



OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA

ANNUAL REPORT

2025/26





OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA

**OFFICE OF THE CHIEF JUSTICE
VOTE NO. 27
ANNUAL REPORT
2025/2026 FINANCIAL YEAR**

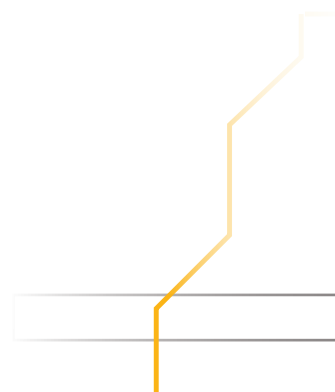


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PART A

GENERAL INFORMATION

1. DEPARTMENT'S GENERAL INFORMATION

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2. LIST OF ABBREVIATIONS/ACRONYMS

AFC	Audit Facilitation Committee	GBV	Gender-Based Violence and Femicide
AFS	Annual Financial Statements	HDI	Historically Disadvantaged Individuals
AGSA	Auditor-General South Africa	HIV	Human Immunodeficiency Virus
APP	Annual Performance Plan	HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ARC	Audit and Risk Committee	HOA	Home Owners' Allowance
AO	Accounting Officer	HR	Human Resources
ASG	Acting Secretary General	HRM&D	Human Resource Management and Development
BAS	Basic Accounting System	IAS	Internal Audit Services
B-BBEE	Broad-Based Black Economic Empowerment	I&TRMF	Information and technology risk management framework
BCM	Business Continuity Management	I&T	Information and Technology
BCMS	Business Continuity Management Systems	ICT	Information and Communication Technology
BIA	Business Impact Analysis	JSC	Judicial Service Commission
CARA	Criminal Assets Recovery Account	KPI	Key Performance Indicator
CFO	Chief Financial Officer	KPMG	Klynveld Peat Marwick Goerdeler
CIP	Compulsory Induction Programme	LOGIS	Logistical Information System
CGICTPF	Corporate Governance Information and Communication Technology Policy Framework	MP	Member of Parliament
CoE	Compensation of Employees	MoU	Memorandum of Understanding
CRT	Court Recording Technology	MPSA	Minister for Public Service and Administration
CSD	Central Supplier Database	MTD	Medium-Term Development Plan
DFI	Departmental Financial Instructions	MTEF	Medium-Term Expenditure Framework
DG	Director-General	NDP	National Development Plan
DoJ&CD	Department of Justice and Constitutional Development	NRF	National Revenue Fund
DPSA	Department of Public Service and Administration	NSG	National School of Government
DPWI	Department of Public Works and Infrastructure	NT	National Treasury
DTIC	Department of Trade, Industry and Competition	OCJ	Office of the Chief Justice
EHW	Employee Health and Wellness	OFA	Organisational Functionality Assessment
ERM	Enterprise Risk Management	OHS	Occupational Health and Safety
EXCO	Executive Committee	OHS&E	Occupational Health, Safety and Environment
FY	Financial Year	OPSCO	Operations Committee
		OSD	Occupation Specific Dispensation

PFMA	Public Finance Management Act	SG	Secretary General
PPPFA	Preferential Procurement Policy Framework Act	SHE	Safety Health Environment
PPR	Preferential Procurement Regulations	SHERQ	Safety, Health, Environment, Risk, and Quality
PSC	Public Service Commission	SITA	State Information Technology Agency
PSR	Public Service Regulations	SMS	Senior Management Service
RAT	Risk Appetite and Tolerance Framework	SOS	Sexual Offences System
SAICA	South African Institute of Chartered Accountants	SOP	Standard Operating Procedure
SAJEI	South African Judicial Education Institute	STI	Sexually Transmitted Infection
SCM	Supply Chain Management	TB	Tuberculosis
SCM CRAM	Supply Chain Management Compliance Risk Assessment and Monitoring	UIFW	Unauthorised, Irregular, Fruitless and Wasteful
SCOPA	Standing Committee on Public Accounts	UPS	Uninterrupted Power Supply
SDIP	Service Delivery Improvement Plan	WSP	Workplace Skills Plan



3. FOREWORD BY THE MINISTER

Ms Mmamoloko Kubayi (MP)

Minister of Justice and Constitutional Development

The year 2026 in South Africa marks the 70th anniversary of the 1956 women's march to the Union Buildings, when over 50 000 women of our country marched to the Union Buildings in a demonstration of defiance against the apartheid regime's most hated pass laws. This was an emphatic show of unity in the struggle against colonisation, oppression, patriarchy, and the injustices of the past unjust regime.

The 70th anniversary of the women's March coincides with the 30th Anniversary of the adoption of our basic document, the Constitution. During his address in Parliament on the adoption of the Constitution on 8 May 1996, President Nelson Mandela opened the address with the following inspiring words, which captured the vision in the Constitution:

"The brief seconds when the majority of Honourable members quietly assented to the new basic law of the land have captured, in a fleeting moment, the centuries of history that the South African people have endured in search of a better future. As one, you the representatives of the overwhelming majority of South Africans, have given voice to the yearning of millions. And so, it has come to pass, that South Africa today undergoes her rebirth, cleansed of a horrible past, matured from a tentative beginning, and reaching out to the future with confidence."

Our globally admired Constitution provides in the Preamble that we adopted this supreme law to heal the divisions of the past and establish a society based on democratic values, social justice, and fundamental human rights. Section 165 of the Constitution bestows judicial authority on the courts, and it also enjoins the courts to apply the Constitution and the law impartially without fear, favour, or prejudice. The courts have played a critical role in enforcing the rule of law and the functioning of our democracy, geared towards the advancement of socio-economic justice in our beloved country.

The Office of the Chief Justice (OCJ) plays a critical role in providing an effective administrative and technical support to the Chief Justice as the head of the Judiciary and the Constitutional Court. It provides the requisite administrative support to the Judiciary by rendering effective and efficient court administration services. The OCJ assists the Judiciary in executing its constitutionally assigned mandate of providing access to justice for all.

The OCJ Annual Report for the 2025/26 financial year displays the administrative support the OCJ has provided to the Judiciary, in line with its mandate. The OCJ continued to contribute to the National Development Plan – Vision 2030 (NDP) by strengthening judicial governance and the rule of law. To this end, it has been guided by the Medium-Term Development Plan 2024 – 2029 (MTDP), focusing on the realisation of one of the three strategic national priorities: "Building a Capable, Ethical and Developmental State".

During the period under review, the OCJ continued to prioritise modernisation and digitisation of court systems to improve access to justice for all. The OCJ has rolled out its Court Online System to 21 Superior Courts. The focus has shifted towards increasing system utilisation, improving user adoption, and stabilising functionality to support day-to-day operations. The expanded rollout has been accompanied by significant growth in system utilisation, reflecting increasing user confidence and adoption.

The education and training of Judicial Officers is necessary to promote and uphold the independence, impartiality, dignity, accessibility, and effectiveness of the courts. In this regard, the South African Judicial Education Institute (SAJEI), located under the OCJ, continues to offer training courses to Judicial Officers. During the year under review, SAJEI conducted 136 judicial education courses against an annual target of 125 courses by training 4 533 Judicial Officers. The overachievement was due to additional training needs identified by the Judiciary, as well as requests for specialised

training interventions. These courses contributed towards enhancing judicial competence, improving court efficiency, strengthening service delivery in the Judiciary.

During the 2025/26 financial year, the OCJ was allocated a total budget of R2.953 billion, of which R1.620 billion was allocated to Vote 27 and R1.333 billion to the Direct Charge for Judges' remuneration and benefits. The OCJ spent 101,4% of its budget during the period under review.

The Constitution enjoins organs to assist and protect the courts ensuring their independence, impartiality, dignity, accessibility, and effectiveness. In accordance with the provisions of item 16(6) (a) of Schedule 6 to the Constitution pertaining to the establishment of a suitable judicial system to the country's new constitutional order. In response to requests from the Judiciary and several engagements between the Executive and the Judiciary, the President of the Republic of South Africa, His Excellency Cyril Ramaphosa, announced and reaffirmed the Government's commitment to advancing institutional independence during celebrations of the 30th anniversary of the Constitutional Court on 20 June 2025. Subsequent to this pronouncement and as an illustration of unwavering commitment towards the independence of the Judiciary, the process of a phased-in approach transition towards single and Judiciary-led court administration began in earnest, affirming that judicial independence is a constitutional necessity. To complete Phase 1, the transfer of shared services relating to the Superior Courts from the Department of Justice and Constitutional Development (DoJ&CD) to the OCJ was well under way during this reporting period and finalised in April 2026. The services transferred to the OCJ include Security Services, comprising guarding services in the Superior Courts, close protection services to Judges facing life threats, repairs and maintenance of security infrastructure in courts, cash-in-transit services, and reimbursement of Judges for security measures installed at their private residences.

The transfer also included Facilities Management Services, such as day-to-day maintenance, planned maintenance, minor capital works, lease management, municipal services, and user charges on state-owned facilities. Additionally, Library Services, including access to Juta, LexisNexis and Sabinet online publications, were transferred, together

with Information and Communication Technology services relating to Court Recording Technology (CRT) and the Sexual Offences System (SOS), including Transcription Services. The transferred-shared services have been provided to the OCJ within the framework of a Memorandum of Understanding (MoU) concluded between the DoJ&CD and the OCJ.

Phase 2 will focus on the promulgation of enabling legislation to establish the Judiciary as a co-equal Arm of State alongside the Executive and the Legislature. This process is expected to be completed during the 2026/27 financial year.

I wish to convey my sincere appreciation to the Head of the Judiciary, the Honourable Chief Justice Mandisa Maya, the Deputy Chief Justice and the Heads of Court for their assistance with judicial governance, effective court management, and guidance. My appreciation is also extended to the entire Judiciary for its commitment to providing justice to all as mandated by the Constitution. Words of thanks are extended to the Deputy Minister of the DoJ&CD, Mr Andries Nel, for his support, Chairperson and members of the Audit and Risk Committee (ARC) of the OCJ, as well as all other stakeholders.

My heartfelt gratitude also goes to the Acting Secretary General (ASG) of the OCJ, Adv. Marelize Potgieter, and all employees of the OCJ for their commitment to support the Judiciary, and adherence to the principles of good governance in the Public Service.

In conclusion, the Government reaffirms its commitment to continued support to the Judiciary by safeguarding its independence, dignity, accessibility, and effectiveness.



Ms Mmamoloko Kubayi (MP)

Minister of Justice and Constitutional Development

Date: 31 July 2026



4. REPORT OF THE ACCOUNTING OFFICER

Adv. M. Potgieter
Secretary-General (Acting)

4.1 OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT

The 2025/26 FY Annual Report is the first year of implementing the OCJ Strategic Plan 2025/26–2029/30. During the reporting period, the OCJ continued to provide administrative support to the Superior Courts since their transfer from the administration of the Department of Justice and Constitutional Development. The OCJ remains committed to providing support to the judicial system by rendering effective and efficient court administration services.

The OCJ continued to experience pressure on service delivery due to persistent energy supply interruptions and sporadic water shortages, which posed ongoing risks to the stability of court operations and the broader administration of justice. In response, the Department implemented targeted interventions to strengthen operational continuity and minimise disruptions to essential court services. However, progress with the installation of generators and water backup infrastructure remained slow, largely due to delays as a result of a lack of funding.

The following are some of the achievements of the OCJ during 2025/26 FY:

- During the reporting period, the Department achieved 80% of its Annual Performance Plan 2025/26 FY (APP) targets.
- The Department successfully maintained the unqualified audit opinion with no material findings (Clean Audit status) for three years from 2022/23 FY to 2024/25 FY.
- At the end of 2025/26 FY, the OCJ achieved an employment rate of 2,28% of people living with disabilities.
- In responding to gender equality and transformation,

ensuring the placement of women in decision-making positions, the OCJ prioritised their employment at SMS level. In this reporting period, the department achieved a total of 52,38% (22 of 42) of the target of women represented at the SMS level, which translates to an overachievement of 2,38% (22 women compared to 20 males).

- The Department has established an interim Gender Desk to assist with the implementation of the Sexual Harassment Policy of the Judiciary.
- During the 2025/26 financial year, the OCJ had a vacancy rate of 8,98% compared to 12,34% in 2024/25. The vacancy rate of OCJ is, therefore, within the set target of 10%.
- The Department reviewed and updated its ICT Plan to ensure alignment with its OCJ Strategic Plan 2025/26–2029/30 and the evolving digital requirements of the institution. The OCJ developed a Digital Strategy supported by completed Data, Applications, and Infrastructure Architectures, which collectively provide a structured foundation for the integration and modernisation of ICT systems and services across the institution.
- In the period under review, the OCJ awarded 85% (11 of 13) of bids to suppliers who met the specific goals in line with the Preferential Procurement Regulations (PPR) of 2022. In this regard, 54% bids were awarded to women, 15% to the youth and 8% to people with disabilities.
- As part of the process towards an institutional judicial independence, the DoJ&CD and the OCJ signed a Memorandum of Understanding on the transfer of shared and retained services relating to the Superior Courts from DoJ&CD to OCJ. To this end, the OCJ secured funding from the Criminal Assets Recovery Account (CARA) in order to cover for the budget shortfall.

The OCJ's Annual Report 2025/26 FY reflects our performance measured against indicators and targets set out in the OCJ Strategic Plan 2025/26–2029/30 and Annual Performance Plan (APP) for the 2025/26 FY as tabled in Parliament. The 2025/26 FY Annual Report was developed in line with the Revised Framework for Strategic Plans, APPs and the National Treasury Annual Report Guide for National and Provincial Departments, which remain as guiding instruments for planning and reporting across Government.

In line with our primary mandate of supporting the Judiciary, the OCJ also provided secretariat and administrative support to the Chief Justice in her capacity as the Chairperson of the Judicial Service Commission, the South African Judicial Education Institute Council and the National Efficiency Enhancement Committee.

4.2 HOW THE DEPARTMENT IS GOVERNED AND OVERSEEN TO FACILITATE THE ACHIEVEMENT OF THE DEPARTMENT'S STRATEGIC OBJECTIVES

The Minister of Justice and Constitutional Development is the Executive Authority of the OCJ with the responsibility of providing political leadership and holding strategic accountability for the OCJ's performance. The Accounting Officer (AO) of the OCJ is the Secretary General (SG) and holds primary responsibility for managing the department's financial and operational affairs in accordance with the Public Finance Management Act (PFMA). The Executive Committee (EXCO) provides the strategic decision-making for the OCJ, and the Operations Committee (OPSCO) deals with operational matters of the OCJ. The Audit and

Risk Committee (ARC) provide independent oversight of financial reporting, risk management, internal controls, and compliance with statutory obligations.

4.3 OVERVIEW OF THE RESULTS AND CHALLENGES FOR THE DEPARTMENT, SIGNIFICANT EVENTS AND PROJECTS FOR THE YEAR

In line with the organisation's zero-tolerance approach to fraud and corruption, the Department continued implementing its Fraud Prevention and Anti-Corruption Policy and Strategy during the 2025/26 financial year. The implementation focused on the prevention, detection, investigation, and resolution of fraud and corruption incidents, while promoting accountability and deterring future occurrences.

The Department, however, still experienced challenges in finalising fraud investigations within the prescribed timeframe, with only 35% of cases concluded within the required period. This was primarily due to the complexity of cases received during the period under review, which significantly affected the time required to gather, analyse, and verify critical evidence, thereby, delaying the finalisation of investigations. The unavailability of key witnesses also contributed to these delays. Despite these challenges, cases that could not be concluded within the prescribed 90 working days were subsequently finalised during the reporting period to ensure compliance with the requirements of the National Anti-Corruption Strategy and other applicable governance prescripts.

4.4 OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT

Table 4.4.1: Departmental receipts

Departmental receipts	2025/2026			2024/2025		
	Estimate	Actual Amount Collected	(Over)/ Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Tax Receipts	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-
Sale of goods and services other than capital assets	659	675	(16)	637	650	(13)
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	540	713	(173)	280	270	10
Interest, dividends and rent on land	1	-	1	-	-	-
Sale of capital assets	300	360	(60)	200	390	(190)
Financial transactions in assets and liabilities	2 900	2 296	604	3 237	980	2 257
Total	4 400	4 044	356	4 354	2 290	2 064

The Department collected R4.044 million (91,9%) of the projected revenue of R4.4 million in the 2025/26 financial year. The variance of R356 thousand (8,1%) is due to lesser than projected debts recovered.

Table 4.4.2: Programme Expenditure

Programme Name	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	292 382	292 382	-	260 674	319 960	(59 286)
Superior Court Services	1 244 885	1 238 550	6 335	963 946	1 125 844	(161 898)
Judicial Education and Support	82 808	82 808	-	49 168	66 776	(17 608)
Total	1 620 075	1 613 740	6 335	1 273 788	1 512 580	(238 792)
Direct Charges (Judges' salaries)	1 332 810	1 380 849	(48 039)	1 333 214	1 323 867	9 347
Total	2 952 885	2 994 589	(41 708)	2 607 002	2 836 447	(229 445)

During the 2025/26 financial year, the OCJ was allocated a total budget of R2.953 billion, of which R1.620 billion was allocated to the Vote and R1.333 billion to the Direct Charge for Judges' remuneration and benefits. The OCJ spent 101,4% of its budget during the financial year.

VOTED FUNDS

The Department's total voted expenditure is 99,6% or R1.614 billion of the final budget of R1.620 billion. The underspending of R6,335 million or 0,4% was recorded under the Superior Court Services programme, and the reason is outlined below.

