



OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN



2025/2026

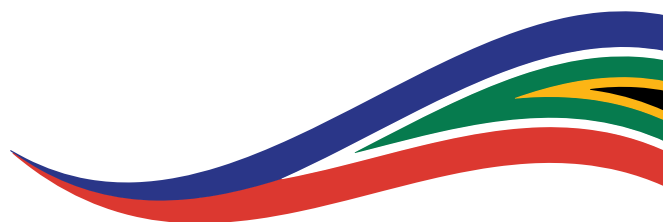


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ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
AGSA	Auditor-General South Africa
AI	Artificial Intelligence
APP	Annual Performance Plan
BCM	Business Continuity Management
BCMS	Business Continuity Management System
BIA	Business Impact Analysis
Constitution	Constitution of the Republic of South Africa, 1996
COVID-19	Coronavirus Disease of 2019
DDG	Deputy Director-General
DoJ&CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
EHW	Employee Health and Wellness
FY	Financial Year
GBV	Gender-Based Violence
GBVF	Gender-Based Violence and Femicide
GDP	Gross Domestic Product
GNU	Government of National Unity
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HRM&D	Human Resource Management & Development
ICT	Information and Communications Technology
ISO	International Organisation of Standardization
JSC	Judicial Service Commission
MP	Member of Parliament
MPSA	Minister for Public Service and Administration
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NGOs	Non-governmental Organisations
NSDF	National Spatial Development Framework
NSG	National School of Government
NT	National Treasury
OCJ	Office of the Chief Justice
PPPFA	Preferential Procurement Policy Framework Act 5 of 2000
PSR	Public Service Regulations
PwD	People with Disabilities
SAJEI	South African Judicial Education Institute
SAPS	South African Police Service
SARB	South African Reserve Bank
SCM	Supply Chain Management

ACRONYMS AND ABBREVIATIONS continued

SDG	Sustainable Development Goals
SG	Secretary General
SHERQ	Safety, Health, Environment, Risk and Quality
SITA	State Information Technology Agency
SMS	Senior Management Service
SSA	State Security Agency
STI	Sexually Transmitted Infections
StatsSA	Statistics South Africa
TB	Tuberculosis
TVMP	Threat and Vulnerability Management Programme

EXECUTIVE AUTHORITY STATEMENT BY THE MINISTER OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

The Constitution of the Republic of South Africa, 1996 bestows judicial authority on the Judiciary. It also provides that the Courts are independent and subject only to the Constitution and the law. The Judiciary plays a vital role in ensuring that our constitutional democracy is safeguarded. Section 165 (4) of the Constitution places an obligation on organs of State to assist and protect the dignity, accessibility, effectiveness and independence of the Judiciary. Against the above backdrop, the President of the Republic of South Africa established the Office of the Chief Justice (OCJ) to provide administrative support to the Judiciary. The establishment of the OCJ was therefore a critical step towards the fulfilment of this constitutional obligation and an important building block for our democracy.



In chapter 14 of the National Development Plan (NDP)—Vision 2030, the Government committed to strengthening judicial governance and the rule of law. The establishment of the OCJ was, therefore, also a direct response to this aim of the NDP. The OCJ supports the independence of the Judiciary by strengthening judicial governance and the rule of law and reducing inefficiencies in court administration.

The OCJ APP for the 2025/26 Financial Year (FY) outlines the support it will provide to the Judiciary in ensuring accountability, contributing to the fight against crime and corruption, strengthening judicial governance, as well as promoting access to justice for all. In this APP, we continue to reaffirm the commitment made in the NDP to strengthen judicial governance and the rule of law by accelerating reform to implement a Judiciary-led court administration model, ensuring an efficient court system, and reducing court administration inefficiency.

The Plan is aligned with the National Development Plan (NDP), the Government's Medium-Term Development Plan (MTDP), and most importantly, the priorities of the Judiciary. The APP generally reflects the targets that the OCJ will seek to achieve in the 2025-2026 Financial Year (FY).

Chapter 14 of the NDP requires the Government to capacitate the South African Judicial Education Institute (SAJEI). The administration of SAJEI is currently located in the OCJ. Capacitation of SAJEI remains one of the key priorities for the OCJ. An adequately capacitated SAJEI is important for the training of serving and aspirant Judicial Officers.

The modernisation and digitisation of court systems remain key priorities for the OCJ to improve access to justice. In this Plan, the OCJ will continue to prioritise the use of technology through the rollout of its Court Online system to all the Superior Courts. The envisaged full implementation of Court Online will enhance access to quality justice for all and the effectiveness of the courts.

It is with great delight that I present the APP of the OCJ for the 2025/26 FY. I remain committed to supporting the OCJ in ensuring the full implementation and achievement of the outputs and targets set in this Plan.

A handwritten signature in black ink, appearing to be 'Mmamoleko Kubayi', written over a horizontal line.

Ms. Mmamoleko Kubayi, MP
Minister of Justice and Constitutional Development



ACCOUNTING OFFICER STATEMENT BY THE ACTING SECRETARY GENERAL

The OCJ's APP for the 2025/26 FY is the first plan to achieve the impact, outcomes, and priorities outlined in the OCJ's Five-Year Strategic Plan for the 2025/26 – 2029/30 period. The APP gives practical expression to the OCJ's mandate of supporting the Judiciary (the Judicial Branch of the State) while demonstrating how the Department will contribute to the priorities outlined in the NDP and the MTDP.

The APP considers South Africa's current economic position and outlook when determining the deployment of resources for its various programmes. The OCJ, like all other organs of State, finds itself in a difficult position where service delivery must be upheld against a constrained budget allocation. The OCJ will continue to reprioritise its budget and operations to ensure that support to the Courts is not adversely affected. The OCJ's priority is to provide both administrative and financial efficiency of the Courts.

The following remains the strategic focus areas of the OCJ:

- Facilitation of training to Judicial Officers;
- Modernisation and digitisation of court systems;
- Strengthen capacity for ensuring Business Continuity Management;
- Ensure that ICT remains a strategic partner to business;
- Curbing opportunities for fraud and corruption;
- Promoting professional ethics within the organisation;
- Improving the capacity of the Department with more focus on the core functions; and
- Ensuring Occupational Health and Safety.

The following are some of the successes of the OCJ since its establishment:

- The Department achieved 74% of its targets in 2015/16, 90% in 2016/17, 100% in 2017/18 and 90 % in 2018/19; (Including 2019/20); 88% in 2020/21, 87.5% in 2021/22, 78% in 2022/23 and 86% in 2023/24 FY;
- Improvement in the audit outcome; unqualified audit outcome in 2016/17; clean audit outcome in two consecutive financial years (2017/18 and 2018/19); Clean Audit Outcome for 2020/21 FY; Unqualified Audit Outcome with findings for 2021/22 FY; Clean Audit Outcome for 2022/23 FY; and Clean Audit Outcome for 2023/24 FY.
- Two percent (2%) representation of people with disabilities as of the end of the 2023/24 FY;
- Fifty-three percent (53%) women representation in senior management service (SMS) as of the end of the 2023/24 FY;
- The operationalisation of the Limpopo Division of the High Court; Mpumalanga Division of the High Court and the recently established Land Court as part of improving access to justice for all.
- Enhancing access to justice to the people of South Africa through the roll out of the Court Online system to eight (8) Superior Courts.

The APP was developed in consultation with relevant stakeholders to ensure that the Department delivers as per expectations and in line with its mandate. The Plan reflects the OCJ's commitment to continue providing effective and efficient support to the judicial system and Superior Courts as mandated.

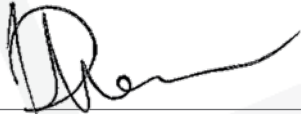
Adv. Mareize Potgieter

Secretary General: Office of the Chief Justice (Acting)

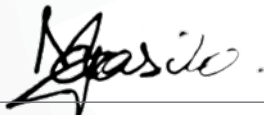
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

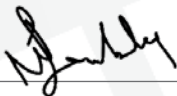
- was developed by the Management of the Office of the Chief Justice under the guidance of the Minister of Justice and Constitutional Development, Ms. Mmamoloko Kubayi, MP;
- considers all the relevant policies, legislation, and other mandates for which the Office of the Chief Justice is responsible; and
- accurately reflects the Impact, Outcomes and Outputs which the Office of the Chief Justice will endeavour to achieve over the Medium-Term Expenditure Framework (MTEF) period.



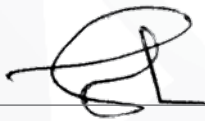
Ms. Paula Morapedi
Chief Financial Officer



Mr. Molefi Masilo
Head Official Responsible for Planning (Acting)



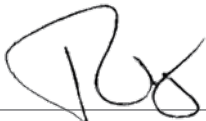
Adv. Wilna Lambley
DDG: Court Administration Services (Acting)



Mr. Nakampe Mogale
DDG: Corporate Management Services



Dr. Gomolemo Moshoeu
CEO: South African Judicial Education Institute



Adv. Marelize Potgieter
Secretary General: Office of the Chief Justice (Acting)

Approved by:



Ms. Mmamoloko Kubayi, MP
Minister of Justice and Constitutional Development



PART

A

OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

1.1. CONSTITUTIONAL MANDATE

The Constitution provides that the judicial authority of the Republic is vested in the courts. It also provides that the Chief Justice is the Head of the Judiciary and exercises responsibility over establishing and monitoring norms and standards for the performance of judicial functions of all courts. Section 165 (4) of the Constitution enjoins organs of State to assist and protect the Courts to ensure their independence, impartiality, dignity, accessibility and effectiveness. The OCJ was established to support the Judiciary in giving effect to Section 165 (4) of the Constitution.

1.2. LEGISLATIVE AND POLICY MANDATES

1.2.1. Legislative mandate

The OCJ derives its mandate from several legislative instruments, including the following:

Table 1: Legislative mandate

LEGISLATION	FOCUS AREA	KEY MANDATES / RESPONSIBILITIES
Public Service Act, 1994 (Act 103 of 1994)	Establishment of the OCJ	The OCJ was proclaimed a National Department under the Public Service Act, 1994. This Act provides for the organisation and administration of the Public Service.
	The functions of the OCJ during its establishment	In March 2015, the Minister of Public Service and Administration, in terms of this Act, determined the functions relating to the administration of the Superior Courts transferred from the DoJ&CD to the OCJ.
Public Finance Management Act, 1999 (Act 1 of 1999)	Public service financial Management	This Act regulates financial management in the national government.
Superior Courts Act, 2013 (Act 10 of 2013)	The Chief Justice reaffirmed as Head of the Judiciary	This Act empowers the Chief Justice to exercise responsibility for the establishment and monitoring of Norms and Standards for the exercise of judicial functions at all courts.
	Allocation of financial resources to the OCJ	The Minister of Justice and Constitutional Development has, in terms of this Act, delegated certain powers and functions to the SG to provide administrative support functions to the Chief Justice and the Judiciary.
Land Court Act, 2023 (Act 6 of 2023)	Administrative support to the Land Court	<p>This Act provides for the establishment of a Land Court with the authority to impose sanctions, orders, and remedies as well as for appeals against decision of the Land Court.</p> <p>The Act further provides for alternative dispute resolution mechanisms, such as mediation and aims to address historical land injustices by promoting equitable land distribution to ensure non-discriminatory access to land.</p>

LEGISLATION	FOCUS AREA	KEY MANDATES / RESPONSIBILITIES
Judges' Remuneration and Conditions of Employment Act, 2001 (Act 47 of 2001)	Judges' remuneration and conditions of service	This Act deals with the remuneration and conditions of employment of Judges. The OCJ provides administrative support to the Judges.
Judicial Service Commission, 1994 (Act 9 of 1994)	Nominations for judicial appointments and complaints against Judges	The Act deals with the appointment of Judges and the establishment of the Judicial Conduct Committee, which is responsible for complaints about Judges. It also establishes and maintains a register of Judges' registrable interests. The OCJ provides secretariat support to the JSC.
South African Judicial Education Institute Act, 2008 (Act 14 of 2008)	Judicial Education and Training	The Act provides for the training of serving and aspiring Judicial Officers. The OCJ provides administrative support to the Institute.
Judicial Matters Amendment, 2015 Act (Act 24 of 2015)	Judges' remuneration and conditions of service	In terms of the Judicial Matters Amendment Act, 2015, the general administration of the Judges' Remuneration and Conditions of Employment Act, 2001 has been transferred from the Director-General (DG) of the DoJ&CD to the SG of the OCJ with effect from 01 August 2016. This Amendment Act also assigns certain functions and responsibilities of SAJEI that were previously allocated to the DoJ&CD. Furthermore, the Act determines that the SG is responsible for accounting for JSC funds.
Regulations on the Criteria for the Determination of the Judicial establishment of the Supreme Court of Appeal and Divisions of the High Court of South Africa, 2015	Criteria for the determination of the number of Judges at the Superior Courts.	These Regulations, made in terms of Section 49(1)(b) of the Superior Courts Act, 2013 (Act 10 of 2013), provide the criteria for determining the number of Judges at the Superior Courts.

1.2.2. Policy mandates

The OCJ was proclaimed as a national department by the President of the Republic of South Africa in terms of Proclamation 44 of 2010. Subsequently, the Minister for Public Service and Administration (MPSA) made a determination regarding the purpose and objectives of the OCJ, as follows:

- To ensure that the Chief Justice can properly execute their mandate as both the Head of the Constitutional Court and the Head of the Judiciary;
- To enhance the institutional, administrative and financial independence of the OCJ; and
- To improve organisational governance, accountability and the effective and efficient use of resources.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

During the 2025/26 FY, the Office of the Chief Justice will provide administrative support to the Judiciary, while also considering the priorities of the NDP (Vision 2030) and the MTDP outlined below:

2.1. CONTRIBUTION TO THE NATIONAL DEVELOPMENT PLAN

The OCJ acknowledges that without a reliable and efficient court system, there can be no quality and accessible justice. Cognisant of this, the OCJ, in the APP reaffirms its commitment to strengthen judicial governance and the rule of law as stipulated in the NDP. This APP is aligned with the Government's 2024–2029 MTDP, which serves as a building block towards achieving the NDP priorities by 2030. The OCJ must support the Judiciary in realising this vision. The OCJ functions under the principle that the full realisation of the country's vision, as articulated in the NDP, will culminate in a country that is accountable and progressive in its political, economic, and social standing.

