Management;
- External and internal audit;
- Information and Communications Technology;
- Fraud prevention; and
- Reduction of vacancy rate for funded posts.

In addition, the OCJ supports the Judiciary in its contribution to Outcome 3 of the MTSF (all people in South Africa are and feel safe). This is in relation to the finalisation of cases as well as conducting quasi-judicial functions at the Superior Courts.

2.2 Organisational environment

2.2.1 ICT as a strategic enabler to the OCJ's operations and service delivery

Effective ICT systems play an essential role as a strategic enabler in improving the operations of the Department and contributing to service delivery improvement. In this regard, the OCJ will focus on a number of key projects during the medium-term period covered in this APP, which include amongst others, the following:

- Identification, documentation and automation of key business processes to improve internal efficiencies, reduce turnaround times and reliance on paper based processes; and
- Implementation of an Information Security Framework.

Due to resource constraints, implementation of the MSP will focus on prioritised projects during the medium-term period such as the e-filing project. To ensure effective implementation of the prioritised projects, improving and strengthening ICT governance systems remains crucial. This includes further capacitation of the ICT Unit as well as developing relevant policies and plans that are in line with the Public Service Corporate Governance of ICT Policy Framework.

2.2.2 Reducing the prevalence of fraud and corruption

The OCJ is committed to prevent fraud and corruption through the implementation of the Minimum Anti-corruption Capacity (MACC) requirements. Capacity for the Forensic Unit has been strengthened and continuous alignment with the MACC requirements will ensure a sustained zero-tolerance to corruption.

The OCJ will also conduct anti-fraud and corruption awareness initiatives for all employees. In addition to this, the Department will ensure continuous and effective ethics management, including utilising relevant governance structures to manage ethics, fraud and corruption issues. The OCJ's Fraud Prevention Strategy will be developed and implemented during the medium-term period. Fraud and corruption cases will also be investigated and dealt with in line with the Forensic Investigation Policy of the Department.

2.2.3 Operations management

Service delivery improvement programmes - In contributing to Outcome 12 of the MTSF (an effective, efficient and development orientated public service) the OCJ will implement the Operations Management Framework (OMF) for the public service during the 2018 MTEF. The focus will be on the implementation and monitoring of the Service Delivery Model, Standard Operating Procedures, Service Standards, Service Delivery Charter and the Service Delivery Improvement Plan.



Complaints and compliments management mechanism - In order to enhance service delivery and customer satisfaction, the OCJ will focus on establishing a complaints and compliments management mechanism, which includes a Policy on Complaints and Compliments Management and a Standard Operating Procedure. The establishment of this mechanism is linked to the redress Batho Pele Principle which provides that: *“if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy”*. The Complaints and Compliments Management Policy (CCMP) will set the direction on how service users’ complaints and compliments will be managed by ensuring that standards and measures as set out for the Public Service are met.

2.2.4 Effective and efficient human resource management and development

Despite budgetary constraints, the OCJ must meet its human resource needs, including meeting the Employment Equity (EE) requirements. In order to ensure that the budgetary constraints do not affect the delivery of the OCJ’s mandate, the Department will ensure strategic deployment of its limited resources to achieve identified organisational goals and objectives.

2.3 Revisions to legislative and other mandates

There are no changes to the OCJ’s legislative and other mandates.

3. OVERVIEW OF 2018/19 BUDGET AND MTEF ESTIMATES

3.1. Expenditure estimates

Table 1: OCJ 2018/19 MTEF expenditure estimates

Programmes	Audited outcomes			AENE	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme 1: Administration	27 474	88,836	139,079	183 741	201 872	213 910	227 444
Programme 2: Superior Court Services	620 988	641 944	679 052	758 668	838 868	900 144	965 345
Programme 3: Judicial Education and Support	31 768	36 894	40 918	76 909	79 007	83 638	89 081
Subtotal	680 230	767 674	855 644	1 019 318	1 119 747	1 197 692	1 281 870
Judges' salaries	872 235	887 682	930 704	966 060	1 022 091	1 098 546	1 180 937
Total direct charge against the National Revenue Fund (NRF)	872 235	887 682	930 704	966 060	1 022 091	1 098 546	1 180 937
Total voted	1 552 465	1 655 356	1 786 348	1 985 378	2 141 838	2 296 238	2 462 807
Economic classification							
Current payments	1 415 263	1 501 219	1 636 780	1 821 730	1 976 862	2 096 182	2 225 612
Compensation of employees	1 203 526	1 303 694	1 418 646	1 524 040	1 644 037	1 747 361	1 856 990
Salaries and wages	1 094 646	1 234 244	1 338 831	1 324 779	1 540 420	1 635 613	1 736 501
Social contributions	108 880	69 450	79 815	199 261	103 617	111 748	120 489
Goods and services	211 737	197 512	218 133	297 686	332 825	348 821	368 622
Administrative fees	1 593	2 115	2 790	4 520	4 182	4 438	4 706
Advertising	799	1 447	1 058	1 255	1 347	1 384	1 465
Minor assets	3 769	6 845	6 530	6 572	8 915	8 505	8 907
Audit costs: External	-	2 311	5 100	4 867	5 270	5 585	5 920
Bursaries: Employees	-	2	125	1 500	1 624	1 721	1 824
Catering: Departmental activities	593	911	2 567	5 226	5 105	5 432	5 777
Communication (G&S)	16 232	10 448	12 856	17 464	19 218	20 212	21 475
Computer services	2 026	17 968	32 386	40 314	55 747	58 632	60 929
Consultants: Business and advisory services	9 156	9 054	12 455	13 091	13 427	14 357	15 323
Science & technology services	-	621	-	-	-	-	-
Legal services (G&S)	337	1 721	570	3 348	4 356	4 306	4 752
Contractors	1 492	9 651	2 253	4 259	6 308	4 015	4 182
Agency and support/outsourced services	9 421	628	3 549	4 022	4 503	4 820	5 140
Entertainment	-	13 684	128	100	88	97	106
Fleet services (including government motor transport)	27 558	4 705	21 348	25 564	29 821	32 374	34 427
Consumable supplies	1 148	1 771	3 091	13 405	16 168	16 957	17 989
Consumables: Stationery, printing and office supplies	8 540	12 124	9 703	-	-	-	-
Operating leases	28 105	47	147	6 051	12 100	12 700	13 500
Rental and hiring	-	-	11	256	132	140	148
Property payments	323	1 313	2 654	2 823	4 114	4 281	4 598
Travel and subsistence	91 917	89 008	84 860	114 830	111 652	118 689	125 576
Training and development	348	1 109	1 922	6 946	7 793	8 264	8 781
Operating payments	2 719	4 760	5 378	9 007	9 949	10 488	11 198
Venues and facilities	5 661	5 269	6 652	12 266	11 006	11 424	11 899



Programmes	Audited outcomes			AENE	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Interest and Interest on land	-	13	1	4	-	-	-
Transfers and subsidies	76 077	56 214	50 574	59 016	67 313	95 899	128 214
Provinces and municipalities	47	-	1	-	-	-	-
Municipalities	47	-	1	-	-	-	-
Departmental agencies and accounts	4	-	-	-	-	-	-
Households	76 026	56 173	50 573	59 016	67 313	95 899	128 214
Social benefits	76 026	56 173	50 573	59 016	67 313	95 899	128 214
Other transfers to households	-	41	-	-	-	-	-
Payments for capital assets	61 066	97 916	98 994	104 632	97 663	104 157	108 981
Machinery and equipment	60 878	97 456	98 894	89 632	97 663	104 157	108 981
Transport equipment	54 976	85 301	79 768	72 372	76 454	84 992	88 812
Other machinery and equipment	5 902	12 155	19 126	17 260	21 209	19 165	20 169
Software and other intangible assets	188	460	-	15 000	-	-	-
Payments for financial assets	59	7	-	-	-	-	-
Total economic classification	1 552 465	1 655 356	1 786 348	1 985 378	2 141 838	2 296 238	2 462 807

3.2. Relating expenditure trends to strategic outcome-oriented goals

The NDP calls for the strengthening of judicial governance and the rule of law by accelerating reforms towards Judiciary-led, independent court administration and facilitating judicial education and training. This is given expression by Outcome 3 (all people in South Africa are and feel safe) of government's 2014-2019 MTSF, with which the work of the OCJ and Judicial Administration is closely aligned. As such, over the medium-term, the Department will focus on: improving access to Superior Courts; implementing the ICT MSP, which entails modernising courts and their processes and systems, monitoring and reporting on the implementation of Norms and Standards by courts; and facilitating judicial appointments and training timeously.

Improving access to Superior Courts

The NDP asserts that the cost of justice, especially for the poor, presents a barrier that can lead to the unintended miscarriage of justice. Section 6 of the Superior Courts Act (2013) provides that there must be a Division of the High Court in every province in South Africa. This is further supported by the OCJ's vision of ensuring a single, transformed and independent judicial system that guarantees access to justice for all. In this regard, the Polokwane High Court was opened during the 2016/17 financial year and is allocated R26.9 million in 2018/19, R23.5 million in 2019/20 and R27.2 million in 2020/21.

The construction of the Mpumalanga High Court is expected to be completed in 2018 and operationalised in the same year, accounting for a projected 9.9 percent average annual increase in allocations to the High Courts sub-programme over the medium-term. Expenditure in the Superior Court Services programme accounts for an estimated 75.1 percent (R2.7 billion) of the Department's total budget over the MTEF period. This amount excludes direct charges against the National Revenue Fund (NRF).

In order to ensure that the Mpumalanga High Court operates optimally, an additional R115.3 million, which was reprioritised from the DoJ&CD, has been allocated over the medium-term for compensation of employees (R74.9 million), goods and services (R22.8 million) and machinery and equipment (R17.4 million). This reprioritisation accounts for the significant projected increase in spending on compensation of employees in the Superior Court

Services programme, the total budget of which is expected to increase at an average annual rate of 9.2 percent over the MTEF period, from R512.4 million in 2017/18 to R666.6 million in 2020/21.