PROGRAMME 1: ADMINISTRATION

The programme recorded an expenditure amounting to R292.382 million or 100% against the final allocation of R292.382 million.

PROGRAMME 2: SUPERIOR COURT SERVICES

The programme recorded an expenditure amounting to R1.239 billion or 99,54% against the final allocation of R1.245 billion, which resulted in an underspending of 0,4% or R6.335 million. The underspending relates to payment for capital assets due to delays in the delivery of procured vehicles for the Judges.

PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT

The programme recorded an expenditure amounting to R82.808 million or 100% against the final allocation of R82.808 million.

STATUTORY FUND (DIRECT CHARGES): Judges' SALARIES

The expenditure on the statutory allocation was 103,6% or R1.381 billion against the final allocation of R1.333 billion. The overspending of 3,6% or R48.039 million is explained below per economic classification:

- **Compensation of employees** due to more than projected appointment of acting Judges.
- **Transfers and subsidies (Households)** due to more than projected expenditure on gratuities paid to Judges who completed 15 and 20 years of service, as well as those discharged.



Virements

The below table provides a detailed breakdown of virements executed in the year under review:

Table 4.4.3: Virements

From			To		
Programme	Item	R'000	Programme	Item	R'000
1. Administration	Goods and Services	13 722	2. Superior Court Services	Goods and Services	12 835
	Payment of Capital assets	400	Sub-total		12 835
			3. Judicial Education and Support	Goods and services	1 287
			Sub-total		1 287
Sub-total		14 122	Sub-total		14 122
2. Superior Court Services	Compensation of employees	11 832	1. Administration	Compensation of employees	9 738
	Machinery and equipment	1 740		Machinery and equipment	976
			Sub-total		10 714
			3. Judicial Education and Support	Compensation of employees	2 094
				Machinery and equipment	764
Sub-total		13 572	Sub-total		2 858
Sub-total		13 572	Sub-total		13 572
Total		27 694	Total		27 694

The virement from the Administration programme's goods and services to the Superior Court Services was executed to offset the overspending on goods and services relating to short-term car rental for the appointed acting Judges and newly appointed permanent Judges who are awaiting their permanent vehicles.

The virement from Administration programme's goods and services, as well as payment for capital assets to the Judicial Education and Support programme, was executed to reduce the overspending on goods and services due to higher than projected legal costs and venues, and facilities expenditure relating to the Judicial Service Commission sittings.

The virement from the Superior Court Services' compensation of employees, machinery and equipment to the Administration and Judicial Education and Support programmes was executed to offset the higher expenditure incurred due to appointment personnel to the establishment in the Private Office of the Chief Justice and Deputy Chief Justice, which had to be properly capacitated for the first time, as well as higher than projected expenditure in the Judicial Education and Support programme.

Rollovers

The Department will submit a request to rollover the unspent funds on payment for capital assets to finalise the procurement of the vehicles for the Judges.

UNAUTHORISED, FRUITLESS AND WASTEFUL EXPENDITURE

- **Unauthorised expenditure**, no unauthorised expenditure was incurred during the period under review.
- **Fruitless and wasteful expenditure**, amounting to R1.581 million of which R13 thousand, was incurred during the 2025/26 FY due to no-shows for flights, two accommodations and R1.567 million relates to E-Judiciary system procured during the 2022/23 period,
- **Irregular expenditure** incurred during the 2025/26 FY relates to an ongoing ICT contract entered into during the 2021/22 period, which was found to be non-compliant with the State Information Technology Agency Act, 1998 (Act No. 88 of 1998) (SITA Act), and irregular expenditure due to non-compliance to SCM and Public Service Regulations. The total irregular expenditure as at 31 March 2026 amounts to R25.706 million.

Strategic focus over the short- to medium-term period

In contributing to the focus areas as outlined in the Strategic Plan, the OCJ will continue to focus on the following:

- Supporting the Chief Justice in ensuring judicial accountability;
- broadening and improving access to justice and the services of the Superior Courts;
- ensuring an efficient court system and providing judicial support; and
- reducing inefficiencies in court administration through modernisation and digitisation of systems, processes and infrastructure.

Public Private Partnerships

The OCJ did not enter into any public-private partnerships during the period under review.

Discontinued key activities/activities to be discontinued

No activities were discontinued during, or as a result of, the period under review.

New or proposed key activities

There were no new/proposed activities.

Reasons for new activities

N/A

Effect on the operations of the Department

N/A

Financial implications of each new activity

N/A

Supply chain management

There were no unsolicited bid proposals received or concluded during the period under review.

SCM processes and systems in place to prevent irregular expenditure

The OCJ reviewed and strengthened its Supply Chain Management (SCM) processes and systems during the year under review to detect and prevent irregular, fruitless, and wasteful expenditure. Measures implemented included the following:

- The Departmental Financial Instructions (DFI) were reviewed and strengthened to enhance controls and accountability. The National Treasury (NT) Compliance and Reporting Framework, together with amended NT Instruction Notes on procurement-related matters, was incorporated into the revised DFI.
- The OCJ Financial Delegations were reviewed, and SCM processes were strengthened through the updated delegation's framework.
- Procurement of goods and services was undertaken in accordance with approved Annual Demand and Procurement Plans, prepared, implemented, and monitored in line with the Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA). A revised Demand Plan template was introduced to link the Expenditure National Estimates (ENE) budget with unit budgets, aimed at preventing budget overspending. In-house training on Demand Plan completion was also provided by the SCM Unit.
- All ICT-related goods and services continued to be

procured through the State Information Technology Agency (SITA). To address delays experienced in the finalisation of ICT procurements, regular monitoring meetings were held with SITA to track progress on issued tasking letters.

- The SCM compliance checklist was redesigned and implemented across all OCJ Service Centres to strengthen compliance with prescribed SCM prescripts.
- SCM practitioners continued to perform pre-compliance reviews before the generation of purchase orders on the new LOGIS system. This process ensured that procurement was conducted with accredited suppliers registered on the National Treasury Central Supplier Database (CSD).
- Bid Committees and Provincial Control Committees continued to operate to promote transparency, fairness, and compliance in procurement and tender processes.
- All SCM officials signed a Code of Conduct and Declaration of Interests and disclosed their financial interests during the year under review. Bid Committee members also signed Codes of Conduct and Declarations of Interests during all sittings.
- Contract management and payment registers were maintained and monitored to prevent irregular expenditure.
- Training and capacity-building initiatives were implemented through National Treasury (NT), the National School of Government (NSG), as well as other institutions to enhance SCM skills and compliance. Through the Office of the CFO, the OCJ also provided in-house SCM training and established a monthly SCM Forum comprising SCM and finance officials, with Irregular Expenditure included as a standing agenda item to strengthen compliance, improve communication, and address SCM-related matters.
- In addition, National Treasury facilitated training for Bid Committee members and all SCM officials on the implementation of PFMA SCM Instruction Note No. 10 of 2025/2026, including the SCM CRAM tool (reporting templates), as well as SCM forums on strategic procurement concept papers, to strengthen effectiveness and enhance understanding of SCM compliance requirements.
- The SCM processes and Standard Operating Procedures (SOPs) were revised and aligned with applicable legislation and newly issued prescripts. The SCM Policy was approved and implemented.

- Furthermore, prescripts issued by National Treasury, together with findings and recommendations from Internal Audit and the Auditor-General South Africa (AGSA), were communicated throughout the year to all finance officials to ensure adherence to correct SCM procedures and compliance during procurement processes.

Challenges in SCM and how they were resolved

- Budget constraints and reprioritisation of funds during the financial year impacted the implementation of some planned procurement activities.
- Delays in the finalisation of ICT procurement processes through SITA impacted the turnaround time for the acquisition of critical ICT goods and services.
- The implementation and transition to the new LOGIS system presented operational and system adaptation challenges, which required additional training and support for officials in service centres across the country.
- Delays in obtaining quotations or limited market response for certain specialised goods and services affected procurement turnaround times.
- Capacity constraints within certain SCM units and service centres affected the timely processing of procurement requests and contract administration.
- The OCJ continues to implement corrective measures, including continuous training, strengthening internal controls; enhanced monitoring mechanisms; and improved stakeholder engagement, to address the identified SCM challenges and improve overall compliance and efficiencies.

Gifts and donations received in kind from non-related parties

During the reporting period, the OCJ received donations and sponsorships to the value of R2 627 061.82. The donations and sponsorships, comprised of books, soccer kits, furniture and equipment, as well as travel-related support of accommodation, flights, conference and excursion activities.

Exemptions and deviations received from the National Treasury

No exemption or deviation was granted by NT to OCJ during this reporting period.

Events after the reporting date were as follows:

- On 1 April 2026, the Department of Justice and Constitutional Development transferred the shared services relating to the Superior Courts, together with the Criminal Assets Recovery Account (CARA) funding, to the Office of the Chief Justice as part of the phased implementation of Judiciary-led court administration and the strengthening of judicial institutional independence. In addition, National Treasury shifted R279.916 million from the DoJ&CD baseline to the OCJ baseline to support the transfer of shared services relating to Superior Court administration.

The OCJ was further allocated CARA funding amounting to R127.834 million for the 2026/27 financial year to support once-off projects aimed at strengthening court administration, safety and security, ICT systems, and court operations.

- Other**
None

Acknowledgement/s or Appreciation/Conclusion

I hereby reaffirm the Department's commitment to its mandate of supporting the Judiciary to ensure the provision of effective and efficient services in the Superior Courts. The OCJ expresses its sincere gratitude to Chief

Justice Mandisa Maya for the leadership she provided to the OCJ. The OCJ also thanks the Minister of Justice and Constitutional Development, Ms Mmamoloko Kubayi, MP, and the Deputy Minister of Justice and Constitutional Development, Mr Andries Nel, MP, for their executive support. We also express our gratitude to the Chairperson and members of Parliament's Portfolio Committee on Justice and Constitutional Development for their oversight role over the work of the OCJ. We are also grateful to the Chairperson and members of the Audit and Risk Committee (ARC) of the OCJ for their continued guidance and support. Furthermore, our gratitude is extended to a wide range of stakeholders who have richly contributed to the work of the OCJ.

Finally, I thank all OCJ employees for their dedicated effort in ensuring that we deliver services in line with the Constitution and the prescripts of the Public Service.



Adv. M. Potgieter

Secretary-General (Acting)

Office of the Chief Justice

Date: 31 July 2026

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the annual report are consistent.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity

and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2026.

Yours faithfully



Adv. M. Potgieter

Secretary-General (Acting)

Office of the Chief Justice

Date: 31 July 2026

6. STRATEGIC OVERVIEW



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:



Vision

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

VALUES	DESCRIPTION
Respect	- We treat everyone with dignity, courtesy and understanding; and - We ensure respect, protection, promotion, and fulfilment of the values of the Constitution.
Integrity	- We value openness, honesty, consistency and fairness; - We act in good faith in all day-to-day activities and display humility; and - We have a commitment to ethics and focus on justice and fairness.
Transparency	We are open in our processes and communicate our actions and decisions clearly.
Professionalism	We demonstrate the highest levels of competence, efficiency, and ethical values in executing tasks.
Accountability	We ensure stringent standards of conduct and are answerable for our performance.
Excellence	- We are results-oriented and cost-effective when doing our work; - We understand customer's needs, respond timeously, efficiently, and effectively to customer's queries and request; and - We strive for quality and high performance.
Innovation	We advance modern ways of providing services effectively through utilisation of various technological platforms.

7. LEGISLATIVE AND OTHER MANDATES

The OCJ is guided by the Constitution of the Republic of South Africa, 1996, as well as other legislation and policies that constitute the legal framework for the establishment of the OCJ in executing its mandate.

CONSTITUTIONAL MANDATE

The Constitution provides that the judicial authority of the Republic is vested in the courts. It also provides that the Chief Justice is the Head of the Judiciary and exercises responsibility over establishing and monitoring norms and standards for the performance of judicial functions

of all courts. Section 165 (4) of the Constitution enjoins organs of State to assist and protect the Courts to ensure their independence, impartiality, dignity, accessibility and effectiveness. The OCJ was established to support the Judiciary in giving effect to Section 165 (4) of the Constitution.

LEGISLATIVE MANDATES

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

Table 7.1: Legislative Mandates

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

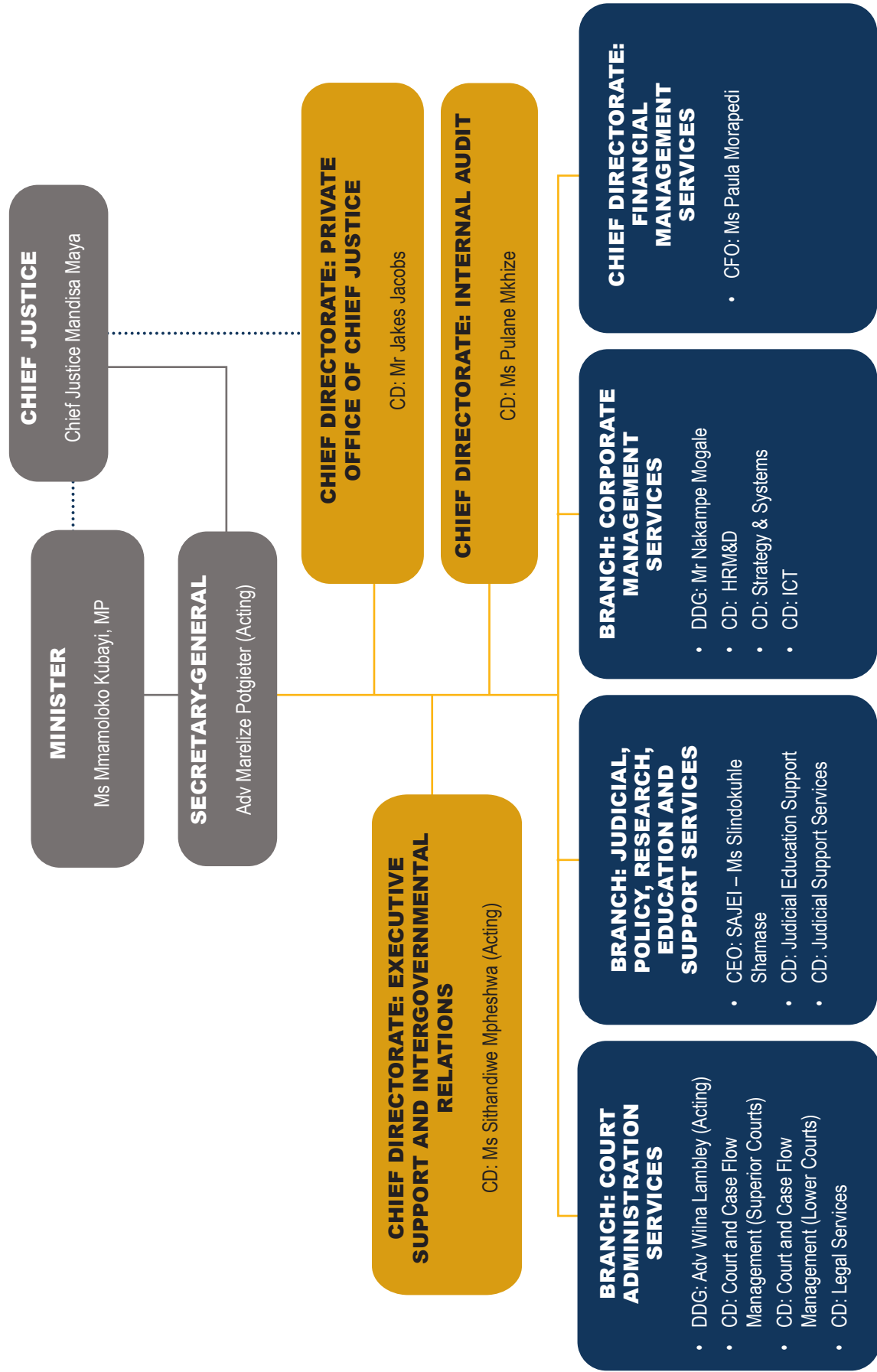
LEGISLATION	FOCUS AREA	KEY MANDATES / RESPONSIBILITIES
Judges' Remuneration and Conditions of Employment Act, 2001 (Act 47 of 2001)	Judges' remuneration and conditions of service	This Act deals with the remuneration and conditions of employment of Judges. The OCJ provides administrative support to the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

POLICY MANDATES

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

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

8. ORGANISATIONAL STRUCTURE



9. ENTITIES REPORTING TO THE MINISTER

There are no entities that report to the Minister of Justice and Constitutional Development which are funded through the OCJ Vote and whose functions support the mandate of the OCJ.





PART B

PERFORMANCE INFORMATION

1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General's report on the audit of predetermined objectives is presented on pages 147 to 149 of the Report of the Auditor-General, included in Part F: Financial Information.

2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

2.1 SERVICE DELIVERY ENVIRONMENT

The Office of the Chief Justice (OCJ), guided by the constitutional imperative to strengthen judicial independence, aligned its programmes and interventions with the priorities of the National Development Plan (NDP) Vision 2030. In fulfilling its mandate, the OCJ supports the Judiciary in advancing accountability and combating corruption, as envisaged in Chapter 14 of the NDP, through strengthening judicial governance, expanding access to justice, improving court efficiency, providing judicial education and training, and modernising court administration. The Department further contributes to Chapter 13 of the NDP by promoting good departmental governance, strengthening institutional capability, and improving service delivery within the court administration environment. These interventions are further aligned to the 2024–2029 Medium-Term Development Plan (MTDP), which focuses on building a capable, ethical and developmental state.

