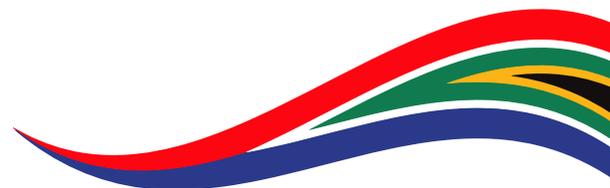




OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA



OFFICE OF THE CHIEF JUSTICE
NATIONAL DEPARTMENT
SERVICE DELIVERY IMPROVEMENT PLAN
2025/26 – 2029/30



DOCUMENT CONTROL

Document title	OCJ Service Delivery Improvement Plan (SDIP) 2025/26 – 2029/30
Creation date	August 2025
Effective date	30 September 2025
Status	Final
Version	V2
Owner title, Name and contact details	Adv. M Potgieter Secretary General (Acting) Contact Details: 010 493 2495 E-mail address: MPotgieter@judiciary.org.za
Author title, name and contact details	Ms K Sebati Chief Director: Strategy and Systems Contact Details 010 493 2499 E-mail address: KSebati@judiciary.org.za
Contributors	<ul style="list-style-type: none">• Strategy and Systems Unit• Court Administration Services Unit• Superior Courts• SDIP Cross-Cutting Team
Editor	SDIP Champion
Distribution	All OCJ Officials and published in the departmental intranet
Security classification	Open Source



DEPARTMENT'S GENERAL INFORMATION

-  Physical address: 188 14th Road
Noordwyk
Midrand
1685
-  Postal address: Private Bag X10
Marshalltown
2107
-  Telephone number: +27 (0)10 493 2500
-  Email address: ServiceDelivery@judiciary.org.za or PMahlangu@judiciary.org.za
-  Website address: <http://www.judiciary.org.za>

-  TheSouthAfricanJudiciary
-  @OCJ-RSA
-  @Judiciary

TABLE OF CONTENTS

1. INTRODUCTION	07
2. PERFORMANCE REVIEW OF KEY DEPARTMENTAL SERVICES FOR THE 2024/25 FINANCIAL YEAR	08
2.1. Analysis of Service Gaps: 2024/25 Financial Year	10
2.1.1. Service Delivery Improvement Plan Services Performance	10
2.1.2. Annual Performance Plan Services Performance	10
3. STAKEHOLDERS CONSULTATION	11
3.1. External Stakeholders Consultation	11
3.1.1. Complaints Management Report	11
3.1.2. Client Satisfaction Survey	12
3.2. Internal Stakeholders Consultation	13
3.2.1. Superior Courts Consultation	13
3.2.2. Batho Pele Awareness Sessions	14
3.2.3. Frontline Service Delivery Monitoring	15
4. IDENTIFICATION SERVICES FOR IMPROVEMENT FOR CYCLE 2025/26-2029/30	15
4.1. Service to be Improved 1: Issuing of Court Orders	16
5. PROBLEM ANALYSIS FOR KEY DEPARTMENTAL SERVICES	16
5.1. Problem Statement	16
6. RESULTS MANAGEMENT FRAMEWORK	17
6.1. Introduction to the Results Management Framework	17
7. SERVICE TO BE IMPROVED 2025/26 -2029/30 CYCLE	19
7.1. Batho Pele Standards	20
8. PROCESS MAPPING OF ISSUING OF COURT ORDER	24
9. COST-BENEFIT ANALYSIS	24
10. CHANGE MANAGEMENT PLAN	25
11. SDIP COMMUNICATION PLAN	25
12. IMPLEMENTATION PLAN	26
13. MONITORING AND REPORTING PLAN	26
14. EVALUATION PLAN	26

ACRONYMS AND ABBREVIATIONS

APP	Annual Performance Plan
CAS	Court Administration Services
CCMA	Commission for Conciliation, Mediation and Arbitration
CSS	Client Satisfaction Survey
CSI	Customer Service Improvement
DCO	Director Court Operations
DPSA	Department of Public Service and Administration
EXCO	Executive Committee
FSDM	Frontline Service Delivery Monitoring
ICT	Information and Communications Technology
JSC	Judicial Service Commission
KPA	Key Performance Area
KPI	Key Performance Indicator
MTDP	Medium-Term Development Plan
NDP	National Development Plan
O CJ	Office of the Chief Justice
O HSA	Occupational Health and Safety Act
OMF	Operations Management Framework
OPSCO	Operations Committee
SAPS	South African Police Service
SDC	Service Delivery Charter
SDIP	Service Delivery Improvement Plan
SSDP	Strategy, Service Delivery and Planning
SOP	Standards Operating Procedures

OFFICIAL SIGN OFF

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the Office of the Chief Justice under the guidance of the Acting Secretary General: Adv. M Potgieter.
- Was prepared in line with the current Strategic Plan 2025/2026 – 2029/30 and the Annual Performance Plan 2025/2026 of the Office of the Chief Justice.
- Is compiled with the latest available information from departmental business units and consultation from stakeholders.

Coordinated by:



Ms. K Motiyane

Deputy Director: Service Delivery Improvement Planning
Date: 30 September 2025



Adv. W Lambley

Deputy Director General: Court Administration Services (Acting)
Date: 26 November 2025

Championed by:



Ms. K Sebati

Chief Director: Strategy and Systems
Date: 30 September 2025



Ms. P Morapedi

Chief Financial Officer
Date: 27 November 2025

Recommended by:



Mr. N Mogale

Deputy Director General: Corporate Management Services
Date: 30 September 2025

Approved by:



Adv. M Potgieter

Secretary General (Acting)
Date: 28 November 2025

1. INTRODUCTION

The Constitution of the Republic of South Africa, 1996, gives judicial authority to the Judiciary. It also states that Courts are independent and are subject only to the Constitution and the law. The Judiciary plays a key role in safeguarding our constitutional democracy. Section 165(4) of the Constitution obliges organs of State to assist and protect the dignity, accessibility, effectiveness, and independence of the Judiciary. It is against this backdrop that the President of South Africa established the Office of the Chief Justice (OCJ) to provide administrative support to the Judiciary.