As the Mpumalanga High Court becomes fully operational, the number of personnel in the Superior Court Services programme is expected to increase from 1 567 in 2017/18 to 1 617 in 2020/21. This increase in personnel is expected to lead to an increase in the percentage of default judgments finalised by Registrars per year, from 80 percent in 2017/18 to 100 percent in 2020/21.

Implementing the ICT MSP

The Department is in the process of modernising court processes and systems to improve court administration and access to justice and facilitate timely reporting by courts on the implementation of Norms and Standards for performance of judicial functions. One of the Department's key initiatives over the medium-term is the implementation of the 2016-2020 ICT MSP at Superior Courts. The plan outlines major enabling ICT programmes that are meant to support that are meant to support the Judiciary and the OCJ, the Judiciary and the OCJ in fulfilling their mandates. Automation and digitisation remain crucial to the overall improvement of court processes. Central to this is the appropriate management of information and data, which entails keeping up with advances in high speed telecommunications, information systems, computers and other technologies. Recognising that enhanced security is vital when using technology, the Department developed an Information Security Framework in 2017/18.

Over the medium-term, as part of the ICT MSP, the Department will focus on piloting and rolling out the case e-filing project, an automated system that is intended for managing, storing, publishing and retrieving case files and documentation, evidence, court orders, judgments and all other relevant documentation; and systems to monitor case management and court performance. These projects are expected to be implemented in phases, with completion of the case e-filing project expected in 2019/20.

The e-filing project is funded from the Integrated Justice System programme and the Department's Administration programme. The project is allocated R11.9 million in 2018/19, increasing to R13.3 million in 2020/21, accounting for the projected average annual increase of 7.2 percent in the Corporate Services sub-programme in the Administration programme over the medium-term.

Facilitating judicial appointments and training

The Department will continue to provide secretariat and administrative support to the Judicial Service Commission's (JSC) public process of appointing Judicial Officers. This is expected to be funded through an allocation of R37.5 million over the MTEF period to the JSC in the Judicial Service Commission sub-programme in the Judicial Education and Support programme.

Judicial Officers receive training on an ongoing basis through the SAJEI. Over the MTEF period, the Department expects to provide 240 judicial education courses focusing on new legislation dealing with domestic violence, matters relating to maintenance, immigration and other issues. For this purpose, allocations to the South African Judicial Education Institute sub-programme are set to increase at an average annual rate of 6.8 per cent over the medium term, from R48 million in 2017/18 to R58.4 million in 2020/21.





**PART B:
PROGRAMME AND
SUB-PROGRAMME PLANS**

4. PROGRAMME 1: ADMINISTRATION

Purpose

Provide strategic leadership, management and support services to the Department.

Description

The programme consists of five sub-programmes which 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.



4.1. STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2018/19

Table 2: Strategic objective indicators and annual targets for 2018/19

Contribution to government priorities	Strategic objectives	Sub-programme	Indicator ID	Objective indicators	5-year strategic target	Audited /actual performance			Estimated performance 2017/18 ²	Medium-term targets		
						2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Chapter 13 of the NDP: Building a capable State	Strategic objective 1: Capacitate the Office of the Chief Justice	Corporate Services	1.1	Percentage of funded vacant posts on PERSAL per year	10% or lower ³	-	-	-	10% or lower	10%	10%	10%
Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Strategic objective 2: Ensure good governance in the administration of the department	Financial Administration	1.2	Audit outcome for the OCJ	Clean audit outcome	-	-	-	Unqualified audit outcome for the 2016/17 financial year	Unqualified audit outcome for the 2017/18 financial year with no more than 5 material misstatements	Clean audit outcome for the 2018/19 financial year	Clean audit outcome for the 2019/20 financial year

Table 3: Strategic objective indicators and quarterly targets for 2018/19

Contribution to government priorities	Strategic objectives	Sub-programme	Indicator ID	Objective indicators	Reporting period	Annual targets 2018/19	Quarterly targets			
							1 st	2 nd	3 rd	4 th
Chapter 13 of the NDP: Building a capable State	Strategic objective 1: Capacitate the Office of the Chief Justice	Corporate Services	1.1	Percentage of funded vacant posts on PERSAL per year	Annually	10%	-	-	-	10%
Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Strategic objective 2: Ensure good governance in the administration of the department	Financial Administration	1.2	Audit outcome for the OCJ	Annually	Unqualified audit outcome for the 2017/18 financial year with no more than 5 material misstatements	-	Unqualified audit outcome for the 2017/18 financial year with no more than 5 material misstatements	-	-

2 The estimated performance for 2017/18 is based on the target as captured in the 2017/18 APP.

3 (-) represents no historical data as indicators are new. This applies to all performance information tables.

4.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018/19

Table 4: Programme performance indicators and annual targets for 2018/19

Indicator ID	Contribution to government priorities	Programme performance indicators	Audited /actual performance				Estimated performance 2017/18 ²	Medium-term targets		
			2014/15	2015/16	2016/17	2018/19		2019/20	2020/21	
			Sub-programme: Management							
1.3 ⁴	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Annual Performance Plan compliant with the national prescripts and tabled within prescribed timelines	Annual Performance Plan (2015/16)	OCJ Annual Performance Plan (2016/17) tabled in Parliament as per National Treasury timelines	OCJ Annual Performance Plan (2017/18) compliant with the national prescripts tabled in Parliament as per National Treasury timelines	OCJ Annual Performance Plan (2018/19) compliant with the national prescripts tabled in Parliament as per National Treasury timelines	OCJ Annual Performance Plan (2019/20) compliant with the national prescripts tabled in Parliament as per National Treasury timelines	OCJ Annual Performance Plan (2020/21) compliant with the national prescripts tabled in Parliament as per National Treasury timelines	OCJ Annual Performance Plan (2021/22) compliant with the national prescripts tabled in Parliament as per National Treasury timelines	OCJ Annual Performance Plan (2022/23) compliant with the national prescripts tabled in Parliament as per National Treasury timelines
1.4		Combined Assurance Plan implemented	-	-	Develop Combined Assurance Plan	Combined Assurance Plan implemented in all Superior Courts	Combined Assurance Plan implemented in all Superior Courts	Combined Assurance Plan implemented in all Superior Courts	Combined Assurance Plan implemented in all Superior Courts	Combined Assurance Plan implemented in all Superior Courts
1.5		Number of strategic and operational risk registers reviewed/updated	4	4	8	8	8	8	8	8
1.6		OCJ Fraud Prevention Strategy implemented	-	-	-	Fraud risk assessments conducted in 24 Superior Courts	Fraud Prevention Strategy implemented	Fraud Prevention Strategy implemented	Fraud Prevention Strategy implemented	Fraud Prevention Strategy reviewed
Sub-programme: Corporate Services										
1.7	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	ICT Master Systems Plan implemented over the MTEF	-	ICT Master Systems Plan developed	ICT Master Systems Plan implementation partially initiated (ICT infrastructure project completed and e-filing system project initiated)	ICT Master Systems Plan implemented (Information Security Framework of the MSP developed)	Prioritised projects (e-filing project) of the ICT Master Systems Plan piloted in two (2) High Courts	Prioritised projects (e-filing project) of the ICT Master Systems Plan rolled-out	Prioritised projects (e-filing project) of the ICT Master Systems Plan rolled-out	Prioritised projects (e-filing project) of the ICT Master Systems Plan rolled-out

² The estimated performance for 2017/18 is based on the target as captured in the 2017/18 APP.

⁴ The indicator IDs are a continuation from the objective indicators.

Indicator ID	Contribution to government priorities	Programme performance indicators	Audited /actual performance			Estimated performance 2017/18 ²	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Sub-programme: Internal Audit									
1.8	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Percentage of internal audit projects completed in line with the approved Annual Audit Plan	-	-	-	-	100%	100%	100%
Sub-programme: Financial Administration									
1.9	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Number of compliant financial performance reports submitted within the prescribed timelines	12	12	12	12	12	12	12
1.10		Number of asset registers produced in line with the prescripts	-	-	2	2	2	2	2

2 The estimated performance for 2017/18 is based on the target as captured in the 2017/18 APP.

Table 5: Programme Performance indicators and quarterly targets for 2018/19

Indicator ID	Contribution to government priorities	Programme performance indicators	Reporting period	Annual targets 2018/19	Quarterly targets			
					1 st	2 nd	3 rd	4 th
Sub-programme: Management								
1.3	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Annual Performance Plan compliant with the national prescripts and tabled within prescribed timelines	Quarterly	OCJ Annual Performance Plan (2019/20) compliant with the national prescripts tabled in Parliament as per National Treasury timelines	Develop draft Annual Performance Plan (2019/20) compliant with the prescripts	1 st draft Annual Performance Plan (2019/20) compliant with the national prescripts submitted to DPME and NT	2 nd draft Annual Performance Plan (2019/20) compliant with the national prescripts submitted to DPME and NT	OCJ Annual Performance Plan (2019/20) compliant with the national prescripts tabled in Parliament within timelines
1.4		Combined Assurance Plan implemented	Quarterly	Combined Assurance Plan implemented in all Superior Courts	Combined Assurance Plan implemented in 7 Superior Courts	Combined Assurance Plan implemented in 16 Superior Courts	Combined Assurance Plan implemented in 21 Superior Courts	Combined Assurance Plan implemented in 23 Superior Courts
1.5		Number of strategic and operational risk registers reviewed/updated	Quarterly	8	2	2	2	2
1.6		OCJ Fraud Prevention Strategy implemented	Quarterly	Fraud Prevention Strategy implemented	Draft Fraud Prevention Strategy developed	Fraud Prevention Strategy approved	Fraud Prevention Strategy implemented	Fraud Prevention Strategy implemented
Sub-programme: Corporate Services								
1.7	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	ICT Master Systems Plan implemented over the MTEF	Bi-annually	Prioritised projects (e-filing project) of the ICT Master Systems Plan piloted in two (2) High Courts	-	-	Prioritised projects (e-filing project) of the ICT Master Systems Plan piloted in one (1) High Court	Prioritised projects (e-filing project) of the ICT Master Systems Plan piloted in one (1) High Court
Sub-programme: Internal Audit								
1.8	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Percentage of internal audit projects completed in line with the approved Annual Audit Plan	Quarterly	100%	100%	100%	100%	100%
Sub-programme: Financial Administration								
1.9	Chapter 13 of the NDP: Building a capable State Outcome 12 of the MTSF: An efficient, effective and development-oriented public service	Number of compliant financial performance reports submitted within the prescribed timelines	Quarterly	12	3	3	3	3
1.10		Number of asset registers produced in line with the prescripts	Bi-annually	2	-	1	-	1



