

OFFICE OF THE CHIEF JUSTICE

# STRATEGIC PLAN

2020/21 - 2024/25



OFFICE OF THE CHIEF JUSTICE  
REPUBLIC OF SOUTH AFRICA



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# ACRONYMS AND ABBREVIATIONS

<b>BBBEE</b>	Broad-Based Black Economic Empowerment
<b>BCM</b>	Business Continuity Management
<b>CD</b>	Chief Director
<b>COVID-19</b>	Coronavirus Disease of 2019
<b>Constitution</b>	Constitution of the Republic of South Africa
<b>DDG</b>	Deputy Director-General
<b>DoJ &amp; CD</b>	Department of Justice and Constitutional Development
<b>DPSA</b>	Department of Public Service and Administration
<b>GDP</b>	Gross Domestic Product
<b>HRM&amp;D</b>	Human Resource Management & Development
<b>ICT</b>	Information and Communications Technology
<b>IJS</b>	Integrated Justice System
<b>JSC</b>	Judicial Service Commission
<b>MP</b>	Member of Parliament
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NDP</b>	National Development Plan
<b>OCJ</b>	Office of the Chief Justice
<b>OHS</b>	Occupational Health and Safety
<b>PAJA</b>	Promotion of Administrative Justice Act, 2000
<b>SAJEI</b>	South African Judicial Education Institute
<b>SAPS</b>	South African Police Service
<b>SG</b>	Secretary-General
<b>SMS</b>	Senior Management Service
<b>SMMEs</b>	Small, Medium and Micro Enterprises
<b>SOPs</b>	Standard Operating Procedures

# EXECUTIVE AUTHORITY STATEMENT BY THE MINISTER OF JUSTICE AND CORRECTIONAL SERVICES



Mr Ronald Lamola, MP

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

The OCJ has developed a Five Year Strategic Plan for the 2020/21 – 2024/25 period. The Plan outlines how the Department over the medium-term strategic framework will provide support to the Judiciary, promote accountability, fighting corruption, and strengthen judicial governance and the rule of law. This Plan is therefore geared towards the fulfilment of the goal of ensuring access to justice for all, which is the impact that the Department aims to make for the people of our country.

The Five-Year Plan takes into account the effects of the coronavirus (Covid-19) pandemic on the administration of justice. Our national response to the pandemic, particularly the limitations imposed by the declaration of a national state of disaster, has drastically changed the way many organisations operate, not least of which the Judiciary. The OCJ has introduced several short-term measures to ensure that it continues to effectively execute its mandate of supporting the Judicial Branch of the State even during the pandemic. This Strategic Plan therefore puts in place medium-term measures to support the Judiciary in ensuring continued access and effectiveness of the courts during the Covid-19 pandemic and beyond.

One of the OCJ's priority areas that is affected by the Covid-19 pandemic is judicial education and training support. In order to ensure that this support continues, judicial education and training will be conducted virtually. We will also continue to capacitate the South African Judicial Education Institute (SAJEI) to fulfil its mandate of prioritising training for serving and aspirant Judicial Officers in order to ensure that quality education and training courses are offered for the effectiveness and efficiency of the Superior Courts.

Modernisation and digitisation of the court system remains a key priority for the OCJ in order to improve access to quality justice for all.

During the medium-term, the OCJ will roll out the court online system in Superior Courts. The court online system is an advanced cloud-based collaboration solution that is aimed at providing a platform for Law Firms (LFs) and/or Litigants to file documents to the Courts electronically (E-Filing) over the Internet from anywhere. The court online system, which is part of the Integrated Justice System (IJS), will benefit the entire justice system by minimising the physical movement of people in court buildings, reducing paper-based court documents, as well as providing for the electronic storage of documents that will facilitate faster document filing and retrieval, whilst also reducing the risk of misplaced court files.

The elimination of fraud and corruption in the public service remains Government's priority. The OCJ has over the years put in place strong measures to prevent fraud and corruption in the Department and this work will continue to be intensified over the medium term.

The OCJ's Five Year Strategic Plan is aligned to the National Development Plan (NDP), Government's Medium-Term Strategic Framework (MTSF), as well as the priorities of the Judiciary. The OCJ will continue to discharge its mandate of supporting the Judiciary by focusing on the following outcomes during the five-year period:

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

The OCJ's support to the independent, accessible and effective judicial system is a response to Chapter 14 of the NDP (promoting accountability and fighting corruption through strengthening the judicial governance and the rule of law). The NDP calls for a need of a strategy to strengthen the independence of the Judiciary. The establishment of the OCJ is a national strategic intent to strengthen judicial governance and the rule of law. The existence of the OCJ also ensures efficiencies in court administration and promotes the people's right to access to justice as espoused in the NDP.

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

We also commit, as the Executive, to developing policies timeously, in consultation with the Chief Justice for the delivery of effective and efficient services that are accessible and, most importantly, valued by all users of the judicial system. It is my pleasure to present the Five Year Strategic Plan of the OCJ for the 2020/21 - 2024/25 period.



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



# ACCOUNTING OFFICER'S STATEMENT BY THE SECRETARY-GENERAL



Ms Memme Sejosengwe

The OCJ's Five Year Strategic Plan for the 2020/21 – 2024/25 period is the second Strategic Plan since our establishment as a Department to support the Judiciary in ensuring effectiveness and efficiency of the administration of the Superior Courts. The OCJ exists to support the Judiciary and provide administrative support to the Superior Courts, a function that was transferred from the Department of Justice and Constitutional Development to the OCJ in the 2015/16 financial year.

This Strategic Plan articulates the mandate of the OCJ and demonstrates how the Department contributes to the priorities of Government as outlined in the National Development Plan (NDP) and the Medium-Term Strategic Framework (2019 to 2024).