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

- Supporting the Chief Justice in ensuring judicial accountability;
- Broadening and improving access to justice and the services of the Superior Courts;
- Ensuring an efficient court system and providing judicial support;
- Providing judicial education and training to serving and aspiring Judicial Officers; and
- Enhancing effectiveness and efficiency in court administration through modernisation of systems, processes and infrastructure.

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

2.2. CONTRIBUTION TO THE 2024 – 2029 MEDIUM-TERM DEVELOPMENT PLAN

The government has realigned its strategic intent and taken an approach of a targeted set of focused priorities for the 2024–2029 planning period as part of efforts to realise the 2030 vision. The 2024–2029 MTDP, reiterates the need for Government departments to consider the inclusion of women, youth and people with disabilities; compliance with the Financial Disclosure Framework; modernisation and digitalisation of Public Service processes; inclusive growth and job creation; social cohesion, and safe communities in its planning cycle. The OCJ 2025/26 APP has considered these factors as outlined in the MTDP. These priorities bind the OCJ and will continue to contribute towards the attainment thereof. The following are the MTDP priorities that the OCJ contributes towards:

(a) Strategic Priority 1: Drive inclusive growth and job creation

Inclusive growth and job creation remain the Government's key priority areas. A concerted effort is required from all Government departments, private sector and civil society to achieve this priority. The OCJ contributes to this priority by implementing equity programmes that prioritise work experience for young people and target women and people with disabilities in both the recruitment and procurement processes. These efforts will be realised through the Department's current programmes, such as the departmental internship programme, partnerships with tertiary institutions for experiential learning purposes and recruitment processes.

(b) Strategic Priority 2: Reduce poverty and tackle the high cost of living

The Department will contribute to the MTDP outcome of promoting social cohesion and nation-building by ensuring that the Superior courts are accessible to all and by bringing services closer to the people, with a specific focus on the poorest of the poor and rural communities. Given the high cost of living which has a negative impact on unemployed or low-income households, people have difficulty accessing the services of the Superior Courts. In supporting the Judiciary to give effect to the Constitutional imperative of access to justice, the Department will support the Judiciary in delivering effective and efficient services at the Circuit courts established throughout the country.

The OCJ will continue collaborative partnerships with relevant stakeholders within the criminal justice cluster to bring services closer to the people. This includes the Department of Justice and Constitutional Development, Legal Aid South Africa, and South African Police Services (SAPS). There will also be greater collaboration with community-based organisations, Legal Advice offices, and Pro-bono organisations. Lastly, the OCJ is committed to an improved focus on public awareness campaigns and community outreach programmes to raise awareness of court services.

(c) Strategic Priority 3: Build a capable, ethical and developmental state

A capable and professional Public Service requires effectively coordinated institutions that respond to Government priorities. Digitisation and modernisation remain the Government's key priorities, as the interventions will ensure modern and contemporary processes in service delivery. For this reason, the OCJ focuses on the digital transformation agenda, which prioritises court modernisation and business process automation. The OCJ will ensure that the courts continuously adapt and render services effectively by leveraging the Court Online system. In adhering to the community service Code of Conduct and Service Charter, the OCJ will continue to ensure that its employees enrol and complete the Ethics in the Public Service online programme offered by the National School of Government. Additionally, the Department will continue to strengthen whistle-blower protection by implementing the relevant legislation and National Anti-Corruption Strategy. The OCJ will implement the Whistle-blowing Policy that outlines detailed fraud reporting procedures, creating a mechanism for reporting anonymously within the Department and through the National Anti-Corruption Hotline. This will ensure that the identity of whistle-blowers choosing to remain anonymous is kept confidential.

In contributing to safer communities and increased public confidence, the OCJ will strengthen accountability and consequence management. This will be realised through the facilitation of compulsory financial disclosure processes and conducting lifestyle audits. The Department will collaborate with all stakeholders, which is meant to strengthen and build the capacity of prosecution and law enforcement agencies to effectively combat crime and corruption. For this purpose, the OCJ will cultivate effective stakeholder relations with other Government departments on matters of mutual concern, inclusive of the South African Police Service (SAPS), State Information Technology Agency (SITA) and the Department of Public Works and Infrastructure (DPWI) on matters that affect the departments. The OCJ will strengthen its procurement system in line with the Preferential Procurement Regulations, 2022 (PPR, 2022).

3. UPDATES TO RELEVANT COURT RULINGS

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



PART

B

OUR STRATEGIC FOCUS

4. VISION, MISSION, AND VALUES



VISION

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



MISSION

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



VALUES

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

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

5. UPDATED SITUATIONAL ANALYSIS

5.1. EXTERNAL ENVIRONMENT ANALYSIS

The Office of the Chief Justice supports the Judiciary in contributing to fostering the rule of law and in accelerating reforms to ensure that the Courts are administered efficiently. The Department, through the support it provides to the Judiciary, contributes to the NDP by strengthening judicial governance and the rule of law. In contributing to the focus areas as outlined in the Strategic Plan, the 2025/26 FY APP will focus on the following:

- Supporting the Chief Justice in ensuring judicial accountability;
- Broadening and improving access to justice and the services of the superior courts;
- Ensuring an efficient court system and providing judicial support;
- Providing judicial education and training to serving and aspiring Judicial Officers; and
- Enhancing effectiveness and efficiency in court administration through modernisation of the systems, processes and infrastructure.

5.1.1. Political factors affecting the OCJ and access to justice

The 7th Democratic Government Administration has subsequently resulted in the establishment of a Government of National Unity (GNU). These developments demonstrated the maturity of the country's democracy, as no political party managed to attain an outright majority to form a government on its own. The GNU presents the possibility to build social cohesion because diverse South African voices are, to an extent, represented, and all different sectors of the population are represented in the GNU. However, the diversity of the GNU can also present shortcomings, as conflicting and contradictory policy positions can delay decision-making. Disagreements on policy decisions can also lead to court challenges and, in that way, compel the Judiciary to play the role of arbiter on matters of national importance. These elections and the composition of the current administration have an impact on the three arms of the state. The above-mentioned arms of state are the Legislature, Executive and the Judiciary. They are interdependent, interconnected and interrelated bodies mandated by the Constitution of the Republic of South Africa to divide state power across their respective areas of functions. The Legislature develops and passes the laws and oversees the implementation thereof, whereas the Executive establishes policies, proposes laws and implements the laws passed by the Legislature. The Judiciary is responsible for interpreting the law and administering justice. The Constitution stipulates that the Judiciary must be independent and impartial in interpreting and applying the law. The Constitution further states that no person or organ of state may interfere with the functioning of the Courts.

Section 165(6) of the Constitution designates the Chief Justice as the Head of the Judiciary to exercise responsibility over the establishment and monitoring of Norms and Standards for the exercise of judicial functions of all Courts. The Minister of Justice and Constitutional Development is the political authority responsible for managing courts. The GNU has introduced significant changes, including the merging and reconfiguration of Government departments, the appointment of executive authorities, and changes in the composition of portfolio committees, including Parliament's Justice and Constitutional Development Portfolio Committee and the Judicial Service Commission (JSC). The above-mentioned changes include the consolidation of government-wide national priorities as outlined in the 2024 – 2029 Medium-Term Development Plan. This framework, in its consolidated form, aligns with the manifestos of political parties in the GNU.

In his Opening of Parliament Address on 18 July 2024, President Ramaphosa indicated that "The MTDP will roll-out a well-defined vision and strategic plan that outlines clear goals and includes specific, measurable objectives and a roadmap for achieving them. These goals will be properly aligned with the budget, which will support the implementation of these objectives. In all this work the National Development Plan (NDP) Vision 2030 remains the defining blueprint for our country's growth and development". This presidential commitment demonstrates the linkage in priorities between the current and previous administrations, particularly on achieving the NDP as an overarching vision for the country. In addition to alignment with the NDP the crafting of the MTDP will draw

inspiration from the United Nations' Sustainable Development Goals and the African Union's Agenda 2063. This alignment indicates South Africa's responsiveness to regional and international development objectives and priorities.

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

According to the World Bank, South Africa's economy remains crippled by multiple structural constraints, including electricity shortages, transport bottlenecks (ports and freight rail), and a high crime rate. It further projected South African real Gross Domestic Product (GDP) growth to average 1.3% over 2024-26, as energy sector reforms are expected to improve electricity supply gradually. This international institution recommended that broad-based reforms and faster implementation are urgently needed to accelerate the growth trajectory¹. Subsequently, Statistics South Africa (StatsSA) reported that the real GDP measured by production, increased by 0.4% in the second quarter of 2024, following a 0.0% growth in the first quarter of 2024. The increase of resulted from the positive growth recorded by seven (7) industries, such as finance, trade, and manufacturing, amongst others².

Meanwhile, the StatsSA reported that the annual consumer price inflation decreased to 4.4% in August 2024 from 4.6% in July 2024, this is within the South African Reserve Bank (SARB) target band of 3%–6%. The main contributors to the lower 4.4% annual inflation rate were the cooling of prices in housing and utilities, miscellaneous goods and services, food and non-alcoholic beverages and transport³. Having high inflation and a crippled economy has the potential to worsen inequality and poverty in an already unequal and poor society. In this regard, it negatively affects the poorer and the middle-income households more than wealthy ones. Furthermore, increased number of households could be pushed into poverty due to rising inflation. This can impact the poor's ability to access justice and also strain the justice system as citizens will have to make tough choices between meeting basic household needs and paying debts, which has the potential of increasing default judgment applications in Superior Courts.

While the country is experiencing the longest period without load shedding since 2020, the risk of power supply interruptions remains significant. When power interruptions take place, access to justice is negatively affected as the operations of the Courts are disturbed. To mitigate against this, some courts have been capacitated with a backup power supply. The SARB indicates that the efforts to guarantee energy availability in the country are coming quicker than previously projected. This is a positive development for all sectors of the economy and signifies positive prospects for South Africa's economic growth.

5.1.3. The influence of social factors on the judicial system and court administration

The National Treasury (NT) on its 2024 Budget Review Economic Outlook asserted that South Africa has experienced over a decade of weak economic growth and GDP growth that has averaged only 0.8% annually since 2012, entrenching high levels of unemployment and poverty in the process. When the NDP was adopted in September 2012, it was estimated that the economy would need to grow by about 5.4% on average every year to achieve this aim. South Africa continues to face a plethora of socio-economic problems, notably poverty, inequality, and unemployment.

According to Stats SA, the official unemployment rate increased by 0.6% to 33.5% in the second quarter of 2024 compared with the first quarter of 2024. Black African women continue to be the most vulnerable, with an unemployment rate of 39.9% in the second quarter of 2024. This is 4.1% higher than the national average for women at 35.8%. The unemployment rate among the Black African population group stands at 37.6%, which is higher than the national average and other population groups. The youth in South Africa continue to be disadvantaged in the labour market. Youth aged 15-24 years and 25-34 years continue to have the highest unemployment rates at 60.8% and 41.7%, respectively.⁵

¹ World Bank, Macro Poverty Outlook for South Africa - April 2024

² Statistics South Africa (StatsSA), 2024. Gross Domestic Product Second Quarter Report.

³ Statistics South Africa (StatsSA), 2024. Consumer Price Index August 2024.

⁴ National Treasury 2024 Budget Review, Chapter 2 Economic Outlook.

⁵ Statistics South Africa (StatsSA), 2024. Quarterly Labour Force Survey Second Quarter 2024.

The country's high unemployment rate has the potential to prevent disadvantaged citizens from accessing equal and fair justice, given that the inability to access legal and justice services can be both a result and a cause of having little or no income at all.

The population of South Africa increased from 51.7 million in 2011 to more than 62 million in 2022, a growth rate of 1.8% in the intercensal period. Females constituted 51.5% of the total population, while 48.5% were males. Gauteng and KwaZulu-Natal had the highest populations at 15 million and 12.4 million respectively, while the Northern Cape had the smallest population (1.3 million). Black Africans remain the dominant population group at 81.4%, followed by the Coloured population at 8.2%. The White population percentage declined to 7.3% in 2022 from 8.9% observed in 2011, while that for Indians/Asians increased slightly from 2.5% in 2011 to 2.7% in 2022. The rapid population growth has a socio-economic impact which has the potential to overburden the already overstretched Judicial system.

The 2024 Global Wealth Report, released in July by the Swiss bank UBS, highlighted areas where wealth inequalities have increased. South Africa scored 82 out of 100 on the inequality index, where 0 indicates total equality, and 100 indicates absolute inequality. This is a jump of 17.7% since 2008. With a Crime Index of 76.86%, South Africa has the third-highest crime rate in the world. South Africa has a notably high rate of assaults, rape, homicides, and other violent crimes. The high level of crime and violence has the potential to overburden the judicial system. This is exacerbated by the OJC's limited administrative resources, which will put pressure on the overall administration of Justice. Despite the current resource constraints, the Courts will continue to render services effectively and efficiently to the citizens affected by criminal activities. This means that the courts should have adequate human resources and plans in place to deal with any influx of cases. The United Nations Sustainable Development Goals (SDGs) are a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Goal 5 of the SDG seeks to empower women and girls. This goal emphasises that gender equality is not only a fundamental human right but a necessary foundation for peace and a prosperous and sustainable world. In this regard, promoting gender equality remains a priority that every sector of society should prioritise.