4.3. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

4.3.1 Expenditure estimates

Table 6: Administration 2018/19 MTEF expenditure estimates

Sub-programmes	Audited outcomes			Adjusted Appropriation	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Management	8 973	22 009	28 482	34 483	31 650	34 082	36 672
Corporate Services	8 539	43 701	76 452	101 097	112 414	118 016	124 522
Financial Administration	7 827	14 390	20 171	27 805	29 639	31 922	34 364
Internal Audit and Risk Management	2 135	9 366	13 974	14 305	15 169	16 230	17 336
Office Accommodation	-	-	-	6 051	13 000	13 660	14 550
Total	27 474	88 836	139 079	183 741	201 872	213 910	227 444
Economic classification							
Current payments	25 326	80 341	133 254	159 744	193 766	205 231	218 237
Compensation of employees	18 675	38 036	67 659	83 401	91 625	98 977	106 873
Salaries and wages	16 767	33 853	59 918	73 891	80 720	87 205	94 161
Social contributions	1 908	4 183	7 741	9 510	10 905	11 772	12 712
Goods and services	6 651	42 292	65 594	76 339	102 141	106 254	111 364
Administrative fees	62	236	260	619	640	682	720
Advertising	567	925	1 057	1 196	1 262	1 347	1 425
Minor assets	372	2 272	493	296	628	288	292
Audit Costs: External	-	2 311	5 100	4 867	5 270	5 585	5 920
Bursaries: Employees	-	-	125	1 500	1 624	1 721	1 824
Catering: Departmental activities	135	110	169	269	281	300	321
Communication (G&S)	181	6 945	8 626	1 108	672	712	757
Computer services	761	16 994	31 105	37 944	53 092	55 914	58 041
Consultants: Business and advisory services	103	469	4 590	693	738	787	834
Contractors	172	3 294	1 490	2 403	3 438	2 550	2 651
Agency and support/outsourced services	71	375	9	233	392	432	463
Entertainment	-	5	8	-	-	-	-
Fleet services (including government motor transport)	59	41	94	63	56	65	75
Consumable supplies	24	226	628	1 255	1 719	1 828	1 913
Consumables: Stationery, printing and office supplies	766	1 007	822	-	-	-	-
Operating leases	-	-	-	6 051	12 100	12 700	13 500
Property payments	29	10	788	600	1 545	1 619	1 750
Travel and subsistence	3 245	6 057	6 955	8 544	9 334	9 820	10 395
Training and development	63	374	1 305	6 161	6 638	7 036	7 458
Operating payments	5	423	1 237	2 435	2 606	2 756	2 907
Venues and facilities	36	218	733	102	106	112	118
Interest and rent on land	-	13	1	4	-	-	-
Transfers and subsidies	47	93	16	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Households	47	93	16	-	-	-	-
Social benefits	47	93	16	-	-	-	-
Payments for capital assets	2 101	8 402	5 809	23 997	8 106	8 679	9 207

Sub-programmes	Audited outcomes			Adjusted Appropriation	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Machinery and equipment	2 101	8 319	5 809	8 997	8 106	8 679	9 207
Transport equipment	255	6 335	272	196	212	225	239
Other machinery and equipment	1 846	1 984	5 537	8 801	7 894	8 454	8 968
Intangible assets	-	83	-	15 000	-	-	-
Total economic classification	27 474	88 836	139 079	183 741	201 872	213 910	227 444

4.3.2. Performance and expenditure trends

Programme 1: Administration is allocated a total budget of R201.8 million in 2018/19 and will be increased to R227.4 million in the 2020/21 financial year. The focus will be on the implementation of the prioritised MSP's projects for the effectiveness and efficient of the functioning of the Superior Courts.



5. PROGRAMME 2: SUPERIOR COURT SERVICES

Purpose

Provide court administration services to the Superior Courts.

Description

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

The sub-programmes are:

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

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

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

There are therefore no indicators reflected in sub-programmes Constitutional Court, Supreme Court of Appeals, High Courts and Specialised Courts as these are already covered in Programme 1: Administration and Sub-Programme 1: Administration of Superior Courts in Programme 2.

5.1 STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2018/19

Table 7: Strategic objective indicators and annual targets for 2018/19

Contribution to government priorities	Strategic objectives	Sub-programme	Indicator ID	Objective indicators	5-year strategic target	Audited /actual performance				Estimated performance 2017/18 ²	Medium-term targets		
						2014/15	2015/16	2016/17	2018/19		2019/20	2020/21	
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	Strategic objective 3: Ensure the effective and efficient administration of the Superior Courts	Administration of Superior Courts	2.1	Percentage achievement of quasi-judicial targets	100%	-	-	86% (67 662 of 78 898)	80%	90%	100%	100%	

Table 8: Strategic objective indicators and quarterly targets for 2018/19

Contribution to government priorities	Strategic objectives	Sub-programme	Indicator ID	Objective indicators	Reporting period	Annual targets 2018/19	Quarterly targets			
							1 st	2 nd	3 rd	4 th
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	Strategic objective 3: Ensure the effective and efficient administration of the Superior Courts	Administration of Superior Courts	2.1	Percentage achievement of quasi-judicial targets	Quarterly	90%	90%	90%	90%	90%

2 The estimated performance for 2017/18 is based on the target as captured in the 2017/18 APP



5.2 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018/19

Table 9: Programme performance indicators⁵ and annual targets for 2018/19

Indicator ID	Contribution to government priorities	Programme performance indicators		Audited /actual performance		Estimated performance 2017/18 ²	Medium-term targets			
		2014/15	2015/16	2016/17	2018/19		2019/20	2020/21		
Sub-programme: Administration of Superior Courts										
2.2	Chapter 14 of the NDP: Promoting accountability and fighting Corruption – Strengthen Judicial governance and the rule of law	-	-	-	-	-	4	4	4	4
2.3		Number of monitoring reports on Court Order Integrity Project produced	-	-	-	-	-	4	4	4
2.4	Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	-	70% (33 252 of 47 814)	85% (49 252 of 57 656)	80%	80%	90%	100%	100%	100%
2.5		Percentage of default judgments finalised by Registrars per year ⁶	-	-	-	-	-	90%	100%	100%
2.6	Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	-	84% (17 888 of 21 287)	87% (19 510 of 22 414)	80%	80%	90%	100%	100%	100%
2.6		Percentage of taxations of legal costs finalised per year ⁶	-	-	-	-	-	90%	98%	98%
2.6	Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	-	-	88% (79 of 90)	98%	98%	98%	98%	98%	98%
2.6		Percentage of warrants of release (J1) delivered within one day of the release issued	-	-	-	-	-	98%	98%	98%
2.6	Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	-	-	4	4	4	2	2	2	2
2.6		Number of case management workshops conducted for court officials per year	-	-	-	-	-	2	2	2

Table 10: Programme performance indicators and quarterly targets for 2018/19

Indicator ID	Contribution to government priorities	Programme performance indicators	Reporting period	Annual targets 2018/19	Quarterly targets			
					1 st	2 nd	3 rd	4 th
Sub-programme: Administration of Superior Courts								
2.2	Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial Governance and the rule of law	Number of monitoring reports on Court Order Integrity Project produced	Quarterly	4	1	1	1	1
2.3		Percentage of default judgments finalised by Registrars per year	Quarterly	90%	90%	90%	90%	90%
2.4	Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	Percentage of taxations of legal costs finalised per year	Quarterly	90%	90%	90%	90%	90%
2.5		Percentage of warrants of release (J1) delivered within one day of the release issued	Quarterly	98%	98%	98%	98%	98%
2.6	Outcome 3 of the MTSF: All people in South Africa are and feel safe - Sub-outcome 2: An efficient and effective Criminal Justice System	Number of case management workshops conducted for court officials per year	Bi-annually	2	-	1	-	1
2.6		Number of case management workshops conducted for court officials per year	Bi-annually	2	-	1	-	1

2 The estimated performance for 2017/18 is based on the target as captured in the 2017/18 APP.

5 Indicator on the number of Superior Courts monitoring reports produced per year with removed as the reports are produced in line with Judiciary processors, which are not within the control of the Office of the Chief Justice

6 Because the exact number of default judgements and taxations to be finalised and warrants of release delivered cannot be predicted, targets for these indicators from 2017/18 to 2020/21 are expressed only as percentages