The Department will ensure a strategic deployment of resources to key service delivery areas in responding to Chapter 14 of the NDP, which calls for promoting accountability and fighting corruption through strengthening judicial governance and the rule of law.

The Plan also takes into account the impact of the Covid-19 pandemic to court administration. We have to ensure that our mandate continues to be discharged effectively and efficiently despite the advent of the pandemic and the limitations it imposes to our operations.

During the last five years, the Judiciary of South Africa has been one of the pillars of our constitutional democracy by providing access to justice for all. The fulfilment of this vision is continuously being made possible by, amongst others, the support provided by the OCJ. Measures and systems have been put in place to ensure that we continue to fulfil our mandate of supporting the Judiciary in an effective and efficient manner. The Department has learned valuable lessons in the past five years, and these inform some of the initiatives covered in this Plan. Based on the experiences of the previous medium-term we will continue developing a capable workforce as assurance for the efficient provision of services. We will further develop our information and communication technology (ICT) systems to improve administrative inefficiencies and enhance access to justice; and place greater focus to developing a performance driven organisational culture. Below are the strategic focus areas for the organisation over the medium term:

- 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 business;

- Implement Health and Wellness Programmes; and
- Ensuring Occupational Health and Safety.

The Strategic Plan was developed in consultation with relevant stakeholders and it is aligned with the priorities of both the Government and the Judiciary. The OCJ has translated the key identified priorities into measurable deliverables (Impact, Outcomes, and Outputs) that will be implemented and achieved for the realisation of the mandate of the Department and contribution to the NDP priorities. This will ensure an effective and efficient court system that focuses on providing quality and accessible justice for all.

Efficiencies in the court system require modernised technologies. The OCJ shall leverage on the advent of the Fourth Industrial Revolution (4IR) to digitise the court system. Prioritised ICT initiatives include e-filing, digitisation of court records, and the implementation of e-Judiciary. In addition, ICT infrastructure will be refreshed to be responsive to the digital transformation initiatives and improved service delivery. The OCJ will also strengthen its internal controls to promote strong governance to ensure that the Department complies with applicable legislation and prescripts.

Judicial education and training support remains one of the priorities of the OCJ despite the impact of Covid-19 on the functioning of the South African Judicial Education Institute (SAJEI), which is located within the OCJ. SAJEI will continue to facilitate judicial education and training for serving and aspirant Judicial Officers in line with its mandate as informed by the SAJEI Act, 2008 (Act 14 of 2008) using both traditional and virtual delivery modes.

This Five Year Strategic Plan therefore represents a concerted effort by the OCJ to continue providing effective and efficient support to the judicial system and Superior Courts as mandated.



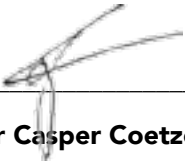
**Ms Memme Sejosengwe**  
**Secretary-General: Office of the Chief Justice**



## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the Management of the Office of the Chief Justice under the guidance of the Minister of Justice and Correctional Services, Mr Ronald Lamola, MP;
- Takes into account all the relevant policies, legislation and other mandates for which the Office of the Chief Justice is responsible; and
- Accurately reflects the impact and outcomes which the Office of the Chief Justice will endeavor to achieve over the period 2020/21 to 2024/25.



**Mr Casper Coetzer**  
**Chief Financial Officer**

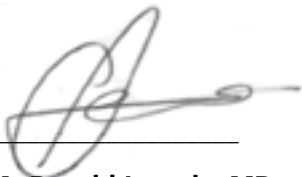


**Mr Itumeleng Malao**  
**Head Official Responsible for Planning**



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

**Approved by:**



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





# **PART A**

## OUR MANDATE

## 1. CONSTITUTIONAL MANDATE

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

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

## 2. LEGISLATIVE AND POLICY MANDATES

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

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

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

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

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

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



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

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

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

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

#### 3.1. Contribution to the National Development Plan

The OCJ acknowledges that without a reliable, honest and efficient court system, there can be no quality and accessible justice. In the realisation of this, the Strategic Plan of the OCJ recognises and reaffirms the commitment made in the National Development Plan (NDP). This Strategic Plan coincides with the Government 2019 to 2024 MTSF which serves as a building block towards the achievement of the NDP priorities by the year 2030. Chapter 14 of the NDP explicitly spells out the important role the Judiciary has to play in strengthening judicial governance and the rule of law. The OCJ has a duty to support the Judiciary in the realisation of this vision as set out in its mandate.

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

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

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

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

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

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

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

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

##### (b) Priority 2: Economic Transformation and Job Creation

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

both the recruitment and procurement processes. In addition, the department will be supporting Small, Medium, and Micro Enterprises (SMMEs) in its procurement processes, as well as complying with the Broad-Based Black Economic Empowerment (BBBEE) standards. This support will be embedded within the department's current programmes such as the internship programme, departmental recruitment processes as well as procurement opportunities.<sup>1</sup>

**(c) Priority 6: Social Cohesion and Safer Communities**

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

## 4. RELEVANT COURT RULINGS

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

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







## **PART B** OUR STRATEGIC FOCUS



## 5. VISION, MISSION AND VALUES

### VISION

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

### MISSION

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

### VALUES

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

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

## 6. SITUATIONAL ANALYSIS

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

### 6.1. External Environmental Analysis

#### Introduction (Strategic focus areas)

The Office of the Chief Justice supports the Judiciary in contributing to the fight against crime. In accelerating reforms to ensure that courts are administered efficiently, the department, through the support it provides to the Judiciary, contributes to the NDP priority of strengthening judicial governance and the rule of law. Over the five-year period, the OCJ will focus on:

- 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; and
- Reducing inefficiencies in court administration through modernisation of the systems, processes and infrastructure.