The above-mentioned United Nations goal aims to ensure women's full participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Despite the progress over the last decades, the UNSDGs emphasise the fact that the world is not on track to achieve gender equality by 2030. In addition, the NDP aims to eliminate poverty and reduce inequality by 2030. Moreover, the plan promotes increased educational and economic opportunities for the youth and women to eradicate poverty and reduce gender inequality. This measure corresponds with Chapter 12 of South Africa's NDP.

The constitutional imperative to transform the Judiciary continues to be a priority area. The Judicial Service Commission has reported that, as of the end of the 2022/23 Financial Year, the racial breakdown of the Judiciary indicated that from a total of 248 Judges, 48% (120) comprised Judges of African origin, 12% (30) Coloured, 9% (23) Indian and 30% (75) White. Furthermore, the gender breakdown of the Judiciary reflected that at the end of the same Financial Year, the Judiciary comprised 54% (135) males and 46 % (113) females.

Noteworthy, there has been a transformation in the following Divisions with female representation of 50% or more: Eastern Cape Local Division, Bhisho (50%), Eastern Cape Local Division, Mthatha (50%), Free State Division, Bloemfontein (53%), Gauteng Division, Pretoria (53%); KwaZulu-Natal Local Division, Durban (50%), Mpumalanga Local Division, Middelburg (100%), Northern Cape Division, Kimberley (50%), North West Division, Mahikeng (50%) and Labour Court (64%).

The appointment with effect from 1 September 2024 of Justice Mandisa Maya to the position of Chief Justice of the Republic of South Africa by President Ramaphosa also signified a significant milestone for the national transformation agenda. Chief Justice Maya is the first woman in South Africa to hold the position of Deputy President of the Supreme Court of Appeal (SCA), President of the SCA, Deputy Chief Justice of the Republic, and Chief Justice of the Republic. Despite the above transformation milestones, all role players agree that more still needs to be done to fulfil the constitutional imperative of the transformation of the Judiciary.

In his Parliament Opening Address on 18 July 2024, President Ramaphosa assured the nation that the 7th Administration of government will continue to implement the National Strategic Plan on Gender-Based Violence and Femicide⁶. In this regard, the fight against Gender-Based Violence and Femicide (GBVF) crimes remains a priority of government. Progressively, the SAPS reported in its first quarter report of the 2024/25 Financial Year that sexual offences generally declined by 0.4%, signifying a decrease from 11 616 in the first quarter of 2023 to 11 566 offences. However, rapes rose by 0.6%, signifying an increase from 9 252 in the first quarter of 2023 to 9 309 offences, with most of them reported in Gauteng, KwaZulu-Natal, the Eastern Cape, and Western Cape⁷. The Judiciary has expedited cases related to GBVF in support of the work done by the police and prosecutors.

The social factors mentioned above clearly demonstrate that the Courts need to function efficiently to adjudicate matters. They also demonstrate that the Courts must be accessible. Citizens often have to travel long distances to access justice, especially to the Specialised Courts which are not available in every Province. Notwithstanding the limited availability of Pro Bono lawyers at the Courts, the majority of the population is unable to afford legal costs.

5.1.4. Technology and its role in improving access to justice

The rapid development of new technologies continues to necessitate the OCJ to perpetually evolve and adapt towards technology that has proven to eliminate inefficiencies. Similarly, the 2019/2020 COVID-19 pandemic further demonstrated that advanced technology is necessary to administer justice speedily. As a result, technology has evolved and advanced over the years to meet current global development trends. Governments worldwide began to integrate and use technology in developing effective and efficient processes. Through advanced technology, the State can attain enhanced service delivery, which has a transformative role in providing access to justice. By leveraging technology, the legal system can become more efficient, transparent and accessible to a broader range of individuals and communities through the integration of innovations such as the virtual court.

In his Inaugural Presidential Science, Technology and Innovation Plenary address, President Ramaphosa stated that "Science, technology and innovation are essential for economies to thrive and for societies to prosper. In the new world of work, in the era of the Fourth Industrial Revolution (4IR), science, technology and innovation determine which countries move forward and which are left behind". In this regard, the 2023 Global Innovation Index affirms South Africa's progress in science, technology and innovation, ranking 59th amongst 132 economies. In ensuring that the OCJ moves forward and is not left behind by the evolution of technology, the OCJ identified ICT as a strategic business partner that implements appropriate and relevant solutions to its business needs.

By acknowledging ICT as a strategic business partner to drive the OCJ strategy, it inherently contributes to ensuring access to justice. This is a fundamental pillar for building a just, free and fair society in which the rule of law is upheld and democratic principles are adhered to. The Public Protector's report titled **"2023 Annual Conference of the African Bar Association"** identified weak legal infrastructure, geographical barriers, lack of awareness among others as one of the issues that hinder access to justice. This relates to, but not limited to; inadequate court facilities, outdated legal frameworks, insufficient resources allocated to the justice system, rural communities and lack of information dissemination. These weaknesses can result in delays, inefficiencies and limited access to justice. Thus, technology has been integrated into court processes, such as the Court Online that has been rolled out in the seven (7) Superior Courts. In this regard, reduced delays in justice and improved court efficiency will be realised. The Court Online system enables access to justice through remote access to court proceedings and services, access to online legal information and improving court processes. Furthermore, the system provides digital platforms for disseminating legal information, thus enabling people access to online legal resources, providing free legal information and self-help tools for individuals to understand their rights and navigate legal processes.

With the continuation of rolling out the Court Online system to other service centres, it will significantly accelerate court procedures and processes, which will simplify and enhance recordkeeping, case tracking, and reporting, thereby reducing time spent on workflows. The system facilitates the exchange of information between various

⁶ President Cyril Ramaphosa, 2024. Opening of Parliament Address (OPA)

⁷ South African Police Service: Quarter 1, 2024/25 Crime Statistics

justice agencies in the country and across borders in real-time and generates data that allows policymakers to monitor and enhance the speed of procedures. Additionally, this system integrates ways of improving court processes. Automated procedures will also reduce possible human errors in manual recordkeeping and require time to be rectified. The Court Online system takes advantage of the digital transformation initiatives that seek to reduce the need for physical infrastructure ownership and leverage existing technology platforms that include cloud computing and electronic document management to address the current storage space and record-keeping challenges in courts. However, energy supply challenges risk accessibility to the Court Online system and efficient court operations. The OCJ will continue to ensure the accessibility of ICT systems in the Courts through the provision of alternative energy sources to minimise the impact of disruptions in the energy supply.

Over and above the Court Online system, the OCJ aims to continue using the internet and social media platforms to improve awareness about the work of the Courts and the OCJ. Undoubtedly, technology through access to the internet and usage of social media has become an essential mode of connecting institutions with the public more directly and speedily. Social media provides a platform for disseminating information and content at an unprecedented speed and provides audiences with access to information like never before. According to the Digital 2024 South Africa report, as of January 2024, there were 78.7% (45.34 million) active internet users in South Africa; of that total population, 42.8% (26 million) internet users in the country use social media. Furthermore, active social media users aged between 16 – 64 spend an average of four hours per day on social media platforms. Facebook remains the most used social media platform, at 78%, followed by LinkedIn (72%), Instagram (56%), X (Twitter) (51%), YouTube (51%), WhatsApp (49%) and TikTok (33%).

The OCJ continues to use the above-mentioned social media platforms to share content and engage with the public. A total of 24 705 followers were gained during the 2023/24 Financial Year across all social media platforms, increasing the total number of followers on all platforms to 139 035 followers. Consequently, X emerged as the platform that attracted the most significant number of new followers amassing 12 922 followers, whilst LinkedIn also showed good growth in reach with 6 144 followers gained. This highlights the OCJ's effective content and engagement strategies across all platforms. In line with the above statistics, the OCJ will continue to leverage every opportunity presented to ensure that through technology, there is transparency and accessibility to its organisational activities and the Judiciary. Building relationships with both court users, members of the public continue to be bolstered by social media platforms which allow for a more accessible way to engage with the Judiciary and OCJ.

The development and integration of technology fosters a broadening cyber-attack surface for criminals. As the integration of technology escalates, so does cybercrime. According to Interpol African Cyberthreat Assessment Report 2024, cybercrime is surging across Africa. It is one of the fastest emerging threats across the continent, resulting in increased risk and vulnerability of service delivery. Cyberattacks such as phishing attempts and malware ransomware can potentially corrupt the ICT system. One of the threats to the OCJ is the high prevalence of virus attacks and phishing emails, which may cause system breakdown and data loss, which can be perpetuated by a lack of basic cyber security practices within the organisation. In addressing the risks of cyber-attacks, the OCJ continues to implement the Threat and Vulnerability Management Programme (TVMP) with related cyber security technologies and the ICT Security Policy.

All modernisation or business process automation needs to be focused on the OCJ's digital transformation agenda. This will enable seamless integration of processes and systems and the use of Artificial Intelligence (AI) in future business endeavours.

5.1.5. Environmental factors affecting the OCJ service delivery

South Africa currently faces numerous environmental issues, which include climate change, air pollution, biodiversity loss, deforestation, desertification and waste. These environmental challenges represent a threat to people's health, livelihood and significantly the provision of service delivery.

The rise of the earth's temperature causes various environmental issues. One of the effects of global warming is an increased rate of extreme weather events, such as drought, flooding and storms. The floods of the Durban area in April and May 2022 were described as "one of the worst weather storms in the history of our country". Hundreds of people in and around Durban were forced to flee their homes as flooding turned parts of the city into "inaccessible islands". Yet again in December 2023 and June 2024 some parts of the Bloemfontein, Gqeberha and the Western Cape experienced similar devastation of flooding. This is evidence of the extreme weather change experiences, mostly in coastal areas. Climate change makes this kind of extreme weather events more common. "Once in a lifetime" events become of regular occurrences which necessitates the need for government to adapt and proactively remain prepared for such occurrences. Consequently, the public infrastructure and courts become vulnerable and susceptible to extreme damage, that can hinder accessibility to the courts.

Global warming increases the frequency of drought and South Africa has an average annual rainfall of around 464 millimetres, making it a relatively dry country. As a result, should it get even drier, this could cause water stress. With water-shedding slowly emerging and predominantly affecting the City of Johannesburg and some parts of the Western Cape, there is a potential to delay equal access to justice due to closure of courts which will negatively impact service delivery. Additionally, this will require the OCJ to provide alternative water supply sources, which will affect the already constrained budget.

The OCJ is modernising its processes and operations to move away from the dependency and overreliance on print material such as files and other hardcopy documents. This transition also intends to foster adaptation to advanced and environmentally friendly technologies and to be responsive to the demands of the 4IR. Evidence for matters dealt with in courts is mostly contained primarily in physical files archived and kept in various sections of the courts. The practice of keeping large volumes of physical documents, which are considered harmful to the environment and susceptible to damage and loss, dominate in the work performed in the courts. In this regard, the modernisation of court processes adheres to conserving the environment.

5.1.6. Legal factors impacting the judicial system and the administration of Superior Courts

Section 165 of the Constitution provides that the judicial authority of the Republic is vested in the Courts, which are independent and subject only to the Constitution and the law. No person or organ of State may interfere with the functioning of the courts, and an order or decision issued by a Court binds all persons to whom and organs of State to which it applies. While Judicial independence is provided for in the Constitution, institutional arrangements for such independence are underway. Extensive consultation during the processes to amend and enact laws and legislation that affect the Judiciary and OCJ is critical to enabling the effectiveness of the courts.

Incoherently developed laws are a challenge in our constitutional democracy. Newly and amended Acts or legislation require interpretation, an impact assessment, training, development of directives to accommodate the new or changing legislation, stakeholder engagement and drafting. These amendments contribute to the court backlog cases, which increases the pressure on courts' staff who should ensure that access to justice is upheld.

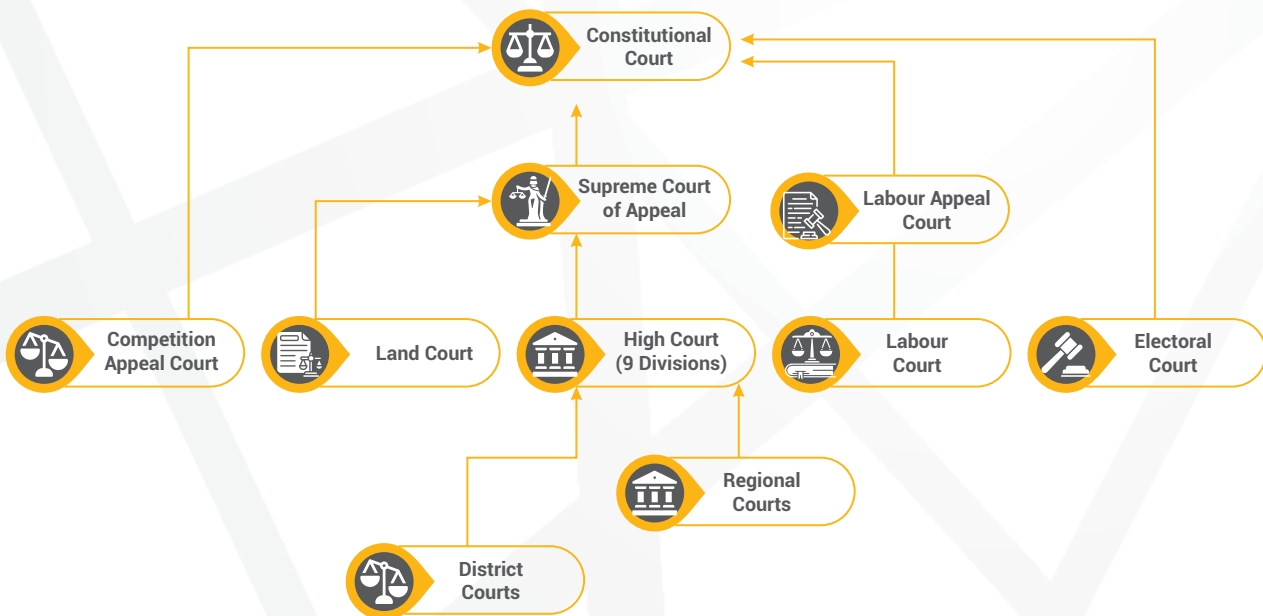
Legislation amended to provide additional mandates without corresponding judicial structural arrangements to accommodate such additional mandates contributes to delays in finalising cases. Court backlogs and socio-economic challenges lead to delays and postponements, while poor people cannot afford to access the courts. Some historical rules of court and legislation need to be amended in line with the current realities to alleviate unnecessary pressure on the court.