Through the gradual adoption of innovation and technology, the OCJ enhanced the efficiency, accessibility and responsiveness of court services by improving administrative, financial and operational support to the Judiciary, while incrementally strengthening processes, infrastructure and systems within the broader service delivery environment. During the 2025/26 financial year, these interventions contributed towards strengthening institutional governance and accountability, reducing inefficiencies in the administration of Superior Courts, improving the quality and reliability of court services, and enhancing access to justice in support of the rule of law.

2.1.1 Superior Court services and access to justice for all

During the 2025/26 financial year, the OCJ sustained the functioning of the Superior Courts amid ongoing operational pressures, including water supply disruptions, power outages and constrained financial resources. In responding to these challenges, the Department implemented targeted and practical interventions aimed at maintaining business continuity, supporting efficient court operations, and ensuring continued access to justice. These interventions included infrastructure support measures as well as the increased use of technology to strengthen operational resilience and service delivery within the court environment.

Despite these constraints, incremental improvements were achieved during the reporting period. As at March 2026, generators had been installed and were operational at most Superior Courts, with notable progress recorded at the Limpopo Local Division in Thohoyandou, where a generator was installed through the Repairs and Renovations (R&R) project. The National Office in Midrand was also equipped with a commissioned generator with a 400-litre capacity, as well as newly installed water storage infrastructure comprising four 10 000-litre water tanks with a combined capacity of 40 000 litres.

Notwithstanding these interventions, urgent generator installations remain necessary at the High Court and Palace of Justice Pretoria, Labour Court Durban, Mpumalanga Local Division (Middelburg), and the Western Cape Labour Court. Water backup infrastructure gaps also remain at the Land Claims Court Johannesburg, Labour Court Durban, Limpopo Division Polokwane, and selected heritage buildings.

In line with the 2025/26 plans, all new and refurbished court infrastructure projects included generator and water backup systems as mandatory specifications to strengthen business continuity and service delivery resilience. However, the planned targets relating to the installation of generator and water backup systems could not be fully achieved due to funding constraints as indicated by the Department of Public Works and Infrastructure (DPWI).

In support of broader institutional modernisation efforts, the OCJ reviewed and updated its ICT Plan to ensure alignment with the OCJ Strategic Plan 2025/26–2029/30 and the evolving digital requirements of the institution. The revised plan places emphasis on digital transformation through the digitisation of institutional and court processes to improve service delivery, enhance operational efficiency, strengthen record management, and support the effective administration of court services. To facilitate the implementation of these initiatives, the OCJ developed a Digital Strategy supported by completed Data, Applications and Infrastructure Architectures, which collectively provide a structured foundation for the integration and modernisation of ICT systems and services across the institution.

During the reporting period, the OCJ successfully concluded the transfer of ICT shared services relating to Court Recording Technology (CRT) from the Department of Justice and Constitutional Development (DoJ&CD), advancing the institution's digital transformation objectives. The transfer included 238 CRT machines and related peripherals, which support the accurate recording of court proceedings and efficient court administration. However, ageing and obsolete CRT infrastructure continues to present operational challenges, with equipment replacement being implemented incrementally due to funding constraints. To address immediate service delivery needs, funding from the Criminal Assets Recovery Account (CARA) was sourced to enable the installation of new CRT systems and Sexual Offences System (SOS) equipment in courtrooms.

2.1.2 Ensuring an efficient court system

Building on prior interventions, the Office of the Chief Justice (OCJ) focused on deepening the effectiveness of existing systems and refining operational practices to further improve court performance throughout the 2025/26 financial year. During the period under review, the Department finalised 96% (93 119 of 96 792) of quasi-

judicial matters within prescribed timeframes, reflecting sustained stability in case processing despite increasing service demands.

Efforts were directed towards enhancing the practical implementation of case flow management through more consistent use of performance data and strengthened support to court officials. This approach enabled more responsive management of caseload pressures and contributed to incremental improvements in turnaround times, without introducing entirely new frameworks.

In addressing risks to the integrity of court processes, the OCJ continued to reinforce existing oversight and control measures. The detection of 19 fraudulent court orders during the period under review, a decrease from 29 cases reported in the previous year, signals gradual progress in strengthening preventative controls and monitoring mechanisms. Ongoing collaboration with law enforcement agencies has further supported a more coordinated approach to addressing these risks.

The Court Online system progressed from initial rollout phases to broader institutional uptake, with implementation extended to 21 Superior Courts. The focus has shifted towards increasing system utilisation, improving user adoption, and stabilising functionality to support day-to-day operations. The expanded rollout has been accompanied by significant growth in system utilisation, reflecting increasing user confidence and adoption. By the end of the 2025/26 financial year, the number of registered law firms increased from 20 863 to 37 853, representing an 81% growth. Portal end-users rose from 24 793 to 46 676 (88% increase), while internal users (Judges and court staff) grew from 1 167 to 1 336 (14% increase). In addition, 281 932 cases were lodged and issued through the system, compared to 158 141 in the previous year, an increase of 78%. These trends demonstrate the system's growing impact in enhancing efficiency, strengthening internal controls and supporting improved service delivery throughout the courts.

Overall, the year under review reflects a phase of consolidation and optimisation, with emphasis placed on strengthening existing initiatives, improving system usage and embedding more efficient practices to support the continued delivery of accessible and reliable court services.

2.1.3 Judicial education and support

Judicial education and support contribute to Outcome 3 (Enhanced Judicial Performance) through the continued provision of Judicial education programmes aimed at strengthening the capacity, effectiveness, and transformation of the Judiciary. During the 2025/26 financial year, the South African Judicial Education Institute (SAJEI) continued to implement and surpass targets for the Judicial education initiatives in support of serving and aspirant Judicial Officers, despite operational demands and evolving training requirements within the Judiciary.

SAJEI further conducted four workshops for Aspirant Judicial Officers against a target of two workshops. These workshops continued to support the development and preparation of Aspirant Judicial Officers for judicial responsibilities and appointments.

SAJEI developed six training materials in line with the planned target. Furthermore, seven training materials were reviewed against a target of six. The overachievement resulted from legislative developments and the need to ensure that training content remained accurate, relevant, and aligned with current legal and policy frameworks. In particular, the approval of the Sexual Harassment Policy training programme necessitated the review and revision of additional training materials.

SAJEI further strengthened regional and international Judicial collaboration by facilitating four courses in support of foreign judicial institutions. The Africa Electoral Justice Network (AEJN), in partnership with SAJEI, hosted a number of virtual and in-person workshops during 2025, including a virtual webinar held on 8 December 2025 to launch the Toolkit for Judicial Oversight of Artificial Intelligence in African Elections. The webinar formed part of the implementation of resolutions adopted at the 3rd AEJN Annual Conference and aimed to strengthen Judicial capacity in addressing the growing impact of artificial intelligence on electoral processes and electoral justice in Africa.

The Toolkit, developed in collaboration with Yiaga Africa and other strategic partners, is regarded as the first resource of its kind globally and seeks to promote AI literacy among electoral Judges while contributing towards the development of jurisprudence on AI and elections in Africa. The overachievement in courses facilitated in support of

foreign judicial institutions is attributed to the availability of funding, as well as an increase in collaborative partnership requests from foreign judicial institutions. These initiatives contributed towards strengthening Judicial cooperation, knowledge exchange, and regional capacity building.

The implementation of Judicial education programmes during the 2025/26 financial year contributed positively towards enhanced Judicial performance, capacity development, and improved service delivery within the Judiciary.

2.1.4 Service delivery initiatives

The effectiveness and efficiency of service delivery remain critical determinants of customer satisfaction and public confidence in the administration of justice. During the 2025/26 financial year, the Office of the Chief Justice (OCJ) continued to strengthen citizen-centred service delivery through the implementation of various Batho Pele initiatives aimed at improving the overall customer experience across the courts. These initiatives included Complaints Management, Customer Satisfaction Surveys (CSS), Frontline Service Delivery Monitoring (FSDM), Batho Pele Awareness Sessions, and participation in the Department of Public Service and Administration's (DPSA) Integrated Public Service Month (IPSM). Collectively, these interventions reinforced the OCJ's commitment to responsive, accessible, and accountable service delivery while supporting continuous improvement through stakeholder feedback and consultation.

During the reporting period, the OCJ further strengthened mechanisms for managing and responding to community complaints and continue promoting the consistent application of Batho Pele principles within court service environments. Complaints remained an important consultative and monitoring tool for identifying operational challenges and informing corrective measures to improve court services. The overall trend reflected fluctuating complaint volumes across quarters, with recurring issues relating mainly to requests for court documents and court dates, delays in case processing and court backlogs, as well as complaints against court officials. Most complaints against officials were investigated and dismissed where allegations could not be substantiated. Despite these challenges, the OCJ achieved an improvement in its complaints resolution rate, resolving 82% (198 of 242) of complaints during the 2025/26 financial year, compared to 81% in the previous

financial year. This improvement reflects ongoing efforts to strengthen service responsiveness, improve turnaround times, and enhance operational efficiency in support of quality justice service delivery.

The Customer Satisfaction Survey (CSS) remained an important mechanism for assessing stakeholder perceptions regarding the quality, efficiency, and effectiveness of court services. During the reporting period, a survey was conducted at the North West Division in Mahikeng to assess service accessibility, staff responsiveness, turnaround times, communication, professionalism, and the overall court user experience. The findings reflected moderate levels of satisfaction with court services while highlighting challenges relating to delays in accessing services, communication gaps, turnaround times, and accessibility for court users. Although the survey generated valuable insights into stakeholder experiences and emerging service delivery trends, the findings were limited by participation levels and sample size. To strengthen the reliability and usefulness of future surveys, the OCJ intends to expand the implementation of the CSS across additional Superior Courts and introduce measures to improve stakeholder participation and response rates.

In response to identified service delivery challenges and stakeholder feedback, the OCJ continue advancing the implementation of the Court Online System as part of broader court modernisation initiatives. The system is expected to improve efficiency and accessibility through electronic filing, online document submission, digital case management, and electronic case tracking functionalities. These enhancements aim to reduce the need for physical visits to courts, improve turnaround times, enhance convenience for court users, and strengthen access to justice.

Frontline Service Delivery Monitoring (FSDM) remained a key Batho Pele initiative utilised to assess the efficiency, effectiveness, and quality of services provided within courts. During the reporting period, an FSDM exercise was conducted at the Mpumalanga Division of the High Court in Middelburg to assess compliance with Batho Pele principles and evaluate the quality of services rendered to court users. The monitoring focused on accessibility, queue management, cleanliness of facilities, staff responsiveness, service efficiency, and the implementation of modernised court systems. The findings reflected a general positive

performance across several service delivery areas, including improvements in facility maintenance, queue management processes, turnaround times, and overall service efficiency. Progress in the implementation of the Court Online System was also noted, contributing to improved accessibility and efficiency in court processes. Furthermore, the monitoring confirmed continued professionalism, courteous conduct, and respectful engagement between officials and court users, which contributed positively towards enhancing customer experience and strengthening public confidence in the administration of justice.

To support the strengthening of professionalism and service culture within the institution, the OCJ continued implementing Batho Pele Awareness Sessions aimed at reinforcing service delivery values and ethical conduct among officials. These sessions provided structured and participatory platforms that enabled officials to engage through discussions, practical exercises, and role-plays, while reflecting on service delivery strengths and operational challenges within their work environments. Officials demonstrated a sound understanding of Batho Pele principles and actively identified opportunities for improved service delivery, communication, customer care, and organisational efficiency. Additional areas highlighted included staff wellness, fair staff rotation, improved resource utilisation, and the need to foster transparent and supportive working environments aligned with OCJ values and service delivery commitments.

Additionally, the OCJ supported the implementation of the 2025/26 Integrated Public Service Month (IPSM), launched by the DPSA in September 2025 to promote the professionalisation of the Public Service through competence, ethical conduct, accountability, and improved service delivery. The OCJ aligned its initiatives with the IPSM strategic pillars, including leadership accountability, professionalism, trust and responsiveness, participatory governance, as well as service access and inclusion.

The OCJ's IPSM Plan reflected a transition from a once-off campaign approach towards a more structured and sustained programme aimed at embedding professionalism, strengthening governance, and improving service delivery outcomes. Performance across the pillars reflected mixed progress. Under Leadership Accountability, stakeholder engagement and leadership visibility were maintained through key institutional events

such as the Constitutional Court’s 30th Anniversary, J20 Summit and Judiciary Day; however, measurable indicators for assessing leadership engagement remain necessary. The Public Sector Professionalism pillar was successfully implemented through the rollout of Batho Pele and Ethics Awareness Sessions, although future interventions will need to incorporate measurable indicators to assess behavioural change and improvements in employee conduct. The Trust and Responsiveness pillar performed strongly, with the complaints resolution rate exceeding the 80% target. However, additional improvements are required through expanded customer satisfaction surveys and enhanced feedback mechanisms. While the Participatory Governance pillar supported communication and public engagement through social media platforms, opportunities remain to strengthen meaningful citizen participation in addressing service delivery challenges. Performance under the Service Access and Inclusion pillar remained below target, with only one of seven planned outreach activities implemented during the reporting period, highlighting the need for

strengthened outreach initiatives and innovative service delivery approaches.

Overall, the OCJ continued to make progress in strengthening service delivery, professionalism, and responsiveness across the Superior Courts. However, the reporting period also highlighted the need to move beyond compliance-driven initiatives towards a more integrated and outcomes-based approach supported by stronger stakeholder participation, enhanced feedback systems, measurable performance indicators, and broader implementation of modernised service delivery solutions.

2.2 SERVICE DELIVERY IMPROVEMENT PLAN

The Department has completed a Service Delivery Improvement Plan. The tables below highlight the service delivery plan and the achievements for the 2025/26 financial year.

Table 2.2.1: Main services and standards

Main services	Beneficiaries	Current/actual standard of service (2024/25)	Desired standard of service	Actual achievement
Issuing of court orders	Court users	96% (140 112 of 145 424) of court orders were issued within seven (7) days from the date the order was granted.	97% of court orders issued within seven (7) days from the date the order was granted.	91 % (135 581 of 148 369) of court orders issued within seven (7) days from the date the order was granted.

Table 2.2.2: Batho Pele arrangements with beneficiaries (consultation access, etc.)

Batho Pele Principles	Current/actual arrangements	Desired arrangements	Actual achievements
Professional Standards- Public Servants	New KPI	05 Ethics Awareness Sessions conducted at Superior Courts.	05 Ethics Awareness Sessions conducted at Superior Courts.
Working Environment Standards	New KPI	15 Superior Courts with Functional Security Access Control Systems.	17 Superior Courts with Functional Security Access Control Systems.
	New KPI	15 Superior Courts with Functional Security CCTV systems.	21 Superior Courts with Functional Security CCTV systems.
Access Standards	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).	79% (19 of 24) of Superior Courts have OCJ-branded corporate signage (internal and external).
	New KPI	25% of Superior Courts with fitted rail and ramp at the entrance.	71% (17 of 24) of Superior Courts with fitted rail and ramp at the entrance.
	New KPI	21 Superior Courts with functional lifts inside the court.	21 Superior Courts with functional lifts inside the court.
Consultation Standards	New KPI	One (1) Client Satisfaction Survey conducted.	One (1) Client Satisfaction Survey conducted.
Service Standards	New KPI	100% of Superior Courts displayed updated Abridged Service Delivery Charters.	75% (18 of 24) of Superior Courts displayed updated Abridged Service Delivery Charters.
Value for Money	New KPI	100% of Superior Courts implemented Court Online.	86% (21 of 24) of Superior Courts implemented Court Online.

Table 2.2.3: Service delivery information tool

Batho Pele Principles	Current/actual information tools	Desired information tools	Actual achievements
Information Standards	New KPI	90% of Superior Courts display services rendered in the courts and operating hours.	75% (18 of 24) of Superior Courts display services rendered in the courts and operating hours.
	New KPI	90% of Superior Courts with framed posters on how to Utilise Court Online.	62% (13 of 21) of Superior Courts with framed posters on how to Utilise Court Online.
	New KPI	90% of Superior Courts with Functional court online service desk with functional equipment and trained officials to assist the users.	81% (17 of 21) of Superior Courts with Functional court online service desk with functional equipment and trained officials to assist the users.

Table 2.2.4: Complaints mechanism

Batho Pele Principles	Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Redress Standards	84% (182 of 217) of Complaints were resolved within 25 working days from the date of lodgement.	81% of Complaints were resolved within 25 working days from the date of lodgement.	82% (198 of 242) of complaints resolved within 25 working days from date of lodgement.

2.3 ORGANISATIONAL ENVIRONMENT

This section provides a description of some of the significant developments internally to the OCJ that may have impacted on the Department's ability to deliver on its OCJ Strategic Plan 2025/26–2029/30 and Annual Performance Plan. Furthermore, it gives some indication of measures that were adopted during the 2025/26 FY to mitigate the impact of these challenges on service delivery.