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

For the past five years, economic growth of our country remained below 2 percent against the NDP target of 5 percent. The medium-term budget policy statement of 2019 showed that the South African Gross Domestic Product (GDP) growth has been revised down since the 2018 Medium-Term Budget Policy Statement (MTBPS), because of a fragile recovery in employment and investment, and a less supportive global trade environment. Instead of a growth rate of about 1.7 percent in 2019 to 2.4 percent in 2021, the real GDP

growth is considerably lower than predicted, with 1.5 percent growth expected in 2019, rising marginally to 2.1 percent in 2021. The South African economy contracted by 1.4 percent in the fourth quarter of 2019 (Statistics South Africa, 2020). As the country was starting to deal with the impact of recession when the economy contracted, the advent of a rare disaster, a coronavirus pandemic, made its way with significant impact on the country's already distressed economy. The COVID-19 pandemic, which led to the lockdown, has impacted every sector of the South African economy, much as globally. During the first phase of the lock down, which started in March 2020 when the pandemic was declared a national disaster, a range of support measures including tax relief, the release of the disaster relief funds, emergency procurement, wage support through the Unemployment Insurance Fund (UIF) and funding for small businesses in distress were put in place. Despite the above mentioned measures, the state of the economy has worsened, requiring that departments surrender some of their already constrained budgets to support the COVID-19 initiatives. The operational budget of the OCJ (excluding Compensation of Employees) has therefore been reduced by R30 million or 8.8% for the 2020/21 financial year, putting more pressure on the constrained resources that are meant to support an efficient court system. It is yet to be seen if further budget cuts will follow for the outer years.

In addition, many businesses have suffered a loss of income and some might not be able to operate post the COVID-19 era. Many South Africans have lost their jobs and some have experienced salary cuts which may impact on their financial commitments towards their creditors. Even though the banking sector in partnership with government is trying to support those who have been severely affected by the lockdown, the intervention may not be sustainable over time. The results of the financial loss by individuals and business will impact on the court system. The courts will therefore experience an influx of cases ranging from default judgements and eviction related matters.

The influx of the cases will require that the courts are prepared, which include that there is sufficient capacity to deal with the high demand of court services.

This may also have an impact on the workforce as the high demand of services can lead to employees being over worked. Efficient and quality access to justice is still crucial regardless of the challenges with resource limitations. As a result, the court will put plans in place to ensure that the court officials deliver on the services required without compromising service delivery. In addition, the courts will also tap into available technology to ensure an efficient court system. The impact of COVID-19 on the economy is expected to last for longer, meaning that the OCJ must be prepared to operate and ensure access to justice, regardless of the resource constraints. Thus, the OCJ will continue to reprioritise its resources to the core areas of service delivery.

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

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

The OCJ has seen an increase in the demand for quasi-judicial services at the Superior Courts between 2016/17 to 2018/19 financial years. The number of quasi-judicial services that were lodged at the Superior Courts increased from 78 898 in 2016/17 to 101 342 in 2018/19, which shows an increase of 22% in the demand for quasi-judicial services. In the 2018/19 financial year, 97% of the quasi-judicial matters mentioned above were finalised.

Superior Courts expect to see a further increase in the demand of services resulting from social impact of the COVID-19 pandemic. Statistics South Africa has indicated that, between 30 March to 13 April 2020,

nine in ten (90%) businesses which participated in the COVID-19 business impact survey, lost turnover, while over one-third (36%) of firms indicated that they were laying off staff in the short term as a measure to cope with the impact of COVID-19 pandemic (Statistics South Africa, 2020). The impact of businesses losing turnover and laying-off the workforce may lead to closure of businesses and an increase in unemployment rate. This impact will be felt by many sectors including the courts. The labour relations matters are expected to increase during and post the COVID-19 pandemic period. This will put pressure on the Labour Courts, while in addition, more people and businesses will default on their financial commitments, leading to an increase in the number of cases lodged at all Superior Courts. Some of the cases that are dealt with by the courts that relate to social factors include petty crimes, drugs related crimes, corruption, child abuse and gender-based violence. In order to deal with an influx of cases at Superior Courts, including the backlog that has resulted from the cases that were postponed due to the lockdown, the court system must be efficient and sufficiently resourced. Technology will play an important role in ensuring that access to quality and timely justice is provided to all citizens of South Africa.

One of the focus areas of the National Disaster Management Regulations is for social distancing to be observed. This principle is equally important for effective management of the work environment. Social distancing requires a completely new workplace model conducive to minimise the risks and the spread of this virus. The implementation of this new model brings along a myriad of challenges relating to the reorganisation of the current OCJ operational arrangements to align and comply with the requirements of the National Disaster Management Act, and its regulations. To give effect to the requirements of the National Disaster Management Regulations, the Chief Justice issued Directives for the management of the courts amid the lockdown period. The Directives issued empowers the Heads of Court with the authority to effect these Directives in their respective courts which are meant to facilitate seamless administration of Justice during the pandemic.

Although the Superior courts may not operate at full capacity during this period, the necessary arrangements to render essential services have been made to minimise the impact on the court users. These arrangements include amongst others ensuring that 40

percent of court officials remain actively operational to facilitate the day to day administration of the courts. Where necessary, arrangements have been for other officials to work remotely to reduce the concentration of employees in the workplace. These officials continue to render services that may not require physical interaction with the court users.