5.3. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

5.3.1. Expenditure estimates

Table 11: Superior Court Services 2018/19 MTEF expenditure estimates

Sub-programmes	Audited outcomes			Adjusted appropriation	MTEF		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Administration of Superior Courts	9 701	7 645	11 083	15 780	16 686	17 911	19 222
Constitutional Court	72 064	52 348	45 188	70 595	59 326	63 509	67 976
Supreme Court of Appeal	25 912	23 083	32 393	33 580	36 671	39 279	42 058
High Courts	463 368	509 415	542 808	580 290	669 778	718 957	771 146
Specialised Courts	49 943	49 453	44 175	58 423	56 407	60 488	64 943
Total	620 988	641 944	675 647	758 668	838 868	900 144	965 345
Economic classification							
Current Payments	559 539	551 445	581 737	685 027	748 618	803 904	864 804
Compensation of employees	378 671	421 741	451 830	512 381	571 211	617 181	666 624
Salaries and wages	328 875	365,512	388 069	441 353	488 667	527 996	570 289
Social contributions	49 796	56 229	63 761	71 028	82 544	89 185	96 335
Goods and services	180 868	129 704	129 907	172 646	177 407	186 723	198 180
Administrative fees	676	1 018	1 668	3 129	2 706	2 806	3 047
Advertising	59	452	1	37	61	12	13
Minor assets	3 316	4 408	6 030	5 499	7 447	7 327	7 673
Audit costs: External	-	-	-	-	-	-	-
Bursaries: Employees	-	2	-	-	-	-	-
Catering: Departmental activities	399	698	1 563	3 926	3 578	3 796	4 028
Communication (G&S)	15 950	3 421	4 134	16 183	18 359	19 301	20 507
Computer services	1 265	974	1 281	2 110	2 374	2 420	2 572
Consultants: Business and advisory services	8 530	7 978	7 534	10 372	10 523	11 267	12 043
Laboratory services	-	-	-	-	-	-	-
Legal services (G&S)	20	7	40	66	69	72	75
Science and technological services	-	621	-	-	-	-	-
Contractors	1 083	6 341	761	1 674	2 732	1 318	1 375
Agency and support/outsourced services	9 350	253	3 540	3 789	4 111	4 388	4 677
Entertainment	-	13 679	120	100	88	97	106
Fleet services (including government motor transport)	27 499	4 664	21 254	25 501	29 765	32 309	34 352
Consumable supplies	1 111	1 544	2 437	11 285	13 458	14 079	14 962
Consumables: Stationery, printing and office supplies	6 861	10 198	8 324	-	-	-	-
Operating leases	28 105	47	147	-	1,500	1,514	2,150
Rental and hiring	-	-	1	26	17	18	19
Property payments	294	1 303	1 864	2 223	2 568	2 662	2 848
Travel and subsistence	73 450	67 250	64 060	75 468	69 907	74 646	79 030
Training and development	6	51	145	-	20	22	24
Operating payments	2 496	4 052	3 967	4 849	5 270	5 536	5 965
Venues and facilities	398	743	1 036	6 409	4 353	4 583	4 864



Sub-programmes	Audited outcomes			Adjusted appropriation	MTEF		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transfers and subsidies	2 878	1 261	1 477	1 197	1 340	1 449	1 495
Provinces and municipalities	47	-	-	-	-	-	-
Municipalities	47	-	-	-	-	-	-
Departmental agencies and accounts	4	-	1	-	-	-	-
Households	2 827	1 261	1 476	1 197	1 340	1 449	1 495
Social benefits	2 827	1 220	1 476	1 197	1 340	1 449	1 495
Other transfers to households	-	41	-	-	-	-	-
Payments for capital assets	58 512	89 231	92 433	72 444	88 910	94 791	99 046
Machinery and equipment	58 324	88 854	92 333	72 444	88 910	94 791	99 046
Transport equipment	54 721	78 966	79 496	64 593	76 242	84 767	88 573
Other machinery and equipment	3 603	9 888	12 837	7 851	12 668	10 024	10 473
Software and other intangible assets	188	377	-	-	-	-	-
Payments for financial assets	59	7	-	-	-	-	-
Total economic classification	620 988	641 944	675 647	758 668	838 868	900 144	965 345

5.3.2 Performance and expenditure trends

The programme has an allocated budget of R838.9 million for the 2018/19 financial year, increasing to R965.3 million in 2020/21. The increase in the expenditure for this programme over the MTEF is attributable to additional allocation which was reprioritised from the DoJ&CD, to ensure that the Mpumalanga High Court operates optimally.

6. PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT

Purpose

Provide education programmes to Judicial Officers and policy development and research services to the Department and the Judiciary for the optimal administration of justice.

The programme has three sub-programmes which are:

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



6.1 STRATEGIC OBJECTIVES AND ANNUAL TARGETS FOR 2018/19

Table 12: Strategic objective indicators and annual targets for 2018/19

Contribution to government priorities	Strategic objective	Sub-programme	Indicator ID	Objective indicator	5-year strategic target	2014/15	2015/16	2016/17	Estimated performance 2017/18 ²	2018/19	2019/20	2020/21
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law	Strategic objective 4: Enhance judicial skills of serving and aspiring Judicial Officers to perform optimally	SAJEI	3.1	Number of judicial education courses conducted per year	375	60	59	90	77	78	80	82

Table 13: Strategic objective indicators and quarterly targets for 2018/19

Contribution to government priorities	Strategic objective	Sub-programme	Indicator ID	Objective indicator	Reporting period	Annual targets 2018/19	Quarterly targets					
							1 st	2 nd	3 rd	4 th		
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law	Strategic objective 4: Enhance judicial skills of serving and aspiring Judicial Officers to perform optimally	SAJEI	3.1	Number of judicial education courses conducted per year	Quarterly	78	18	30	18	12		

² The estimated performance for 2017/18 is based on the target as captured in the 2017/18 APP.

6.2 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018/19

Table 14: Programme performance indicators and annual targets for 2018/19

Contribution to government priorities	Indicator ID	Programme performance indicators	Audited/Actual performance		Estimated performance 2017/18 ²	Medium-term targets		
			2014/15	2015/16		2016/17	2018/19	2019/20
Sub-programme: South African Judicial Education Institute								
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law	3.2	Number of research monographs on judicial education produced per year	-	-	-	2	2	2
Outcome 12 of the MTSF: An efficient, effective and development-oriented public service								
Sub-programme: Judicial Policy, Research and Support								
Chapter 13 of the NDP: Building a capable State	3.3	Percentage of legal advisory opinions on policy development and research services provided within 15 working days of receipt	-	-	85%	100%	100%	100%
Outcome 12 of the MTSF: An efficient, effective and development-oriented public service								
Sub-programme: Judicial Service Commission								
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law	3.4	Number of reports on judicial appointments and judicial complaints produced	-	-	3	3	3	3

² The estimated performance for 2017/18 is based on the target as captured in the 2017/18 APP.



Table 15: Programme performance indicators and quarterly targets for 2018/19

Contribution to government priorities	Indicator ID	Programme performance indicators	Reporting period	Annual targets 2018/19	Quarterly targets			
					1 st	2 nd	3 rd	4 th
Sub-programme: South African Judicial Education Institute								
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law	3.2	Number of research monographs on judicial education produced per year	Bi-annually	2	-	1	-	1
Outcome 12 of the MTSF: An efficient, effective and development-oriented public service								
Sub-programme: Judicial Policy, Research and Support								
Chapter 13 of the NDP: Building a capable state	3.3	Percentage of legal advisory opinions on policy development and research services provided within 15 working days of receipt	Quarterly	100%	100%	100%	100%	100%
Outcome 12 of the MTSF: An efficient, effective and development-oriented public service								
Sub-programme: Judicial Service Commission								
Chapter 14 of the NDP: Promoting accountability and fighting corruption – Strengthen Judicial governance and the rule of law	3.4	Number of reports on judicial appointments and judicial complaints produced	Quarterly	3	1	-	1	1

6.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

6.3.1. Expenditure estimates

Table 16: Judicial Education and Support 2018/19 MTEF expenditure estimates

Sub-programmes	Audited outcomes			Adjusted appropriation	MTEF		
	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
South African Judicial Education Institute	24 249	25 952	26 490	48 010	52 028	55 203	58 428
Judicial Policy, Research and Support	2 124	4 690	4 492	18 324	15 168	16 007	17 402
Judicial Service Commission	5 395	6 252	9 936	10 575	11 811	12 428	13 251
Total	31 768	36 894	40 918	76 909	79 007	83 638	89 081
Economic classification							
Current Payments	31 315	36 611	40 090	68 718	78 360	82 951	88 353
Compensation of employees	7 097	11 095	17 458	20 017	25 083	27 107	29 275
Salaries and wages	6 330	9 897	15 917	17 480	21 567	23 301	25 169
Social contributions	767	1 198	1 541	2 537	3 516	3 806	4 106
Goods and services	24 218	25 516	22 632	48 701	53 277	55 844	59 078
Administrative fees	855	861	862	772	836	886	939
Advertising	173	70	-	22	24	25	27
Minor assets	81	165	7	777	840	890	942
Audit costs: External	-	-	-	-	-	-	-
Bursaries: Employees	-	-	-	-	-	-	-
Catering: Departmental activities	59	103	835	1 031	1 246	1 336	1 428
Communication (G&S)	101	82	96	173	187	199	211
Computer services	-	-	-	260	281	298	316
Consultants: Business and advisory services	523	607	331	2 026	2 166	2 303	2 446
Laboratory services	-	-	-	-	-	-	-
Legal services (G&S)	317	1 714	530	3 282	4 287	4 234	4 677
Science and technological services							
Contractors	237	16	2	182	138	147	156
Agency and support/outsourced services	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-
Consumable supplies	13	1	26	865	991	1 050	1 114
Consumables: Stationery, printing and office supplies	913	919	557	-	-	-	-
Operating leases	-	-	-	-	-	-	-
Rental and hiring	-	-	10	230	115	122	129
Property payments	-	-	2	-	-	-	-



Sub-programmes	Audited outcomes			Adjusted appropriation	MTEF		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transport provided: Departmental activity	-	-	-	-	-	-	-
Travel and subsistence	15 222	15 701	13 845	30 818	32 411	34 223	36 151
Training and development	279	684	472	785	1 135	1 206	1 299
Operating payments	218	285	174	1 723	2 073	2 196	2 326
Venues and facilities	5 227	4 308	4 883	5 755	6 547	6 729	6 917
Transfers and subsidies			76				
Provinces and municipalities	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Households	-	-	76	-	-	-	-
Social benefits	-	-	76	-	-	-	-
Other transfers to households	-	-	-	-	-	-	-
Payments for capital assets	453	283	752	8 191	647	687	728
Machinery and equipment	453	283	752	8 191	647	687	728
Transport equipment				7 583			
Other machinery and equipment	453	283	752	608	647	687	728
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total economic classification	31 768	36 894	40 918	76 909	79 007	83 638	89 081

6.3.2 Performance and expenditure trends

Expenditure for Programme 3: Judicial Education and Support increases from R79 million in 2018/19 to R89.1 million in 2020/21. The bulk of spending is in the SAJEI sub-programme for conducting training for Judicial Officers over the medium-term.