The continuous development of the legal framework requires the enhancement of education and training in the Judiciary. The SAJEI plays a critical role through training programmes offered to serving and aspiring Judicial Officers. Judicial Officers require regular training on continuous legal developments to administer justice effectively. As part of the implementation of the SAJEI Act 14 of 2008 Section 2(b), the SAJEI effectively conducted one hundred and twenty-four (122) judicial education courses during the 2023/24 FY, and they were attended by 3 303 Judicial Officers.

5.2. INTERNAL ENVIRONMENT ANALYSIS

The mandate of the OCJ is to support the Judiciary and Superior Courts to ensure the effective and efficient delivery of justice and to improve access to quality justice for all. The Chief Justice is the Head of the Judiciary and exercises responsibility for the establishment and monitoring of Norms and Standards for exercising the judicial functions of all Courts, supported by the OCJ. Below is the hierarchal structure of the Superior Courts of the Republic of South Africa as provided in the Superior Courts Act, 2013 (Act No 10 of 2013).

Figure 1: Hierarchical structure of the Superior Courts



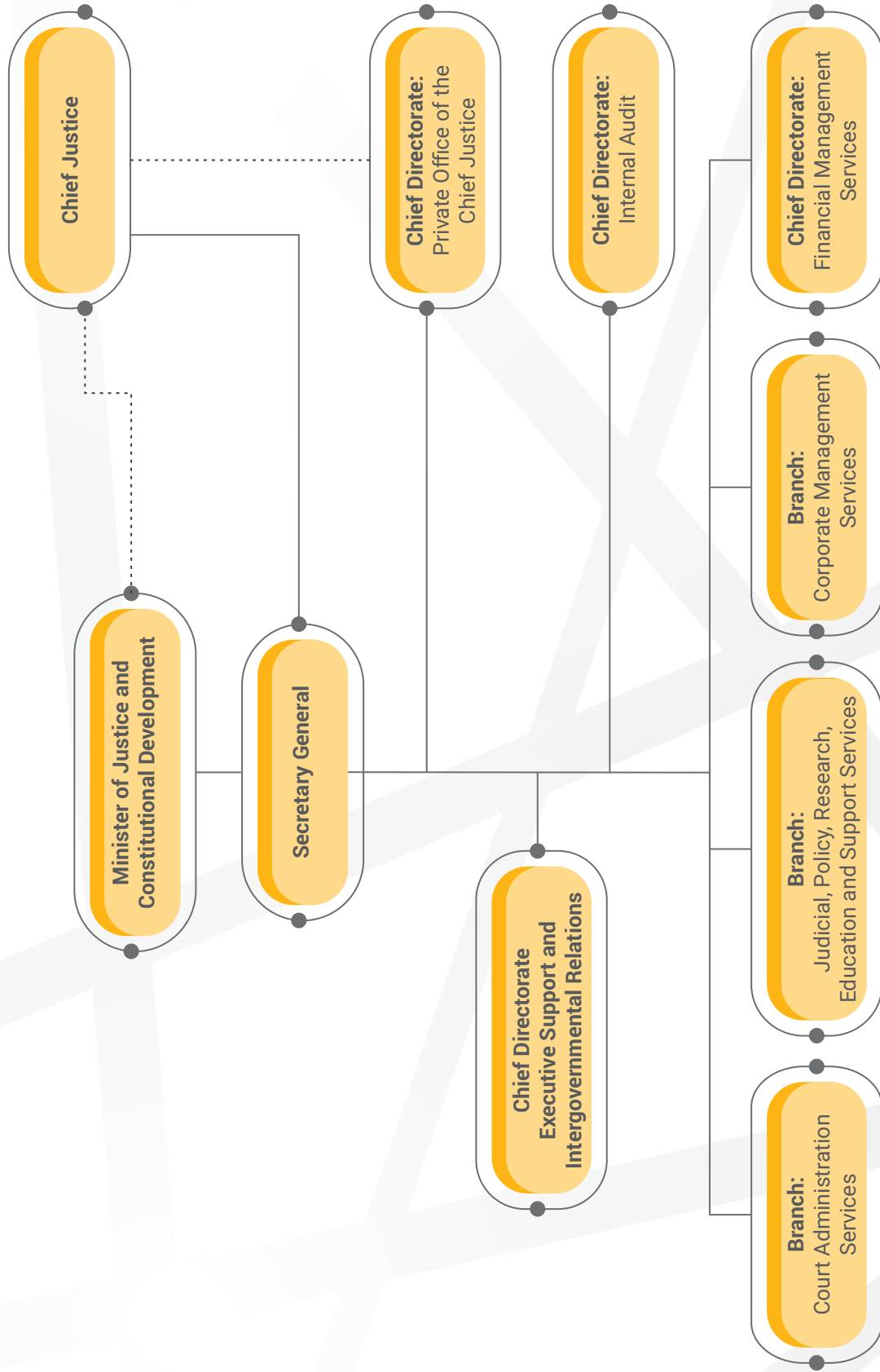
5.2.1. Capacity of the OCJ

A skilled and capable workforce remains key for the capacitation of the OCJ. To efficiently and effectively deliver its mandate, the OCJ will strive to fill critical vacant posts during the 2025/26 FY. The Department's human resourcing initiatives will continue prioritising the Courts to ensure they are sufficiently capacitated to deliver their services efficiently. The OCJ staff turnover rate increased from 14% in the 2022/23 FY to 16.5% as at the end of the 2023/24 FY. This regression is a result of several reasons beyond the control of the OCJ. Amongst other reasons for the increase in staff turnover are the low OSD salary scales, impacting mainly the Chief Registrars and Registrars posts. Due to the fact that the OCJ is unable to provide these Registrars with their expected OSD scales, some of them opt for alternative employment in organisations where market-related salary scales commensurate with their work experience, qualifications and skills are offered.

To address staff turnover challenges, the OCJ has implemented contingency plans to ensure continued operations and improved service delivery. The Human Resource Retention Strategy, which was approved during the 2023/24 FY, is among other mechanisms to address this challenge. It is envisaged that this Strategy will assist in retaining the key skills necessary to enhance the functioning of the Courts. In addition to the Retention Strategy, the Department will prioritise Succession Planning and Management Guidelines, which will assist in preparing officials for higher positions. Additionally, the OCJ will continue with employee engagement initiatives to identify improvement areas in the work environment.

The Department recorded an increased vacancy rate of 10.9% during 2023/24 FY (from 9.8% in 2022/2023 FY), above the set target of 10% or lower. The increased vacancy rate is attributed to the implementation of Circular No. 49 of 2023 issued by the Department of Public Service and Administration (DPSA) on the 17th of October 2023, which pertains to the Directive on the implementation of control measures aimed at assisting executive authorities in managing fiscal sustainability during the process of creating and filling vacant posts in departments.

Figure 2: Macro-Organisational Structure of the OCJ



5.2.2. Curbing opportunities for fraud and corruption

In line with the organisation's zero tolerance to fraud and corruption approach, the OCJ will implement the Department's Fraud Prevention and Anti-Corruption Policy and Strategy during 2025/26 FY. The Strategy is four-dimensional (in line with the Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004) and National Anti-Corruption Strategy, focusing on preventing, detecting, investigating, and resolving fraud incidents while deterring future occurrences. To promote a culture of professional ethics and good governance, the OCJ will implement the Whistle-blowing Policy, which outlines detailed fraud reporting procedures. This policy creates a mechanism for reporting anonymously within the Department and through the National Anti-Corruption Hotline.

The Public Service Regulations, 2016 stipulates that employees who wish to perform remunerative work outside the Public Service must obtain approval from their respective Executive Authority and/or Delegated Authority to prevent conflict of interest. The application of the PSR in managing potential conflicts of interest continues to be an important factor in promoting an ethical culture within the OCJ. Furthermore, the OCJ will accelerate vetting employees serving in critical functions, such as Bid Committee Members, SCM officials, and the staff directly supporting the Judiciary. The OCJ is also ensuring that all delegated employees complete the e-Disclosures as per the DPSA prescripts.

5.2.3. Employee Health and Wellness Programmes

In its continued efforts to prioritise the health and wellness of officials to boost productivity levels and ensure optimal delivery of services, the OCJ has contracted Universal Healthcare to provide wellness services to OCJ officials. The OCJ's EHW programmes will be implemented in line with the following four Pillars of the DPSA's EHW Strategic Framework for the Public Service:

- Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS), Sexually Transmitted Infections (STI) and Tuberculosis (TB) management;
- Health and Productivity Management;
- Wellness Management; and
- Safety, Health, Environment, Risk and Quality (SHERQ) Management.

5.2.4. Information and Communication Technology (ICT) as a Strategic Business Partner

The rapid development of technology continues to play a pivotal role in, amongst others, attaining an efficient and effective court system and improving service delivery. As a result, the OCJ has identified and acknowledged Information and Communication Technology (ICT) as a strategic business partner in its internal functions and delivering services effectively and efficiently. Through the continued support from the Executive Authority and the Judiciary regarding the implementation of ICT Strategies and court modernisation, the OCJ continues to leverage, integrate, prioritise and fund court modernisation and administrative initiatives.

Implementing the Court Online system remains the OCJ's priority, which aims to provide a platform for the public, law firms and litigants to electronically file court-related documents to our Courts from anywhere in the world. Its sole purpose is to attain modernised, effective and efficient court processes, access to justice, efficient record keeping, minimised physical movement of people to the courts, and limited paper-based processes. Although the initial target was to roll out the Court Online system to all 23 Superior Courts by the end of the 2020/21-2024/25 period, the OCJ managed to roll out the system in eight (8) Superior Courts. As with any complex system of this nature, some technical drawbacks were experienced during the piloting phase. However, these have been adequately addressed, and the system has now improved drastically and is ready for further roll-out to all Superior Courts in the 2025/26 – 2029/30 period. The use and enhancement of ICT in Superior Courts contributes to improving the efficiency of court processes, and the roll-out of Court Online will continue to provide such solutions to all Superior Courts. OCJ aims to provide strong and resilient ICT infrastructure (Software Defined WAN, full access to WIFI in OCJ sites and increased mobility) to enable efficient operations and work out of office/hybrid. As part of the OCJ digital strategy, the unit will continue to implement initiatives such as Network Infrastructure Refresh, increase the Wi-Fi coverage in all sites, and migration of selected services to the cloud.

Prioritising cyber-security has become a strategic imperative to mitigate risks and ensure the resilience of the digital infrastructure and data. OCJ will continue to build a resilient cyber environment. Through the OCJ cyber security framework and policy, initiatives are identified for implementation during the Medium Term: Multi-Factor Authentication to Access systems, conducting regular vulnerability assessments and penetration testing, comprehensive cybersecurity training, and implementing a robust incident response plan.

ICT services are entirely dependent on the provision of power continuity. There is a need for sufficient power supply and continuity at the Courts. To date, there is Uninterrupted Power Supply (UPS) installed only in server rooms at the courts. The Department is continuously rolling out alternative power supplies and UPS with sufficient capacity to enable full-service continuity during power shutdown or load shedding.

Furthermore, the OCJ will provide the Judiciary with knowledge and information management services through the establishment, implementation, and maintenance of an electronic Library System and Law Reporting System. The budget cuts implemented by the NT pose a considerable threat to the Department's operations. The envisaged ICT services and court modernisation endeavours require immense funding, and as a result, some of the projects were delayed due to budget cuts. Alongside the budget cuts, the moratorium placed against the filling of posts places a huge risk on ICT cybersecurity services and implications for cyber-related initiatives. While systems are in place to identify and mitigate threats, it is still critical that the human component monitors the alerts to act accordingly and timeously.

5.2.5. Business Continuity Management

The OCJ follows the ISO (International Organisation of Standardization) 22301:2019, Business Continuity Institute, Good Practice Guidelines and the National Treasury Service Continuity Guidelines to establish and implement a Business Continuity Management System (BCMS), which informs the OCJ Business Continuity Management Policy. The BCMS is designed to ensure that the Department is continuously customer-oriented and promotes excellence in the delivery of services. As of the end of the 2024/25 FY, the overall implementation of the Business Continuity Management System Project is at 95%, with the Business Continuity Plan compilation being at 90%.

Following the approval of the OCJ Consolidated BIA Report, BCM Policy, Crisis Communications Plan, Disaster Recovery Strategy, and Disaster Recovery Plan, the OCJ will be able to implement the BCM effectively during the 2025/26 FY. The BCMS is designed to ensure that the Department is continuously customer-oriented and promotes excellence in the delivery of services. This excellent delivery of services is meant to be a reality even in the event of possible disruptions, including disaster situations. The BCMS is implemented through its Committees, which will continue to ensure that the Department is customer-oriented and accelerates the implementation of its policies and systems. The OCJ BCMS will continue to be implemented in the 2025/26 FY through four BCM pillars, namely, People Management, Facilities Management, Systems Recovery and Business Recovery.

Through this process, the Department is continuing to procure power and water backup through the partners in the shared service for those courts that did not have them as part of their construction project specifications. To further ensure business continuity and uninterrupted service delivery to the citizens, all new court construction projects have these backups as part of the project specification.

5.2.6. Financial Resources

The OCJ strengthened its internal controls and improved processes to prevent and eradicate irregularities in its systems. By practising sound financial management, procurement, accounting, and provisioning, the Department obtained a Clean Audit outcome for the 2023/24 FY. Considering its mandate and financial constraints, the OCJ will continue to prioritise resources during the 2025/26 FY to ensure that services are effectively and efficiently rendered, thus broadening and improving access to justice.