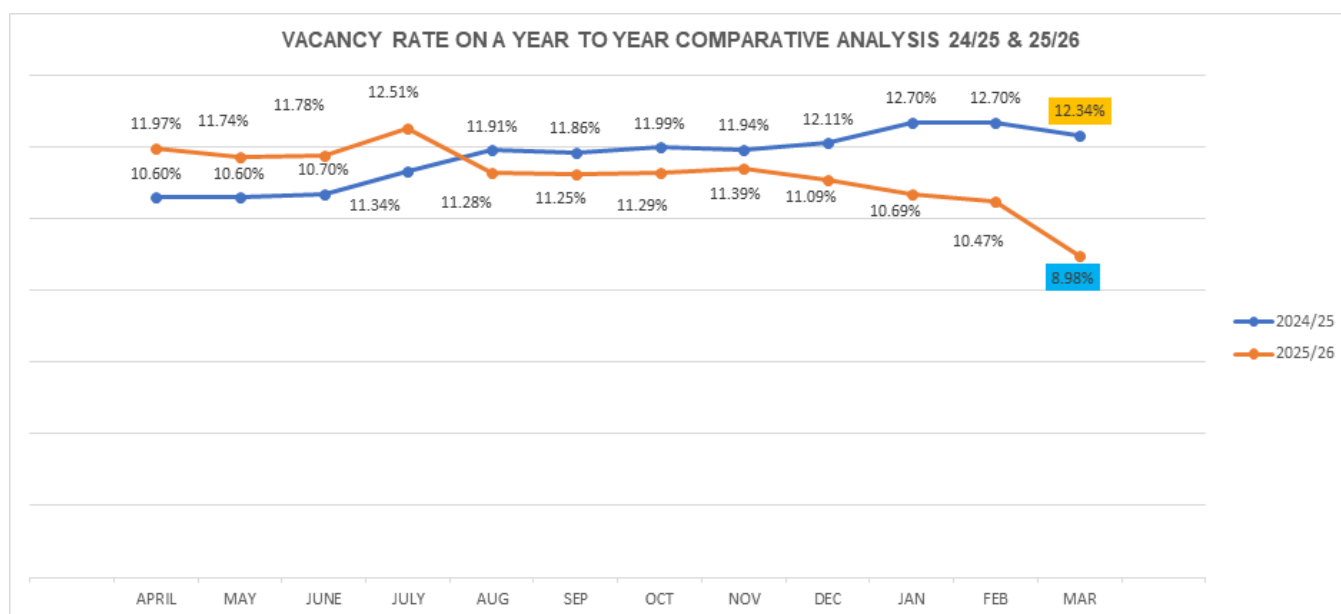
The 2025/26 FY is the first year of the implementation of the OCJ Strategic Plan 2025/26–2029/30, where the Department achieved 80% against its set targets. While these achievements reflect the Department's continued commitment towards fulfilling its mandate, several

organisational and operational challenges impacted on the delivery of services in the implementation of the planned initiatives. These included delays in delivery of procured vehicles for the Judges and non-responsive bids.

During the 2025/26 financial year, the OCJ filled 11 of 15 vacant Senior Management Service (SMS) positions, which are critical for the institution's stability, effective functioning, and leadership. These posts included Chief Director: Internal Audit, Chief Director: Strategy and Systems, Chief Director: Judicial Education Support/SAJEI, Director: Internal Audit, Director: Strategy and Service Delivery Planning, Director: Court Operations (WC), Director: Case Flow Management (Lower Courts) and Director: Supply Chain Management in this reporting period.

2.3.1 Capacity of the OCJ

Figure 1: Vacancy rate on a year-on-year comparative analysis



During the 2025/26 financial year, the Office of the Chief Justice (OCJ) had a vacancy rate of 8,98% as compared to 12,34% in 2024/25, which is within the set target of 10%. The OCJ abolished 37 unfunded posts in accordance with DPSA Circular No. 36 of 2025, which stipulates that all existing unfunded posts on the Human Resource and Payroll Management System must be abolished, and no unfunded posts must be captured on these systems after consultation with the MPSA and the approval of the organisational structure by the relevant Executive Authority. Despite Compensation of Employees (CoE) constraints, the Department maintained stability, including reducing key management vacancies from 30,6% to 14% in 2025/26 FY. In addition, challenges remain in filling the seven Chief Registrar positions, mainly due to limitations within the current Occupation-Specific Dispensation (OSD) framework. These roles demand highly experienced legal professionals, whereas the OSD structure does not provide sufficiently competitive remuneration, clear career progression or flexibility compared to private practice or other public sector opportunities.

The OCJ strives to foster a conducive working environment by promoting and complying with the Human Resource regulatory frameworks of the Public Service. In the 2025/26 financial year, the OCJ continued to align its service benefits with the standards of the Public Service by developing one (1) and reviewing three (3) policies for conditions of services in consultation with key stakeholders.

The OCJ faced challenges in the 2025/26 financial year relating to the retention of skilled workers due to external employment opportunities with higher remuneration packages than those of the OCJ. This failure had a negative impact on the performance of the OCJ. The OCJ has been able to retain some skilled employees through counter offers and by introducing non-financial incentives such as flexible work hours and training and development opportunities. While the OCJ has been able to retain some skilled employees, there is still a great need to introduce and implement more retention strategies and initiatives, ensuring job satisfaction and financial stability for employees of the OCJ.

2.3.2 Curbing opportunities for fraud and corruption

In line with the organisation's zero-tolerance approach to fraud and corruption, the Office of the Chief Justice (OCJ) continued the implementation of the Department's

Fraud Prevention and Anti-Corruption Policy and Strategy during the 2025/26 financial year. The Strategy adopts a four-dimensional approach, aligned to the Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004), and the National Anti-Corruption Strategy, focusing on the prevention, detection, investigation, and resolution of fraud and corruption incidents, while promoting accountability and deterring future occurrences. During the year under review, 100% (357 of 357) of designated employees (SMS members and other categories) submitted financial disclosures with timeframes.

As part of strengthening ethical governance and integrity management during the reporting period, the Office of the Chief Justice (OCJ) continued to enhance mechanisms aimed at preventing and combating fraud and corruption across the Department. The Whistle-Blowing Policy remained a key governance instrument in encouraging the reporting of unethical conduct and suspected irregularities through protected and confidential reporting channels, including anonymous internal reporting mechanisms and the National Anti-Corruption Hotline.

The Department also maintained measures to proactively manage potential conflicts of interest in line with the Public Service Regulations, 2016. Employees seeking to perform remunerative work outside the Public Service were required to obtain the necessary approval from the relevant Executive Authority and/or Delegated Authority before engaging in such activities. The implementation of these measures contributed towards reinforcing transparency, accountability, and ethical conduct within the OCJ.

In support of broader integrity management initiatives, the Department intensified vetting processes for officials occupying high-risk and sensitive positions, particularly within Supply Chain Management, Bid Committees, and areas directly supporting the Judiciary. In addition, the OCJ continued to monitor compliance with DPSA prescripts relating to financial disclosures by ensuring that designated officials submitted their e-Disclosure declarations within the prescribed reporting period.

2.3.3 Employee health and wellness programmes

The OCJ continued to prioritise the health and wellness of officials through the Universal Healthcare to improve productivity and ensure optimal delivery of services. In this

reporting period, some of the impactful EHW programmes included the subdivisions teams within the department and were addressing challenges of teams' dynamics, conflict management and change management through teams' enrichment sessions and teams' dynamics management sessions.

The implemented EHW sessions were guided and aimed to resolve the following, amongst others: mental health, work-related issues, managing occupational burnout and fatigue, leadership and emotional intelligence, managing substance abuse addiction, coping with grief or loss, health risk assessments and retirement wellness. The OCJ continues to prioritise employee development to strengthen and sustain a capable workforce through the Workplace Skills Plan, wherein a total of 1258 employees were trained and empowered to expand their skills to adapt to evolving service delivery demands. The interventions have strengthened organisational capacity. The OCJ will continue to implement EHW programmes in line with the four (4) pillars of the DPSA Employee Health and Wellness Strategic Framework, which includes HIV/AIDS, STI and TB Management; Health and Productivity Management; Wellness Management; and Safety, Health, Environment, Risk and Quality (SHERQ) Management.

In line with SHERQ Management, OHS compliance remains a challenge within the OCJ. Employees are not conversant with OHS and struggle constantly to implement it in its entirety. However, OHS reporting and monthly inspections are conducted consistently.

2.3.3.1 Critical Incident Stress Debriefing Sessions (CISDs)

The OCJ strives to implement programmes to assist employees experiencing critical incidents. In 2025/2026 FY, the OCJ conducted 22 CISD sessions, whereby a total of 357 employees were reached. The CISD sessions were conducted to provide emotional support to officials undergoing trauma due to explicit cases they are exposed to, bereavement, or any trauma-related issues.

2.3.4 Information and Communication Technology (ICT) as a strategic business partner

Information and Communication Technology (ICT) remains central to ensure an efficient and effective court system and

enhancing service delivery. The OCJ has formally positioned ICT as a strategic business partner in both internal operations and external service delivery. With continued support from the Executive Authority and the Judiciary, the OCJ has sustained its focus on implementing ICT strategies and advancing court modernisation initiatives through targeted prioritisation, integration, and funding.

The implementation of the Court Online system continues to be a key priority. This system enables the public, legal practitioners, and litigants to electronically file civil cases at any time from any location. It also supports court administration through a secure, transparent, and efficient case management workflow, while providing the Judiciary with a robust digital evidence management platform for pretrial and trial proceedings. The initiative aims to modernise court processes, improve access to justice, strengthen record management, reduce physical court visits, and limit reliance on paper-based processes. During the period under review, the system was rolled out to 13 additional Superior Courts, increasing the total to 21 courts. This rollout was underpinned by infrastructure upgrades, user training, and ongoing change management.

The OCJ continues to strengthen ICT infrastructure to support operational efficiency and hybrid working. Key initiatives include the implementation of Software Defined Wide-Area Network (SDWAN), network infrastructure, expand Wi-Fi coverage across OCJ sites, and ensure selective migration of ICT services to the Cloud.

Cybersecurity remains a strategic priority to mitigate risk, ensuring the resilience of digital infrastructure and data. The OCJ has continued to enhance its cybersecurity posture through the implementation of initiatives aligned to its cybersecurity framework and policy, covering all security domains over the medium and long term. This is supported by a comprehensive cybersecurity training programme and an approved incident response plan.

Reliable power supply is critical to the uninterrupted delivery of ICT services. Uninterrupted Power Supply (UPS) systems have been installed in court server rooms, whereby the Department continues to roll out alternative power solutions with sufficient capacity to sustain full-service continuity during power disruptions and load shedding. In instances where there was no backup generator, the court could not have power continuity during these periods, affecting the court server rooms and overall access to systems.

All shared services previously provided by the Department of Justice and Constitutional Development (DoJ&CD) have been successfully transferred to the OCJ. This includes court recording technologies at Superior Courts, which are now maintained and supported by the OCJ. In addition, the OCJ will provide the Judiciary with knowledge and information management services through the implementation and maintenance of electronic library and law reporting systems. Associated budgets have been shifted from the DOJ & CD vote 25 to the OCJ vote 27 by the National Treasury.

The implementation of the OCJ Digital Strategy requires substantial funding, and some projects experienced delays due to budget constraints. Portions of these shortfalls have since been addressed through CARA funding, but the capacitation of the ICT function remains a critical enabler. During the period under review, the ICT Operations Unit was fully capacitated, with Phase 2 planned for the 2026/27 financial year to strengthen Business Applications and ICT Governance capabilities.

2.3.5 Business Continuity Management System (BCMS) Implementation Report

The Office of the Chief Justice (OCJ) continues to implement and maintain a Business Continuity Management System (BCMS) aligned with ISO 22301:2019, the Business Continuity Institute Good Practice Guidelines (BCI GPG:2018), and the National Treasury Service Continuity Management Framework. These frameworks underpin the OCJ Business Continuity Management Policy and guide the institution's approach to ensuring resilience, continuity, and recovery of critical services.

2.3.5.1 BCMS implementation status

During the 2025/26 financial year, the BCMS project was successfully implemented and formally concluded, representing a significant milestone in strengthening organisational resilience and continuity capability. This achievement is supported by detailed progress reports submitted to and reviewed by the Business Continuity Management (BCM) Committee, which provided continuous oversight, governance, and strategic direction throughout the implementation lifecycle.

Furthermore, the following Business Continuity Management System (BCMS) activities were successfully completed across

superior courts in eight provinces: development of Business Continuity Plans (BCPs), review of Business Impact Analyses (BIA), conduct of Threat and Risk Assessments (TRA), implementation of BCM awareness initiatives, and, finally, consolidation of BCM reports for governance structures.

Gauteng Province, however, was excluded from full implementation during this period, with only the Pretoria High Court completed. The remaining superior courts within Gauteng are scheduled for implementation in the 2026/27 financial year.

The BCMS project has progressed through all key implementation phases, including testing and continuous improvement. The only outstanding component is the formal self-assessment process, which will be undertaken during the 2026/27 financial year.

2.3.5.2 Governance and oversight

The BCMS is implemented through structured governance mechanisms led by the BCM Committee, supported by sub-committees aligned to the four strategic pillars: People Management, Facilities Management, Systems Recovery, and Business Recovery. These governance structures ensure coordinated implementation, monitoring, and reporting of BCMS activities.

Implementation progress, risks, and performance have been consistently tracked through formal reporting to the BCM Committee, supported by the Project Charter and Project Planning, Managing, and Monitoring (PPMM) tool. While governance structures remain functional, areas for improvement have been identified, including strengthening participation across certain sub-committees and enhancing coordination in system recovery planning.

2.3.5.3 Operational readiness and testing

The OCJ has made significant progress in strengthening operational readiness and response capability. BCM awareness sessions were conducted across multiple provinces, contributing to improved organisational understanding and ownership of business continuity processes.

Evacuation drills were conducted at the National Office and selected Superior Courts in collaboration with relevant stakeholders, including Disaster Management and Fire Departments. These exercises were aimed at validating

the organisation's ability to safely and efficiently evacuate personnel during emergency situations. The outcomes, as reported to the BCM Committee, confirmed that evacuation procedures are effective and appropriate, while also identifying areas requiring further improvement.

In addition, a Disaster Recovery (DR) test was successfully conducted, confirming the organisation's ability to restore critical ICT systems within defined Recovery Time Objectives (RTOs). The test demonstrated the effectiveness of current recovery capabilities while, at the same time, highlighting areas for enhancement, including the need for updated standard operating procedures, improved coordination, and strengthened access controls.

The completion of both evacuation and DR testing activities confirms that the Testing and Evaluation phase of the BCMS has been successfully concluded, with continuous improvement actions initiated.

2.3.5.4 Business Continuity Planning (BCP) rollout

The OCJ has made substantial progress in institutionalising business continuity planning across all provinces. Business Continuity Plans have been developed for all provinces through a structured and consultative process involving court-level engagements and provincial coordination.

At the time of reporting, the majority of provincial BCPs are at advanced stages of finalisation and approval, with several already signed off and others progressing through final review and endorsement processes. This reflects a maturing BCMS capability and increasing ownership at provincial level, supported by the principle that accountability resides with the Directors of Court Operations (DCOs).

2.3.5.5 Operational resilience and infrastructure challenges

Despite the successful implementation of the BCMS, the OCJ continues to face operational resilience challenges, particularly relating to infrastructure dependencies. These include:

- Inadequate power backup systems and generator capacity at certain facilities; and
- Insufficient water backup systems and monitoring mechanisms.

A total of ten electricity-related incidents and five water-related incidents were recorded during the reporting period, indicating that electricity disruptions were the most frequent operational challenge affecting court services, while water interruptions occurred less frequently but still posed notable operational risks.

The risks have been formally recorded in the BCM Risk Register and continue to be actively monitored through established BCM Committee governance structures. While progress has been made in escalating these matters, several challenges have persisted across multiple reporting periods, underscoring the need for accelerated intervention and strengthened stakeholder accountability.

The Office of the Chief Justice (OCJ) has received Criminal Assets Recovery Account (CARA) funding, mentioned previously, which will be specifically utilised to address the identified risks and close the associated gaps in a structured, prioritised, and sustainable manner.

2.3.6 Financial resources

The figure 2 below demonstrates how the OCJ committed to maintain and promote good governance in carrying out their work.

Figure 2: OCJ Audit Coverage Scope and Outcomes (2022/23 to 2024/25)

Outcome area	Movement	2024-25	2023-24	2022-23	
Financial statements	➡				
Annual performance report					
• Programme 2: Superior court services	➡				
Compliance with legislation					
• Procurement and contract management	➡				
• Expenditure management	➡				
• Assets management	➡				
• Strategic Planning	➡				
• Consequence management	➡				
• Annual report and annual financial statements	➡				
Unqualified / No material findings	Qualified	Adverse/Pervasive material findings	Disclaimed/Pervasive material limitation	Material findings	Not audited
⬆	⬇	➡	⬆	⬇	⬆
Improvement	Regression	Unchanged			

The OCJ strengthened its internal controls and improved processes to prevent and eradicate irregularities in its systems. By practicing sound financial management, procurement, accounting, and provisioning, the Department successfully maintained the Clean Audit status for three years from 2022/23FY to 2024/25 FY. In total the OCJ obtained clean audits in the last three financial years, signifying the continued commitment towards sound financial management. Considering its mandate and financial constraints, the OCJ continued to prioritise resources during the 2025/26 FY to ensure that services were effectively and efficiently rendered, therefore, broadening and improving access to justice. Furthermore, OCJ processed 98% (23 557 of 24 057) of valid invoices within 30 days, which contributed towards the attainment of national priorities. Although the invoice disputes and system downtimes have caused the Department not to fully realise the 100% achievement, internal controls and implementation of consequence management will be strengthened in the next financial year.