Chapter 14 of the National Development Plan (NDP) – Vision 2030, the Government committed itself to strengthening judicial governance and the rule of law. The establishment of the OCJ was therefore also a direct response to this aim in the NDP. In addition, the OCJ contributes to the three strategic priorities of the Medium-Term Development Plan (MTDP) namely: Drive inclusive growth and job creation; Reduce poverty and tackle the high cost of living; and Build a capable, ethical and developmental state to support the independence of the Judiciary through strengthening judicial governance and the rule of law, as well as reducing inefficiencies in court administration.

The Office of the Chief Justice has continued to fulfil its mandate by supporting the administrative functions of the Judiciary. As a government institution, the OCJ is required, in terms of Part 3 Section 36 of the Public Service Regulations 2016, to establish and maintain an Operations Management Framework (OMF). The OMF helps government institutions plan, structure, execute, and improve their operations for effective and efficient service delivery. Operations management involves managing the production and delivery of products and services in line with an institution's strategic objectives. It is made up of four chapters: developing an operations strategy; designing operations; planning and controlling operations; and analysing and improving operations. In the Operations Analysis Improvement chapter, one project is the Service Delivery Improvement Plan (SDIP)

The goal of SDIP is to provide a mechanism for continuous, incremental improvement in service delivery, which seeks to support the achievement of management objectives such as improving communication with employees to encourage a sustained focus on service delivery, motivating employees to improve performance levels, and ultimately enhancing citizen satisfaction. In this context, the SDIP is integrated with key policy frameworks, including the White Paper on the Transformation of the Public Service (1995). This policy sets out eight transformation priorities, amongst which transforming service delivery is regarded as key. From this transformation priority, the White Paper on the Transformation of Service Delivery (1997), also known as the Batho Pele White Paper, was developed to provide a policy framework and practical implementation strategy for the improvement of service delivery. Mainstreaming Batho Pele Principles and integrating in the SDIP inculcate the spirit of Batho Pele and will play an important role in making continuous service delivery improvement a reality in the OCJ.

In developing the OCJ 2025/26-2029/30 cycle, the focus will be on supporting the above-mentioned regulations mandate. In addition, the SDIP cycle will also support the administrative function of the Judiciary by addressing the priorities of the Chief Justice and the Executive authority were deliberated during the OCJ Strategic Planning Session for the 2025/26 – 2029/30.

2. PERFORMANCE REVIEW OF KEY DEPARTMENTAL SERVICES FOR THE 2024/25 FINANCIAL YEAR

The Department has five critical services; however, during the 2022/23–2024/25 SDIP cycle, the Issuing of Court Orders was identified as the service requiring improvement. This review therefore serves as both a reflection on past performance and a foundation for shaping the next cycle of service delivery improvements.

The SDIP review process provides departmental performance overview during the reporting period 2024/25 Financial Year. Furthermore, it elaborates and analyses the process taken to consult with internal and external stakeholders to provide inputs into service delivery improvement of the OCJ for the 2025/26–2029/30 cycle.

The review of the 2024/25 Financial Year focused on assessing the performance of critical services identified for improvement within the OCJ. As part of this process, the five key services of the Department were monitored on both a quarterly and annual basis to determine progress, identify gaps, and guide future delivery improvements. Performance review was undertaken through two distinct processes:

Departmental Performance Monitoring – This was conducted using performance information on key indicators emanating from the 2024/25 Annual Performance Plan (APP). The indicators monitored under this process included Default Judgements, Taxation of Legal Bills of Costs, and Warrants of Liberation. These indicators are part of the APP performance indicators.

SDIP Monitoring and Reporting – This process involved monitoring performance through the Service Delivery Improvement Plan (SDIP) reporting framework, which provided additional insights into service delivery effectiveness.

The table below provides a summary of the performance of the key services during the 2024/25 Financial Year review.

Table 1: Key services performance report for the 2024/25 Financial Year

Service Name	Desired Service Standard	Actual Performance	Variance
Service Delivery Improvement Plan: Performance Information			
Issuing of court orders	100% of court orders will be issued within seven (7) days from the date the order was issued	96% (140 112 of 145 424) of court orders were issued within seven (7) days from the date the order was issued.	4%
	100% of court orders verified within seven (7) working days from the date of query	96% (69 of 71) of court orders were verified within seven (7) working days from the date of query.	4%
Issuing of writs of execution	100% of the writs of execution emanating from the order issued by the High Court will be issued within three (3) days of receipt.	99% (63 033 of 63 730) of the writs of execution emanating from the order issued by the high court will be issued within three (3) days of receipt.	1%
	100% of the writs of executions emanating from the CCMA arbitration awards will be received and issued on Tuesdays and Thursdays.	100% (7 of 7) of the writs of executions emanating from the CCMA arbitration awards will be received and issued on Tuesdays and Thursdays.	0
	100% of the writs of execution emanating from the order issued by the Labour Court will be issued on the same day of receipt.	100% (420 of 420) of the writs of execution emanating from the order issued by the Labour Court will be issued on the same day of receipt.	0
Annual Performance Plan: Performance Information			
Default judgments	90% of default judgments finalised by Registrars within 14 days of the date of receipt of application	95% (46 836 of 49 347) of default judgments finalised by Registrars within 14 days from date of receipt of application	5%
Taxations of legal bills costs	90% of taxations of legal bills of costs finalised within 60 days from date of set down	99% (39 539 of 39 860) of taxations of legal bills of costs finalised within 60 days from date of set down	9%
Delivery of Warrant of Release	100% of warrants of release (J1) delivered within one day of the release issued	100% (79 of 79) of warrants of release (J1) delivered within one day of the release issued	0
	100% of the writs of execution emanating from the order issued by the Labour Court will be issued on the same day of receipt.	100% (420 of 420) of the writs of execution emanating from the order issued by the Labour Court will be issued on the same day of receipt.	0

2.1. Analysis of Service Gaps: 2024/25 Financial Year

The performance review of both Annual Performance Plan (APP) and Service Delivery Improvement Plan (SDIP) services for the 2024/25 Financial Year demonstrates that the Department continues to deliver services at a high standard, with most of the key services meeting or exceeding their desired service standards. However, a closer analysis reveals specific areas where performance fell slightly short of expectations, signalling service gaps that require targeted interventions.