5.2.7. The status of the institution regarding compliance with the Preferential Procurement Policy Framework Act

The OCJ continues to commit towards supporting the government initiative towards empowering those historically disadvantaged by unfair discrimination based on race, gender and disability. In the 2023/24 FY, the OCJ awarded 100% of bids to suppliers who met the specific goals in line with the Preferential Procurement Regulations (PPR) of 2022. The OCJ, through its Supply Chain Management policies and processes, continues to comply with the Preferential Procurement Policy Framework Act (PPPFA). In pursuit of maintaining the highest standards of governance, the OCJ will continue to implement the PPPFA and its regulations by procuring goods and services. In this regard, the OCJ continues to target 40% women, 30% youth and 7% people with disabilities in its procurement practices, through preferential procurement and specific goals of PPR, 2022. OCJ intends to procure all its goods or services above R500 000 from suppliers who meet the specific goals. However, ICT goods or services above R500 000 must be procured through SITA in adherence with the SITA Amendment Act 38 of 2002.

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

In responding to the gender equality and transformation of ensuring that women are placed in the decision-making positions, the OCJ prioritised their employment at SMS level. In this regard, the OCJ achieved 53% (23 of 43) women representation at SMS level during the 2023/24 FY, a 2% increase from the previous Financial Year. During the 2025/26 FY, the OCJ will continue implementing the mentorship programme to empower female employees at middle management to promote upward mobility. Furthermore, the OCJ will enhance the initiatives to attract and retain women at SMS level.

The OCJ will continue to support the National Youth Policy 2020 – 2030 and youth employment initiatives through targeted recruitment and selection processes to achieve the required youth representation in the organisation. As of the end of 2023/24 FY, there were 588 youth employees (aged 21 - 35) in the OCJ's establishment, translating to 28.6% against a national target of 30%. The OCJ will continue to align itself with the Presidential Youth Employment Intervention (PYEI)⁸ through its ongoing Internship Programme.

During the 2025/26 FY, the OCJ will strive to adhere to the prescribed national target for the employment of People with Disabilities (PWD). As of the end of March of the 2023/24 FY, the OCJ had 43 officials who fall under the category of PWD. This represented an increase of 0.5% from the previous financial year and an achievement of the prescribed 2% national target. The targeted strategies (targeted advertising and collaboration with NGOs) put in place by the OCJ will increase the representation of PWD in the Department.

6. Theory of Change

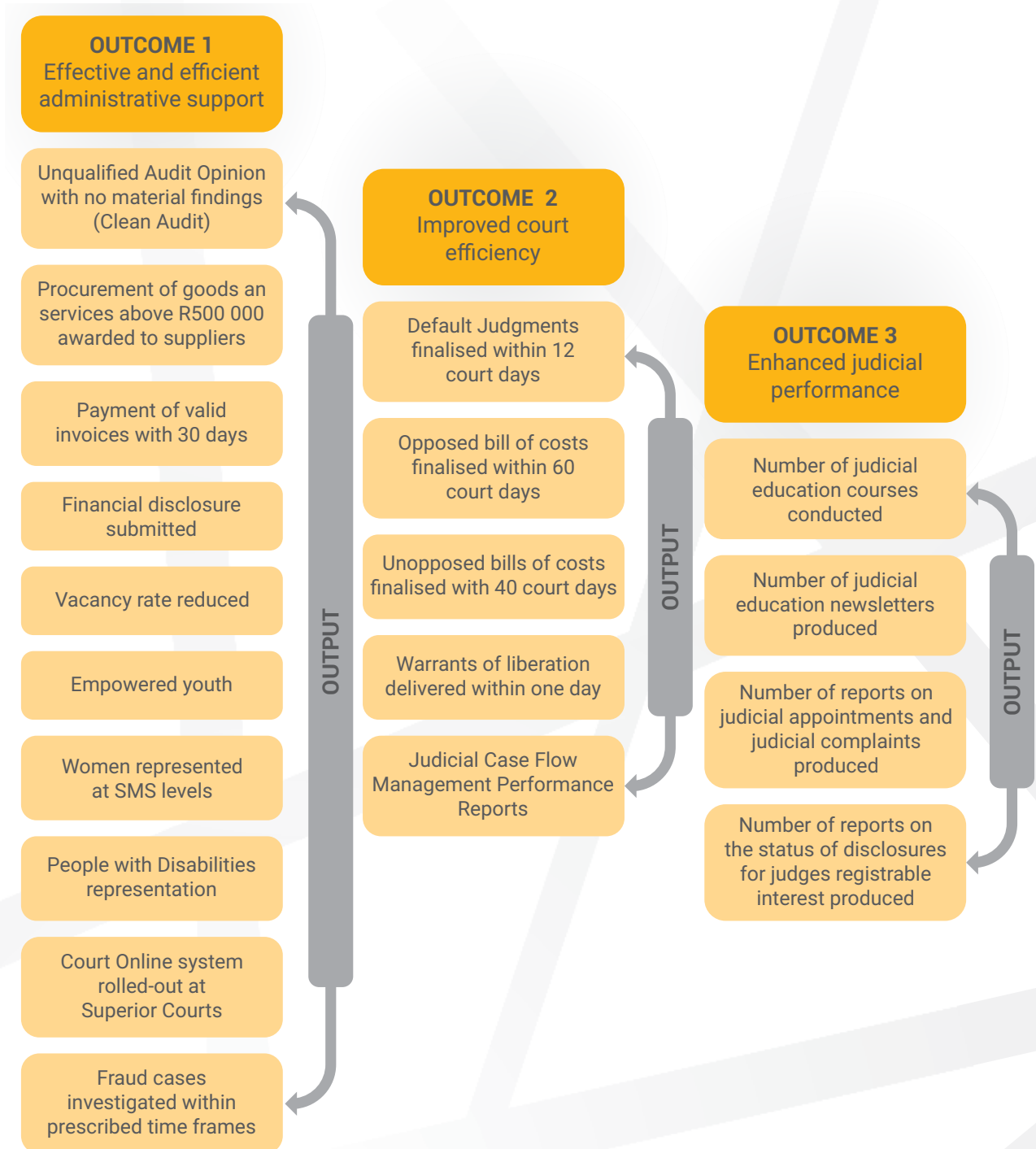
The Theory of Change denotes the pathway to achieving the Department's intended impact: "Efficient, effective and accessible justice for all". This impact will be realised through the following outcomes: effective and efficient administrative support, improved court efficiency, and enhanced judicial performance. To attain the outcomes as mentioned above, the Department has identified outputs which will contribute to the intended results. To achieve effective and efficient administrative support, the OCJ will, amongst others, reduce the vacancy rate and roll out the Court Online system at Service Centres through Programme 1: Administration.

Furthermore, the OCJ aims to finalise quasi-judicial matters within prescribed timeframes; monitor the enhancement of court order integrity and the implementation of Judicial Case Flow Management to improve court efficiency through its core function under Programme 2: Superior Court Services. To enhance judicial performance, the OCJ intends to conduct Judicial education courses through Programme 3: Judicial Education and Support. Figure 3 depicts the Theory of Change, which illustrates the results-based chain.

⁸ PYEI is South Africa's most comprehensive effort yet to address the unemployment crisis.

IMPACT STATEMENT

EFFICIENT, EFFECTIVE AND ACCESSIBLE JUSTICE FOR ALL



Assumption: Programme 1	Assumption: Programme 2	Assumption: Programme 3
<ul style="list-style-type: none"> • Annual Aduot conducted at the OCJ • No material findings on the compliance with laws and regulations as well as predetermined objectives • Previously marginalised grouups of suppliers willr spond to the bids with competitive prices • Functional financial systems (Procurement and payment systems) • Cooperation from unit heads • All SMS members and all categoies will complete the e-Disclosure • Market to provide people with relevant skills and competencies • Youth apply for opportunities at the OCJ • The turnover rate for youth who work at the OCJ rs reduced • Women apply to meet the requirements for SMS opportunities • People with disabilities apply and meet the requirements for advertised opportunities • There will be financial resources to roll-out the system • There are reported fraud cases 	<ul style="list-style-type: none"> • Default judgement matters brought before the Registrars comply with the court rules • Taxations of legal costs matters brought before the Tegistats comply with the court rules • Taxations of legal costs matters brought before the Registrars comply witht he court rules • There is an official at the correctnal institution where the warrant of liberations being delivered to receive the wattants of liberation • Superior cours implement the Judicial Case Flow Mangement project 	<ul style="list-style-type: none"> • Courses will proceed according tot he approved annual training schedule • Availability of resources and attendees of courses • Thee is content to include in the newsletter • There are litigation matters that involve the Department • Meetings tot ake place as planned • Judges will comply on time with the disclosure law



PART

C

**MEASURING OUR
PERFORMANCE**

7. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 1: Administration

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

Description of sub-programmes

The programme consists of five sub-programmes aligned with the Department's budget programme structure. The sub-programmes are:

- **Management:** provides administrative, planning, monitoring, evaluation, performance reporting and risk management functions necessary to ensure the effective functioning of the Department;
- **Corporate Services:** provides 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 the acquisition of office accommodation for the Department.

7.1. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

Table 2: Outcomes, output indicators, and annual targets

ID	Outcome	Outputs	Output Indicator	Annual Target						
				Audited/Actual performance			Estimated performance	MTEF period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1.1.	Effective and efficient administrative support	Unqualified Audit Opinion with no material findings (Clean Audit)	Audit outcome for the OCJ	Clean Audit outcome for the 2020/21 Financial Year	Unqualified Audit outcome with findings for the 2021/22 FY	Clean Audit outcome for the 2022/23 Financial Year	Clean Audit outcome for the 2023/24 Financial Year	Unqualified Audit Opinion with no material findings (Clean Audit) for the 2024/25 Financial Year	Unqualified Audit Opinion with no material findings (Clean Audit) for the 2025/26 Financial Year	Unqualified Audit Opinion with no material findings (Clean Audit) for the 2026/27 Financial Year
1.2.		Procurement of goods and services above R500 000 awarded to suppliers	Percentage of procurement of goods and services above R500 000 awarded to suppliers who meet the specific goals (Excluding State-owned Entities)	-	-	100% (2 of 2)	80%	100%	100%	100%
1.3.		Payment of valid invoices within 30 days	Percentage of valid invoices paid within 30 days	-	-	-	-	100%	100%	100%

ID	Outcome	Outputs	Output Indicator	Annual Target						
				Audited/Actual performance			Estimated performance	MTEF period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1.4.	Financial disclosure submitted	Percentage of designated employees (SMS members & other categories) who submitted financial disclosures within timeframes	100% (384 of 384)	100% (239 of 239)	100% (239 of 239)	100%	100%	100%	100%	
			9.1% (204 of 2 244)	9.8% (217 of 2 204)	10.90% (239 of 2191)	10% or lower	10% or lower	10% or lower	10% or lower	
1.5.	Empowered youth	Percentage of staff in the Department comprised of youth	32% (645 of 2 040)	28% (566 of 1 987)	28.86% (588 of 2049)	30%	30%	30%	30%	
1.7.	Women represented at SMS levels	Percentage of women representation in Senior Management Service (SMS)	48% (20 of 42)	51% (21 of 41)	53% (23 of 43)	50%	50%	50%	50%	
			1% (19 of 2 040)	1.5% (33 of 2 204)	2% (43 of 2049)	2%	2%	2%	2%	
1.8.	People with Disabilities representation	Percentage of People with Disabilities representation in the Department	1% (19 of 2 040)	1.5% (33 of 2 204)	2% (43 of 2049)	2%	2%	2%	2%	

ID	Outcome	Outputs	Output Indicator	Annual Target						
				Audited/Actual performance			Estimated performance	MTEF period		
				2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
1.9.		Court Online system rolledout at Superior Courts	Number of Superior Courts with Court Online system rolled- out	-	2	-	8	13	2	-
		Fraud cases investigated within prescribed timeframes	Percentage of reported fraud cases investigated within 90 working days	-	-	-	-	75%	75%	75%
1.10.										

Table 3: Output Indicators, annual and quarterly targets for 2025/26

Indicator ID	Output Indicators	Annual Targets	Quarterly Targets			
			Q1	Q2	Q3	Q4
1.1.	Audit outcome for the OCJ	Unqualified Audit Opinion with no material findings (Clean Audit) for the 2024/25 Financial Year	-	Unqualified Audit Opinion with no material findings (Clean Audit) for the 2024/25 Financial Year	-	-
1.2.	Percentage of procurement of goods and services above R500 000 awarded to suppliers who meet the specific goals (excluding State-owned Entities)	100%	-	50%	-	100%
1.3.	Percentage of valid invoices paid within 30 days	100%	100%	100%	100%	100%
1.4.	Percentage of designated employees (SMS members & other categories) who submitted financial disclosures within timeframes	100%	100%	100%	-	-
1.5.	Vacancy rate maintained at 10% or lower	10% or lower	10% or lower	10% or lower	10% or lower	10% or lower
1.6.	Percentage of staff in the Department comprised of youth	30%	30%	30%	30%	30%
1.7.	Percentage of women representation in Senior Management Service (SMS)	50%	50%	50%	50%	50%
1.8.	Percentage of People with Disabilities representation in the Department	2%	2%	2%	2%	2%
1.9.	Number of Superior Courts with Court Online system rolled out	13	7	3	1	2
1.10.	Percentage of reported fraud cases investigated within 90 working days	75%	-	75%	-	75%

7.2. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

The outputs and output indicators in Programme 1: Administration contributes to the outcome of “effective and efficient administrative support”, which is aimed at ensuring that the Department has appropriate governance systems that support the delivery of core services provided by the OCJ and the Courts. The achievement of this outcome will be realised through ten (10) distinct outputs, which are:

- i. Unqualified Audit Opinion with no material findings (Clean Audit);
- ii. Procurement of goods and services above R500 000 awarded to suppliers;
- iii. Payment of valid invoices within 30 days;
- iv. Financial disclosure submitted;
- v. Vacancy rate reduced;
- vi. Empowered youth;
- vii. Women represented at SMS levels;
- viii. People with Disabilities representation;
- ix. Court Online system rolled out at Superior Courts; and
- x. Fraud cases investigated within prescribed timeframes.