PART C: LINKS TO OTHER PLANS



7. LONG-TERM INFRASTRUCTURE AND OTHER PLANS

The infrastructure and capital assets 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 long-term infrastructure and other capital plans managed under its budget vote.

8. CONDITIONAL GRANTS

Not applicable.

9. PUBLIC ENTITIES

Not applicable.

10. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable.





ANNEXURES

ANNEXURE A: TECHNICAL DESCRIPTION OF INDICATORS

PROGRAMME 1: ADMINISTRATION

Objective 1	Capacitate the Office of the Chief Justice
Indicator title	1.1. Percentage of funded vacant posts on PERSAL per year
Short definition	This is the level of funded vacant posts on PERSAL in a financial year which should be reduced to 10%. Funded vacant posts refer to posts that are on the approved establishment which are funded in accordance with the compensation of employees' budget
Purpose/importance	To track the vacancy rate of the department in order to keep it at an acceptable level of 10%, thus ensuring that the OCJ is adequately capacitated to provide effective technical and administrative support to the Judiciary and the Superior Courts
Source/collection of data	PERSAL establishment report and summary report compiled by the Human Resource Management Unit
Method of calculation	Total number of funded vacant posts as at 31 March (annually) divided by number of approved funded posts as at 31 March (annually) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Optimally capacitated department through a reduced vacancy rate
Indicator responsibilities	Sub-programme: Corporate Services Unit: Human Resource Management and Development

Objective 2	Ensure good governance in the administration of the Department
Indicator title	1.2. Audit outcome for the OCJ
Short definition	The indicator measures good governance in the administration of the OCJ through the achievement of a clean audit opinion/outcome by 2020/21 as a result of compliance with relevant legislation and regulatory prescripts including the Public Finance Management Act (PFMA, Act 1 of 1999), Treasury Regulations, Public Service Act (Act 10 of 1994) and Regulations as well as other applicable prescripts in the use of department's resources. This include the development and reporting of financial statements and performance information (predetermined objectives). The unqualified audit opinion/outcome will be achieved through ensuring that the Annual Financial Statements (AFS) are accurate and fairly present the financial position of the Department and reported performance information which is informed by the APP, is useful and reliable in all material respects based on the Auditor-General's criteria. This means that the reported performance information will be valid, accurate and complete. A clean audit outcome for the OCJ will be achieved by ensuring that the AFS and predetermined objectives are free from material misstatements and there are no material findings on non-compliance with key legislation
Purpose/importance	The indicator tracks the audit outcome of the OCJ to ensure good governance and administration by fully implementing audit action plans, quality assurance systems, internal controls and complying with the applicable legislation and prescripts to achieve and sustain a clean audit outcome
Source/collection of Data	Auditor-General of South Africa (AGSA) final audit report
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually

New indicator	No
Desired performance	A clean audit outcome
Indicator responsibilities	Sub-programme: Financial Administration Unit: Financial Management
Indicator title	1.3. Annual Performance Plan compliant with the national prescripts and tabled within prescribed timelines
Short definition	The indicator measures the OCJ's compliance with Treasury Regulations, National Treasury's Framework on Strategic Plans and APPs, the National Treasury Framework for Managing Programme Performance Information (FMPPPI) and other applicable legislation and prescripts in the development of the APP of the Department as well as submitting and tabling it in Parliament as prescribed
Purpose/importance	To measure the OCJ's compliance with related laws and regulations and usefulness of performance information through the development of a SMART and compliant APP
Source/collection of data	Draft APP, letters of submission of draft APPs to National Treasury and DPME and the tabled APP
Method of calculation	Simple count of compliant APP submitted to oversight institutions and tabled in Parliament within the prescribed timeframes. * A compliant APP will be measured by assessing if there are material findings or misstatements identified during the APP review by Internal Audit and AGSA. The DPME's inputs to the 2 nd draft APP will also be utilised to determine compliance levels. The APP must be of quality with SMART indicators and targets as informed by the Framework for Managing Programme Performance Information and the National Treasury's Framework on Strategic Plans and APPs
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	A quality and implementable APP with SMART indicators and targets submitted to oversight institutions and tabled in Parliament in line with the timelines set in the National Treasury's Framework on Strategic Plans and APPs
Indicator responsibilities	Sub-programme: Management Unit: Strategy and Service Delivery Planning



Indicator title	1.4. Combined Assurance Plan implemented
Short definition	<p>This is the implementation of the Combined Assurance Plan in order to provide a co-ordinated and integrated assurance in all Superior Courts. Combined assurance is the integration and alignment of assurance processes in the department to maximise management of risks, governance oversight and control efficiencies as well as optimising overall assurance to the Audit and Risk Committee (ARC).</p> <p>Implementation of the combined assurance plan entails:</p> <ul style="list-style-type: none"> • Key risk identification and assessment (strategic and operational risks) • Identifying key controls to mitigate the risks • Assessing and monitoring the effectiveness of assurance provided • Reporting on assurance provided
Purpose/importance	The implementation of combined assurance plan contributes to the achievement of the objectives of the department. The Combined Assurance plan ensures a coordinated and relevant assurance efforts focusing on key risk exposures, comprehensive and prioritised tracking of remedial actions on identified improvement opportunities and weaknesses as well as improved reporting to management
Source/collection of data	Combined Assurance Implementation Report
Method of calculation	Simple count
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting Cycle	Quarterly and annually
New indicator	No
Desired performance	Improved internal controls within the OCJ leading to effective overall performance.
Indicator responsibilities	<p>Sub-programme: Management</p> <p>Unit: Enterprise Risk Management</p>

Indicator title	1.5. Number of strategic and operational risk registers reviewed/updated
Short definition	This is the number of strategic and operational risk registers reviewed/ updated in line with the risk management plan that is linked with the objectives of the OCJ. A risk register records the identified strategic and/ or operational risks of the department, their likelihood and severity and the action steps to be taken to mitigate the risks
Purpose/importance	To identify potential strategic and operational risks before they occur so that risk action plans can be developed and implemented across the Department to mitigate adverse impacts on achieving goals and objectives of the OCJ
Source/collection of data	Strategic and operational risk registers and risk mitigation report produced
Method of calculation	Simple count of the number of strategic and operational risk registers reviewed/updated
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired Performance	Effective and efficient risk management within the OCJ
Indicator responsibilities	<p>Sub-programme: Management</p> <p>Unit: Enterprise Risk Management</p>

Indicator title	1.6. OCJ Fraud Prevention Strategy implemented
Short definition	The OCJ fraud prevention strategy is intended to reduce / combat the prevalence of fraud and corruption within the OCJ. Implementation in quarter 3 and 4 of 2018/19 financial year will focus on awareness sessions for fraud prevention, integrity and ethics. Full implementation of the fraud prevention strategy will be rolled out in 2019/20
Purpose/importance	The indicator seeks to ensure that the OCJ fraud prevention strategy which is aimed at combatting the prevalence of fraud and corruption in the organisation is developed, approved and implemented
Source/collection of data	Draft Fraud Prevention Strategy (Quarter 1 of 2018/19) Approved Fraud Prevention Strategy (Quarter 2 of 2018/19) Implementation reports for 2018/19 (Quarter 3 and 4) and 2019/20 Reviewed Fraud Prevention Strategy (2020/21)
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Reduced prevalence of fraud and corruption within the OCJ
Indicator responsibilities	Sub-programme: Management Unit: Enterprise Risk Management

Indicator title	1.7. ICT Master Systems Plan implemented over the MTEF
Short definition	The indicator seeks to provide progress on the implementation of the ICT MSP, which is a five year ICT Strategic Plan. Implementation during the MTEF is focused on prioritised projects which entails piloting and rolling out the e-filing project
Purpose/importance	The indicator ensures effective implementation of the ICT MSP which provides consistency between a wide range of operational and business strategies to define a long term vision of the information system for the OCJ
Source/collection of Data	Pilot report (2018/19 financial year) Roll-out report (for the outer years)
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annually and annually
New indicator	No
Desired performance	Improved access to justice through the use of modernised ICT
Indicator responsibilities	Sub-programme: Corporate Services Unit: Information and Communications Technology



Indicator title	1.8. Percentage of internal audit projects completed in line with the approved Annual Audit Plan
Short definition	The indicator measures the percentage of internal audit projects completed by the internal audit unit in line with the approved Annual Audit Plan, to provide reasonable assurance to Management regarding the adequacy and effectiveness of governance, risk management and control processes
Purpose/importance	To evaluate the adequacy and effectiveness of governance, risk management and control processes and to recommend corrective actions to Management for implementation
Source/collection of data	<ul style="list-style-type: none"> Internal Audit Project reports Approved Annual Audit Plan
Method of calculation	Number of Internal Audit projects completed / Total number of planned projects as per the approved Annual Audit plan X 100
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	Yes
Desired performance	Improved governance, risk management and control processes within the OCJ
Indicator responsibilities	Sub-programme: Internal Audit Unit: Internal Audit and Forensics

Indicator title	1.9. Number of compliant financial performance reports submitted within the prescribed timelines
Short definition	<p>This is the number of financial performance reports that complies with the requirements of the PFMA (1999) and Treasury Regulations submitted to the Executive Authority per year. The consolidated reports provide information on:</p> <ul style="list-style-type: none"> Expenditure progress of the department in line with the drawings schedule Reporting on (UIFW) expenditure Reporting on deviations from the SCM prescripts Reason for deviation on expenditure Planned action to mitigate under/over-expenditure
Purpose/importance	To measure compliance of the OCJ with Section 40(4) of the PFMA (1999) relating to the compilation of financial performance reports for submission to the Executive Authority
Source/collection of data	Signed-off financial performance reports and e-mailed proof of submission
Method of calculation	<p>Simple count of the number of compliant financial performance reports compiled within the prescribed timelines for submission to the Executive Authority.</p> <p>* Compliant financial performance reports are compiled in line with the PFMA, National Treasury Regulations and any other prescripts (i.e. the reports should be in line with the National Treasury requirements on financial performance reporting and free from any omissions)</p>
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Improved financial performance for the OCJ