2.1.1 Service Delivery Improvement Plan Services Performance

The performance of the SDIP services indicates that the Department has maintained a high level of delivery service. However, three service areas fell slightly short of the 100% standard, highlighting minor service gaps.

Issuing of Court Orders: The target required that all court orders be issued within seven (7) working days from the date the order was issued. Actual performance stood at 96%, leaving a 4% shortfall. This variance suggests that, while most orders are processed within the set timeframe, occasional administrative bottlenecks may have delayed with a small portion of court orders outstanding. Equally so, the 100% target for verifying court orders within seven (7) working days from the date of query, performance reached 96%. This 4% gap points to challenges in finalising all queries received.

Issuing of Writs of Execution: The desired standard was 100% issuance of writs of execution within three (3) days of receipt. Performance reached 99%, reflecting a 1% gap. Although minimal, this indicates isolated delays, which may arise from process coordination issues or workload peaks. This is in response to issuing of writs of execution for the high court. By contrast, other writ-related services achieved full compliance. Writs emanating from CCMA arbitration awards were consistently issued on scheduled days, and writs from the Labour Court were finalised on the same day of receipt, both achieving 100% performance with no variance.

The identified service gaps are relatively small and do not undermine overall performance, but they highlight areas where greater efficiency and process improvements could ensure that standards are met consistently. Court order issuance and verification require closer monitoring, as they directly impact turnaround times and client satisfaction.

2.1.2. Annual Performance Plan Services Performance

During the reporting period, the Department demonstrated strong performance across its core service areas. Default Judgments, Taxation of Legal Bills of Costs, and Delivery of Warrants of Release all fully achieved or exceeded their APP targets.

- Default Judgments achieved a 95% completion rate against a 90% standard, showing an improvement of +5%.
- Taxations of Legal Bills of Costs performed at 99% against a 90% target, outperforming by +9%.
- Delivery of Warrants of Release achieved 100%, meeting the desired standard without any variance.

No service gaps or performance gaps are evident in APP services. These results reflect efficiency in

case processing, strong turnaround times, and adherence to operational procedures. The focus going forward should be on maintaining this consistency and ensuring resilience in the event of system or process pressures.

3. STAKEHOLDERS CONSULTATION

The Stakeholder Consultation is divided into sections, that is, the external and internal consultation.

3.1. External Stakeholders Consultation

The external input was drawn from an analysis of the Complaints Management Report, which is compiled on a quarterly basis to monitor how complaints are resolved by the Department. Together with the Client Satisfaction Survey Reports conducted during Public Service Month in the 2024/25 Financial Year, these sources provided valuable insights into the experiences and expectations of court users.

These external perspectives reinforced the Department’s internal performance results, confirming that while overall compliance remains high, minor service gaps persist in areas directly affecting turnaround times and client satisfaction. The integration of these inputs into the SDIP analysis ensures that the Department’s service improvement initiatives are responsive not only to internal performance standards but also to the needs and perceptions of the public it serves.

3.1.1 Complaints Management Report

Complaints management reports are essential tools for the Department to measure the level of satisfaction among the public regarding services delivered, as well as identify areas for service delivery improvement.

Table 2: Complaints Management Report for the 2024/25 Financial Year

Quarter	Complaints Processed	Finalised	Pending
Q1	49	20	29
Q2	60	54	6
Q3	31	22	9
Q4	42	37	5

During the 2024/25 financial year, the Department monitored complaints on a quarterly basis to track service quality and responsiveness. In the Q1, a total of forty-nine (49) complaints were processed, of which twenty (20) were finalised, while twenty-nine (29) remained pending. The number of complaints rose sharply in the second quarter to (60) sixty, but the Department managed to finalise fifty-four (54) of these, leaving only six (6) unresolved. In the third quarter, the total number of complaints decreased to thirty-one (31), with twenty-two (22) being finalised and nine (9) carried forward. The fourth quarter recorded forty-two (42) complaints, of which thirty-seven (37) were resolved, leaving five (5) still pending at the end of the reporting period. The overall trend shows that although the number of complaints fluctuated throughout the quarters, the finalisation rate remained consistently high, generally averaging between 85- 90%. Consistent recurring issues are:

- Requests for court documents (orders, transcripts, judgments for appeals).
- Requests for court dates, especially at Labour and Labour Appeal Court.
- Delays in processing cases and backlogs due to shortage of Judges.
- Complaints against court officials (largely dismissed after investigation).
- Complaints that fall outside the mandate of the OCJ are referred to the Department of Justice and Constitutional Development (DOJ&CD) the Judicial Service Commission (JSC), or other competent bodies.

The above-mentioned complaints highlight challenges relating to internal processes and service delivery systems, including issues with documentation, delays, communication, and feedback.

3.1.2. Client Satisfaction Survey

The Client Satisfaction Survey (CSS) was undertaken during the Integrated Public Service Month at the Western Cape Division, Cape Town, for the 2024/25 Financial Year. It is important to note that this survey was limited to one of the 23 Superior Courts under the OCJ's jurisdiction. While it provided valuable insights, the results cannot be generalised across all divisions and should instead be regarded as a case study highlighting trends that may be present elsewhere.

The purpose of the Client Satisfaction Survey (CSS) was to assess and monitor the efficiency, effectiveness, and quality of services delivered at the courts, whilst also comparing the public's experiences with the Department's formal service delivery commitments. Two sets of questionnaires were administered: one directed to staff, with (20) twenty respondents, and another to citizens, with (30) thirty respondents.

The results of the survey must, however, be interpreted with caution. The limited sample size and the fact that certain targeted respondents did not participate constrain the representativity of the findings. The issue of non-responsiveness, particularly amongst some groups of court users, further reduces the generalisability of the results. Accordingly, the survey outcomes should be regarded as indicative of emerging trends rather than a comprehensive reflection of stakeholder experiences across the court system. To strengthen the reliability and usefulness of future surveys, the Department will extend the coverage of the CSS to all Superior Courts and adopt strategies to improve response rates.