The above outputs contribute directly to achieving the outcome and to the impact the Department aims to achieve, which is “Efficient, effective and accessible justice for all.” To realise efficient, effective and accessible justice for all, the OCJ must have proper systems in place, including the efficient and accountable management of its resources.

The outputs and output indicators in Programme 1 contribute to Chapter 13 of the NDP: Building a Capable and Developmental State and Strategic Priority 3 of the 2024 – 2029 MTDP, which is “Build a capable, ethical, and developmental State”. The implementation of the outputs in this Programme will also contribute to Strategic Priority 1 of the MTDP: “Inclusive growth and job creation”, the contribution of which is embedded within the recruitment and procurement processes.

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

The outcome “**effective and efficient administrative support**” is measured by the OCJ’s capacitated workforce. The choice of these indicators is based on the fact that effective and efficient administrative support would be possible if the OCJ was well capacitated with skilled personnel. A fully capacitated workforce at various functional areas within the OCJ will contribute to the achievement of the Department’s mandate.

The Court Online system roll-out is aimed at modernising court processes and will contribute to improved court efficiency and enhanced access to justice in the Superior Courts.

c) **Explanation of the outputs’ contribution to the achievement of the outcomes**

To achieve effective and efficient administrative support, the Department will award bids to the value of R500 000 and above to suppliers who meet the specific goals in line with the PPR, 2022, with the exclusion of the State-owned entities. Furthermore, the OCJ will ensure valid invoices are paid within the prescribed timeframe. These efforts are important in contributing to the Government’s priority of inclusive growth and job creation. Other contributions to effective and efficient administrative support is ensuring that the Department is capacitated through filling vacant funded posts, ensuring that the Department supports youth development initiatives, promoting the empowerment of women at SMS level, attracting and employing people with disabilities, rolling-out the Court Online system at

Service Centres as part of court modernisation and digitisation initiatives. The achievement of targets set for the above-mentioned focus areas will contribute to an efficient court system and, ultimately, efficient, effective, and accessible justice for all. Effective risk management remains crucial in ensuring that potential problems that may impact the department's functioning are proactively identified and mitigation plans put in place.

The OCJ has adopted a zero-tolerance policy towards fraud and corruption. During the 2025/26 FY, the Department will continue to manage fraud and corruption risks by ensuring that all fraud cases are investigated within 90 days from the date of reporting. Implementation of this control measure is envisaged to contribute to an effective and efficient administration.

7.3. PROGRAMME RESOURCE CONSIDERATION

Table 4: Budget for Programme 1: Administration

SUB-PROGRAMMES	AUDITED		AENE		MTEF	
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	R'000	R'000	R'000	R'000	R'000	R'000
Management	40 742	39 267	39 325	38 675	40 476	42 298
Corporate Services	183 036	154 939	176 542	194 129	210 244	224 866
Financial Administration	35 800	36 386	38 417	37 873	39 559	41 362
Internal Audit	22 255	23 026	25 678	25 864	27 082	28 306
Office Accommodation	-	-	-	-	-	-
PROGRAMME 1	281 833	253 618	279 962	296 541	317 361	336 832
ECONOMIC CLASSIFICATION						
CURRENT PAYMENTS	234 239	239 677	263 114	286 437	307 409	324 553
Compensation Of Employees	109 932	121 877	143 924	138 992	149 606	161 207
Salaries And Wages	96 291	106 339	126 681	122 174	129 280	139 963
Social Contributions	13 641	15 538	17 243	16 818	20 326	21 244
Goods And Services	124 307	117 800	119 190	147 445	157 803	163 346
Administrative Fees: Payments	575	552	806	718	767	1 059
Advertising	1 329	1 072	1 436	648	678	1 051
Minor Assets (Assets <R5000)	117	344	1 693	3 451	3 679	5 268
Audit Cost: External	7 511	6 994	6 794	7 252	7 566	6 609
Bursaries (Employees)	503	1 313	1 984	1 632	1 726	2 432
Catering: Departmental Activities	585	717	816	560	611	783
Communication	2 573	2 094	1 696	2 532	2 573	3 015
Computer Services	90 297	80 992	81 761	104 910	113 052	111 043
Cons/Prof: Business & Advisory Services	2 249	1 927	1 740	1 260	1 293	1 549
Cons/Prof: Legal Cost	-	-	-	-	-	-
Contractors	694	1 817	2 006	3 242	3 391	5 157
Agency & Support/Outsourced Services	8	-	-	166	187	258
Entertainment	-	-	-	-	-	-
Fleet Services (F/Ser)	164	169	175	275	311	370

SUB-PROGRAMMES	AUDITED		AENE		MTEF	
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	R'000	R'000	R'000	R'000	R'000	R'000
Inventory: Other Supplies	-	-	-	-	-	-
Cons Supplies	1 067	1 879	1 084	1 239	1 349	1 608
Stationery And Printing	1 264	1 461	1 569	1 584	1 603	1 656
Operating Leases	150	12	-	-	-	-
Rental & Hiring	109	3	-	-	-	-
Property Payments	320	845	194	592	654	730
Transport Provided Dept Activity	-	-	-	-	-	-
Travel And Subsistence	10 132	11 911	9 530	11 405	11 915	13 439
Training & Development	3 575	1 917	3 845	4 665	4 909	5 149
Operating Payments	843	1 467	1 441	1 272	1 493	2 104
Venues And Facilities	242	314	620	42	46	66
Interest On Rent And Land	-	-	-	-	-	-
Transfers And Subsidies	756	743	80	3	3	4
Provincial And Municipalities	1	1	-	3	3	4
Departmental Agencies & Accounts	-	-	-	-	-	-
Higher Education Institutions	-	-	-	-	-	-
Non-Profit Institutions (Npi)	-	-	-	-	-	-
Households (Hh)	755	742	80	-	-	-
Payment For Capital Assets	46 822	13 198	16 768	10 101	9 949	12 275
Buildings & Other Fixed Structures	-	-	-	-	-	-
Machinery And Equipment	36 246	12 857	16 768	10 101	9 949	12 275
Transport Equipment	-	3 874	160	76	86	195
Other Machinery & Equipment	36 246	8 983	16 608	10 025	9 863	12 080
Software & Intangible Assets	10 576	341	-	-	-	-
Payments For Financial Assets	16	-	-	-	-	-
Total	281 833	253 618	279 962	296 541	317 361	336 832

7.3.1. Expenditure Analysis

Programme 1: Administration is allocated a total budget of R296.541 million in the 2025/26 FY, which will increase to R336.832 million in the 2027/28 FY. The modernising of processes and infrastructure in the Superior Courts to ensure effective administration is budgeted for under the Corporate Services sub-programme, and the expenditure is expected to increase from R194.129 million in 2025/26 to R224.866 million in 2027/28. This will enable the implementation of a cloud-based digital platform aimed at providing online case initiation, case management and evidence presentation to ensure optimised court proceedings. Implementing these systems forms part of the broader implementation of the integrated criminal justice strategy led by the DoJ&CD.

Programme 2: Superior Court Services

Purpose: Provide court administration services to the Superior Courts.

Description of sub-programmes

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

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

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

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

- **Quasi-judicial functions**, such as taxing bills of legal costs, default judgments, and delivery of warrants of liberation, etc.
- **Corporate management services and support functions**, such as human resource management for Courts, financial management, facilities management and security, court records management, ICT, etc.
- **Support to Judicial Officers**, including secretarial services, research, messenger services language services, etc.

Therefore, no indicators are reflected in the sub-programmes: Constitutional Court, Supreme Court of Appeal, Divisions of the High Court, and Specialised Courts. However, the administrative support pertaining to the aforementioned sub-programmes is provided for in Programme 1: Administration and sub-programme 1: Administration of Superior Courts of Programme 2.

7.4. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

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

ID	Outcome	Outputs	Output Indicator	Annual Target						
				Audited/Actual performance			Estimated performance	MTEF period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
2.1	Improved Court Efficiency	Default judgments finalised within 12 court days	Percentage of default judgments finalised by Registrars within 12 court days from the last date of receipt of application	-	-	-	-	90%	91%	92%
		Opposed bills of costs finalised within 60 court days	Percentage of taxations of opposed legal bills of costs finalised within 60 court days from date of set down	-	-	-	-	98%	98%	98%
2.3		Unopposed bills of costs finalised within 40 court days	Percentage of taxations of unopposed legal bills of costs finalised within 40 court days from date of set down	-	-	-	-	99%	99%	99%
2.4		Warrants of liberation Delivered within one day	Percentage of warrants of liberation (J1) delivered within one day of the release issued	100% (60 of 60)	100% (78 of 78)	100% (70 of 70)	100%	100%	100%	100%
2.5		Judicial Case Flow Management Performance Reports	Number of Judicial Case Flow Management Performance reports produced	4	4	4	4	4	4	4

Table 6: Output Indicators, annual and quarterly targets for 2025/26

Indicator ID	Output Indicators	Annual Targets	Quarterly Targets			
			Q1	Q2	Q3	Q4
2.1.	Percentage of default judgments finalised by Registrars within 12 court days from the last date of receipt of application	90%	90%	90%	90%	90%
2.2.	Percentage of taxations of opposed legal bills of costs finalised within 60 court days from date of set down	98%	98%	98%	98%	98%
2.3.	Percentage of taxations of unopposed legal bills of costs finalised within 40 court days from date of set down	99%	99%	99%	99%	99%
2.4.	Percentage of warrants of liberation (J1) delivered within one day of the release issued	100%	100%	100%	100%	100%
2.5.	Number of Judicial Case Flow Management Performance reports produced	4	1	1	1	1

7.5. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

The outputs and output indicators in Programme 2: Superior Court Services contribute to the outcome of "improved court efficiency", which aims to ensure that the Superior Courts efficiently deliver their services. The achievement of this outcome will be realised through five (5) distinct outputs, which are:

- Default judgments finalised within 12 court days;
- Opposed bills of costs finalised within 60 court days;
- Unopposed bills of costs finalised within 40 court days;
- Warrants of liberation delivered within one day; and
- Judicial Case Flow Management Performance Reports.

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

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

The outputs and output indicators in this Programme contribute to Chapter 14 of the NDP, "promoting accountability and fighting corruption", and Priority 3 of the MTDP, which focuses on Building a capable, ethical and developmental state. An efficient court system contributes to the MTDP outcome on "safer communities and increased business confidence". In addition, an efficient court system is free from corruption. It promotes integrity, which is in line with the intervention of the NDP implementation plan "fighting corruption and promoting integrity".

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

The finalisation of quasi-judicial matters within prescribed timeframes measures the outcome. Finalising these matters within the prescribed timeframes ensures that court users receive the services in the most efficient manner, which also contributes to improved public trust/confidence in the overall court system.

c) Explanation of the outputs' contribution to the achievement of the outcomes

To improve court efficiency, the Department will ensure that quasi-judicial matters are finalised within the expected timeframes, as informed by the court rules. A new indicator is being introduced to differentiate between opposed and unopposed bills of cost to improve efficiencies further.

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

7.6. PROGRAMME RESOURCE CONSIDERATION

Table 7: Budget for Programme 2: Superior Court Services

SUB-PROGRAMMES	AUDITED		AENE		MTEF	
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	R'000	R'000	R'000	R'000	R'000	R'000
Administration Of Superior Courts	12 564	13 929	18 903	23 212	26 773	30 403
Constitutional Court	57 444	77 920	77 440	94 372	102 277	111 536
Supreme Court Of Appeal	47 445	49 732	40 203	50 316	53 025	59 695
High Courts	776 338	815 235	742 491	895 281	945 482	997 046
Specialised Courts	69 824	72 880	64 767	76 774	81 834	87 383
Programme 2	963 615	1 029 696	943 804	1 139 955	1 209 391	1 286 065
Economic Classification						
Current Payments	872 789	950 173	902 346	1 059 778	1 136 321	1 232 788
Compensation Of Employees	668 967	721 488	746 574	850 165	915 723	987 306
Salaries And Wages	564 487	605 577	663 106	769 210	831 003	898 755
Social Contributions	104 480	115 911	83 468	80 955	84 720	88 551
Goods And Services	203 822	228 685	155 772	209 613	223 598	245 482
Administrative Fees: Payments	1 891	2 520	2 017	2 199	2 370	2 916
Advertising	28	58	37	25	25	27
Minor Assets (Assets <R5000)	3 228	4 365	3 707	5 104	5 265	6 921
Audit Cost: External	-	-	-	-	-	-
Bursaries (Employees)	-	60	-	-	-	-
Catering: Departmental Activities	2 618	2 543	4 351	4 116	4 614	4 782
Communication	10 602	9 509	9 111	11 795	12 840	14 348
Computer Services	1 005	1 234	2 769	1 691	1 985	1 185

SUB-PROGRAMMES	AUDITED		AENE		MTEF	
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	R'000	R'000	R'000	R'000	R'000	R'000
Cons/Prof: Business & Advisory Services	8 424	7 072	6 141	8 094	8 050	7 971
Cons/Prof: Legal Cost	9	14	42	51	55	69
Contractors	1 618	3 056	2 830	3 661	3 134	3 386
Agency & Support/Outsourced Services	1 398	1 068	720	1 255	1 303	1 396
Entertainment	58	60	112	24	24	24
Fleet Services (F/Ser)	25 943	27 564	15 459	26 236	29 848	30 579
Cons Supplies	6 703	4 903	6 082	4 806	4 946	5 836
Stationery And Printing	9 364	10 243	11 860	12 243	13 394	15 222
Operating Leases	25 166	20 886	6 624	20 135	20 223	20 286
Rental & Hiring	7	23	9	26	30	20
Property Payments	4 305	5 866	4 531	4 914	4 978	5 910
Transport Provided Dept Activity	-	-	-	-	-	-
Travel And Subsistence	93 324	115 049	64 325	89 704	96 187	107 939
Training & Development	181	2 336	3 790	5 137	5 415	5 698
Operating Payments	5 197	5 535	6 550	5 923	6 381	7 450
Venues And Facilities	2 753	4 721	4 705	2 474	2 531	3 517
Interest On Rent And Land	-	-	-	-	-	-
Transfers And Subsidies	5 264	4 699	2 114	1 019	1 180	1 610
Provincial And Municipalities	40	56	44	56	57	61
Departmental Agencies & Accounts	1	-	9	9	13	15
Higher Education Institutions	-	-	-	-	-	-
Non-Profit Institutions (Npi)	-	-	-	-	-	-
Households (Hh)	5 223	4 643	2 061	954	1 110	1 534
Payment For Capital Assets	85 342	74 815	39 344	79 158	68 890	51 665
Buildings & Other Fixed Structures	39	98	-	-	-	-
Machinery And Equipment	85 303	74 717	39 344	79 158	68 890	51 665
Transport Equipment	76 835	68 921	30 571	76 030	64 403	47 380
Other Machinery & Equipment	8 468	5 796	8 773	3 128	4 487	4 285
Software & Intangible Assets	-	-	-	-	-	-
Payments For Financial Assets	220	9	-	-	-	-
Total	963 615	1 029 696	943 804	1 139 955	1 209 391	1 286 063

7.6.1. Expenditure Analysis

The programme has an allocated budget of R1.139 billion for the 2025/26 FY, which increases to R1.286 billion in 2027/28. The increase in the expenditure for this programme is mainly due to an annual escalation.