### **6.1.3. Technology and its role in improving access to justice**

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

The COVID-19 pandemic has proved to all sectors of the economy that technology remains crucial in ensuring that there is continuity in the provision of services. Although the impact of Covid-19 disrupted the operations of every business and in particular, the way in which government provide services to its beneficiaries, the plight has also presented an opportunity for the OCJ to rethink its business continuity strategies. The OCJ acknowledges the need to change the way it delivers its court administration services. The new normal that every sector is faced with requires the advent of modernisation systems that will bring about

efficiency, responsiveness and improvement in the service delivery model relating to the administration of Superior Courts. Covid-19 has therefore presented an opportunity to fast track the implementation of a modernisation system intended to deliver a justice system fit for the future. This challenge further presents the department with potential to build a future court environment that is flexible and responsive to the court users, through ICT. The OCJ's ICT strategy will be reviewed to adapt and respond to the envisaged future. Over the MTSF, the OCJ will adopt a rigorous phased-in approach in the implementation of the court online system as part of its ICT modernisation initiatives. The envisaged court online system is aimed at moving towards a paperless court administration system which will eventually reduce the physical public presence in the court buildings. The delivery of an online court through management of electronic document filing system will be a positive step in the future of modernised access to justice.

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

The 17th Constitution Amendment Act has increased the jurisdiction of the Constitutional Court so that, in addition to constitutional matters, the Court also has jurisdiction over other matters of general public importance. The Court is now the apex court, and court of final appeal, on all matters. Since the increase in the jurisdiction, the Court has experienced an increase in the workload, although its establishment and resources have remained the same, thereby, placing increased pressure on the court's staff to ensure that access to justice is upheld. It is anticipated that, owing the COVID-19 pandemic, and the lockdown regulations put in place, the court will see a spike in the number of cases lodged.

In addition, continuous development to the legal framework requires that the Judiciary is progressive in its affairs. In this regard, the SAJEI provides judicial education and training for Judicial Officers. Some of the training courses that have been provided in the past included areas on court annexed mediation and case management, children's court skills, criminal court skills, family court skills, civil court skills, competition

law and maritime law, judicial management, judicial ethics as well as environmental law. These training courses are crucial in that they contribute towards enhanced service delivery and the transformation of the Judiciary as informed by the SAJEI Act. The need for training is also intensified in order to keep up to date with the changes in legislation that may result from the impact of COVID-19. Furthermore, this increased need for judicial education and training, gives SAJEI an opportunity to take advantage of the e-learning platforms to provide training.

#### 6.1.5. Public perception about access to courts

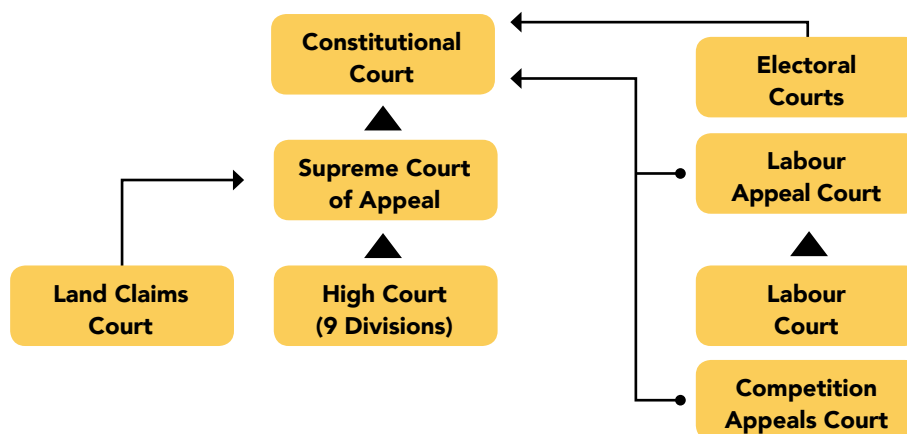
The 2018 Victims of Crime Survey published by Statistics South Africa shows that 49.14<sup>2</sup> percent of households are satisfied with the way in which courts generally deal with perpetrators of crime. The remaining 50.85 percent were either not satisfied or very unsatisfied. Households who are satisfied with the way in which the courts deal with the perpetrators of crime indicated that there is a high rate of convictions, the courts pass sentences appropriate to the crime, the courts are not corrupt and they resolve cases quickly. Contrary to the above, those who indicated that they are not satisfied with the way in which the courts deal with the perpetrators of crime indicated that the courts do not have enough convictions; matters drag for too long/postponements; there is no proper notice of hearing served; courts are too lenient on criminals; court staff are corrupt; bail is granted easily; some people

get preferential treatment; and court staff are not accessible.

Public perception and confidence in the courts is one of the crucial factors that can be used to assess how far the courts have gone to improve access to quality justice for all. The fact that above 50% of households are not satisfied with the court system shows that the OCJ must put interventions in place that will contribute to an efficient court system that is accessible by all. Lack of public confidence on the courts has negative implications for our democracy. The expected increase on the workload of Superior Courts resulting from the COVID-19 pandemic has the potential to worsen public confidence to the courts if efficiency is not ensured. The OCJ will ensure that the image of the courts is not affected regardless of the workload.

## 6.2. Internal Environmental Analysis

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



**Figure 1: Hierarchal structure of the Superior Courts**

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

<sup>2</sup> The 49.16 percent includes 7.08 percent of households who were very satisfied.



### 6.2.1. Organisational Structure of the OCJ

Sufficient capacity is crucial for the department to deliver on its mandate and the targets as set in the Strategic Plan and Annual Performance Plan. The macro-organisational structure of the department was approved at the end of the 2018/19 financial year, which makes it imperative that the filling of the critical posts is fast tracked especially, for the strategic layer of Deputy Director-Generals (DDGs); which the department has operated without since its establishment.

The OCJ exists to provide support to the Judiciary and the courts. As a result, capacity to support the Judiciary must be ensured including providing necessary scarce

skills to the courts. Priority in filling posts is given to the core staff such as Registrars and Researchers. Of importance during the MSTF, is to ensure that the courts are fully capacitated in order to efficiently deliver court services in line with the standards and the court rules. The workload of the courts is expected to be higher than normal, due to the backlogs caused by the COVID-19 lockdown, as well as the impact of the lockdown that may cause an influx of cases enrolled at the Superior Courts. The macro- organisational structure of the department is depicted in the figure on the following page.