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

The OCJ continued to support the government initiative towards empowering those historically disadvantaged by

unfair discrimination based on race, gender and disability. In the 2025/26 FY, the OCJ awarded 85% (11 of 13) of bids to suppliers who met the specific goals in line with the Preferential Procurement Regulations (PPR) of 2022. In this regard, 54% bids were awarded to women, 15% to youth and 8% to people with disabilities. Challenges experienced in procuring goods and services above R500 000 from suppliers who meet the specific goals were due to the continuation of licensing, limiting market participation.

The OCJ, through its Supply Chain Management policies and processes, continued to comply with the Preferential Procurement Policy Framework Act (PPPFA). In pursuit of maintaining the highest standards of governance, the OCJ continued to implement the PPPFA and its regulations by procuring goods and services from suppliers who meet the specific requirements. In this regard, the OCJ continued to target 40% women, 30% youth and 7% people with disabilities in its procurement practices through preferential procurement and specific goals of PPR 2022. The OCJ intended to procure all its goods or services above R500 000 from suppliers who meet the specific goals, while ICT goods or services above R500 000 were procured through SITA in adherence with the SITA Amendment Act 38 of 2002.

2.3.7 The Status of the institution regarding women, youth and people with disabilities

2.3.7.1 Women representation

In response to gender equality and transformation ensuring that women are employed in decision-making positions, the OCJ prioritised their employment at SMS level. In this reporting period, the department achieved a total of 52,38% (22 of 42) of the target of women represented at SMS level, which translates to an over achievement of 2,38%.

2.3.7.2 Youth employment

At the end of the reporting period, the youth (aged 21–35) comprised 24,50% (494 of 2016) of the organisation's total staff. The youth representation was below the national target of 30% by 5,50%. This is attributed to youth employment being a moving target, with young employees outgrowing the youth category. Efforts were made to prioritise youth employment, including policy changes to regulate internal advertisement of positions on levels 1 to 8 to contribute to youth employment and absorption of interns.

2.3.7.3 People with disabilities

In this reporting period, the Department has prioritised recruitment of people with disabilities. As at the end of the 2025/26 FY, the OCJ achieved an employment rate of 2,28% (46 of 2016) for people with disabilities. Although the achievement was not from newly appointed employees with disabilities, the increase is attributed to more officials disclosing their disabilities following the establishment of the disability forum within the Department and educational sessions conducted by the Employee Health and Wellness (EHW) forum. The main objective of the disability forum is to address the issues faced by people with disabilities within the Department and encourage officials to support each other, advocating for the rights and inclusion of employees with disabilities; providing guidance on reasonable accommodation and accessibility; promoting awareness and education on disability related matters; and supporting the implementation of disability inclusive policies and programmes within the OCJ.

2.3.8 Transition towards institutional independence

The pronouncements made by the President of South Africa and the commitment by Government to commence the

process of placing the Judiciary on the path towards full Institutional Independence, represented a significant step towards enabling the Judiciary to function as a fully-fledged Arm of the State.

The transition was structured to take place through a phased approach, with Phase 1, which entailed the transfer of retained and shared services, relating to the Superior Courts, from the Department of Justice and Constitutional Development (DoJ&CD) to the Office of the Chief Justice (OCJ), taking effect on 1 April 2026. This transition was not aimed at disruption or abrupt structural change, but rather at building stable, credible and accountable administrative governance and financial capabilities required to support a stronger and more independent institutional model, while ensuring continuity in court operations and maintaining public confidence in the justice system.

During the year under review, extensive consultations were undertaken with key stakeholders to support the successful transfer of retained and shared services relating to the Superior Courts from the Department of Justice and Constitutional Development (DoJ&CD) to the Office of the Chief Justice (OCJ).

The services transferred to the OCJ included Security Services, comprising security guarding services for the Superior Courts. The transfer also included Facilities Management Services, such as day-to-day maintenance, planned maintenance, minor capital works, lease management, municipal services, and user changes relating to state-owned facilities. In addition, Library Services, including access to online legal publications and research platforms, were transferred together with Information and Communication Technology Services relating to Court Recording Technology (CRT) and the Sexual Offences System (SOS), as well as Transcription Services. In order to regulate the process of transferring the shared and retained services, the DoJ&CD and the OCJ signed the Memorandum of Understanding on 2 April 2026.

As part of the readiness for the transfer of retained and shared services, the Office of the Chief Justice (OCJ) assessed the financial requirements necessary to sustain the effective delivery of these services. Additional funding support was secured through the Criminal Assets Recovery Account (CARA) to assist with immediate operational and infrastructure-related requirements. Despite this intervention, the assessment identified a projected funding shortfall within the 2026/27 financial year. To mitigate the

potential impact of these budgetary pressures on support to the Judiciary and court operations, the OCJ will utilise the Medium-Term Expenditure Framework (MTEF) process to engage on the required funding needs and explore sustainable measures to address the anticipated shortfalls.

Phase 2 will focus on the promulgation of enabling legislation to establish the Judiciary as co-equal Arm of State alongside

the Executive and the Legislature. The DoJ&CD is seized with the drafting of the draft legislation which will have to be consulted upon.

2.4 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

There were no key policy or legislative changes during the reporting period.

3. ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The mandate of the OCJ is to provide administrative and technical support to the Judicial Branch of the State in executing its Constitutional mandate. In implementing its mandate during the 2025/26 FY, the OCJ was guided by the NDP (Vision 2030) and 2024-2029 MTDP. During the medium-term period, the OCJ made a commitment in its Strategic Plan 2025/26–2029/30 to make an impact through *“efficient, effective and accessible justice for all.”* To achieve this, the OCJ has three outcomes, namely:

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

The 2025/26 FY was the first year of the implementation of the OCJ Strategic Plan 2025/26–2029/30. Therefore, the progress made by the Department as at the end of the 2025/26 FY towards the achievement of the five-year targets in relation to the outcome indicators, the NDP (Vision 2030) and the 2024-2029 MTDP, is discussed below:

Table 3.1: Outcome 1: Effective and efficient administrative support

Impact Statement	Efficient, effective and accessible justice for all	
Outcome 1	Effective and efficient administrative support	
NDP Priority	Chapter 13 of the National Development Plan (Building a capable state)	
MTDP Priority 3	Build a capable, ethical and developmental state	
Outcome Indicators	Five-year targets	Actual achievement (2025/26 FY)
Reduced vacancy rate	10% or lower	8,98% (199 of 2 215)
Modernised Superior Courts	Court Online System rolled out at 15 Superior Courts	Court Online System rolled out at 13 Superior Courts

To ensure effective and efficient administrative support and contribution towards Chapter 13 of the NDP (Building a Capable State) and Priority 3 (Build a Capable, Ethical and Developmental State) during the 2025/26 FY, the OCJ reduced the vacancy rate to 8,98% (199 of 2 215) against a

five-year target of 10% or lower. The reduction of the vacancy rate was due to effective management interventions instituted during the financial year. In addition, the Department rolled out the Court Online System at 13 Superior Courts against a five-year target of 15 Superior Courts.

Table 3.2: Outcome 2: Improved court efficiency

Impact statement	Efficient, effective and accessible justice for all	
Outcome 2	Improved court efficiency	
NDP Priority	Chapter 14 of the National Development Plan (Promoting accountability and fighting corruption)	
MTDP Priority 3	Build a capable, ethical and developmental state	
Outcome Indicator	Five-year target	Actual achievement 2025/26 FY
Percentage on finalisation of quasi-judicial matters within prescribed timeframes	94%	96% (93 119 of 96 792)

In ensuring improved court efficiency and contributing towards Chapter 14 of the NDP (Promoting Accountability and Fighting Corruption), the MTDP Priority 3 (Build a capable, ethical and developmental state), as well as the five-year target of 94% during the 2025/26 FY, the OCJ

finalised 96% (93 119 of 96 792) quasi-judicial matters within the prescribed timeframes. This over-achievement signifies the efficiency and effectiveness of the monitoring measures and mechanisms implemented throughout the reporting period to sustain the achievement of targets.

Table 3.3: Outcome 3: Enhanced judicial performance

Impact statement	Efficient, effective and accessible justice for all	
Outcome 3	Enhanced judicial performance	
NDP Priority	Chapter 14 of the National Development Plan (promoting accountability and fighting corruption)	
MTDP Priority 3	Build a capable, ethical and developmental state	
Outcome Indicator	Five-year target	Actual achievement 2025/26 FY
Increased judicial education courses timeframes	675	136

During the 2025/26 financial year, the OCJ enhanced judicial performance and contributed towards the MTDP Priority 3 (Build a capable, ethical and developmental state) as well as Chapter 14 of the NDP (Promoting Accountability and Fighting Corruption) by conducting 136 Judicial Education Courses to serving and aspiring Judicial Officers against

a five-year target of 675. The Judicial education courses conducted comprised of both civil court skills and soft skills such as communication in the court room by the Judicial Officers, in efforts to continue the implementation of the SAJEI Act.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

4.1 Programme 1: Administration

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

Description of sub-programmes

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

Management: provides administrative, planning, monitoring, evaluation, performance reporting and risk management functions necessary to ensure the effective functioning of the Department;

Corporate services: provides integrated Human Resource Management and Development (HRM&D), ICT, and security management support services to the Department;

Financial administration: provides overall financial, asset and supply chain management services to the Judiciary and the Department;

Internal audit: provides overall internal and forensics audit services to the Department; and

Office accommodation: provides for the acquisition of office accommodation for the Department.

Outcome: Effective and efficient administrative support.



OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENTS AGAINST APP

Table 2.4.4.2: Programme 1: Administration

PROGRAMME 1: ADMINISTRATION									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
1.1	Effective and efficient administrative support	Unqualified Audit Opinion with no material findings (Clean Audit)	Audit outcome for the OCJ	Clean Audit Outcome for the 2022/23 financial year	Clean Audit Outcome for the 2023/24 financial year	Unqualified Audit Opinion with no material findings (Clean Audit) for the 2024/25 Financial Year	Unqualified Audit Opinion with no material findings (Clean Audit) for the 2024/25 Financial Year	N/A	N/A
		Procurement of goods and services above R500 000 awarded to suppliers	Percentage of procurement of goods and services above R500 000 awarded to suppliers who meet the specific goals (Excluding State-owned Entities)	100% (2 of 2)	71% (5 of 7)	100%	85% (11 of 13)	15%	The Department procured some brand-specific items from overseas companies due to challenges with continuation of licenses and limited market participation.
1.3		Payment of valid invoices within 30 days	Percentage of valid invoices paid within 30 days	-	-	100%	98% (23 557 of 24 057)	2%	Invoice disputes and system downtimes

PROGRAMME 1: ADMINISTRATION									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
1.4	Effective and efficient administrative support	Financial disclosure submitted	Percentage of designated employees (SMS members & other categories) who submitted financial disclosures within timeframes	100% (329 of 329)	100% (263 of 263)	100%	100% (357 of 357)	0%	N/A

PROGRAMME 1: ADMINISTRATION									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
1.5	Effective and efficient administrative support	Vacancy rate reduced	Vacancy rate maintained at 10% or lower	10,90% (239 of 2,191)	12,34% (272 of 2 204)	10% or lower	8,98% (199 of 2 215)	0%	N/A
1.6		Empowered youth	Percentage of staff in the Department comprised of youth	28,6% (588 of 2 049)	26,4% (530 of 2005)	30%	24,5% (494 of 2 016)	5,5%	The target was not achieved due to youth attrition resulting from contract expirations, and resignations, which constrained the Department's ability to retain and replace youth employees during the reporting period. Nevertheless, the Department remains committed to youth development through its active participation in various internship programmes and initiatives aimed at investing in and empowering the youth.
1.7		Women represented at SMS levels	Percentage of women representation in Senior Management Service (SMS)	53% (23 of 43)	47,05% (16 of 34)	50%	52,38% (22 of 42)	2,38%	The Department was able to fill the majority of vacant SMS positions during the reporting period under review, resulting in a 2,38% increase in women representation at the SMS level within the Department
1.8		People with Disabilities representation	Percentage of People with Disabilities representation in the Department	2% (43 of 2 049)	2% (44 of 2 005)	2%	2,28% (46 of 2 016)	0,28%	During the reporting period, there was an increase in number of employees who have formally disclosed their disabilities to the Department

PROGRAMME 1: ADMINISTRATION									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
1.9	Effective and efficient administrative support	Court Online system rolled out at Superior Courts	Number of Superior Courts with Court Online system rolled out	0	6	13	13	0	N/A
1.10	Effective and efficient administrative support	Fraud cases investigated within prescribed timeframes	Percentage of reported fraud cases investigated within 90 working days	-	-	75%	35% (7 of 20)	40%	The target was not achieved as a number of fraud and corruption investigations received during the reporting period were of a complex nature and required expanded investigative efforts to ensure comprehensive and evidence-based outcomes. The additional time spent on detailed analysis, verification of information, and stakeholder consultations contributed to some matters exceeding the 90 working day target. The Department prioritised the quality, credibility, and completeness of investigations to support sound decision-making and accountability processes. Consequently, 18 of the 20 reported matters were concluded during the reporting period, although only seven were finalised within the prescribed timeframe.

Linking performance with budgets

Programme 1: Administration expenditure

Sub- Programme Names	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management	46 812	46 881	(69)	39 815	43 050	(3 235)
Corporate Services	179 820	179 262	558	162 372	214 464	(52 092)
Financial Administration	42 833	43 320	(487)	39 775	40 195	(420)
Internal Audit	22 917	22 919	(2)	18 712	22 251	(3 539)
Office Accommodation	-	-	-	-	-	-
Total	292 382	292 382	-	260 674	319 960	(59 286)

Management sub-programme

The overspending relates to transfers and subsidies (households) due to more than anticipated leave gratuities paid to resigned officials.

Corporate Services sub-programme

The underspending relates to payment for capital assets (machinery and equipment) due to non-responsive bids.

Financial Administration sub-programme

The overspending relates to compensation of employees due to more than projected overtime worked in the implementation of the LOGIS system.

Internal Audit sub-programme

The overspending relates to transfers and subsidies (households) due to more than anticipated leave gratuities paid to resigned officials.

Strategy to overcome areas of under performance

The following deliverables in Programme 1 (Administration) were identified as areas of underperformance:

- Percentage of procurement of goods and services

above R500 000 awarded to suppliers who meet the specific goals (Excluding State-owned Entities);

- Percentage of valid invoices paid within 30 days;
- Percentage of staff in the Department comprised of youth; and
- Percentage of reported fraud cases investigated within 90 working days.

The underperformance of the aforementioned deliverables will be addressed as follows:

- The OCJ will continue to strengthen market analysis and supplier sourcing processes to improve compliance with specific goals in procurement above R500 000. However, performance may be impacted by the utilisation of suppliers sourced through the CSD, transversal contracts, and National Treasury panels, whereby the Department has limited control over the demographic composition and specific goal status of appointed suppliers.
- In ensuring that 100% valid invoices are paid within 30 days, the OCJ will continuously strengthen internal controls and implement consequence management as well as remind Budget Managers on the submission of invoices to prevent delays in payments and engage ICT to minimise / reduce system downtimes;

- In ensuring that 30% of staff in the Department comprised of the youth, the OCJ will prioritise youth on positions in which they meet the minimum requirements.
- In ensuring that 75% of reported fraud cases are investigated within 90 working days, the OCJ will adequately consider the complexity and nature of the forensic investigation cases, including the extent of evidence gathering,

stakeholder consultations and external dependencies required to finalise matters.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

The OCJ did not have standardised outputs and output indicators during the year under review.

4.2 Programme 2: Superior Court Services

Purpose: Provide court administration services to the Superior Courts.

Description of sub-programmes

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

- **Administration of Superior Courts:** provides administrative and technical support to the Superior Courts, monitors the overall performance of the Superior Courts, and enhances judicial stakeholder relations.
- **Constitutional Court:** funds the activities and operations of the Constitutional Court, which has

jurisdiction over constitutional matters and any matter that is of general public importance.

- **Supreme Court of Appeal:** funds the activities and operations of the Supreme Court of Appeal, which adjudicates appeals in any matters arising from the High Courts or Courts of similar status.
- **High Courts:** funds the activities and operations of the various Divisions of the High Court, which have jurisdiction over defined geographical areas.
- **Specialised Courts:** funds the activities and operations of the Labour and Labour Appeals Courts, the Land Court, the Competition Appeals Court, and the Electoral Court. These courts adjudicate over various types of matters excluded from the jurisdiction of the various Divisions of the High Court and the Lower Courts.