Spending in the High Court's sub-programme over the MTEF period is expected to account for 78.1% of the programme's projected expenditure. Due to the labour-intensive nature of the Department's work, an estimated 75.7% (R2.753 billion) of the budget over the MTEF period in this programme is earmarked for spending on compensation of employees, increasing from R850.165 million in 2025/26 to R987.306 million in 2027/28.

Programme 3: Judicial Education and Support

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

Description of sub-programmes

The programme has three sub-programmes, namely:

- **South African Judicial Education Institute:** provides strategic and administrative support for the training of Judicial Officers and 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 to effectively fulfil its constitutional and legislative mandates.

7.7. OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

Table 8: Outcomes, Outputs, output indicators, and annual targets

ID	Outcome	Outputs	Output Indicator	Annual Target						
				Audited/Actual performance			Estimated performance	MTEF period		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
3.1	Enhanced judicial performance	Judicial education Courses	Number of judicial education courses conducted	168	124	155	120	125	130	135
3.2		Judicial education newsletters	Number of judicial education newsletters produced	-	-	-	-	3	3	3
3.3		Reports on the management and coordination of litigations	Number of reports on the management and coordination of litigations produced	4	5	5	5	5	5	5
3.4		Reports on judicial appointments and complaints	Number of reports on judicial appointments and judicial complaints produced	4	3	3	3	3	3	3
3.5		Reports on disclosures for Judges' Registrable Interests	Number of reports on the status of disclosures for Judges' Registrable Interests produced	-	2	2	2	2	2	2

Table 9: Output Indicators, annual and quarterly targets for 2025/26

Indicator ID	Output Indicators	Annual Targets	Quarterly Targets			
			Q1	Q2	Q3	Q4
3.1	Number of judicial education courses conducted	125	35	40	28	22
3.2	Number of judicial education newsletters produced	3	1	1	1	-
3.3	Number of reports on the management and coordination of litigations produced	5	1	1	1	2
3.4	Number of reports on judicial appointments and judicial complaints produced	3	1	-	1	1
3.5	Number of reports on the status of disclosures for Judges' Registrable Interests produced	2	-	1	-	1

7.8. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

The outputs in Programme 3: Judicial Education and Support contribute to the outcome of “enhanced judicial performance”, which aims to ensure that the OCJ provides administrative and technical support that enables the Judiciary to deliver on its Constitutional mandate. The achievement of this outcome will be realised through five distinct outputs, namely:

- Judicial education courses;
- judicial education newsletters;
- reports on the management of litigations;
- reports on judicial appointments and judicial complaints; and
- reports on disclosures for Judges' Registrable Interests.

The outcome contributes to Chapter 14 of the NDP, “promoting accountability and fighting corruption”, and Priority 3 (Building a capable, ethical and developmental State) of the 2024 – 2029 MTDP. Access to quality justice is not possible if the Judiciary is not well-resourced, if there is no means to train Judicial Officers, and if there is no accountability and ethics in the Judiciary. The output of this programme ensures that effective and efficient support is provided to the Judiciary in ensuring that the Judiciary can ensure access to quality justice.

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

Judicial education and training is aimed at improving the skills and knowledge of serving and aspirant Judicial Officers through judicial education as informed by the SAJEI Act. One of the functions of SAJEI, as stipulated in the Act, is “to promote, through education and training, the quality and efficiency of services provided in the administration of justice in the Republic”.

c) Explanation of the outputs' contribution to the achievement of the outcomes

To enhance judicial performance, the Department will conduct an increased number of judicial education courses, produce research monographs, produce monitoring reports on litigation management, and produce reports on secretariat support provided to the JSC. To further accelerate the provision of judicial education and training, SAJEI will also leverage technology by conducting some of its courses through virtual platforms.

7.9. PROGRAMME RESOURCE CONSIDERATION

Table 10: Budget for Programme 3: Judicial Education Support

SUB-PROGRAMMES	AUDITED		AENE		MTEF	
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	R'000	R'000	R'000	R'000	R'000	R'000
South African Judicial Education Institute	23 183	29 673	24 209	52 166	54 983	59 756
Judicial Policy, Research And Support	14 313	14 806	14 165	16 984	17 633	19 844
Judicial Service Commission	11 920	11 639	11 648	9 477	9 860	10 769
Programme 3	49 416	56 118	50 022	78 627	82 476	90 369
Economic Classification						
Current Payments	49 126	54 781	49 251	78 227	82 056	89 582
Compensation Of Employees	23 713	27 036	28 915	27 906	30 021	32 337
Salaries And Wages	20 716	23 811	25 499	24 347	26 299	28 456
Social Contributions	2 997	3 225	3 416	3 559	3 722	3 881
Goods And Services	25 413	27 745	20 336	50 321	52 035	57 245
Administrative Fees: Payments	595	808	675	1 005	1 127	1 244
Advertising	69	137	1	24	25	35
Minor Assets (Assets <R5000)	53	200	1	41	38	55
Audit Cost: External	-	-	-	-	-	-
Bursaries (Employees)	-	-	-	-	-	-
Catering: Departmental Activities	608	1 489	1 056	1 595	1 730	2 353
Communication	194	198	108	433	463	567
Computer Services	160	368	-	290	306	432
Cons/Prof: Business & Advisory Services	969	1 444	708	1 449	1 534	1 793
Cons/Prof: Legal Cost	7 632	4 195	3 757	5 995	5 503	5 518
Contractors	2	13	10	137	145	158
Agency & Support/Outsourced Services	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-
Fleet Services(F/Ser)	-	-	-	-	-	-
Cons Supplies	69	103	13	108	64	117
Stationery And Printing	325	237	185	613	654	734
Operating Leases	-	-	-	-	-	-
Rental & Hiring	-	-	-	68	71	101
Property Payments	-	275	-	31	41	51
Transport Provided Dept Activity	-	-	-	-	-	-
Travel And Subsistence	10 561	12 812	8 822	32 657	33 829	36 817

SUB-PROGRAMMES	AUDITED		AENE		MTEF	
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	R'000	R'000	R'000	R'000	R'000	R'000
Training & Development	-	29	-	-	-	-
Operating Payments	524	691	456	1 462	1 586	1 774
Venues And Facilities	3 652	4 746	4 544	4 413	4 919	5 496
Interest On Rent And Land	-	-	-	-	-	-
Transfers And Subsidies	97	150	-	-	-	-
Provincial And Municipalities	-	-	-	-	-	-
Departmental Agencies & Accounts	-	-	-	-	-	-
Higher Education Institutions	-	-	-	-	-	-
Non-Profit Institutions (Npi)	-	-	-	-	-	-
Households (Hh)	97	150	-	-	-	-
Payment For Capital Assets	193	1 187	771	400	420	787
Buildings & Other Fixed Structures	-	-	-	-	-	-
Machinery And Equipment	193	1 187	771	400	420	787
Transport Equipment	-	-	-	-	-	-
Other Machinery & Equipment	193	1 187	771	400	420	787
Software & Intangible Assets	-	-	-	-	-	-
Payments For Financial Assets	-	-	-	-	-	-
Total	49 416	56 118	50 022	78 627	82 476	90 369

7.9.1. Expenditure Analysis

The programme has an allocated budget of R78.627 million for the 2025/26 FY, which increases to R90.369 million in 2027/28. During the 2025/26 FY, R52.166 million is budgeted for the provision of judicial education and training through the South African Judicial Education Training, which increases to R59.756 million in 2027/28. The budget of the Judicial Service Commission sub-programme is R30.106 million over the MTEF period to provide secretariat and administrative support to the Judicial Service Commission. The Department also ensures judicial accountability by administering Judges' Registrable interests, as informed by section 13 of the Judicial Service Commission Act (1994). Expenditure for this work is in the Judicial Policy, Research and Support sub-programme, which has a budget of R54.461 million over the MTEF period.

8. UPDATED KEY RISKS

Table 11: Key risks

Outcome	Key Risks	Risk Mitigations
Effective and efficient administration support	1. Ineffective governance structures	<ul style="list-style-type: none"> Strengthen the functioning of the governance committees Independent audits of the governance structure
	2. Failure to retain competent staff	<ul style="list-style-type: none"> Implementation and monitoring of the retention strategy
	3. Non-compliance with applicable legislations (including the courts)	<ul style="list-style-type: none"> Dedicate resources for Compliance Management Strengthen the governance structures Enforce the monitoring of the Compliance Universe Appoint Chief Directors as Compliance Champions Consistent awareness of the departmental policies
	4. Misalignment of functions on the organisational structure.	<ul style="list-style-type: none"> Review of the organisational structure Alignment of organisational structure and post-establishment
	5. Compromised IT security (Cyber-attacks [Hacking] of Departmental Systems)	<ul style="list-style-type: none"> Review IT Policies Continuous awareness of cyber security Implement and monitor the information security framework and cyber-security technical controls to prevent and protect the OCJ against potential cyber-attacks
Enhanced judicial performance	6. Compromising physical security for both Courts (infrastructure and personnel) and Judiciary	<ul style="list-style-type: none"> Enhance the capacity of security personnel at the courts Enhance the electronic security system at the courts Promote gradual transfer of functions and resources

9. PUBLIC ENTITIES

The OCJ does not have public entities.

PART



TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

Indicator Title	1.1. Audit outcome for the OCJ
Definition	<p>The indicator measures good governance in the administration of the OCJ through achieving a clean audit opinion/outcome in 2024/25, and maintaining it in the outer years as a result of compliance with relevant legislation and regulatory prescripts. This includes the Public Finance Management Act, 1999 (Act No 1 of 1999) (PFMA), Treasury Regulations, Public Service Act, 1994 (Act No 10 of 1994) and Regulations, as well as other applicable prescripts in the use of the Department's resources.</p> <p>Unqualified audit opinion/ outcome will be achieved by ensuring that the Department's Annual Financial Statements (AFS) are free from material misstatements (i.e., a financially unqualified audit opinion) and that there are no material findings on reporting of pre-determined objectives or non-compliance with legislation.</p>
Source of data	Auditor-General South Africa final audit report
Method of Calculation / Assessment	Qualitative
Means of Verification	Departmental Annual Report
Assumptions	<ul style="list-style-type: none"> • Annual Audit conducted at the OCJ • No material findings on the compliance with laws and regulations as well as predetermined objectives
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Unqualified Audit Opinion
Indicator Responsibility	Chief Financial Officer

Indicator Title	1.2. Percentage of procurement of goods and services above R500 000 awarded to suppliers who meet the specific goals (Excluding State – Owned Entities)
Definition	<p>The indicator measures the percentage of bids valued at R500 000 and above that are awarded to suppliers that meet the specific goals criterion in accordance with the Preferential Procurement Regulations, 2022.</p> <p>*Specific goals mean contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination based on race, gender and disability including programmes of the Reconstruction and Development programme.</p>
Source of data	CSD Report, Procurement System and manual BID register.
Method of Calculation / Assessment	<p>Quantitative</p> <p>(Number of bids to the value of R500 000 and above awarded to suppliers that meet specific goals divided by the total number of bids to the value of R500 000 and above awarded) x 100.</p>
Means of Verification	Purchase Order, register for all bids awarded to the value of R500 000 and above.
Assumptions	<ul style="list-style-type: none"> Previously marginalised groups of suppliers will respond to the bids with competitive prices.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: 40% Target for Children: N/A Target for Youth: 30% Target for People with Disabilities: 7%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Cumulative Year-to-Date
Reporting Cycle	Bi-Annual
Desired Performance	Contribute towards economic transformation.
Indicator Responsibility	Chief Financial Officer