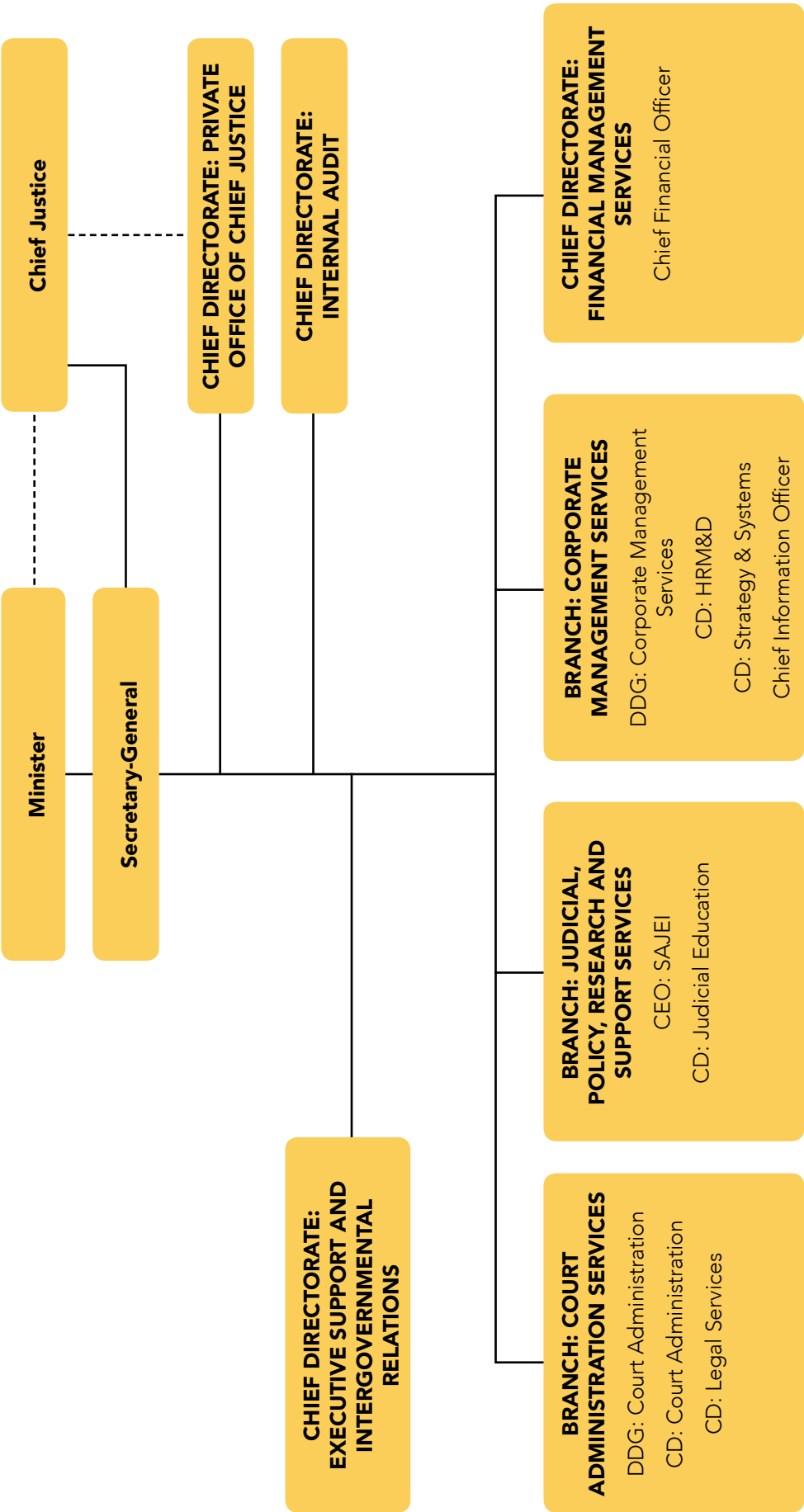


Figure 2: Macro-Organisational Structure of the OCJ

### **6.2.2. Curbing opportunities for fraud and corruption**

One of the priorities of the OCJ is to curb the occurrence of fraud and corruption activities by both officials and the court users. The OCJ has already seen a surge in corrupt activities relating to court orders. Although there are controls that have been put in place to address the problem of fraudulent court orders, it is important that these incidences are totally eradicated. The department will have strong controls in place to ensure that officials and service providers do not see an opportunity for fraud and corruption on its resources, particularly those that are intended for the COVID-19 response measures. Through an effective and efficient risk management approach, as well as the implementation of ethics and fraud awareness initiatives, opportunities for those who may want to engage in such criminal activities will be reduced.

### **6.2.3. Financial Resources**

For officials to contribute to an effective and efficient delivery of services, their health and wellness remain of utmost importance and must be prioritised. This becomes a non-negotiable now that the country has gone through the scourge of the corona virus. During the planning period, the department will ramp up the implementation of health and wellness programmes over the medium-term period. The lockdown may have been for a specific period, but its impact on the employees may last longer. In addition to employees' health and wellness programmes as well as Occupational Health and Safety measures must be improved and prioritised as this may have unintended implications if not prioritised.

### **6.2.4. Information Communication and Technology as a Strategic Partner to Business**

ICT remains a strategic enabler and partner to the delivery of the mandate of the department. The use of ICT can contribute in improving the efficiency of court processes. Most importantly, with the increase in fraud and corruption across the country and with the courts experiencing a challenge of the increase in fraudulent court orders, ICT presents an opportunity for the courts to minimise fraud and corruption. For the ICT benefits to be realised, it is important that the OCJ's

ICT's function is capacitated and the department has the appropriate ICT Infrastructure (Hardware, Network and Network) to respond to the business needs. This requires that correct architectures are established and implemented, such as the mapping of business processes. Further, the management of knowledge and intellectual property are crucial for future knowledge generation of the department.