Outcome: Improved court efficiency

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENTS AGAINST APP

Table 2.4.4.2: Programme 2: Superior Court Services

PROGRAMME 2: SUPERIOR COURT SERVICES									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
2.1	Improved Court Efficiency	Default judgments finalised within 12 court days	Percentage of default judgments finalised by Registrars within 12 court days from the last date of receipt of application	-	-	90%	94% (47 546 of 50 748)	4%	Monthly and quarterly monitoring to measures implemented to sustain achievement of targets
		Opposed bills of costs finalised within 60 court days	Percentage of taxations of opposed legal bills of costs finalised within 60 court days from date of set down	-	-	98%	98% (5 256 of 5 351)	0%	N/A
2.3		Unopposed bills of costs finalised within 40 court days	Percentage of taxations of unopposed legal bills of costs finalised within 40 court days from date of set down	-	-	99%	99% (40 268 of 40 644)	0%	N/A

PROGRAMME 2: SUPERIOR COURT SERVICES									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
2.4	Improved Court Efficiency	Warrants of liberation Delivered within one day	Percentage of warrants of liberation (J1) delivered within one day of the release issued	100% (70 of 70)	100% (79 of 79)	100%	100% (49 of 49)	0%	N/A
2.5	Improved Court Efficiency	Judicial Case Flow Management Performance Reports	Number of Judicial Case Flow Management Performance reports produced	4	4	4	4	0	N/A

Linking performance with budgets

Programme 2: Superior Court Services expenditure

Sub-Programme Names	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration of Superior Courts	17 805	17 805	-	16 092	16 127	(35)
Constitutional Court	104 286	105 427	(1 141)	64 130	72 505	(8 375)
Supreme Court of Appeal	64 577	63 889	688	41 232	58 082	(16 850)
High Courts	970 509	964 533	5 976	774 335	902 777	(128 442)
Specialised Courts	87 708	86 896	812	68 157	76 353	(8 196)
Total	1 244 885	1 238 550	6 335	963 946	1 125 844	(161 898)

Constitutional Court sub-programme

The overspending relates to transfers and subsidies (households) due to more than anticipated leave gratuities paid to resigned officials as well as payment for capital assets due to purchase of office furniture for the Judge's chamber in the Constitutional Court which was not budgeted for.

Supreme Court of Appeal sub-programme

The underspending relates to payment of capital assets (transport equipment) due to delays in delivery of procured vehicles.

High Courts sub-programme

The underspending relates to payment of capital assets (transport equipment) due to delays in delivery of procured vehicles.

Specialised Courts sub-programme

The underspending relates to payment of capital assets (transport equipment) due to delays in delivery of procured vehicles.

Strategy to overcome areas of under performance

There were no areas of under performance during the year under review.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

The OCJ did not have standardised outputs and output indicators during the year under review.

4.3 Programme 3: Judicial Education and Support

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

Description of sub-programmes

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

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

Outcome: Enhanced judicial performance



Table 2.4.4.2: Programme 3: Judicial Education and Support

PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
3.1	Enhanced judicial performance	Judicial education Courses	Number of judicial education courses conducted	122	141	125	136	11	The overachievement was due to additional training needs requested and submitted by the Judiciary. Some of our programmes were delivered virtually to offset costs and thus resulting in savings.
3.2		Judicial education newsletters	Number of judicial education newsletters produced	-	-	3	3	0	N/A
3.3		Reports on the management and coordination of litigations	Number of reports on the management and coordination of litigations produced	5	5	5	5	0	N/A

PROGRAMME 3: JUDICIAL EDUCATION AND SUPPORT									
Indicator ID	Outcome	Output	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	**Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reasons for deviations
3.4	Enhanced judicial performance	Reports on judicial appointments and complaints	Number of reports on judicial appointments and judicial complaints produced	3	3	3	3	0	N/A
		Reports on disclosures for Judges' Registrable Interests	Number of reports on the status of disclosures for Judges' Registrable Interests produced	2	2	2	2	0	N/A
3.5									

Linking performance with budgets

Programme 3: Judicial Education and Support expenditure

Sub-Programme Names	2025/2026			2024/2025		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over) /Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
South African Judicial Education Institute	44 454	44 454	-	24 209	31 744	(7 535)
Judicial Policy, Research and Support	19 195	19 195	-	13 287	18 069	(4 782)
Judicial Service Commission	19 159	19 159	-	11 672	16 963	(5 291)
Total	82 808	82 808	-	49 168	66 776	(17 608)

South African Judicial Education Institute sub-programme

The sub-programme spent 100% of the final allocation of R44,454 million.

Judicial Policy, Research and Support sub-programme

The sub-programme spent 100% of the final allocation of R19,195 million.

Judicial Service Commission sub-programme

The sub-programme spent 100% of the final allocation of R19,159 million.

Strategy to overcome areas of under performance

There were no areas of under performance during the year under review.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

The OCJ did not have standardised outputs and output indicators during the year under review.



5. TRANSFER PAYMENTS

The OCJ did not pay or receive any transfer payments during the period under review.

6. CONDITIONAL GRANTS

The OCJ did not receive or pay any conditional grants during the period under review.

7. DONOR FUNDS

The OCJ did not receive any donor funds during the period under review.

8. CAPITAL INVESTMENT

The OCJ did not receive or pay any capital investment during the period under review.







PART C

GOVERNANCE

1. INTRODUCTION

The Office of the Chief Justice (OCJ) remains committed to maintaining high standards of governance, ethical leadership and accountability in support of its constitutional mandate to provide administrative and operational support to the Judiciary. The Department recognises that sound governance is essential to effective public financial management, prudent use of public resources and the delivery of quality services to the Superior Courts as well as the public. Through the consistent application of good governance principles, the OCJ seeks to strengthen compliance, manage risks proactively and ensure that resources are utilised efficiently, effectively and economically to achieve value for money.

Executive Management continues to promote a strong ethical culture that is grounded in the OCJ's core values and embedded in all strategic and operational activities. This commitment is reflected in the implementation of policies, systems and controls designed to foster integrity, transparency and responsible decision-making. By integrating ethical conduct into day-to-day operations, the Department reinforces accountability and creates an

environment in which employees are expected to uphold the highest standards of professionalism and public service.

The OCJ's governance framework is supported by a range of management and oversight structures that assist the Accounting Officer and the Executive Committee (EXCO) in directing, monitoring and evaluating organisational performance. These structures include management committees, internal control functions and independent oversight bodies such as the Audit and Risk Committee. Jointly, they provide strategic guidance, monitor compliance and risk management, and support informed decision-making to ensure that the Department remains focused on achieving its strategic outcomes.

Through these governance arrangements, the OCJ continues to strengthen institutional resilience, promote ethical administration and enhance public confidence in the justice system. The Department remains committed to continuous improvement, maintaining governance systems that support transparency, accountability and the effective administration of justice.

2. RISK MANAGEMENT

Risk management within the OCJ is a critical component of effective governance and plays a central role in guiding the identification, assessment and monitoring of risks in accordance with the approved Risk Management Framework. The integration of risk management processes into strategic planning and operational activities has strengthened the institutionalisation of risk management, enhanced organisational performance, and supported the achievement of the OCJ's strategic outcomes and outputs.

To ensure that risks are managed within acceptable thresholds, the OCJ implemented the approved Risk Appetite and Tolerance Framework (RAT) across the Department. Additionally, the OCJ developed the Information and Technology Risk Management Framework

(I&TRMF) to strengthen the Department's capability to identify, manage and monitor information and technology (I&T) risks in alignment with the OCJ Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF).

Given the complexity and evolving nature of the risk environment, the OCJ conducts ongoing risk assessments to proactively identify emerging risks that could impede the achievement of strategic and operational objectives. During the year under review, comprehensive risk assessments were conducted at strategic, operational and project levels to review and update existing risks and identify emerging risk exposures. Significant risks affecting the achievement of departmental outcomes were assessed in terms of their

likelihood and impact, and appropriate mitigation strategies were consequently developed and implemented. These measures were monitored throughout the year to ensure that risks remained within the approved risk appetite and tolerance levels.

Risk management reports were submitted quarterly to the Executive Committee (EXCO) and the Audit and Risk Committee (ARC) to support oversight, monitoring and informed decision-making. The OCJ achieved an overall risk management maturity score of 3.9 out of 5 against

the KPMG Risk Management Maturity Model. This result reflects a strong and well-established risk management framework, with formal policies, processes and practices that are consistently implemented across the organisation.

In further strengthening the risk management culture and embedding sound risk management practices throughout the Department, various awareness and capacity-building initiatives were undertaken during the year. Progress on the implementation of risk mitigation measures is summarised in Table 2.1.

Table 2.1: Progress on the implementation of risk mitigation measures

Outcome	Key risks	Risk mitigations	Summary of progress made
Effective and efficient administrative support	Ineffective governance structures	- Strengthen the functioning of the governance committees - Independent audits of the governance structure	- The functioning of the governance committees was strengthened by using: - Clearly defined Terms of Reference to promote effective, transparent, and accountable committee operations; - Self-assessments by Chairpersons of the Committees, identifying gaps and areas requiring improvement; - Corporate calendar ensuring timely scheduling of meetings, improved coordination, and adherence to key governance and reporting deadlines; and - Internal audit reviews of governance structures.
	Failure to retain competent staff	Implementation and monitoring of the retention strategy	The retention strategy was developed and implemented through a phased approach, incorporating initiatives such as employee wellness programmes, study assistance (bursaries), and promotion for professional membership affiliations.

Outcome	Key risks	Risk mitigations	Summary of progress made
Effective and efficient administrative support	Non-compliance with applicable legislations (including the courts)	- Dedicate resources for Compliance Management - Strengthen the governance structures - Enforce the monitoring of the Compliance Universe - Appoint Chief Directors as Compliance Champions - Consistent awareness of the departmental policies	- The establishment of a compliance management function was proposed and will be considered as part of the organisational structure review process. - Governance structures were strengthened through the committee meetings and appointment of chief directors as champions. - Business units monitored the compliance universe and reported instances of non-compliance, along with corrective actions, through the Legislative, Regulatory & Policy Compliance Committee. - All chief directors were formally appointed as Compliance Management Champions to ensure monitoring of the compliance universe. - Ongoing awareness initiatives on departmental policies were implemented by the following business units to strengthen compliance: - Information and communication Technology, Risk Management - Human Resources Management and Development
	Misalignment of functions on the organisational structure.	- Review of the organisational structure - Alignment of organisational structure and post-establishment	- The OCJ has initiated a comprehensive organisational structure review process, with a detailed action plan developed to support phased approach implementation. Proposed organisational structures aligned to the structure review project were developed for eight Business Units. A provincial consultation plan was implemented, with post-analysis completed for three provinces. Consultation with the Departmental Bargaining Council started on 18 March 2026, and the organisational structure review process was presented to employees. - Ongoing amendment of job titles in line with the approved organisational structure, as well as the continuous maintenance of the structure.

Outcome	Key risks	Risk mitigations	Summary of progress made
Effective and efficient administrative support	Compromised IT security (Cyber-attacks [Hacking] of Departmental Systems)	- Review IT Policies - Continuous awareness of cyber security - Implement and monitor the information security framework and cyber-security technical controls to prevent and protect the OCJ against potential cyber attacks	- IT policies were continuously reviewed to ensure alignment with regulatory requirements and responsiveness to emerging risks. - Targeted cybersecurity awareness sessions were conducted to strengthen user awareness, promote responsible system usage, and mitigate cyber-related vulnerabilities. - Network security and vulnerability assessments were conducted to proactively identify security weaknesses and emerging threats within the ICT environment. - The Disaster Recovery Plan (DRP) tests were also conducted to assess the readiness and effectiveness of the department's business continuity and system recovery arrangements.
Enhanced judicial performance	Compromising physical security for both Courts (infrastructure and personnel) and Judiciary	- Enhance the capacity of security personnel at the courts - Enhance the electronic security system at the courts - Promote gradual transfer of functions and resources	- The OCJ continues to strengthen the capacity of its security personnel through awareness and reporting on electronic platforms. A Judicial Security Unit has been established with Deputy Director and Assistant Directors posts. In addition, the positions of Assistant Directors have been funded and advertised for regions that did not have posts. - Continuous enhancements to electronic security systems at courts were implemented through the Department of Justice and Constitutional Development (DoJ&CD) within the available budgetary allocations. Security needs assessments were conducted at various courts with the intention of implementing projects for installation of new security infrastructure are planned for the 2026/27 financial year. - The transfer of shared services has been finalised, with the associated budget formally allocated. Furthermore, the Facilities and Security Directorate structure has been reviewed and approved to support the expanded mandate.

3. FRAUD AND CORRUPTION

The Office of the Chief Justice (OCJ) maintains a zero-tolerance approach to fraud and corruption. This commitment is underpinned by the Department's Risk Appetite and Tolerance Framework, which recognises that acts of fraud, corruption and unethical conduct are unacceptable and will not be tolerated under any circumstances. The OCJ acknowledges that fraud and corruption threaten public resources, disrupt the effective administration of justice, and erode public confidence in the integrity and independence of the Judiciary.

To give effect to this commitment, the OCJ has implemented a comprehensive Fraud Prevention and Anti-Corruption Strategy and Implementation Plan. The Strategy provides a structured and coordinated approach to preventing, detecting, investigating and resolving incidents of fraud and corruption. It is aligned with the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004), the National Anti-Corruption Advisory Council's National Anti-Corruption Strategy 2020–2030, and other applicable governance and regulatory requirements. The Strategy also promotes ethical leadership, accountability and sound internal controls to strengthen the OCJ's governance framework, fostering a culture of integrity throughout the organisation.

The OCJ continuously reviews and updates its fraud prevention, ethics and anti-corruption policies to ensure that they remain relevant and responsive to emerging risks and changes in the operating environment. This includes regular fraud and corruption risk assessments to identify new threats and to strengthen preventative and detective controls. Progress in implementing the Fraud Prevention and Anti-Corruption Plan is reported regularly to management, the Audit and Risk Committee and other relevant oversight structures for monitoring and evaluation. Where incidents of fraud or corruption are identified, the OCJ takes appropriate disciplinary, civil or criminal action to enforce accountability and to reaffirm its unwavering commitment to ethical governance, transparency and the protection of the administration of justice.

3.1 FRAUD PREVENTION

The Office of the Chief Justice places strong emphasis on preventing fraud and corruption before they occur by fostering a culture of integrity, accountability and ethical conduct. As part of its zero-tolerance approach to fraud and corruption, the OCJ continues to implement a range of preventative controls designed to minimise opportunities for misconduct and promote high standards of professional behaviour across the organisation.

A key component of the OCJ's fraud prevention strategy is the implementation of the Code of Ethical and Professional Conduct, which sets out the behaviour standards of all employees. All newly appointed officials are required to sign the Code and Ethics Pledge as part of the induction process. By signing these documents, employees formally commit themselves to upholding the principles of honesty, impartiality, confidentiality, accountability and service excellence. This process reinforces the ethical responsibilities of employees from the outset of their employment and contributes to strengthening the organisation's ethical culture.

The OCJ also applies rigorous pre-employment screening and security vetting processes to reduce the risk of appointing individuals whose backgrounds may expose the organisation to fraud, corruption or other integrity-related risks. In accordance with the recruitment and selection and vetting policies, prospective employees undergo qualification verification, criminal record checks, citizenship confirmation and reference checks, followed by security vetting where applicable. These processes assist the organisation in identifying potential risks before appointments are made. Similar due diligence is performed during supply chain management processes, including the screening of service providers and directors to detect possible conflicts of interest, ensuring compliance with legal requirements, including restrictions on doing business with the State.

To strengthen awareness and build a sustained culture of ethics and integrity, the OCJ conducts regular training and awareness sessions for employees throughout the year. These sessions cover a wide range of topics, including the Fraud Prevention and Anti-Corruption Strategy, the Code of Ethical and Professional Conduct, conflict of interest management, gifts, donations and sponsorships, financial disclosure obligations, remunerative work outside the public service, restrictions on doing business with the State, lifestyle audits, whistle-blowing mechanisms, and ICT security awareness. These initiatives equip employees with practical knowledge to identify ethical risks, comply with applicable policies and legislation, and make sound decisions in the course of their duties.

In addition to formal awareness sessions, the OCJ regularly issues circulars, newsletters and articles on ethics and integrity management to keep employees informed of emerging risks, legislative developments and policy changes. These communications serve as continuous reminders of employees' responsibilities and reinforce the importance of ethical conduct in the administration of justice.

Furthermore, the OCJ promotes prevention by strengthening mechanisms whereby employees and members of the public can report unethical behaviour and incidents of fraud and corruption. Confidential whistle-blowing channels are available to encourage the reporting of suspected wrongdoing without fear of victimisation. Reports received through these mechanisms are assessed and, where necessary, referred for investigation and appropriate action.

Through these combined initiatives, the OCJ continues to create an environment in which ethical conduct is actively promoted, fraud risks are proactively managed, and all employees are encouraged to uphold the highest standards of integrity in support of the effective and transparent administration of justice.

3.2 FRAUD DETECTION

In strengthening its fraud detection capability, the OCJ continues to embed structured and secure reporting mechanisms as part of its governance framework. Central to this is the Whistleblowing Policy, which provides formalised channels for the reporting of fraud and corruption allegations. These channels enable disclosures to be made confidentially, including through the National Anti-

Corruption Hotline, thereby reinforcing accessibility and trust in the reporting process. The OCJ remains committed to safeguarding the anonymity of whistle-blowers, ensuring that all disclosures are handled with the necessary confidentiality and sensitivity.

To enhance oversight and responsiveness, the Department has institutionalised a centralised complaints management process. Reported allegations are recorded and tracked through a dedicated register, which enables systematic monitoring, case progression, and accountability. Depending on the nature and severity of each matter, cases are either resolved through service delivery feedback, escalated for forensic investigation, or subjected to disciplinary processes where misconduct is identified.

In addition, fraud risks identified through assurance activities conducted by the Auditor-General of South Africa and Internal Audit are formally escalated for further investigation. This integrated approach ensures that fraud detection is not limited to reactive reporting but is also driven by proactive assurance processes. Collectively, these measures support a more coordinated and responsive fraud risk management environment, reinforcing the OCJ's ongoing commitment to ethical conduct, accountability, and the protection of institutional integrity.

3.3 FRAUD INVESTIGATION

During the period under review, a total of 35 allegations of fraud, corruption and other irregularities were recorded in the forensic investigation register. Of these, 15 cases were carried over from the previous financial year, comprising of five ongoing investigations and ten allegations received towards the end of the preceding reporting period. These matters were added to 20 new allegations received during the current reporting period.