Indicator Title	1.3. Percentage of valid invoices paid within 30 days
Definition	This indicator measures the percentage of valid invoices paid within 30 days from the date of receipt. According to Section 38(1)(f) of the PFMA, the Accounting Officer must settle all contractual obligations and pay all money owing within the prescribed period.
Source of data	Financial System and invoice tracking register
Method of Calculation / Assessment	Quantitative (Total number of valid invoices paid within 30 days/ total number of valid invoices received) x100
Means of Verification	Instruction Note 34 and Financial System
Assumptions	<ul style="list-style-type: none"> • Functional financial systems (Procurement and payment systems) • Cooperation from unit heads
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Adherence and compliance with the Treasury Guidelines
Indicator Responsibility	Chief Financial Officer

indicator Title	1.4. Percentage of designated employees (SMS members & other categories) who submitted financial disclosures within timeframes
Definition	The indicator is meant to monitor compliance with the financial disclosure by SMS members on the e-Disclosure and other categories of employees, as required in terms of regulations 16 (c), 17 (2) and 18 (3) of the Public Service Regulations and other Department of Public Service and Administration (DPSA) prescripts. Other categories of employees refer to employees other than senior management services members, as determined by the Minister of Public Service and Administration as defined in the DPSA prescripts.
Source of data	Summary (SMS) Employee Disclosure Status totals for SMS members and summary (Others) employee disclosure status totals for Other Categories of Employees (this should be amended as agreed during the OPS planning session).
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative Q1 target: (Number of SMS members who disclosed their financial interest through e-Disclosure within prescribed timelines/total number of OCJ SMS members) x 100 Q2 target: (Number of other categories who disclosed their financial interest through e-Disclosure within prescribed timelines/Total Number of other categories of employees who are required to disclose in terms of the DPSA prescripts) x 100
Means of Verification	<ul style="list-style-type: none"> Consolidated compliance report (SMS disclosures to be reported in Q1 and other categories to be reported in Q2)
Assumptions	<ul style="list-style-type: none"> All SMS members and all categories will complete the e-Disclosures
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-Annual
Desired Performance	Full compliance with the e-Disclosure prescripts
Indicator Responsibility	Chief Director: Internal Audit and Risk Management

Indicator Title	1.5. Vacancy rate maintained at 10% or lower
Definition	The indicator measures the percentage of funded vacant posts against approved funded posts on the establishment. Funded vacant posts refer to posts on the approved establishment, which are funded in accordance with the compensation of employees' budget.
Source of data	PERSAL
Method of Calculation/ Assessment	Quantitative (Total number of funded vacant posts / Total number of approved funded posts on the establishment x 100)
Means of Verification	<ul style="list-style-type: none"> PERSAL establishment report and summary report compiled by the Human Resource Management Unit
Assumptions	Market to provide people with relevant skills and competencies
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: In line with the recruitment plan Target for Children: N/A Target for Youth: In line with the recruitment plan Target for People with Disabilities: In line with the recruitment plan
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	10% or lower vacancy rate (optimally capacitated Department through a reduced vacancy rate)
Indicator Responsibility	Chief Director: Human Resource Management and Development

Indicator Title	1.6. Percentage of staff in the Department comprised of youth
Definition	This indicator measures the percentage of youth in the Department against the staff establishment to ensure that youth is represented in the department's employment. The youth definition/age used is in line with the National Youth Commission Act, which defines youth as any persons between the ages of 14 and 35.
	However, youth recruitment will consider the legal age allowed in Section 43 of the Basic Conditions of Employment Act, 1997.
Source of data	PERSAL
Method of Calculation/ Assessment	Quantitative (Number of youth in the Department/Total staff establishment) x 100
Means of Verification	Establishment report (PERSAL) and a summary report compiled by the Human Resource Management Unit
Assumptions	<ul style="list-style-type: none"> Youth apply for opportunities at the OCJ The turnover rate for youth who work at the OCJ is reduced
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: 30% Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	30% of OCJ staff is comprised of youth
Indicator Responsibility	Chief Director: Human Resource Management and Development

Indicator Title	1.7. Percentage of women representation in Senior Management Service (SMS)
Definition	This indicator measures the percentage of women represented in the senior management service (SMS) in the department to ensure that women are equally represented at the senior management levels in the department.
Source of data	PERSAL
Method of Calculation/ Assessment	Quantitative (Total number of women at SMS levels / Total number of SMS employees) x 100
Means of Verification	Signed report on the number of women at Senior Management Service (SMS)
Assumptions	<ul style="list-style-type: none"> • Women apply and meet the requirements for SMS opportunities. • Disaggregation of Beneficiaries (where applicable) Target for Women: 50% • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	50% women representation at SMS level
Indicator Responsibility	Chief Director: Human Resource Management and Development

Indicator Title	1.8. Percentage of people with disabilities representation in the Department
Definition	This indicator measures the percentage of people with disabilities in the Department against the staff establishment to ensure that people with disabilities are represented in the department's employment.
Source of data	PERSAL
Method of Calculation/ Assessment	Quantitative (Number of people with disabilities in the staff establishment / Total staff establishment) x 100
Means of Verification	Signed report on the number of people with disabilities in the staff establishment
Assumptions	People with disabilities apply and meet the requirements for advertised opportunities
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: 2%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	2% of people with disabilities
Indicator Responsibility	Chief Director: Human Resource Management and Development

Indicator Title	1.9. Number of Superior Courts with Court Online system rolled-out
Definition	This indicator measures the implementation of the Court Online system at Superior Courts. The Court Online system is a cloud-based digital platform that provides online case initiation, case management, and evidence presentation to ensure optimised court proceedings.
Source of data	Roll-out plan
Method of Calculation/ Assessment	Quantitative (Simple count of the number of Superior Courts against the set target)
Means of Verification	Signed roll-out report
Assumptions	There will be financial resources to roll-out the system
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quarterly
Desired Performance	Improved Court efficiency
Indicator Responsibility	Chief Director: Information and Communications Technology

Indicator Title	1.10. Percentage of reported fraud cases investigated within 90 working days
Definition	This indicator measures the percentage of reported fraud cases investigated within 90 working days and referred to the relevant stakeholders i.e., Labour Relations Office for resolution or dispelled.
Source of Data	Fraud Register
Method of Calculation/ Assessment	Quantitative (Number of reported fraud cases investigated within 90 working days/ Total number of reported fraud cases during the period under review minus fraud cases not finalised but within 90 working days) x 100
Means of Verification	<ul style="list-style-type: none"> • Signed progress report against reported fraud cases • Fraud register
Assumption	There are reported fraud cases
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-Annual
Desired Performance	Speedy finalisation of the forensic investigations (forensic investigations completed within 90 working days of reported fraud cases)
Indicator Responsibility	Chief Director: Internal Audit and Risk Management

PROGRAMME 2: SUPERIOR COURT SERVICES

Indicator title	2.1. Percentage of default judgments finalised by Registrars within 12 court days from the last date of receipt of application
Definition	<p>The indicator measures the percentage of default judgments finalised by Registrars within 12 court days from the last date of receipt of the application by the court out of all (a total number of) default judgments finalised in the period under review. Default judgments finalised mean those that are granted, refused, or referred to open court.</p> <p>Court days are any days other than the first day of receipt of the application, Saturdays, Sundays, and Public Holidays as defined in the Uniform Rules of Court.</p>
Source of data	Default Judgment Application and Order
Method of calculation/assessment	<p>Quantitative</p> <p>(Total number of default judgments finalised within 12 court days/Total number of default judgements finalised) x 100</p>
Means of verification	Default Judgments register and Superior Courts Performance Monitoring report.
Assumptions	Default judgment matters brought before the Registrars comply with the court rules.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Speedy finalisation of default judgments by Registrars
Indicator responsibility	Chief Director: Court and Case Flow Management Superior Courts

Indicator title	2.2. Percentage of taxations of opposed legal bills of costs finalised within 60 court days from date of set down
Definition	<p>This is the taxation of opposed legal costs finalised by Registrars within 60 court days from the date of set-down. "Finalised within 60 court days" means bills of costs that are taxed and settled. * Some bills of costs may be settled between the parties before the set-down date, and such will be included in the population of bills of costs finalised within 60 court days.</p> <p>The bill of costs will, depending on the order granted, set out all the costs incurred by the winning party from the matter's inception to its finality. This includes attorney's fees and disbursements such as counsel's fees, as well as those of experts and service providers.</p> <p>Court days are any day other than the first day of set down, Saturdays, Sundays, and Public Holidays as defined in the Uniform Rules of Court.</p>
Source of data	Proof of set down, Bill of legal costs
Method of calculation/ assessment	<p>Quantitative</p> <p>(Total number of taxations of opposed legal bills of costs finalised within 60 court days/Total number of taxations of opposed legal bills of costs finalised) x 100</p>
Means of verification	Taxations of legal bills of costs register and Superior Courts Performance Monitoring report
Assumptions	Taxations of legal costs matters brought before the Registrars comply with the court rules
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Speedy finalisation of opposed taxations by Registrars
Indicator responsibility	Chief Director: Court and Case Flow Management Superior Courts

Indicator title	2.3. Percentage of taxations of unopposed legal bills of costs finalised within 40 court days from date of set down
Definition	<p>This is the taxation of unopposed legal costs finalised by Registrars within 40 court days from the date of set down." Finalised within 40 court days" means unopposed bills of costs that are taxed and settled. * Some of the bills of costs may be settled between the parties before the set down date, and such will be included in the population of bills of costs finalised within 40 court days.</p> <p>Court days are any day other than the first day of set down, Saturdays, Sundays, and Public Holidays as defined in the Uniform Rules of Court.</p>
Source of data	Proof of set down, legal bills of costs
Method of calculation/assessment	<p>Quantitative</p> <p>(Total number of taxations of unopposed legal bills of costs finalised within 40 court days/total number of taxations of unopposed legal bills of costs finalised) x 100</p>
Means of verification	Taxations of legal bills of costs register and Superior Courts Performance Monitoring report.
Assumptions	Taxations of legal costs matters brought before the Registrars comply with the court rules
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Speedy finalisation of unopposed taxations by Registrars
Indicator responsibility	Chief Director: Court and Case Flow Management Superior Courts

Indicator title	2.4. Percentage of warrants of liberation (J1) delivered within one day of issue
Definition	This indicator measures the percentage of warrants of liberation that are delivered to the correctional institutions within one day of issue (date delivered minus date issued).
Source of data	Warrant of liberation (J1) and proof of delivery (collection J1 register, sent facsimile or sent by email) of Liberation (J1) to the Department of Correctional Services.
Method of calculation/assessment	Quantitative (Total number of warrants of liberation delivered within one day of issue/ total number of warrants of Liberation) x 100
Means of verification	Warrant of Liberation (J1) register and Superior Courts Performance Monitoring report
Assumptions	There is an official at the correctional institution where the warrant of liberation is being delivered to receive the warrants of liberation
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	All warrants of liberation (J1) delivered within timeframes
Indicator responsibility	Chief Director: Court and Case Flow Management Superior Courts

Indicator title	2.5. Number of Judicial Case Flow Management performance reports produced
Definition	The indicator measures the number of reports produced on monitoring the implementation of the Uniform Rules of Court on Judicial Case Flow Management.
Source of data	Case Flow Register, Judges Secretary Register and Judicial Case Flow Management Monthly Reports
Method of calculation/assessment	Quantitative (Simple count of the number of judicial relations meetings reports produced)
Means of verification	Signed Judicial Case Flow Management performance reports
Assumptions	Superior Courts implement the Judicial Case Flow Management project
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation type	Cumulative Year-End
Reporting cycle	Quarterly
Desired performance	Enhanced case flow management
Indicator responsibility	Chief Director: Court and Case Flow Management Superior Courts

PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT

Indicator Title	3.1. Number of judicial education courses conducted
Definition	This quantifies 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 courtroom) courses offered to Judicial Officers. The SAJEI Council approves the Annual Training Schedule.
Source of data	Annual Training Schedule
Method of Calculation / Assessment	Quantitative (Simple count of the number of judicial education courses conducted against the set target)
Means of Verification	Training attendance registers
Assumptions	<ul style="list-style-type: none"> • Courses will proceed according to the approved annual training schedule. • Availability of resources and attendees for courses.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quarterly
Desired Performance delivery	A high number of judicial education courses conducted contributing to improved service
Indicator Responsibility	Chief Director: South African Judicial Education Institute

Indicator Title	3.2. Number of judicial education newsletters produced
Definition	This indicator is intended to measure the Judicial education newsletters produced by the SAJEI. These newsletters are meant to ensure knowledge sharing and research in the context of Judicial education.
Source of data	Judicial education articles
Method of Calculation / Assessment	Quantitative (Simple count of the number of Judicial education newsletters produced against the set targets)
Means of Verification	Judicial education newsletters
Assumptions	There is content to include in the newsletter.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quarterly
Desired Performance	Improved knowledge sharing on Judicial education
Indicator Responsibility	Chief Director: South African Judicial Education Institute

Indicator Title	3.3. Number of reports on the management and coordination of litigation produced
Definition	This is the number of reports on managing and coordinating litigation in the Department. This indicator aims to provide progress on the management and coordination of litigation in the Department.
Source of data	Litigation Instruction letters
Method of Calculation / Assessment	Quantitative (Simple count of the number of litigation reports produced against the set target)
Means of Verification	Signed quarterly and annual monitoring reports on litigation
Assumptions	There are litigation matters that involve the Department
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to spatial transformation priorities: N/A • Spatial impact area: N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quarterly
Desired Performance	Compliance with legal prescripts
Indicator Responsibility	Head: Legal Services

Indicator Title	3.4. Number of reports on judicial appointments and judicial complaints produced
Definition	This indicator quantifies reports on judicial appointments and judicial complaints proceedings undertaken by the JSC supported by the OCJ (i.e., administrative and secretariat support provided by the OCJ).
Source of data	Minutes of the meetings
Method of Calculation / Assessment	Quantitative (Simple count of the number of reports produced against the set targets)
Means of Verification	<ul style="list-style-type: none"> Signed quarterly reports and Annual Report on judicial appointments and complaints proceeding/sessions
Assumptions	Meetings to take place as planned
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quarterly
Desired Performance	Adequate secretariat support provided to the JSC
Indicator Responsibility	Secretary of the Judicial Service Commission

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

ANNEXURES

Annexure A: Amendments to the Strategic Plan

Not Applicable

Annexure B: Conditional Grants

Not Applicable

Annexure C: Consolidated Indicators

Not Applicable

Annexure D: NSDF and the District Delivery Model

Not Applicable



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.judiciary.org.za



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