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

### **6.2.5. Business Continuity Management (BCM)**

One of the key requirement for a department that is customer-centric and focused on service delivery excellence, is to ensure that services can still be delivered regardless of the circumstances. The OCJ recognised that business continuity, which is the capability of the organisation to continue delivering the services of the department at acceptable predefined levels following a disruptive incident, is not an option but a key priority. As a result, the department commenced with putting in place measures to ensure that business continuity is institutionalised. The COVID-19 pandemic made it evident that any organisation must have BCM in place with its processes institutionalised at all levels of the organisation. The department will ensure that the BCM processes are operationalised during the five-year period.

### **6.2.6. Financial Resources**

With the need to capacitate the department (Human Resources, ICT, and Capital Infrastructure etc.), financial resources have previously been a limitation. Due to the dire economic position of the State and the change in priorities in line with the NDP, the department has found itself having to reprioritise the already constrained resources in order to ensure improved capacity.

The voted budget of the OCJ grew from R 767 million in 2015/16 to R 1.1 billion in 2019/20. This increase was mainly due to the addition of two new Superior Courts which were opened in 2016 and 2019 respectively (i.e. the Limpopo Division of the High Court, Polokwane and the Mpumalanga Division of the High Court). Another reason for growth was the capacitation of the Superior Courts subsequent to establishing the vote. The main initiatives which are still underfunded are the provision of additional human resources for improved court efficiency, as well as the need for court modernisation projects through ICT. It should be noted that the budget of the OCJ as reflected in the Estimates for National Expenditure includes the direct charge against the National Revenue Fund for Judges' salaries. Despite the internal reprioritisation that was done on the voted funds to cover the immediate response to the pandemic, a budget cut of 8.8% was implemented on the operational budget during the special COVID-19 adjusted budget. This puts more pressure on court operations to continue to render services within the environment of the pandemic, albeit in a different way. Alternative ways of court operations necessitate additional funding to capacitate the digital environment

#### **6.2.7. The status of the institution regarding compliance with the BBBEE Act**

The OCJ, through its supply chain processes continues to comply with the BBBEE Act. This is done through the advertisement of tenders as well as request for quotations that exceeds R30 000 where the BBBEE ratings are taken into consideration. The OCJ will continue to comply with the BBBEE legislation and prescripts, whose aim is to redress the legacy of apartheid and promote the economic participation of Black People in the South African economy.

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

The OCJ supports women, youth, and people with disabilities when implementing its mandate. As at 31 March 2020, the OCJ had a total of 42 Senior Management Service (SMS) members, of which 43% (18/42) were female. Although the Department did not achieve the target of 50% females at senior

management and the target of 2% for people with disabilities representation, it remains committed to recruiting women in management positions as well as people with disabilities. The number of employees with disabilities was 21, which represents 1.2% of the OCJ staff complement. In supporting the youth, the OCJ recruited 40 interns in order to provide them with necessary skills that will prepare them for the work environment. During the five-year period, the OCJ will continue to empower women, youth and people with disabilities through its procurement and recruitment processes.





# **PART C**

## MEASURING OUR PERFORMANCE



## 7. INSTITUTIONAL PERFORMANCE INFORMATION

### 7.1. Measuring the Impact

<b>Impact statement</b>	Quality and accessible justice for all
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### 7.2. Measuring Outcomes

#### 7.2.1. Outcome 1: Effective and efficient administrative support

**Table 2: Outcome, Outcome indicator and 5-year target**

MTSF Priority 1: A Capable, Ethical and Developmental State				
No	Outcome	Outcome Indicator	Baseline	Five Year Target
1.	Effective and efficient administrative support	Percentage of staff trained in line with the Workplace Skills Plan (WSP)	New target	80%

#### 7.2.1.1 Explanation of planned performance over the five year planning period

**(a) The contribution of the outcome towards the achievement of the NDP, MTSF and the mandate of the department**

The main aim of the outcome “*effective and efficient administrative support*” is to ensure that the department has proper governance structures and systems that support the overall management of the department, as well as the delivery of core services provided by the OCJ. The outcome is linked and contributes to Chapter 13 of the National Development Plan “*Building a capable State*” and Priority 1 of the MTSF which is “*A Capable, Ethical and Developmental State*”.

**(b) The rationale for the choice of the outcome indicator relevant to the respective outcome**

The outcome “*effective and efficient administrative support*” is measured by a capacitated work force of the OCJ. The choice of this indicator is based on the fact that effective and efficient administrative support would be possible if the OCJ has a skilled workforce, through continuous provision of education and training as informed by the Workplace Skills Plan of the department. In addition, if the work force is capacitated on different functional areas, this is envisaged to contribute in ensuring that the department has good governance systems that support the provision of the mandated services of the department. The advent of the COVID-19 pandemic also makes this measure

important as an increase in the workload of court officials will require a capable and skilled workforce. The OCJ therefore need to invest on the training and skills development of officials in order to empower them with the necessary skills that will ensure that they deliver services in the most effective and efficient manner.

**(c) Explanation of enablers to achieve the five-year target**

Despite ongoing challenges relating to inadequate human and financial resources, the department has put in place adequate systems of effective internal controls to provide reasonable assurance necessary to contribute to the achievement of the five-year target. Amongst others, these controls include effective management practices, business processes, monitoring and evaluation, standard operating procedures, policies and governance structures to support the organisational strategy.

Effective administrative support is dependent on the department having sufficient resources (financial, human, systems and infrastructural resources) and relevant skills. Training of staff is dependent on the availability of resources and proper identification of key training areas that would add value in ensuring the effective and efficient administrative support. The continuous decrease in the budget of the department which negatively affects capacitation of the OCJ in the areas of human resources, ICT, and Infrastructure has the potential to negatively impact the achievement of the set target.