The survey revealed evidence of both progress and persistent challenges. Improvements were noted in areas such as accessibility, cleanliness, and staff professionalism. Nevertheless, several shortcomings continued to undermine the client experience. These included limited functionality of helpdesks, long queues, frequent ICT system disruptions, staff shortages, and weaknesses in file management, such as duplication and inadequate storage. In addition, shortcomings were observed in directional signage leading to the courts, insufficient use of OCJ-branded internal and external signage, and inconsistent compliance with the requirement for officials to wear name tags.

Whilst these findings highlight important service delivery challenges, they must be considered within the limitation of the survey's narrow scope and non-responsiveness amongst certain groups of respondents. As a result, the outcomes provide valuable insights but should be regarded as indicative rather than fully representative of the client experience across all courts. Taken together, the CSS highlights ongoing infrastructure, staffing, and process-related challenges. Addressing these issues will require greater investment in frontline services and client support, upgrades to ICT systems to reduce downtime, improved file management practices, and enhanced visibility and accessibility through better signage and branding compliance.

Although the survey was limited to a single court, the issues identified are consistent with those raised in complaints management reports across other divisions. This suggests that the findings may reflect broader systemic challenges and will be addressed at the organisational level. For this reason, the Department acknowledges the need to broaden the CSS to all 23 Superior Courts in future cycles. Doing so will provide a more representative evidence base, strengthen the accuracy of performance assessments, enable benchmarking across courts, and ensure that the SDIP responds to the diverse needs of court users nationally.

3.2. Internal Stakeholders Consultation

The internal stakeholder consultation was conducted with officials from the Superior Courts through the use of questionnaires to identify challenges and propose services for improvement. Additional inputs were gathered through Batho Pele Awareness Sessions and Frontline Service Delivery Monitoring.

3.2.1 Superior Courts Consultation

Internal consultation was conducted by disseminating a questionnaire / consultation tool to all 23 Superior Courts, requesting the challenges experienced and proposing the service to be improved. A total of 16 Superior Courts responded to the internal consultation process, providing 53 inputs that were consolidated and analysed. From these responses, eight internal service categories were flagged as areas of concern. The strong level of participation from the majority of courts provided a reliable evidence base to identify recurring challenges and propose priority areas for improvement.

This level of engagement demonstrates that internal consultation is not only a compliance exercise but also a valuable platform for surfacing operational issues that affect day-to-day service delivery. By drawing on the experiences of officials across different courts, the analysis ensures that the Service Delivery Improvement Plan (SDIP) is responsive to the realities of internal processes, systems, human resources, and financial constraints. The identification of eight categories highlights the breadth of challenges cutting across multiple functional areas and underscores the need for targeted interventions to address systemic weaknesses.

The responses were categorised into eight (8) internal service categories. These identified internal service categories cut across internal processes, systems, human resources, and finance. A summary of these categories is presented in the table below.

Table 3: Internal Service Categories

Service Category	Mentions	Key Challenges	Suggested Interventions
Records and Archiving	14	Inconsistent file retrieval processes and reliance on manual archiving methods	Digitise records, implement SOPs
Case Flow Management	12	Backlogs and delays in processing appeals and petitions, largely due to manual case handling	Deploy case flow systems, introduce real-time tracking

Service Category	Mentions	Key Challenges	Suggested Interventions
Complaints and Customer Service	10	Challenges in the consistent application of the existing frameworks, resulting in extended turnaround times	Strengthen implementation through a central complaints portal and monitoring mechanisms to ensure timely resolution
HR and Finance	5	Delays in witness fees and limited capacity for clerks	Automate witness fees and strengthen capacity by recruiting clerks
Court Orders	4	Fraudulent orders and occasional delays in issuing court orders	Automate order issuing, introduce verification controls
Facilities and Security	4	Inadequate infrastructure, limitations in security measures.	Upgrade facilities and strengthen security measures.
ICT and Automation	2	Limited automation, fragmented systems, and unstable Court Online	Strengthen the implementation of Court Online and integrated e-filing
Specialised Services	2	Gaps in reporting and maintaining the Register of Sexual Offenders	Develop digital reporting systems and tools for maintaining the Register of Sexual Offenders

All responses from the courts were consolidated and analysed, resulting in the identification of eight service categories. The analysis further identified most responses within each service category, highlighting the areas with the greatest concentration of challenges. The results showed that the most affected service categories were Records and Archiving with fourteen (14) responses, Case Flow Management with twelve (12) responses, and Complaints and Customer Service with ten (10) responses. These areas will therefore assist in focusing the improvement on the internal services as part of support to the Department’s Service Delivery Improvement Plan, as they represent the most pressing challenges requiring systematic intervention.

3.2.2. Batho Pele Awareness Sessions

The 2024/25 Batho Pele Awareness Sessions were conducted at five (5) Superior Courts as part of the consultation process with officials on service delivery improvement. The sessions took place at the Supreme Court of Appeal; KwaZulu-Natal Division, Pietermaritzburg; KwaZulu-Natal Local Division, Durban; Eastern Cape Division, Makhanda; Eastern Cape Division, Gqeberha; and Free State Division, Bloemfontein. The focus was on empowering supervisors to implement Batho Pele principles in their supervisory roles. These sessions also served as platforms for discussing service delivery challenges, successes, and proposed interventions from a supervisory perspective, with the overall aim of promoting the OCJ’s mandate.

The sessions proved valuable in highlighting both challenges and successes. Challenges raised included delays in the drawing of files in the general office, delays in the typing of court orders, instances of unprofessional conduct by some officials, unstable telephone and internet connectivity,

and low staff morale in certain courts. At the same time, supervisors identified successes such as a professional and positive attitude towards stakeholders, strong teamwork, enthusiasm when officials are delegated duties (including job rotation to build capacity), the creation of a conducive working environment, and the consistent reinforcement of quality customer service. While improvements were noted, supervisors continued to encourage officials to apply Batho Pele principles when engaging with clients, particularly teamwork and customer care.

Overall, the Batho Pele Awareness Sessions provided useful insights into operational processes and service delivery improvements across the participating Superior Courts. These insights will inform further interventions, including the development of Standard Operating Procedures and the implementation of wellness initiatives. However, since only five (5) of the twenty-three (23) Superior Courts were consulted, the findings should be regarded as indicative rather than comprehensive. Broader consultation will therefore be necessary in future cycles to ensure that the Department gains a complete understanding of service delivery dynamics across all Divisions.