During the year under review, out of 20 matters received 18 were investigated, with seven (07) completed within the 90 working-days. The reported matters were assessed and investigated, with priority given to carried-over cases to support the timely conclusion of investigations and implementation of consequence management where appropriate. By the end of the reporting period, 29 investigations had been completed and reports issued, while six (06) cases were carried forward to the subsequent reporting period for finalisation.

The nature and complexity of matters investigated by the Forensic Investigation Unit continue to increase. Many cases involve detailed analysis of documentary and electronic evidence, interviews with multiple witnesses, and verification of information with both internal and external stakeholders. In some instances, the Unit collaborated with specialised experts, law enforcement agencies, financial institutions and regulatory bodies to obtain evidence and identify responsible parties.

This approach reflects the Unit's commitment to conducting thorough and evidence-based investigations that support disciplinary, civil or criminal action where necessary. The Unit remains focused on completing investigations as expeditiously as possible, while ensuring that findings are supported by sufficient and appropriate evidence. The outcomes of these investigations continue to strengthen accountability, support consequence management, and enhance the overall control environment of the Office of the Chief Justice.

3.4 FRAUD RESOLUTION

Fraud resolution represents the fourth and final pillar of the OCJ's Fraud Prevention and Anti-Corruption Strategy. This pillar focuses on ensuring that confirmed incidents of fraud and corruption are addressed through appropriate consequence management, including disciplinary action, recovery of losses where applicable, and referral to relevant authorities for further action. Through this approach, the OCJ demonstrates that allegations of fraud and corruption are not only investigated, but are followed by decisive corrective, disciplinary and criminal action where warranted.

During the period under review, 20 fraud and corruption cases were finalised and referred for appropriate consequence management. These cases comprised one corruption investigation involving four OCJ officials and 19 cases relating to fraudulent court orders. The corruption investigation confirmed misconduct by the four implicated officials, resulting in disciplinary proceedings being instituted against all four officials. By the end of the reporting period, three officials had been dismissed from the Department, while one disciplinary process remained in progress. The matter was also referred to law enforcement agencies for further criminal investigation.

Of the 19 fraudulent court order cases, 18 were referred to law enforcement agencies for further criminal investigation. Three of these matters involved legal practitioners and were referred to the Legal Practice Council (LPC) for consideration of possible professional misconduct. One fraudulent court order case further implicated an OCJ official, who was subjected to disciplinary action and subsequently dismissed from the Department.

These outcomes demonstrate the OCJ's commitment to ensuring that fraud and corruption are met with appropriate and proportionate consequences. In addition to disciplinary measures, matters are referred to external law enforcement and regulatory bodies where criminal conduct or professional misconduct is suspected. Progress on investigations and consequence management was reported monthly to the Accounting Officer and quarterly to the Audit and Risk Committee to support ongoing oversight and monitoring. Through this integrated approach, the OCJ continues to strengthen accountability, deter unethical conduct and safeguard the integrity of the administration of justice.

4. MINIMISING CONFLICT OF INTEREST

The Office of the Chief Justice continued to implement robust measures to identify, manage and mitigate conflicts of interest across its operations. In the area of supply chain management, the Department applied the requirements of National Treasury Regulations 16A8, which prescribe the disclosure and management of conflicts of interest by all officials involved in procurement processes. Supply chain management practitioners, bid committee members and other role-players were required to complete declarations of interest and confidentiality undertakings before participating in procurement activities. These measures were supplemented by checks against relevant government systems to detect potential conflicts and to ensure that procurement decisions were conducted fairly, transparently and in the best interests of the Department.

Conflict of interest controls were also embedded in recruitment and selection processes, strategic meetings and other decision-making forums. Members of selection committees, interview panels and participants in sensitive meetings were required to sign declarations of interest and oaths of secrecy to confirm their independence and confidentiality. Where potential conflicts were identified, affected individuals were recused from the relevant processes to safeguard the integrity and credibility of departmental decisions.

The OCJ also strengthened oversight over employees' private interests and external activities. In accordance with the Public Service Act, 1994, the Public Service Regulations, 2016 and the Directive on Other Remunerative Work

Outside the Public Service (RWOPS), employees wishing to perform remunerative work outside the public service were required to obtain prior written approval. During the 2025/26 FY, there were 38 applications of RWOPS received, with 35 approvals granted. The Department furthermore enforced restrictions on doing business with the State by analysing information from the Personnel and Salary System (PERSAL) and the Central Supplier Database to identify possible conflicts of interest involving employees and state suppliers. In addition, the Department maintained a strict policy on the declaration and non-acceptance of gifts to prevent undue influence to preserve impartiality.

Financial disclosure and lifestyle audit processes were implemented in accordance with the Public Service Regulations and directives issued by the Department of Public Service and Administration (DPSA). All members of the Senior Management Service submitted their financial disclosures by 30 April 2025. Other designated categories of employees, including officials on Occupational Specific Dispensation salary level 12 and above, Deputy Directors on salary levels 11 and 12, and officials in supply chain management and finance, also submitted their disclosures within the prescribed timeframe before the system closure on 30 July 2025. All submitted disclosures were subjected to lifestyle audit reviews and assessed in accordance with DPSA requirements. These measures enabled the OCJ to proactively identify undeclared interests, assess potential integrity risks and reinforce a culture of transparency, accountability and ethical conduct throughout the organisation.

5. CODE OF CONDUCT

The OCJ continued to implement the Code of Ethical and Professional Conduct in line with the Public Service Regulations (PSR). During the year under review, the Department conducted awareness workshops at various Superior Courts to promote understanding of the Code of Conduct. A total of 14 sessions were held, reaching 388 employees.

In addition, the OCJ ensured that all newly appointed employees attended the Compulsory Induction Programme (CIP), which includes a dedicated module on the Code of Ethics and Professional Conduct. The Code of Ethical and Professional Conduct remains accessible to all employees via the Departmental intranet, ensuring continuous reference and awareness.

Any breaches of the Code of Conduct were addressed in accordance with labour relations and disciplinary procedures. During the reporting period, disciplinary action was taken against ten employees, resulting in four dismissals, five sanctions short of dismissal, and one withdrawal of charges.

In relation to performance management, the OCJ achieved a 99% compliance rate in the submission of performance agreements under the Performance Management and Development System (PMDS), compared to 96% in the 2024/2025 financial year.

6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

In line with the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), the OCJ is committed to providing a safe and healthy working environment for all employees and visitors. To ensure compliance with health and safety requirements, the Department conducted 13 Occupational Health, Safety and Environment (OHS&E) training workshops for 150 employees and OHS representatives. The training focused on fire safety, health and safety responsibilities, emergency evacuation procedures, and first aid.

During the reporting period, the Department achieved a high-performance rating (Level 4 of 4) following an audit conducted by the Department of Public Service and Administration (DPSA), reflecting strong institutional commitment and effective implementation of employee wellness and occupational health and safety programmes. The Department also implemented safety awareness initiatives, including the "Think Safety: Back In" reverse

parking campaign, aimed at promoting safer parking practices, improving visibility, enhancing emergency evacuation readiness, and reducing accident risks during emergencies.

Despite these interventions, occupational health and safety challenges remain in some offices, including the National Office, due to insufficient capacity to accommodate all employees. During the reporting period, the OCJ conducted an Occupational Hygiene Survey at the National Office following a directive from the Department of Employment and Labour. The survey identified workplace environmental risks, including inadequate ventilation, elevated bacterial contamination, and isolated chemical exposure risks. As a result, corrective measures were initiated to improve indoor air quality, hygiene standards, and workspace utilisation, as reflected in the table below:

Table 6.1: Health Safety and Environmental Issues

Nature and description of the OHS&E challenges	Impact on the OCJ operations/ services delivery	Measures put in place to address challenges
Inadequate ventilation infrastructure and office over-occupancy affecting indoor air quality.	Reduced employee productivity, increased absenteeism, and delays in administrative and court support functions due to unhealthy and unsafe working conditions.	Review office occupancy levels, improve ventilation systems, and implement space optimisation.
Absence of key systems, including Hazard Identification and Risk Assessment (HIRA), impact assessments, standard operating procedures, and change management processes.	Increased operational disruptions, inconsistent safety management, and poor continuity of services due to unmitigated workplace risks.	- Standard Operating Procedures developed. - HIRA development is ongoing, with monthly assessments of the identified risks and the measures put in place to address them.

Nature and description of the OHS&E challenges	Impact on the OCJ operations/ services delivery	Measures put in place to address challenges
Thermal stress in all courts under the Western Cape High Court.	Reduced concentration and efficiency, discomfort to court users, and possible delays or postponement of court proceedings.	Install or repair cooling systems, improve airflow, and implement interim heat control measures in affected courts.
Poor stacking and storage of boxes, coupled with insufficient storeroom capacity, creating hazards of fire, collapse, and obstruction across the provinces.	Increased fire hazard, obstruction of workspaces and emergency routes, and delayed file retrieval	Remove excess boxes from offices, improve records archiving processes, provide additional storeroom space, and enforce safe stacking and housekeeping practices.
Lack of water backup systems across all provinces.	Suspension or slowing down of operations during water outages due to compromised sanitation, hygiene, and workplace usability.	Provide alternative water backup solutions, including storage tanks and emergency supply arrangements, to ensure continuity of sanitation and basic operations during outages

7. PORTFOLIO COMMITTEES

The Portfolio Committee on Justice and Constitutional Development has an oversight responsibility over the performance of the OCJ. The Department remains grateful to the Committee for the continuous support, valuable advice, and recommendations received. The following engagements were held with the Committee during the 2025/26 financial year:

Table 7.1: Engagements held with the Portfolio Committee

Date	Committee	Item for discussion	Leader of the delegation
18 June 2025	Portfolio Committee on Justice and Constitutional Development	OCJ Strategic Plan 2025/26-2029/30, OCJ 2025/26 Annual Performance Plan (APP) and Budget	Acting Secretary General: Office of the Chief Justice (OCJ)
21 November 2025	Portfolio Committee on Justice and Constitutional Development	OCJ 2023/24 Annual Report	Acting Secretary General: Office of the Chief Justice (OCJ)

Matters Raised in the Portfolio Committee –18 June 2025

Matters Raised in the Portfolio Committee	How the Department Addressed these Matters
1. OCJ Strategic Plan 2025/26-2029/30, OCJ 2025/26 Annual Performance Plan (APP) and Budget: Court Operations	

Date	Committee	Item for discussion	Leader of the delegation
18 June 2025	Portfolio Committee on Justice and Constitutional Development	OCJ Strategic Plan 2025/26-2029/30, OCJ 2025/26 Annual Performance Plan (APP) and Budget	Acting Secretary General: Office of the Chief Justice (OCJ)
21 November 2025	Portfolio Committee on Justice and Constitutional Development	OCJ 2023/24 Annual Report	Acting Secretary General: Office of the Chief Justice (OCJ)
Court operations - The Committee raised issues with unreliable internet and non-functional metal detectors plaguing many courts. - Also, the issue on the status of judicial lifestyle audits.		- The critical Court Online system operated on Microsoft Azure cloud infrastructure with SITA-managed physical security controls. Protective measures included continuous vulnerability monitoring, mandatory bi-annual security assessments conducted by the State Security Agency (SSA) and completed penetration testing to identify potential weaknesses. Monthly security patching cycles address emerging threats, with all protocols aligned to the DPSA's cybersecurity framework. While no system is completely invulnerable, these layered defences provided robust protection against most cyber threats. Additional security measures have been introduced for the Court Online system to prevent cyber threats and ensure data integrity. - The OCJ is in the process of rolling out procurement of X-ray machines and walkthrough metal detectors at all sites where equipment has failed. In addition, the OCJ is revising its access control procedures to prevent risks from entering courts. These revised measures/procedures will include strict control over who enters courts and their business, court users not to wear hats and hoodies, that impact on visuals by CCTV, and removal of laptops from bags when scanning, etc. - The judicial lifestyle audits question falls under the purview of the Judiciary and the Chief Justice. It is advised that the question be directed to the Chief Justice.	

Date	Committee	Item for discussion	Leader of the delegation
18 June 2025	Portfolio Committee on Justice and Constitutional Development	OCJ Strategic Plan 2025/26-2029/30, OCJ 2025/26 Annual Performance Plan (APP) and Budget	Acting Secretary General: Office of the Chief Justice (OCJ)
21 November 2025	Portfolio Committee on Justice and Constitutional Development	OCJ 2023/24 Annual Report	Acting Secretary General: Office of the Chief Justice (OCJ)

2. Judicial restructuring and infrastructure

Judicial restructuring and infrastructure - The committee voiced strong support for judicial restructuring. - The committee advocated for direct parliamentary oversight of the Judiciary and fully independent judicial budgeting. - Concerns were raised about infrastructure inefficiencies, exemplified by the disruptive relocation of the Durban High Court. A proposal for radical decentralisation was put forward to address spatial inequalities, with district-level high courts suggested to improve access to justice, highlighted by the long travel distance from Ingwavuma to Pietermaritzburg. - Additionally, severe staffing shortages were reported, such as multiple Judges sharing minimal support staff, contributing to significant case backlogs and trial delays extending into 2026 and 2027. - The committee pinpointed the State Information Technology Agency (SITA) as a major obstacle, sharing observations from oversight visits where essential equipment like scanners remained non-functional for extended periods, even in newly built courts such as the Ntuzuma Magistrate Court.	- The OCJ notes and appreciates the support provided by the Committee on this critical matter. - The OCJ has been advocating for the independency of the Judiciary since establishment and is requesting full support from Parliament and the Executive to ensure that this mandate is carried out. - The Minister outlined concrete commitments, including providing detailed infrastructure plans for 539 priority courts and security upgrades within seven days. She confirmed ongoing Treasury negotiations to address funding gaps and committed to presenting a comprehensive judicial independence transition plan within two months. She highlighted operational reforms like mandatory mediation to reduce backlogs and expanded virtual hearings, while noting inter-ministerial collaboration with Treasury, DPWI and DPSA to implement systemic solutions. - Not applicable to the OCJ.
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Date	Committee	Item for discussion	Leader of the delegation
18 June 2025	Portfolio Committee on Justice and Constitutional Development	OCJ Strategic Plan 2025/26-2029/30, OCJ 2025/26 Annual Performance Plan (APP) and Budget	Acting Secretary General: Office of the Chief Justice (OCJ)
21 November 2025	Portfolio Committee on Justice and Constitutional Development	OCJ 2023/24 Annual Report	Acting Secretary General: Office of the Chief Justice (OCJ)

3. Judicial ethics training

Judicial ethics training

The committee highlighted the critical importance of comprehensive training in judicial ethics.

- A question raised was whether the Office of the Chief Justice's training programs would include guidance on the ethical standards and moral conduct expected of Judges. The committee pointed to the ongoing issue of suspended Judges continuing to receive salaries during prolonged disciplinary proceedings, presenting this as a clear sign of systemic accountability failures that demand urgent attention.

- The annual intensive training during the July judicial recess (scheduled for 7–11 July 2025) included dedicated modules on judicial ethics, conduct, and emerging challenges like AI integration.

4. Budget constraints

Budget constraints

The committee acknowledged the OCJ report but raised serious concern over persistent budget constraints. Specific reference was made to Finance Minister Enoch Godongwana's budget speech on May 21, which highlighted the urgent need for increased funding for the OCJ. The committee highlighted the worsening condition of court infrastructure, especially at High Court level as a key factor contributing to growing case backlogs.

- The OCJ had spent R2.8 billion against a R2.7 billion budget in the 2024/25 FY. The overspending was primarily due to Judge's vehicles. For 2025/26, the OCJ has been allocated R2.752 billion, comprising R1.5 billion in voted funds and R1.2 billion in direct charges. The CFO broke down the allocation as follows: R2.153 billion for compensation, R407 million for goods and services, transfers and subsidies R102.286 million and R89.659 million for capital assets, including Judges' vehicle procurement.
- Looking at the MTEF, the CFO highlighted budget increases from R2.7 billion in 2025/26 to R3 billion by 2027/28. Significant adjustments include a shift from leasing to outright purchase of judicial vehicles (R45 million allocated in 2025/26), an additional R90 million for staffing needs, and R105 million for IT infrastructure, particularly to support the Court Online System's bandwidth requirements. The CFO noted ongoing engagements with National Treasury regarding funding for shared services, particularly security and infrastructure needs.

5. Judicial accountability	
Judicial accountability The committee raised constitutional concerns about judicial accountability, noting that while Parliament has oversight over state organs under Section 55 of the Constitution, courts and judicial officers are excluded under Section 239. To address this gap, it was proposed reviving direct engagement between the Portfolio Committee and judicial leadership. A meeting with the Chief Justice and heads of court was suggested, as practiced in previous parliamentary sessions.	The Committee's concerns about prolonged judicial misconduct cases, particularly where suspended Judges continued receiving salaries during extended impeachment processes. The delayed implementation of a fully independent Judiciary administration system, a transition originally envisioned when establishing the OCJ in 2009-2010. A proposal is utilising the Judiciary's annual performance reports as a structured mechanism for parliamentary engagement that respected judicial independence.
6. Operational matters	
Operational matters - Clarification was sought on operational matters: - Updates on investigations into alleged fraud and corruption at the Mthatha High Court; - Practical implications of the OCJ legal victory in the Case lines matter for ongoing court digitization efforts; and - Specific measures to address the growing backlog of cases, particularly those impacting economic activity.	- On the Mthatha Corruption Case Status, the forensic investigation, in collaboration with law enforcement agencies, had concluded. However, the allegations remained unsubstantiated, which prevented any disciplinary action under current protocols. This contrasted with the Pretoria case, where three officials had been suspended after allegations were substantiated. - On-going Treasury negotiations to address funding gaps. Operational reforms like mandatory mediation to reduce backlogs and expanded virtual hearings, while inter-ministerial collaboration with National Treasury, DPWI and DPSA to implement systemic solutions.