Indicator responsibilities	Sub-programme: Financial Administration Unit: Financial Management (Management Accounting)
Indicator title	1.10. Number of asset registers produced in line with the prescripts
Short definition	This is the number of credible asset registers on physical assets verified and produced with credible information as required in terms of Section 38(1)(d) of the PFMA (1999) and Section 10 of Treasury Regulations and other relevant prescripts. A credible asset register will ensure quality and accuracy of information and completeness of the register, as well as information that reconciles with the Basic Accounting System (BAS) and further contributing to the department achieving and sustaining a clean audit outcome
Purpose/importance	To maintain an asset register that is credible with accurate and complete information that complies with the PFMA requirements and other relevant National Treasury prescripts
Source/collection of data	Updated asset register
Method of calculation	Simple count of the number of asset registers produced in line with the prescripts
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annually and annually
New indicator	No
Desired performance	Effective management of assets within the OCJ
Indicator responsibilities	Sub-programme: Financial Administration Unit: Financial Management (Asset Management)



PROGRAMME 2: SUPERIOR COURT SERVICES

Objective 3	Ensure the effective and efficient administration of the Superior Courts
Indicator title	2.1. Percentage achievement of quasi-judicial targets
Short definition	The indicator measures the achievement of quasi-judicial targets by the Superior Court's administration staff The quasi-judicial targets to be measured in this indicator are: <ul style="list-style-type: none"> • Default judgments • Taxation of legal costs • Warrants of release Quasi-judicial functions are powers and procedures granted to Registrars, in specific instances, resembling those of a Judge. Such actions are able to finalise a legal dispute between parties
Purpose/importance	To measure efficiency in the performance of quasi-judicial functions in compliance with Codified Instructions for Registrars
Source/collection of data	<ul style="list-style-type: none"> • Default Judgments files⁷ and the Default Judgments Register • Bills of legal costs and Taxation Register • Warrant of release register, acknowledgement of receipt of warrant of release, copy of the finalised J1 warrant of release
Method of calculation	$(\text{Number of quasi-judicial matters finalised} / \text{number of quasi-judicial matters received}) \times 100$: <ul style="list-style-type: none"> • The numerator is the sum of default judgments finalised plus taxations of legal costs finalised and warrants of release delivered within one day in the specific quarter and/or financial year • The denominator is the sum of all default judgment applications received plus sum of all taxations of legal costs enrolled plus sum of all warrant of release issued in the specific quarter and/or financial year
Data limitations	Incomplete data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Improved compliance with quasi-judicial targets
Indicator responsibilities	Sub-programme: Administration of Superior Courts Unit: Court Administration

Indicator title	2.2. Number of monitoring reports on Court Order Integrity Project produced
Short definition	This indicator measures the monitoring of the court order integrity project, which is being driven by the Court Order Integrity Committee (COIC). This is done by monitoring and reporting on the work of the Committee
Purpose/importance	The purpose of the indicator is to monitor the initiatives that are aimed at addressing the prevalence of fraudulent activities in relation to court orders/ processes at Superior Courts
Source/collection of data	Quarterly monitoring reports on Court Order Integrity Project
Method of calculation	Simple count of the number of court integrity project monitoring reports produced in line with the set targets
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	Yes
Desired performance	Reduced prevalence of fraudulent activities with regards to court orders/processes
Indicator responsibilities	Sub-programme: Administration of Superior Courts Unit: Court Administration

7 Default judgements files, bills of legal costs, copies of J1 and acknowledgement of receipt can only be inspected at the courts by authorised officials on request, due to the confidentiality of the information in this documents. Only the registers will be provided as evidence during reporting.

Indicator title	2.3. Percentage of default judgments finalised by Registrars per year
Short definition	The indicator measures the percentage of default judgments finalised (limited only to granted, referred to open court, refused) by the Registrars
Purpose/importance	To measure the performance of the quasi-judicial work performed by the Registrars in relation to default judgements
Source/collection of data	Default Judgments Files ⁸ and the Default Judgments Register
Method of calculation	Number of default judgments finalised by Registrars/ Number of default judgment applications received (but excludes withdrawn default judgment applications) applications x 100
Data limitations	Incomplete data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	An increase in the finalisation of default judgments by the Registrars
Indicator responsibilities	Sub-programme: Administration of Superior Courts Unit: Court Administration

Indicator title	2.4. Percentage of taxations of legal costs finalised per year
Short definition	The indicator measures the percentage of opposed and unopposed taxations (taxation of legal costs) finalised (i.e. taxed and settled) by Registrars
Purpose/importance	To measure the performance of the quasi-judicial work performed by the Registrars in relation to taxations of legal costs
Source/collection of data	Bills of legal costs ⁹ and taxation register
Method of calculation	Number of taxations of legal costs matters finalised/number of taxations of legal costs matters enrolled x 100
Data limitations	Incomplete data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	An increase in the finalisation of taxations by Registrars
Indicator responsibilities	Sub-programme: Administration of Superior Courts Unit: Court Administration

⁸ Default judgement files can only be inspected at the courts by authorised officials on request, due to the confidentiality of the information in these documents. Only the registers will be provided as evidence during reporting.

⁹ Bills of legal costs can only be inspected at the courts by authorised officials on request, due to the confidentiality of the information in these documents. Only the registers will be provided as evidence during reporting.



Indicator title	2.5. Percentage of warrants of release (J1) delivered within one day of the release issued
Short definition	The indicator measures the percentage of warrants of release that are delivered to the correctional institutions within one day of the release issued
Purpose/importance	The indicator measures efficiency in the delivery of warrants of release by the court administration staff, to avoid unlawful detention of detainees
Source/collection of data	Warrant of release (J1) register, acknowledgement of receipt of warrant of release (J1) ¹⁰ , copy of the finalised warrant of release (J1)
Method of calculation	Number of warrants of release delivered within one day of the release issued/number of warrants of release issued) x 100
Data limitations	Incomplete data
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Increase in the percentage of the warrants of release (J1) delivered within the stipulated timeframe
Indicator responsibilities	Sub-programme: Administration of Superior Courts Unit: Court Administration

Indicator title	2.6. Number of case management workshops conducted for court officials per year
Short definition	The indicator measures the number of case management workshops conducted for court officials. Case management in this instance refers to the case flow management project. The project was introduced to enhance speedy finalisation of civil cases, from inception to finalisation
Purpose/importance	To provide progress on the workshops conducted for court officials on case management in order to realise the objective of enhancing the effective and efficient administration of the Superior Courts
Source/collection of data	Signed workshop report and attendance register
Method of calculation	Simple count of the number of workshops conducted in line with the set targets
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Bi-annually and annually
New indicator	No
Desired performance	Successful and increased number of workshops will improve effectiveness and efficiency in the Administration of Superior Courts
Indicator responsibilities	Sub-programme: Administration of Superior Courts Unit: Court Administration

¹⁰ Copies of J1 and acknowledgement of receipt of J1 can only be inspected at the courts by authorised officials on request, due to the confidentiality of the information in these documents. Only the registers will be provided as evidence during reporting

PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT

Strategic objective 4	Enhance judicial skills of serving and aspiring Judicial Officers to perform optimally
Indicator title	3.1. Number of judicial education courses conducted per year
Short 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
Purpose/importance	To provide data on the training of serving and aspiring Judicial Officers in line with the mandate of SAJEI
Source/collection of data	List of courses/training offered and signed training attendance registers
Method of calculation	Simple count of the number of judicial education courses offered against the set target
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Improved service delivery through judicial education and training
Indicator responsibilities	Sub-programme: South African Judicial Education Institute Unit: South African Judicial Education Institute

Indicator title	3.2. Number of research monographs on judicial education produced per year
Short definition	The indicator measures the number of detailed research monographs produced, focusing on specific topics within Judicial education. Research monographs refers to specialised research papers that will be produced with a specific focus on judicial education
Purpose/importance	To measure the research monographs that are produced on research conducted to identify best practices and current trends in order to contribute towards judicial education curricula and improved court performance
Source/collection of data	Research monographs produced
Method of calculation	Simple count of the number of research monographs produced against the set target
Data Limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annually and annually
New indicator	Yes
Desired performance	Improved judicial education curricula and enhanced court performance
Indicator responsibilities	Sub-programme: South African Judicial Education Institute Unit: South African Judicial Education Institute



Indicator Title	3.3. Percentage of legal advisory opinions on policy development and research services provided within 15 working days of receipt
Short Definition	This is the percentage of legal advisory opinions on policy development and research services that are provided to the requester in writing within 15 working days of receipt
Purpose/ Importance	To measure effectiveness in providing legal advisory opinions on policy development and research services for the OCJ and the Judiciary
Source/collection of data	Written request, legal advisory opinions and legal opinion register indicating the name of the official requesting a legal opinion, the type of request, date received and date submitted
Method of calculation	(Number of legal advisory opinions provided within 15 working days/total number of legal advisory opinions requested) x 100 The denominator excludes requests received in less than 15 working days before the end of the quarter or the financial year
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Improved compliance with legal prescripts and overall governance of the OCJ
Indicator responsibilities	Sub-programme: Judicial Policy, Research and Support Unit: Legal Services

Indicator title	3.4. Number of reports on judicial appointments and judicial complaints produced
Short definition	This is the number of reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e. Administrative and Secretarial support provided by the OCJ)
Purpose/importance	To measure the support that the OCJ provide to the JSC on judicial appointments and complaints proceedings/sessions
Source/collection of data	Report on judicial appointments and complaints proceedings/sessions
Method of calculation	Simple count of the number of reports produced against the set targets
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Effective administrative and secretarial support provided to the JSC
Indicator responsibilities	Sub-programme: Judicial Service Commission Unit: Judicial Service Commission