3.2.3. Frontline Service Delivery Monitoring

The purpose of the Frontline Service Delivery Monitoring (FSDM) programme is to assess and monitor the efficiency, effectiveness, and quality of services delivered at the courts. This initiative enables the OCJ to identify both strengths and weaknesses in service delivery, thereby promoting a culture of service excellence. In particular, the FSDM pinpoints gaps in the provision of quality services and ensures that weaknesses in affected areas are systematically addressed.

During the 2024/25 financial year, FSDM was conducted at two Superior Courts, focusing on key performance areas (KPAs). These included location and accessibility, visibility and signage, queue management, dignified treatment, cleanliness and comfort, safety, operating hours, and the management of complaints and compliments. The monitoring exercise revealed several challenges, including: some officials not wearing name tags while on duty; a dysfunctional X-ray screening machine; the absence of internal corporate signage in local languages; limited or outdated emergency evacuation plans; help desks managed by security officials instead of OCJ staff; unsafe records management practices; insufficient display of Court Management contact details inside courts; and a fragmented complaints management system.

At the same time, the FSDM report highlighted a number of positive results across the KPAs. For example, help desks managed by security officials demonstrated good knowledge of court processes, although future improvements will require these desks to be staffed by OCJ officials with comprehensive service knowledge. Visibility and signage received favourable feedback, with both internal and external signage clearly displaying the OCJ's corporate branding. Professionalism was reinforced in courts where officials wore name tags consistently. Queue management practices also showed marked improvement, contributing to better client flow. In addition, some courts have introduced water and electricity back-up systems, which will be extended to other Superior Courts. Security infrastructure is also being strengthened through the installation of functional access control systems and CCTV cameras.

While the monitoring provided valuable insights into the client experience and operational environment, the scope of the findings was limited, as only two of the twenty-three Superior Courts were assessed. As such, the results should be regarded as indicative of possible trends rather than

representative of overall performance across all courts. Expanded monitoring in future cycles will therefore be essential to gain a more comprehensive understanding of service delivery performance and to inform targeted interventions across the Superior Courts

4. IDENTIFICATION SERVICES FOR IMPROVEMENT FOR CYCLE 2025/26- 2029/30

As part of the 2025/26 Service Delivery Improvement Plan (SDIP), the Department has retained its existing service standards, as these services are already performing at a high level. The two critical services prioritised for improvement remain the issuing of court orders and the issuing of writs of execution.

4.1. Service to be Improved 1: Issuing of Court Orders

During the 2024/25 reporting period, the Department achieved 96 per cent against the service standard, which requires that 100 per cent of court orders be issued within seven (7) days from the date of issue.

The Department has retained this standard because, although performance has been consistently high, delays in the roll-out of the Court Online system limited the Department's ability to achieve the full 100 per cent target in the previous cycle. With the full implementation of Court Online scheduled during the 2025/26 reporting period, the processing and issuing of court orders will be automated, which is expected to improve turnaround times and enable the Department to consistently meet this standard going forward.

5. PROBLEM ANALYSIS FOR KEY DEPARTMENTAL SERVICES

5.1. Problem Statement

Despite high levels of overall performance across the Department's key services, stakeholder consultations and performance reviews have highlighted some service gaps regarding delays in the issuing of court orders and writs of execution. While the Department has historically met its service standards, the turnaround times of seven working days for court orders and three working days for writs of execution were increasingly viewed as not sufficient to meet the expectations of court users, particularly given rising case volumes and the need for greater efficiency in court administration processes. Complaints management reports and client satisfaction surveys consistently identified these delays as barriers to timely access to justice, undermining client satisfaction and confidence in the Department's delivery service.

Table 6: Problem Analysis Matrix

Problems identified	High-Level effects	Direct effects	Root Cause
Delays in issuing court orders	Reduced public confidence in judicial efficiency and access to justice	Occasional backlogs in finalising court matters; frustration among court users; increased complaints	Lengthy turnaround standard; increasing case volumes; limited personnel capacity
Delays in issuing of writs of execution	Delayed enforcement of court orders undermines public confidence and trust in the timeliness of court administration.	Parties experience delays in accessing justice remedies due to operational inefficiencies within the OCJ, which affects timely service delivery and reduces confidence in the Department's administration of justice.	Within the OCJ, rising demand and workload, coupled with process bottlenecks and inadequate monitoring of turnaround times, contribute to delays in service delivery and reduced efficiency.

6. RESULTS MANAGEMENT FRAMEWORK

6.1. Introduction to the Results Management Framework

The Results Chain provides a logical framework that links the Department's planned activities to the intended outputs, outcomes, and long-term impact of service delivery improvement initiatives. It illustrates how specific interventions contribute to immediate deliverables, which in turn lead to medium-term results and ultimately support the Department's broader strategic goals of improved access to justice and enhanced public confidence in the judicial system.

At the base of the chain are the activities, which represent the practical steps undertaken to improve services, such as training officials, developing Standard Operating Procedures (SOPs), and introducing monitoring and automation tools. These activities generate outputs, which are the tangible products or services delivered, for example, trained staff, implemented SOPs, and improved ICT tools.

The outputs contribute to outcomes, which are the medium-term results reflecting changes in service efficiency and effectiveness. In this context, outcomes include shorter turnaround times for the issuing of court orders and writs of execution, as well as improved compliance with service standards.

At the highest level, the chain leads to the impact, which represents the long-term strategic goal of the interventions. For the Department, this impact is expressed as greater efficiency, enhanced service delivery, improved client satisfaction, and strengthened public confidence in the judicial system. The Results Chain therefore provides a clear line of sight from the Department's interventions to their intended benefits, ensuring accountability and enabling systematic monitoring and evaluation of progress over time.