The first year of the Strategic Plan will experience some challenges in relation to the delivery of training due to the COVID-19 pandemic which requires social distancing measures to be implemented. Thus, it will be difficult to provide contact training for officials, requiring the department to take advantage of the use of online training platforms. This will require that officials have uninterrupted access to ICT services and equipment in order for them to participate in the planned training interventions

**(d) Explanation of the outcome contribution to the achievement of the impact**

Quality and accessible justice for all, which is the impact the OCJ aims to achieve through implementing its mandate, can only be realised if the department has proper systems in place including the efficient and accountable management of its resources. For the courts to deliver on their mandate and ensure that there is improved quality and accessible justice for all, effective and efficient administrative support is crucial. Furthermore, the success of every institution is dependent on the efficiency of its administrative processes. Good administrative processes and systems are effective building blocks towards improved governance, performance, and service delivery.

## 7.2.2. Outcome 2: Improved court efficiency

**Table 3: Outcome, Outcome Indicator and 5-year target**

MTSF Priority 6: Social Cohesion and Safer Communities				
No	Outcome	Outcome Indicator	Baseline	Five Year Target
2.	Improved court efficiency	Percentage finalisation of quasi-judicial matters within prescribed timeframes	New target <sup>3</sup>	90%

### 7.2.2.1. Explanation of planned performance over the five year planning period

**(a) The contribution of the outcome towards the achievement of the NDP, MTSF and the mandate of the department**

The main aim of the outcome “*improved court efficiency*” is to ensure that Superior Courts deliver their services in an efficient manner. This includes the support which the OCJ provides to judicial functions and court administration related functions, mostly focusing on the quasi-judicial functions. This outcome contributes to Chapter 14 of the NDP “promoting accountability and fighting corruption” and Priority 6 of the MTSF, which focuses on “*Social Cohesion and Safer Communities*”. An efficient court system contributes to building safer communities, which is one of the focus areas of the MTSF. In addition, building an efficient court system that is free from corruption and promotes integrity is in line with the MTSF impact “*all people in South Africa are safe*”.

**(b) The rationale for the choice of the outcome indicator relevant to the respective outcome**

The outcome is measured by the finalisation of quasi-judicial matters within prescribed timeframes.

Finalisation of 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 enablers to achieve the five-year target**

An efficient court system, measured through the finalisation of quasi-judicial matters within prescribed timeframes is dependent on the reduction of court administration inefficiencies resulting from inefficient processes, limited resources and increased workload which is not commensurate with the available resources. Further, to some extent there are dependencies on other stakeholders and court users on some of the court processes. In order to achieve the five-year target for this outcome indicator, it is crucial that proper stakeholders’ relations are maintained and the courts are sufficiently capacitated to enable them to deal with the increasing workload. Capacitation refers to ensuring that the courts have skilled human resources, proper and efficient IT infrastructure and services, proper physical infrastructure, and efficient processes.

<sup>3</sup> There is no historical information on the outcome indicator as it is new.

**(d) Explanation of the outcome's contribution to the achievement of the impact.**

Quality and accessible justice for all would be realised if the court system is efficient, and responsive to the

needs and the expectation of court users. An efficient court system reduces the level of unmet needs of court users as access to justice must be citizen-focused.

### 7.2.3. Outcome 3: Enhanced judicial performance

**Table 4: Outcome, Outcome indicator and 5-year target**

MTSF Priority 6: Social Cohesion and Safer Communities				
No	Outcome	Outcome Indicator	Baseline	Five Year Target
3.	Enhanced judicial performance	Increased Judicial education courses	142 <sup>4</sup> judicial education courses conducted	550 <sup>5</sup> judicial education courses

#### 7.2.3.1. Explanation of planned performance over the five year planning period

**(a) The contribution of the outcome towards the achievement of the NDP, MTSF and the mandate of the department**

The main aim of the outcome *"enhanced judicial performance"* is to ensure that the OCJ provides administrative and technical support that enables the Judiciary to deliver on its Constitutional mandate. This support includes judicial training, administrative and secretariat support to the Judicial Service Commission, administration of Judges' Registrable Interests and administration of Judges' conditions of service. The outcome contributes to Chapter 14 of the NDP *"promoting accountability and fighting corruption"* and Priority 6 (Social Cohesion and Safer Communities) of the MTSF.

**(b) The rationale for the choice of the outcome indicator relevant to the respective outcome**

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". Judicial training will become more necessary during the MTSF period due to the change in legislation and

the legal environment resulting from the impact of the COVID-19 pandemic.

**(c) Explanation of enablers to achieve the five-year target**

The achievement of the five-year target for the indicator *"increased judicial education courses"* is dependent on the availability of budget, Judicial Educators and Judicial Officers. There are interdependencies that have an impact on the achievement of planned targets, such as ad-hoc requests informed by operational needs at the courts as identified by Judicial leadership, legislative and/or policy changes. For example, in 2019/20 financial year, rules pertaining to PAJA applications were amended as per Government Gazette notice number 42740 dated 4 October 2019. As a result, SAJEI, had to conduct ad-hoc training on PAJA to respond to legislative changes and operational needs. There is a need for SAJEI to leverage on ICT platforms in order to ramp up the provision of training in order to achieve the set target.

**(d) Explanation of the outcome's contribution to the achievement of the impact.**

Quality and accessible justice for all is not possible if the Judiciary is not well resourced, there is no means to train Judicial Officers and there is no accountability and ethics in the Judiciary. This outcome ensures that effective and efficient support is provided to the Judiciary in ensuring that the Judiciary is able to ensure quality and accessible justice for all.