ANNEXURE B: OCJ STRATEGIC RISKS

PROGRAMME	STRATEGIC OBJECTIVES	STRATEGIC RISKS 2018/2019	ACTION PLANS
Programme 1: Administration	Strategic Objective 1: Capacitate the Office of the Chief Justice	1 Inadequate funding for the capacitation of the OCJ	<ul style="list-style-type: none"> a) Request additional funding from National Treasury to fund the consequential costs related to the appointment of Judicial Officers. b) Develop and implement a comprehensive plan on acquisition of office space, computers, telephones and printers with short term interventions and long term interventions. c) Request for adjustment of Compensation of Employees ceilings by National Treasury
	Strategic Objective 2: Ensure good governance in the administration of the Department	2 Possible exposure to fraud and corruption	<ul style="list-style-type: none"> a) Continuous improvement of policies and Standard Operating Procedures (SOPs) to address fraud exposure. Reinforcement/ Strengthen the reporting mechanism of fraudulent court orders b) Management to strengthen and monitor the implementation of internal controls c) Monitor the implementation of fraud prevention strategy



PROGRAMME	STRATEGIC OBJECTIVES	STRATEGIC RISKS 2018/2019	ACTION PLANS
Programme 2: Superior Court Services	Strategic objective 3: Ensure the effective and efficient administration of the Superior Courts	3 Inadequate IT infrastructure and business systems for modernisation of Superior Courts' systems	a) Request for funding from IJS and National Treasury for modernisation of the court systems and MSP implementation. b) Appointment and training of the ICT personnel c) Fast track the implementation of the e filing solution for the Superior Courts d) Conduct a needs analysis e) Monitor the implementation of the seven point plan (Combined Assurance mechanism aimed at improving court performance information through data verification – key role players are Internal Audit, Monitoring and Evaluation and Court Administration)
		4 Inadequate quasi-judicial services rendered	a) Prioritise the appointment of Registrars b) Continuous training of the Registrars c) Proper control measures to be implemented by the courts to ensure compliance with the prescribed timeframes d) Monitor the implementation of SOPs
Programme 3: Judicial Education and Support	Strategic Objective 4: Enhance judicial skills of serving and aspiring Judicial officers to perform optimally	5 Inadequate resources to facilitate training for Judicial Officers	a) Facilitate train the Trainer programme b) Pilot implementation of the e-learning c) Request additional funding from National Treasury to enhance judicial skills.



ANNEXURE C: AMENDMENTS TO THE OCJ 2015/16–2019/20 STRATEGIC PLAN AND THE 2017/18 ANNUAL PERFORMANCE PLAN
OFFICE OF THE CHIEF JUSTICE STRATEGIC OUTCOMES-ORIENTED GOALS AS REVISED IN 2016/17¹¹

Ser No	STRATEGIC OUTCOMES-ORIENTED GOALS AS CAPTURED IN THE 2015/16 – 2019/20 STRATEGIC PLAN	STRATEGIC OUTCOMES-ORIENTED GOALS AS REVISED IN 2016/17 (CAPTURED IN THE APPS AS OF 2016/17)	REASON FOR AMENDMENTS
1	<p>Goal: Capacitate the Office of the Chief Justice</p> <p>Goal statement: Secure adequate human resources for the OCJ to enable it to carry out its mandate effectively by attracting and recruiting competent personnel</p>	<p>Goal: Efficient and effective administration of the Office of the Chief Justice</p> <p>Goal statement: Ensure an efficient and effective administration of the OCJ that provides optimal support to the Judiciary</p>	Strategic goals were amended to ensure that only outcomes focused/oriented goals are reflected in the Strategic Plan as required in terms of the National Treasury Framework for SPs and APPs (2010)
2	<p>Goal: Support the Chief Justice in the fulfilment of his functions as the Head of the Judiciary</p> <p>Goal statement: Enable the Chief Justice as the Head of the Judiciary to deliver on his Constitutional mandate by providing administrative support</p>	<p>Goal: Improved administrative and technical support to the Judiciary</p> <p>Goal statement: Enable the Judiciary to deliver on its Constitutional mandate by providing administrative and technical support which includes judicial training, administrative and secretariat support to the Judicial Service Commission, administration of Judges' Registrable Interests and Administration of Judges' Remuneration</p>	
3	<p>Goal: Render effective and efficient administration and technical support to the Superior Courts</p> <p>Goal statement: Support the efficiency of the Superior Courts in the provision of their services of improving case finalisation rates and reducing case backlogs by providing continuous administrative and technical support</p>	<p>Goal: Ensure administration support to the Superior Courts</p> <p>Goal statement: Provide administrative and technical support to ensure efficiency and effectiveness of the Superior Courts in the adjudication of cases</p>	

¹¹ These are the amendments that were done in the 2016/17 APP and are being reflected here for information purposes (i.e. the amendments are not new). This also applies to the amendments to strategic objectives.



OCJ STRATEGIC OBJECTIVES AS REVISED IN THE 2016/17 and 2017/18 ANNUAL PERFORMANCE PLANS

Ser No	STRATEGIC OBJECTIVES (2015/16-2019/20) STRATEGIC PLAN	REVISED STRATEGIC OBJECTIVES (2016/17 APP)	STRATEGIC OBJECTIVES (2017/18 APP)	STRATEGIC OBJECTIVES (2018/19 APP)	REASON FOR AMENDMENTS
1	Ensure effective and efficient management and overall administration of the Department	<p>Objective: Capacitate the Office of the Chief Justice</p> <p>Objective statement: Secure adequate human resources for the OCJ to enable it to carry out its mandate effectively by attracting and recruiting competent personnel</p>	No changes	No changes	The strategic objectives were reviewed to ensure that only outcome or high-level outputs-based objectives are reflected in the SP and APP
2	Render effective corporate support services to the Judiciary and the Department	Strategic objective removed from the APP	No changes	No changes	
3	Render financial, supply chain and asset management services to the Judiciary and the Department	Strategic objective removed from the Strategic Plan	No changes	No changes	
4	Ensure good governance in the administration of the Department	No changes	No changes	No changes	
	<p>Objective statement: This objective ensures good governance and administration by fully implementing audit findings and quality assurance systems to achieve and sustain an unqualified audit outcome</p>				
5	Ensure sound acquisition of office accommodation for the Department	Strategic objective removed from the Strategic Plan	No changes	No changes	The strategic objective was identified as operational. The targets linked to this objective were achieved in 2015/16

Ser No	STRATEGIC OBJECTIVES (2015/16-2019/20) STRATEGIC PLAN	REVISED STRATEGIC OBJECTIVES (2016/17 APP)	STRATEGIC OBJECTIVES (2017/18 APP)	STRATEGIC OBJECTIVES (2018/19 APP)	REASON FOR AMENDMENTS
6	Ensure effective and efficient administration of the Superior Courts	<p>Objective: Ensure the effective and efficient administration of the Superior Courts and the JSC</p> <p>Objective statement: The objective is aimed at improving the effectiveness and efficiency of the administration of the Superior Courts and the JSC</p>	<p>Objective: Ensure the effective and efficient administration of the Superior Courts</p> <p>Objective statement: The objective is aimed at improving the effectiveness and efficiency of the administration of the Superior Courts</p>	No changes	The strategic objective was revised in 2017/18 due to changes to the budget programme structure. The JSC sub-programme was moved from Programme 2: Superior Court Services to Programme 3: Judicial Education and Support
7	Render secretariat and administrative support services to the JSC	Strategic objective removed from the Strategic Plan	No changes	No changes	The strategic objective was removed from the Strategic Plan to ensure that only outcome or high-level outputs-based objectives are reflected in the Strategic Plan and the APP
8	Enhance efficiency and timely delivery of judgments at the Constitutional Court	Strategic objective removed from the Strategic Plan	No changes	No changes	The strategic objectives relating to court performance were removed from the Strategic Plan as they are not within the control of the Judiciary. This is the work that is done by the Judiciary and the OCJ only provides administrative support
9	Enhance efficiency and timely delivery of judgments at the Supreme Court of Appeal	Strategic objective removed from the Strategic Plan	No changes	No changes	
10	Enhance efficiency and timely delivery of judgments at the High Courts	Strategic objective removed from the Strategic Plan	No changes	No changes	
11	Enhance efficiency and timely delivery of judgments at the Specialised Courts	Strategic objective removed from the Strategic Plan	No changes	No changes	



Ser No	STRATEGIC OBJECTIVES (2015/16-2019/20) STRATEGIC PLAN	REVISED STRATEGIC OBJECTIVES (2016/17 APP)	STRATEGIC OBJECTIVES (2017/18 APP)	STRATEGIC OBJECTIVES (2018/19 APP)	REASON FOR AMENDMENTS
12	Capacitate serving and aspirant Judicial Officers to perform optimally	<p>Objective: Enhance judicial skills of serving and aspiring judicial Officers to perform optimally</p> <p>Objective statement: This objective is aimed at improving the skills and knowledge of serving and aspirant Judicial Officers through judicial education courses as informed by the SAJE/Act</p>	No changes	No changes	To ensure that the strategic objective is well-defined
13	Enhance the governance of the Judiciary and the OCJ	Strategic objective removed from the Strategic Plan	No changes	No changes	The strategic objective was removed from the Strategic Plan to ensure that only outcome or high-level outputs-based objectives are reflected in the Strategic Plan and the APP. The Strategic objective on enhancing the governance of the OCJ is already captured in Programme 1: Administration

DETAILS OF AMENDMENTS TO PERFORMANCE INDICATORS AND TARGETS AS REFLECTED IN THE 2015/16-2019/20 STRATEGIC PLAN AND THE 2017/18 APP