Table 7: Results Management Framework: Issuing of Court Orders

Results	Indicators	Baselines	Interim Targets	Targets
Impact	Client satisfaction rating on issuing of court orders, maintained within the range of 80-90.	Client satisfaction index not yet measured	Develop and pilot annual client satisfaction survey by 2025/26	Client satisfaction rating of (80-90%) by 2028/29
Outcomes	Percentage of court orders issued within 7 court days	96% within of court orders issued within 7 court days (2024/25)	97% of court orders issued within 7 court days	100% of court orders issued within 7 court days by 2027/28
Outputs	Percentage of Superior Courts displaying updated Abridged Service Delivery Charters	New KPI	100% of Superior Courts displaying updated Abridged Service Delivery Charters	100% of Superior Courts displaying updated Abridged Service Delivery Charters
	Number of ethics awareness sessions conducted	New KPI	05 Ethics Awareness Sessions conducted	41 Ethics Awareness Sessions conducted
¹ Activities	Conduct ethics awareness sessions	New KPI	05 Ethics Awareness Sessions conducted	41 Ethics Awareness Sessions conducted
	Display Service Delivery Charters in all Superior Courts	New KPI	100% of Superior Courts displaying Abridged Service Delivery Charters	100% of Superior Courts displaying Abridged Service Delivery Charters

¹ Activities are reflected in the Batho Pele Standards in section 7.1

7. SERVICE TO BE IMPROVED 2025/26 -2029/30 CYCLE

Table 9: Service to be improved

Outcome	Key Services	Key Performance Indicators (KPI)	Department Specific Set Standard	Baseline Year 0	Overall SDIP Cycle Target					Portfolio of Evidence
					2025/26	2026/27	2027/28	2028/29	2029/30	
Improved Court Efficiency	Issuing of court orders	Percentage of court orders issued within seven (7) days from the date the order was granted.	100% of court orders were issued within seven (7) days from the date the order was granted.	96% (140 112 of 145 424) of court orders were issued within seven (7) days from the date the order was granted.	97%	98%	100%	100%	100%	SDIP verified Quarterly and Annual Reports

7.1. Batho Pele Standards

Table 10: Batho Pele Standards

Batho Pele Principles	Key Performance Indicators (KPI)	Set Batho Pele Standards	Baseline: 2024/25	Overall SDIP Cycle Target					Portfolio of Evidence
				2025/26	2026/27	2027/28	2028/29	2029/30	
1) Professional Standards- Public Servants:	Number of Ethics Awareness Sessions Conducted at Superior Courts	41 Ethics Awareness Sessions Conducted at Superior Courts	New KPI	05 Ethics Awareness Sessions Conducted at Superior Courts	08 Ethics Awareness Sessions Conducted at Superior Courts	08 Ethics Awareness Sessions Conducted at Superior Courts	10 Ethics Awareness Sessions Conducted at Superior Courts	10 Ethics Awareness Sessions Conducted at Superior Courts	10 Ethics Awareness Sessions report/ Attendance register
				15 Superior Courts with Functional Security Access Control Systems	23 Superior Court with Functional Security Access Control Systems	23 Superior Courts with Functional Security Access Control Systems	23 Superior Courts with Functional Security Access Control Systems	23 Superior Courts with Functional Security Access Control Systems maintained.	SDIP Quarterly and Annual Reports Field Verification Reports
2) Working Environment Standards:	Number of Superior Courts with Functional Security Access Control Systems	23 Superior Courts with functional Security Access Control Systems	New KPI	15 Superior Courts with Functional Security Access Control Systems	20 Superior Courts with Functional Security CCTV systems.	23 Superior Courts with functional Security CCTV systems.	23 Superior Courts with functional Security CCTV systems.	23 Superior Courts with functional Security CCTV systems maintained.	SDIP Quarterly and Annual Reports Field Verification Reports