4 The baseline is based on the audited performance for the 2018/19 financial year including 62 ad hoc training courses conducted additional to the APP target of 80.

5 The 550 target represent the number of training courses to be conducted over the MTSF period.

## 8. KEY RISKS

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

**Table 5: Key risks per outcome**

NO.	OUTCOME	RISK	RISK MITIGATION
1.	<b>Effective and efficient administration support</b>	a) Possible exposure to Fraud and Corruption.	i. Continuous awareness on policies ii. Strengthen internal controls relating to fraudulent court orders iii. Monitor the implementation of fraud prevention and anti-corruption strategy.
		b) Inadequate ICT infrastructure to support the efficient and effective operations of the Superior Courts.	i. Implement and monitor the ICT strategy and its procurement plan. ii. Additional appointment and training of the ICT personnel.
		c) Inability to fully capacitate the OCJ.	i. Reprioritization of budget to fund critical posts. ii. Manage the implementation of the approved OCJ Structure within the budget constraints and DPSA requirements.
		d) Inaccurate performance reports produced	i. Conduct assessment and analysis of the Performance of the OCJ on a monthly and quarterly basis and produce monitoring reports.
2.	<b>Improved court efficiency</b>	a) Inadequate administrative support to ensure court efficiency	i. Prioritize the appointment of registrars. ii. Continuous training of the Registrars.
3.	<b>Enhanced judicial performance</b>	a) Inadequate resources to conduct judicial education courses and provide support	i. Implementation of the e-learning module for Judicial Education ii. To develop and implement automated administrative system for the management of Judges conditions of service.

## 9. PUBLIC ENTITIES

The OCJ does not have any public entities.









**PART D**  
TECHNICAL INDICATOR  
DESCRIPTIONS

Indicator Title	1. Percentage of staff trained in line with the Workplace Skills Plan (WSP)
<b>Definition</b>	This is the number of officials to be trained in line with the Workplace Skills Plan (WSP) of the Department which addresses the training and development needs of officials in the workplace. The indicator is intended to measure the provision of training to address identified skills gap through capacity development interventions.
<b>Source of data</b>	Workplace Skills Plan and Signed Training Reports
<b>Method of calculation / Assessment</b>	Quantitative (Number of officials trained in line with the WSP/ Number of officials identified in the defined/ targeted training interventions of the WSP) x 100
<b>Assumptions</b>	Officials submit the training needs for inclusion in the WSP
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Desired Performance</b>	Increased number of officials trained within the OCJ
<b>Indicator Responsibilities</b>	Chief Director: Human Resource Management and Development

Indicator title	2. Percentage finalisation of quasi-judicial matters within prescribed timeframes
<b>Definition</b>	<p>The indicator measures the finalisation of quasi-judicial matters based on the set timeframes. The quasi-judicial matters to be measured in this indicator are default judgments, taxation of legal bills of costs and warrant of liberations/release.</p> <p>Quasi-judicial functions are powers and procedures granted to Registrars, in specific instances, resembling those of a Judge. Such actions are able to finalise legal disputes between parties.</p>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Default judgments application and order</li> <li>• Bills of legal costs and proof of set down</li> <li>• Warrants of release (J1)</li> </ul>
<b>Method of calculation / Assessment</b>	<p>Quantitative (Total number of quasi-judicial matters finalised within prescribed timeframes / Total number of quasi-judicial matters finalised) x 100:</p> <ul style="list-style-type: none"> <li>• The numerator is the total number of taxations of legal bills of costs finalised within 60 working days plus the total number of default judgments finalised within 14 working days plus the total number of warrants of release delivered within one day of the release issued.</li> <li>• The denominator is the total number of default judgments finalised plus the total number of taxations of legal bills of costs finalised plus the total number of warrants of release issued.</li> </ul> <p>The result of the above calculation is multiplied by 100 in order to get a percentage.</p> <p>* Default judgments finalised means those that are granted, refused or referred to open court.</p> <p>* Taxations of legal bills of costs finalised within 60 days' means bills of costs that are taxed and settled.</p> <p>* The 5 year targets will be calculated using the audited annual performance (actual numbers) for the three quasi-judicial areas.</p>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Quasi-judicial matters will be finalised within the timelines</li> <li>• Quasi-judicial matters brought before the Registrars comply with the court rules</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>

<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Desired performance</b>	Increased finalisation of quasi-judicial matters within prescribed timeframes
<b>Indicator responsibilities</b>	Chief Director: Court Administration

<b>Indicator Title</b>	<b>3. Increased judicial education courses</b>
<b>Definition</b>	This is the quantification of an increase in the judicial education courses offered to serving and aspiring Judicial Officers. Judicial education courses refer to both substantive (e.g. civil court skills) and soft skills (e.g. communication in the court room) courses offered to Judicial Officers which are decided upon by the SAJEI Council and the Curriculum Committee of SAJEI.
<b>Source of Data</b>	Judicial education courses outline, the list of courses offered and nominees
<b>Method of Calculation/Assessment</b>	Quantitative (Simple count of the number of courses conducted against the set target)
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The target will be achieved unless there are ad-hoc requests (i.e. requests that are not part of the planned courses) informed by operational needs at the courts, legislative/or policy changes.</li> <li>• Availability of Judicial Officers, Judicial Educators and budget.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
<b>Spatial Transformation (Where applicable)</b>	<ul style="list-style-type: none"> <li>• Reflect on contribution to spatial transformation priorities: N/A</li> <li>• Reflect on the spatial impact area: N/A</li> </ul>
<b>Desired Performance</b>	Increase in the number of judicial education courses conducted
<b>Indicator Responsibilities</b>	CEO: SAJEI



# ANNEXURES

## ANNEXURE A: DISTRICT DEVELOPMENT MODEL

The district development model is not applicable for the OCJ.





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