Ser No	DESCRIPTION OF AMENDMENT	INDICATORS AND TARGETS REFLECTED IN THE OCJ 2015/16-2019/20 STRATEGIC PLAN AND THE 2017/18 APP		INDICATOR AND TARGET REFLECTED IN THE OCJ 2018/19 APP		REASON FOR AMENDMENT
		INDICATOR / OBJECTIVE	TARGETS	INDICATOR / OBJECTIVE	TARGETS	
PROGRAMME 1: ADMINISTRATION						
1	Amendment of targets	Percentage of funded vacant posts on PERSAL per year	2018/19 - 10% or lower 2019/20 - 10% or lower	No amendments to indicator	2018/19 - 10% 2019/20 - 10% 2020/21 - 10%	To ensure that the targets are measurable
2	Amendment of indicator definition and targets	Unqualified audit outcome on financial statements	2018/19 - Unqualified audit outcome on financial statements for the 2017/18 financial year with no more than three matters of emphasis 2019/20 - Clean audit outcome on financial statements for the 2018/19 financial year	Audit outcome for the OCJ	2018/19 - Unqualified audit outcome for the 2017/18 financial year with no more than 5 material misstatements 2019/20 - Clean audit outcome for the 2018/19 financial year 2020/21 - Clean audit outcome for the 2019/20 financial year	To ensure that the indicator is well defined to align with the inclusion of the outcome of the audit for pre-determined objectives The 2018/19 target was also amended to ensure that it is specific



Ser No	DESCRIPTION OF AMENDMENT	INDICATORS AND TARGETS REFLECTED IN THE OCJ 2015/16-2019/20 STRATEGIC PLAN AND THE 2017/18 APP		INDICATOR AND TARGET REFLECTED IN THE OCJ 2018/19 APP		REASON FOR AMENDMENT
		INDICATOR / OBJECTIVE	TARGETS	INDICATOR / OBJECTIVE	TARGETS	
3	Amendment of annual targets	Combined Assurance Plan implemented	2018/19 - Combined Assurance Plan reviewed 2019/20 - Improve Combined Assurance Plan	No amendments to indicator	2018/19 - Combined Assurance Plan implemented in all Superior Courts 2019/20 - Combined Assurance Plan implemented in all Superior Courts 2020/21 - Combined Assurance Plan implemented in all Superior Courts	Targets amended to ensure that implementation can be measured before the review of the plan can be done
4	Amendment of the indicator definition and targets and removal of a word "risk" from the target	Fraud risk assessments conducted within the OCJ	2018/19 - Fraud Risk Prevention Strategy developed 2019/20 - Fraud Risk Prevention Strategy implemented	OCJ Fraud Prevention Strategy implemented	2018/19 - Fraud Prevention Strategy implemented 2019/20 - Fraud Prevention Strategy implemented 2020/21 - Fraud Prevention Strategy reviewed	To align the indicator with the 2018 MTEF targets which focuses on the strategy The word "risk" was removed from the target to read "Fraud Prevention Strategy"

Ser No	DESCRIPTION OF AMENDMENT	INDICATORS AND TARGETS REFLECTED IN THE OCJ 2015/16-2019/20 STRATEGIC PLAN AND THE 2017/18 APP		INDICATORS AND TARGET REFLECTED IN THE OCJ 2018/19 APP		REASON FOR AMENDMENT
		INDICATOR / OBJECTIVE	TARGETS	INDICATOR / OBJECTIVE	TARGETS	
5	Amendment of the targets	ICT Master Systems Plan implemented over the MTEF	2018/19 - ICT Master Systems Plan implemented (Information Security Framework implemented) 2018/19 - ICT Master Systems Plan implemented (Information Security Framework implemented)	No amendments to indicator	2018/19 - Prioritised projects (e-filing project) of the ICT Master Systems Plan piloted in two (2) High Courts 2019/20 - Prioritised projects (e-filing project) of the ICT Master Systems Plan rolled-out 2020/21 – Prioritised projects (e-filing project) of the ICT Master Systems Plan rolled-out	To capture the targets in line with the available resources and planned progress on the case e-filing project
6	New indicator	New indicator	New targets	Percentage of internal audit projects completed in line with the approved Annual Audit Plan	2018/19 - 100% 2019/20 - 100% 2020/21 - 100%	To include an indicator relating to audit projects which is important in contributing to the improved audit outcome of the department
7	Amendment of indicator definition	Number of asset registers with no material findings produced in line with the relevant prescripts	2018/19 - 2 2019/20 - 2	Number of asset registers produced in line with the prescripts	No amendments made to targets	To ensure that the indicator is measurable



Ser No	DESCRIPTION OF AMENDMENT	INDICATORS AND TARGETS REFLECTED IN THE OCJ 2015/16-2019/20 STRATEGIC PLAN AND THE 2017/18 APP		INDICATORS AND TARGETS REFLECTED IN THE OCJ 2018/19 APP		REASON FOR AMENDMENT
		INDICATOR / OBJECTIVE	TARGETS	INDICATOR / OBJECTIVE	TARGETS	
PROGRAMME 2: SUPERIOR COURT SERVICES						
8	Removal of indicator from the APP	Number of Superior Courts performance monitoring reports produced per year	2018/19 - 5 2019/20 - 5	Indicator removed	Targets removed	The indicator relates to reports on court performance which is within the control of the Judiciary and the OCJ is only responsible for support
9	New indicator	New indicator	New indicator	Number of monitoring reports on Court Order Integrity Project produced	2018/19 - 4 2019/20 - 4 2020/21 - 4	To include an indicator relating to court orders integrity, which is a priority in ensuring reduced prevalence of fraud relating to court orders at Superior Courts
10	Amendment of indicator definition and targets	Number of training workshops on case management for Registrars, Statisticians and Registrar's Clerks per year	2018/19 - 4 2019/20 - 4	Number of case management workshops conducted for court officials per year	2018/19 - 2 2019/20 - 2 2020/21 - 2	Indicator amended to remove "training" and the amendment of Registrars, Statisticians and Registrar's Clerks to "court officials" as the workshops are targeted for different groups of court officials and not just Registrars, Statisticians and Registrar's Clerks Targets amended to 2 as more workshops are being conducted at a court level. The national office will only conduct two workshops
PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT						
11	Amendment of targets	Number of judicial education courses conducted per year	2018/19 - 82 2019/20 - 87	No amendments to indicator	2018/19 - 78 2019/20 - 80 2020/21 - 82	To align the targets with the current performance, available resources and the approved training plan

Ser No	DESCRIPTION OF AMENDMENT	INDICATORS AND TARGETS REFLECTED IN THE OCJ 2015/16-2019/20 STRATEGIC PLAN AND THE 2017/18 APP		INDICATOR AND TARGET REFLECTED IN THE OCJ 2018/19 APP		REASON FOR AMENDMENT
		INDICATOR / OBJECTIVE	TARGETS	INDICATOR / OBJECTIVE	TARGETS	
12	Indicator removed from the APP	M&E Framework for judicial education and training implemented	2018/19 - M&E Framework for judicial education and training implemented 2019/20 - M&E Framework for judicial education and training reviewed and improved	Indicator removed	Indicator removed	The implementation of the M&E Framework for judicial education and training is focused on the Judiciary as it evaluates the impact of training on the performance of the Judiciary. This will be managed as part of the judicial planning and accountability model
13	New indicator	New indicator	New indicator	Number of research monographs for judicial education produced per year	2018/19 - 2 2019/20 - 2 2020/21 - 2	Indicator included to address the importance of research on judicial education and training
14	Amendment of 2018/19 targets	Percentage of legal advisory opinions on policy development and research services provided within 15 working days of receipt	2018/19 - 90% 2019/20 - 100%	No amendments to indicator	2018/19 - 100% 2019/20 - 100% 2020/20 - 100%	To align the 2018/19 target with the current performance



Ser No	DESCRIPTION OF AMENDMENT	INDICATORS AND TARGETS REFLECTED IN THE OCJ 2015/16-2019/20 STRATEGIC PLAN AND THE 2017/18 APP		INDICATOR AND TARGET REFLECTED IN THE OCJ 2018/19 APP		REASON FOR AMENDMENT
		INDICATOR / OBJECTIVE	TARGETS	INDICATOR / OBJECTIVE	TARGETS	
15	Removal of indicators relating to court performance as captured in the statistical table in the 2016/17 APP	All indicators that were previously included in the statistical table (pages 31 to 33 of the 2016/17 APP)	All targets for indicators that were previously included in the statistical table (pages 31 to 33 of the 2016/17 APP)	Indicators and targets not included in the 2017/18 and 2018/19 APP. The statistical table entailed the following indicators: <ul style="list-style-type: none"> • Percentage of cases finalised (Constitutional Court) • Percentage of cases finalised (Supreme Court of Appeal) • Number of cases in the High Courts which are on the roll for more than 12 months • Percentage of criminal cases finalised with verdicts • Percentage of civil cases finalised • Percentage of labour cases finalised • Percentage of electoral cases finalised • Percentage of competition appeal cases finalised • Percentage of disclosures for serving Judges' Registrable Interests submitted within 30 days of appointment Targets for these indicators can be located on pages 31 to 33 of the 2016/17 APP and pages 25 to 30 of the OCJ Strategic Plan for 2015/16 to 2019/20	The indicators and targets on court performance were removed from the APP as they are not within the control of the OCJ	

Contact us



Office of the Chief Justice

188, 14th Road, Noordwyk, Midrand, 1685

Private Bag X10, Marshalltown, 2107



Tel: +27 10 493 2500 (Switchboard)



www.facebook.com/TheSouthAfricanJudiciary

RP314/2017

ISBN: 978-0-621-45857-2





**OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA**

 188, 14th Road
Noordwyk,
Midrand, 1685
Private Bag X10, Marshalltown, 2107

 Tel: 010 493 2500
 Website: www.judiciary.org.za
 Facebook: TheSouthAfricanJudiciary
 Twitter: @OCJ_RSA
 Instagram: ocj_rsa