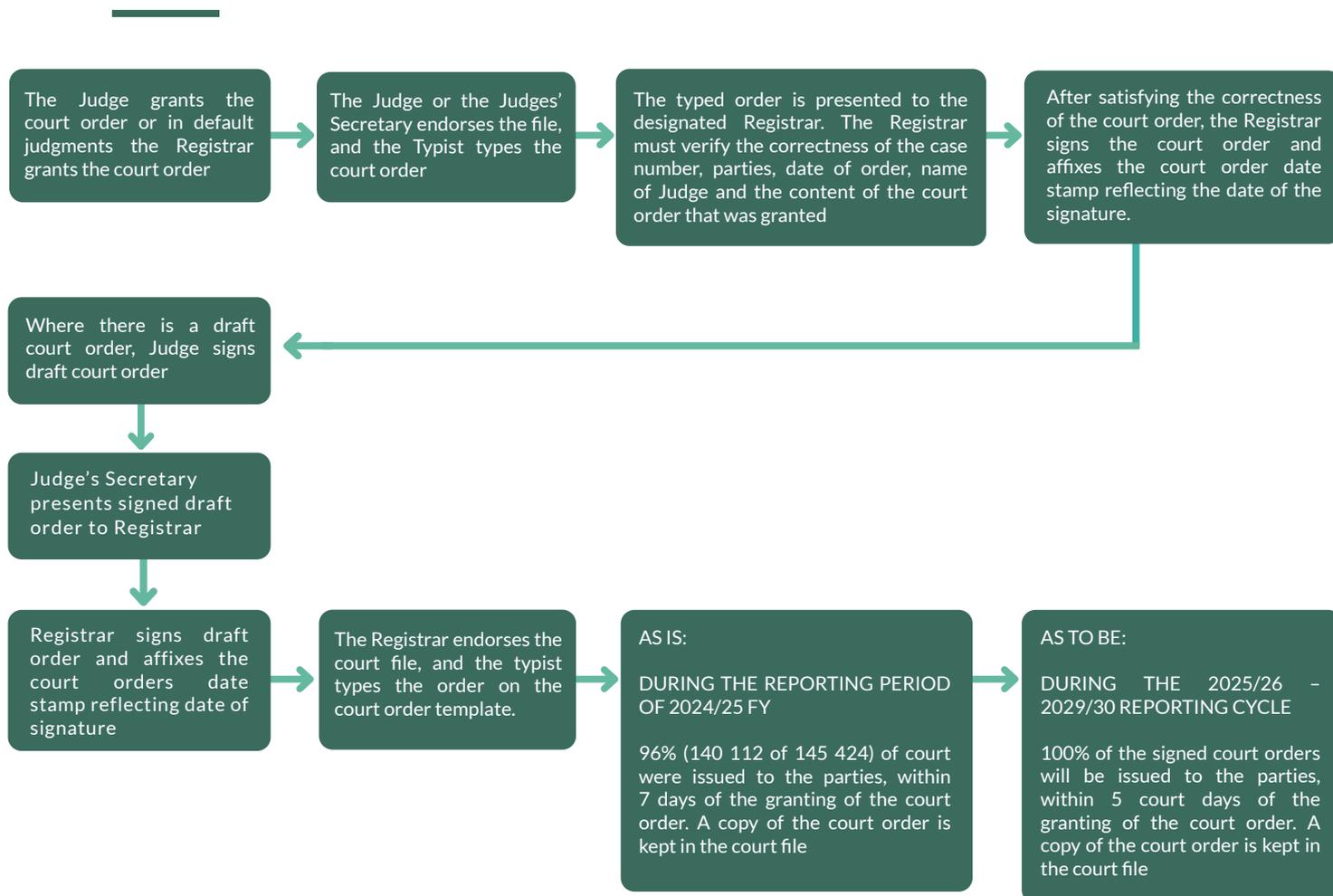
Batho Pele Principles	Key Performance Indicators (KPI)	Set Batho Pele Standards	Baseline: 2024/25	Overall SDIP Cycle Target					Portfolio of Evidence
				2025/26	2026/27	2027/28	2028/29	2029/30	
3) Access Standards:	Percentage of Superior Courts with OCJ branded corporate signage (internal and external).	100% of Superior Courts with OCJ branded corporate signage (internal and external).	87% (20 of 23) of Superior Courts have OCJ-branded corporate signage (internal and external).	88% (20 of 23) of Superior Courts have OCJ-branded corporate signage (internal and external).	89% of Superior Courts have OCJ-branded corporate signage (internal and external).	90% of Superior Courts have OCJ-branded corporate signage (internal and external).	95% of Superior Courts have OCJ-branded corporate signage (internal and external).	100% of Superior Courts have OCJ-branded corporate signage (internal and external).	SDIP Quarterly and Annual Reports Field Verification Reports
	Percentage of Superior Courts with fitted rail and ramp at the entrance	100% of Superior Courts with fitted rail and ramp at the entrance	New KPI	25% of Superior Courts with fitted rail and ramp at the entrance	50% of Superior Courts with fitted rail and ramp at the entrance	75% of Superior Courts with fitted rail and ramp at the entrance	100% of Superior Courts with fitted rail and ramp at the entrance	Additional and or new technology installed, repaired and maintained at 23 Superior Courts.	SDIP Quarterly and Annual Reports Field Verification Reports
	Number of Superior Courts with functional lifts inside the courts	23 Superior Courts with functional lifts inside the courts	New KPI	21 Superior Courts with functional lifts inside the court	23 Superior Courts with functional lifts inside the court	23 Superior Courts with functional lifts inside the court	23 Superior Courts with functional lifts inside the court	23 Superior Courts with functional lifts inside the court	SDIP Quarterly and Annual Reports Field Verification Reports

Batho Pele Principles	Key Performance Indicators (KPI)	Set Batho Pele Standards	Baseline: 2024/25	Overall SDIP Cycle Target					Portfolio of Evidence
				2025/26	2026/27	2027/28	2028/29	2029/30	
4) Information Standards	Percentage of Superior Courts display services rendered in the courts and operating hours	100% of Superior Courts display services rendered in the courts and operating hours	New KPI	90% of Superior Courts display services rendered in the courts and operating hours	95% of Superior Courts display services rendered in the courts and operating hours	100% of Superior Courts display services rendered in the courts and operating hours	100% of Superior Courts display services rendered in the courts and operating hours	100% of Superior Courts display services rendered in the courts and operating hours	SDIP Quarterly and Annual Reports Field Verification Reports
	Percentage of Superior Courts with framed posters on how to Utilise Court Online	100% of Superior Courts with framed posters on how to Utilise Court Online	New KPI	90% of Superior Courts with framed posters on how to Utilise Court Online	95% of Superior Courts with framed posters on how to Utilise Court Online	100% of Superior Courts with framed posters on how to Utilise Court Online	100% of Superior Courts with framed posters on how to Utilise Court Online	100% of Superior Courts with framed posters on how to Utilise Court Online	SDIP Quarterly and Annual Reports Field Verification Reports
	Percentage of Superior Courts with functional court online service desk with functional equipment and trained officials to assist the users.	100% of Superior Courts with functional court online service desk with functional equipment and trained officials to assist the users.	New KPI	90% of Superior Courts with functional court online service desk with functional equipment and trained officials to assist the users.	95% of Superior Courts with functional court online service desk with functional equipment and trained officials to assist the users.	100% of Superior Courts with functional court online service desk with functional equipment and trained officials to assist the users.	100% of Superior Courts with functional court online service desk with functional equipment and trained officials to assist the users.	100% of Superior Courts with functional court online service desk with functional equipment and trained officials to assist the users.	SDIP Quarterly and Annual Reports Field Verification Reports

Batho Pele Principles	Key Performance Indicators (KPI)	Set Batho Pele Standards	Baseline: 2024/25	Overall SDIP Cycle Target				Portfolio of Evidence	
				2025/26	2026/27	2027/28	2028/29		2029/30
5) Redress Standards	Percentage of complaints resolved within 25 working days from date of lodgment.	100% of complaints resolved within 25 working days from date of lodgment	84% (182 of 217) of Complaints were resolved within 25 working days from the date of lodgment	81% of Complaints were resolved within 25 working days from the date of lodgment	82% of Complaints were resolved within 25 working days from the date of lodgment	83% of Complaints were resolved within 25 working days from the date of lodgment	84% of Complaints were resolved within 25 working days from the date of lodgment	85% of Complaints were resolved within 25 working days from the date of lodgment	SDIP Quarterly and Annual Reports Field Verification Reports
6) Consultation Standards:	Number of Client Satisfaction Surveys Conducted at Superior Courts	16 Client Satisfaction Surveys Conducted at Superior Courts	New KPI	One (1) Client Satisfaction Survey conducted	Three (3) Client Satisfaction Surveys conducted	Four (4) Client Satisfaction Surveys conducted	Four (4) Client Satisfaction Surveys conducted	Four (4) Client Satisfaction Surveys conducted	Client Satisfaction Survey Reports
7) Service Standards	Percentage of Superior Courts displayed updated Abridged Service Delivery Charters.	100% of Superior Courts displayed updated Abridged Service Delivery Charters	New KPI	100% of Superior Courts displayed updated Abridged Service Delivery Charters	100% of Superior Courts displayed updated Abridged Service Delivery Charters	100% of Superior Courts displayed updated Abridged Service Delivery Charters	100% of Superior Courts displayed updated Abridged Service Delivery Charters	100% of Superior Courts displayed updated Abridged Service Delivery Charters	SDIP Quarterly and Annual Reports Field Verification Reports
8) Value For Money	Percentage of Superior Courts implemented Court Online on Civil Cases	100% of Superior Courts implemented Court Online	New KPI	100% of Superior Courts implemented Court Online	-	-	-	² The standard will be maintained from 2026/27-2029/30	SDIP Quarterly and Annual Reports Field Verification Reports

8. PROCESS MAPPING OF ISSUING OF COURT ORDER

Figure 1: The current process flow of signing to the issuing of court orders



9. COST-BENEFIT ANALYSIS

ISSUING OF COURT ORDERS

The process of issuing a court order, including the verification of such an order, does not have any cost implications since the service is carried out by a Registrar under the employment of the OCJ. When a court order is presented for verification in the courts, the following process will be followed by the Registrar to determine the legitimacy of the court order in question:

- The court order will have court stamps with the emblem of the Judiciary affixed to the top of it, older court orders will have the Coat of Arms emblem affixed to it;
- It will state in which Division the order was made e.g., “In the High Court of South Africa, Limpopo Division, Polokwane”;
- It will have the date;
- It will state the name of the Judge as follows “Before the Honourable Mr Justice Makgoba”;

- e. It will state the names of the Plaintiff and Defendant;
- f. It will state the case number;
- g. It will state the order given;
- h. The date stamp of the court, bearing the Judiciary Emblem, will be affixed;
- i. The court order will be signed by the Registrar;
- j. The court seal will be affixed to the court order;
- k. If the original copy of the court order is presented, the Registrar will test the special ink under a UV light; and
- l. The court order presented will be verified against the court file and the copy of the order so endorsed on its cover.

The court order will then be verified as a true reflection of the proceedings and should be verified within 7 working days of submission of the request.

If it is determined that the court order is not legitimate the following steps must be taken:

- i. The court order must be reported to the Registrar's office at the court of issue;
- ii. A copy of the court order must be made by the Registrar;
- iii. The Registrar must ensure that the fraudulent court order is submitted to OCJ Forensic Services Unit for investigation; and
- iv. The matter, including the copy of the fraudulent court order and all relevant details, must be reported to SAPS office for further investigation.

10. CHANGE MANAGEMENT PLAN

The Change Management Plan is to ensure that all officials within the OCJ, including the management team, support the implementation and effective communication of the SDIP. Change will be managed through:

- Conducting SDIP consultation sessions at the Superior Courts.
- Sharing of the SDIP with all officials through emails, internet portals and hard copies.
- Internal publishing of SDIP implementation reports to ensure that officials can see its value and successes; and Presentation of SDIP and progress reports in management meetings.

11. SDIP COMMUNICATION PLAN

The SDIP has been communicated to OCJ officials during the development stage through presentations that were made in different forums such as Executive Committee (EXCO), Operations Committee (OPSCO), and service delivery sessions with the officials at the service points (i.e. Superior Courts). Upon approval, the SDIP will be circulated to all officials through the departmental communications email, as well as loading it on the intranet and internet for access. This will ensure that the public is aware of the SDIP and its intended objectives.

Furthermore, the OCJ will utilise the CSS tool to ensure that the public is aware of the SDIP and provide feedback on the service delivery improvement initiatives. Court officials will be trained on how they should provide information to the public regarding the purpose and contents of the SDIP. Continuous service delivery improvement sessions will be conducted at the courts to ensure that frontline staff is aware of the SDIP.

12. IMPLEMENTATION PLAN

The SDIP is aligned to the strategic objectives of the OCJ. The implementation of the plan will be integrated into the day-to-day operational activities of the department, in particular the programme which is responsible for the delivery of the identified service (i.e. the Superior Courts Services Programme). Effective stakeholder engagement with other departments will also ensure effective implementation,

13. MONITORING AND REPORTING PLAN

Quarterly reports compiled and analysed by all 23 Superior Courts respectively and submitted to the National Office on a quarterly basis which provides progress on the planned improvements for the identified service. The reports provide information on the quarterly performance of the targets set, reasons for deviation where targets were not achieved as well as plans / actions to ensure improved performance. The reports will be signed off by the Court Manager and approved by Director Court Operations. The National Court Administration Service Unit will provide the analysed Superior Courts report to the Service Delivery improvement Unit for records and verification. The performance against the SDIP will be reported in the departmental Annual Performance Report as well as annual SDIP report that will be submitted to the Department of Public Service and Administration (DPSA) as required.

Implementation of the SDIP will be monitored through field visits to support and verify written reports provided on a quarterly basis. Consolidated monitoring reports will be compiled by the Strategy and Service Delivery Planning Unit for presentation and discussion at Management Governance Structures that include EXCO, OPSCO and the Court Administration Matrix Management meetings. The presentations and discussions will ensure that areas of intervention are identified and are addressed. Feedback on progress reports will be provided to courts to ensure service delivery improvement.

14. EVALUATION PLAN

An impact assessment will be conducted after three years to assess the change/impact that resulted from implementing the SDIP. The assessment will be conducted utilising customer satisfaction survey on the improved service as well as the review of reports on the performance against the service standard.



OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA



National Office Address:

188 14th Road, Noordwyk, Midrand, 1685

Switchboard Number

010 493 2500

 TheSouthAfricanJudiciary

 @OCJ_RSA

 @OCJ_RSA

 Judiciary RSA