Matters Raised in the Portfolio Committee – 21 November 2025

Matters Raised in the Portfolio Committee	How the Department Addressed These Matters
1. Budget - Can the OCJ explain the R70 million in accruals carried over from the previous financial year. - How could the OCJ claim institutional independence when the annual report thanked various executive structures for support, while, simultaneously, acknowledging reliance on additional allocations, executive interventions and Treasury approvals to maintain operations, even in a year in which budget was exceeded by over 100%? - To what extent did the OCJ participate in the budget cut process? - Whether OCJ was invited to participate and give input in the budget cut process and, if so, how essential operational areas still came to be reduced despite those inputs? - The Committee expressed concerns regarding the substantial increase in the overdraft on the OCJ's bank account, which had risen from R45 million to more than R255 million in a single financial year. Is there an explanation for this sharp increase and what steps were being taken to address it. - Can the OCJ explain the overspending on goods and services.	- The R70 million over-expenditure did not arise from a lack of planning but from budget cuts imposed by National Treasury. For the 2024/25 financial year alone, R138,5 million had been cut from the OCJ's budget after contractual commitments had already been made. - To mitigate this, National Treasury had allocated an additional R45 million for the current year and R30 million for the next year. The OCJ has begun procuring vehicles directly, rather than leasing them, which was more cost-effective. Of the R45 million allocated, R25 million had already been committed for procurement. The OCJ was utilising the National Treasury transversal contract (RT 57), as well as three quotation processes where necessary - The OCJ was also procuring "relief vehicles" for acting Judges, which would be owned by courts to reduce leasing costs. - The Department's overdraft position was a direct result of the budget cuts imposed by National Treasury. The OCJ would continue to reflect an overdraft until National Treasury processes the request for unauthorised expenditure that had been formally submitted. The department had presented this matter to Parliament and was confident that once the additional allocation was approved, the overdraft would be cleared. - Overspending on goods and services is mainly from: - Contractual obligations; - Travel and subsistence costs for circuit courts; - Judicial and magistrate training; and - Increased JSC activities. - For example, the OCJ had budgeted R2 million for training but spent R7 million due to expanded requirements. The JSC had budgeted R2 million but spent R6 million.

Matters Raised in the Portfolio Committee – 21 November 2025

Matters Raised in the Portfolio Committee	How the Department Addressed These Matters
2. CaseLines procurement process and Court Online	
- The Committee wanted to know who had approved the flawed process, what disciplinary steps had been followed, and how much public money had been lost through irregular ICT contracting and related litigation? - Can the OCJ advise the committee, whether the contract had resulted in overspending or unauthorised expenditure? - What is the status of the contract going forward? - Whether further costs would be incurred in subsequent financial years? - The irregular expenditure remained a persistent concern, particularly in relation to an ongoing ICT contract, which had accumulated more than R46 million in irregular expenditures. - Why this situation persisted? - What remedial steps were planned, and specifically what are the details regarding the additional R3,71 million currently under assessment? - During a recent visit by the Portfolio Committee in Gqeberha High Court: - The screening equipment was not functioning/ machines were not plugged-in by security. - Is there anyone who is responsible to ensure that matters such as these are looked after?	- Until a new contract is finalised, the expenditure relating to Court Online would continue to be classified as irregular but disclosed accordingly. The OCJ is working closely with the Department of Justice and Constitutional Development (DoJ&CD) and the National Treasury to resolve the contractual issues and ensure a smooth transition of responsibilities once concurrence from the Judiciary was fully operationalised. - The irregular expenditure was related mainly to ICT procurement previously undertaken without the involvement of the State Information Technology Agency (SITA), contrary to regulations. These contracts would continue to be disclosed as irregular until they are finalised.

Matters Raised in the Portfolio Committee – 21 November 2025

Matters Raised in the Portfolio Committee	How the Department Addressed These Matters
3. Fleet management	
- The Committee raised concerns about overspending on fleet services for Judges, the procurement of 18 vehicles, and recurring shortfalls in operating leases. - Whether any suppliers, intermediaries or officials had been flagged for possible influence, infiltration or conflicts of interests, and what measures were being taken to address these risks? - Has the OCJ considered National Treasury transversal contracts and what is status of these agreements, and whether such contracts could be utilised to expedite procurement, thereby reducing turnaround times and eliminating the prolonged reliance on rentals that contribute to overspending?	A significant portion of the contractual obligations related to Judges' vehicles, as required by the Judges' Remuneration and Conditions of Employment Act (Act 47 of 2001). These vehicles were leased through G-Fleet and Government Motor Transport (GMT) for four-year periods, or until the vehicle reached 160 000 kilometers. Delays by service providers in delivering replacement vehicles resulted in extended "operating lease" costs, which then exceed budget allocations.
4. Institutional independence	
- What is the process of finalising institutional independence for the OCJ? - Did the Task Team established managed to submit a report to Cabinet which was expected in August 2025? - Whether the report submitted covered critical issues such as (i) budget transfers; (ii) personnel movements; and (iii) the transfer of assets required for an independent Judiciary?	- The process has commenced with the establishment of two task teams comprising representatives from the Judiciary, the Office of the Chief Justice (OCJ), and the Department of Justice and Constitutional Development (DoJ&CD). These task teams have developed various workstreams focusing on different aspects of the transition. - Phase 1 involved the transfer of shared services to the OCJ, scheduled for 1 April 2026. - Phase 2 would deal with legislative amendments and the transfer of magistrates' courts to the Judiciary.
5. Clean audit	
The Portfolio Committee asked whether there were continuous evaluation and monitoring mechanisms to identify and address areas of improvement in financial reporting and other audit-related processes to ensure that the clean audit standard was maintained going forward?	- Despite the budget constraints, the OCJ had again achieved a clean audit for the 2023/24 financial year and had already been informed of a clean audit outcome for the 2024/25 financial year. - The OCJ has put in place an Audit Facilitation Committee which monitors the implementation of Audit Improvement plans which is Chaired by the Chief Financial Officer (CFO).

Matters Raised in the Portfolio Committee – 21 November 2025

Matters Raised in the Portfolio Committee	How the Department Addressed These Matters
6.Skills development targets	
- Concerns were raised about OCJ failure to meet its overall skills development targets. - OCJ to brief the Committee on the underlying challenges and measures being implemented to ensure that the workforce remained sufficiently skilled to meet evolving operational demands.	- The OCJ has ensured continuous learning and development opportunities for employee in various impactful training interventions that were conducted to reskill and upskill in support of their professional and personal development. - In 2024/2025, the OCJ implemented various programmes to build a capacitated workforce. A total of 91% (1 128 of 1 236 (685 were females and 443 were males) employees were trained in line with the Workplace Skills Plan (WSP). A total number of 119 bursaries were awarded and the target was met.
7.Critical vacancies	
- The Committee requested an update on critical vacancies and the role the Department of Public Service and Administration (DPSA) played in determining the extent to which posts could be filled within the allocated budget. - The Committee raised concerns regarding high vacancy rates within the OCJ, and questioned how the institution could meet its responsibilities under such conditions? - The Committee requested an update on the process to fill the post of Secretary General of the OCJ, noting that it was not desirable for the position to remain filled in an acting capacity for an extended period.	- The appointment of a permanent Secretary General for the OCJ has not been finalised. The post was advertised upon the Minister's arrival, but uncertainty arose regarding who should lead the appointment process, given the ongoing transition towards Judiciary-led Court administration. Under current legislation, the Minister was responsible, but a hybrid model was adopted to allow technical participation by the Judiciary. The recruitment process is therefore ongoing. - The private offices of both the Chief Justice and the Deputy Chief Justice had been capacitated for the first time. - All Heads of Court had been provided with Office Managers. - The recruitment of handymen had begun to reduce reliance on external service providers for minor repairs. - Research capacity at the Constitution Court and the Supreme Court of Appeal were being expanded, with further improvements planned for the next financial year. - Senior Management Service (SMS) posts at the national office, previously unfilled due to austerity measures, have now been successfully filled. - The OCJ remained committed to supporting the Judiciary and improving institutional capacity.

Matters Raised in the Portfolio Committee – 21 November 2025

Matters Raised in the Portfolio Committee	How the Department Addressed These Matters
8. Security at courts	
- The Committee raised concerns about court security, also referring to recent attempted attacks on the prosecutors. While the number of such incidents may be low, The Committee stressed out that each life was of great importance. - The Portfolio Committee also asked about the reasons for increased security measures for Judges in the KwaZulu Natal Division, and whether there were risks that the Committee should be aware of? - Whether these security concerns warranted similar interventions in other parts of the country, and what support could the Committee provide?	- The OCJ acknowledges that the current security measures were inadequate. Plans are in place to improve security and replace outdated equipment in the coming year. - Where budget constraints limited improvements, the OCJ intended to pursue public-private partnerships, similar to developments underway at the Johannesburg High Court. Increased security requirements noted in the Free State and Northern Cape Divisions were acknowledged.

8. SCOPA RESOLUTIONS

There were no resolutions taken by the Standing Committee on Public Accounts (SCOPA) regarding the Department during the period under review.

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

There were no prior modifications to the audit reports.

Table 9.1: All matters

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing/resolving the matter
N/A	N/A	N/A

10. INTERNAL CONTROL UNIT

The Internal Control Unit (Section) within the Office of the Chief Justice (OCJ) was formally established in August 2023 and has since made significant progress in strengthening internal governance processes, enhancing compliance, and improving financial accountability across the Department. Since its inception, the Unit has played a strategic role in promoting sound financial management, reinforcing operational discipline, mitigating control weaknesses, and supporting the effective implementation of internal control measures throughout the Department.

The mandate of the Internal Control Unit is to promote effective governance, risk management, compliance, accountability, transparency, and the efficient utilisation of public resources through the development, implementation, monitoring, and evaluation of internal control systems and processes within the Department. Furthermore, the Unit provides advisory and support services aimed at strengthening financial and operational controls, ensuring adherence to applicable legislative and regulatory frameworks.

The following key internal control measures were implemented and persist to contribute positively to the Department's control environment:

- **Preventative controls**

Preventative control measures included the pre-verification and review of all financial documentation prior to the commitment and processing of funds. This process ensured that transactions complied with applicable legislation, financial prescripts, departmental policies, delegations of authority, and relevant regulatory requirements before approval and processing. The implementation of these controls strengthened expenditure management, reduced the likelihood of irregular expenditure, enhanced the accuracy and completeness of financial transactions, and improved overall financial discipline within the Department.

- **Detective controls**

Detective controls measures involved post-payment reviews, monitoring processes, and quality assurance assessments conducted on financial transactions after disbursement. These reviews assisted in identifying control deficiencies, processing errors, non-compliance, irregularities, and weaknesses within financial and operational processes. The implementation of

detective controls enhanced oversight and monitoring mechanisms, promoted accountability, and enabled the timely implementation of corrective interventions to address identified deficiencies.

- **Corrective controls**

Corrective control initiatives included the facilitation of awareness sessions, workshops, training programmes, and continuous engagements with departmental officials on internal control systems, financial management practices, compliance obligations, departmental policies, and statutory prescripts. These interventions enhanced officials' understanding of control requirements and compliance responsibilities, promoted a culture of accountability and ethical conduct, and contributed to the continuous strengthening of governance and control processes across the Department.

Since its establishment, the Internal Control Unit has contributed to the following key improvements within the Department:

- a) Improved compliance with applicable legislation, regulations, policies, and financial prescripts;
- b) Strengthened financial governance, oversight, and accountability processes;
- c) Enhanced risk mitigation measures and fraud prevention initiatives;
- d) Improved accuracy, reliability, and completeness of financial and operational information;
- e) Increased awareness among officials regarding internal control responsibilities and compliance obligations;
- f) Early identification and remediation of control weaknesses, irregularities, and instances of non-compliance; and
- g) The promotion of a proactive and effective control environment that supports sound administration and prudent financial management.

Overall, the establishment of the Internal Control Unit has contributed significantly to improved stability, consistency, and effectiveness within the Department's governance and financial management environment. The Unit continues to play a critical role in strengthening internal controls, promoting compliance, enhancing accountability, and supporting the Department's commitment to sound governance, transparency, and responsible stewardship of public resources.

11. INTERNAL AUDIT

11.1 Key activities and objectives of the internal audit function

Purpose and mandate

- (a) The purpose of the internal audit function is to strengthen the Office of the Chief Justice's ability to create, protect, and sustain value by providing the Accounting Office, senior management and the ARC with independent, objective assurance and advisory services designed to improve governance, risk management and control processes.
- (b) Internal Audit brings a systematic and disciplined approach to evaluating and improving the effectiveness of governance, risk management and control processes.
- (c) The internal audit function enhances the OCJ's:
 - achievement of strategic and operational objectives;
 - governance, risk management and control processes;
 - integrity of financial and performance information;
 - accountability and transparency;
 - credibility with oversight bodies and stakeholders; and
 - ability to safeguard public resources and uphold the public interest.
- (d) The Internal Audit Services (IAS) derives its mandate from:
 - Public Finance Management Act (PFMA, 1999 (Act No. 10f 1999)
 - National Treasury Regulations – Chapter 3.2
 - Global Internal Audit Standards (GIAS)

The Treasury Regulations 3.2.6 requires that the internal audit function must be conducted in accordance with the standards set by the IIA.

Treasury Regulations 3.2.7 requires the internal audit function to prepare:

- a rolling three-year strategic internal audit plan;
- an annual internal audit plan;
- audit engagement scope plans; and

- quarterly reports to the ARC on performance against the audit plan.

The Treasury Regulations 3.2.11 and 3.2.12 require internal audit to assist the Accounting Officer by evaluating the effectiveness of:

- governance processes;
- risk management systems;
- internal control frameworks;
- safeguarding of assets;
- compliance with legislation and policies; and
- reliability of financial and operational information.

Strategy of the internal audit function

The strategy focuses on risk-based auditing, aligning audit priorities with organisational objectives, and ensuring proactive identification of emerging risks.

Charter, methodology and internal audit plans

Guided by a formal charter approved by the Audit and Risk Committee, audits follow recognised methodologies (e.g., IIA Standards). Annual and rolling audit plans are risk-driven and aligned with strategic priorities.

Independence and objectivity

The Chief Audit Executive (CAE) is positioned at a level within the organisation that ensures the independence and objectivity of the internal audit function.

The CAE reports:

- functionally to the Audit and Risk Committee; and
- administratively to the Secretary General (Accounting Officer); and
- functional reporting to the Audit and Risk Committee, which includes:
 - i. approval and periodic review of the Internal Audit Charter to ensure alignment with the GIAS organisational mandate;
 - ii. approval of the risk-based internal audit plan, including any significant changes thereto, to ensure alignment with the OCJ's risk profile and strategic objectives;

- iii. oversight and evaluation of the performance of the IAS, including monitoring progress against the approved audit plan;
- iv. oversight of the independence, objectivity, and effectiveness of the internal audit services function, including appropriate organisational positioning and authority; and
- v. recommendation on the performance evaluation, and where necessary, removal of the CAE.

The CAE has unrestricted access to the ARC Chairperson and Accounting Officer, including the right to meet the Committee without management present.

Internal audit modality

IAS uses a mix of regulatory audits, performance audits, IT audits, and advisory reviews. Risk-based and thematic audits are prioritised.

Staffing

Staffed with qualified auditors possessing diverse skills (financial, operational, and IT auditing). Refer below.

Table 11.1.1: Staffing

No	Position
1	Chief Audit Executive L14
2	Director: Internal Audit L13
3	DD: Internal Audit L11
4	DD: Internal Audit L11
5	DD: IT Audit L11
6	ASD: IT Audit L9
7	ASD: Internal Audit L9
8	ASD: Internal Audit L9
9	ASD: Internal Audit L9
10	Internal Auditor L7
11	Internal Auditors L7
12	Internal Auditor L7 (Vacant)
13	Internal Auditor L7(Vacant)
14	Internal Audit Intern

Quality assurance and improvement programme

IAS implemented a structured Quality Assurance and Improvement Programme (QAIP) during the period under review, ensuring that all audit engagements were conducted in accordance with the Global Internal Audit Standards and internal methodologies. This included continuous supervision, multi-level reviews, and adherence monitoring across all phases of the audit process. The QAIP framework ensured that all work performed was properly planned, executed, documented, and aligned to the approved Internal Audit Plan, with a strong emphasis on accuracy, completeness, and consistency.

All internal audit work was subject to multi-tiered supervision, involving review at Assistant Director, Deputy Director, Director, and Chief Audit Executive (CAE) levels prior to finalisation. This layered review process ensured that findings were adequately supported, conclusions were sound, and reports met the required quality standards. As a result, no audit work was conducted or reported without appropriate supervision and review, thereby providing assurance to management and the Audit and Risk Committee that all internal audit outputs were quality-assured and reliable.

Stakeholder relationships

IAS maintains collaborative relationships with management, the Audit and Risk Committee, and external assurance providers (e.g. AGSA) while safeguarding independence.

Combined assurance

Combined Assurance has not yet been fully institutionalised within the organisation. Internal Audit (IA) continues to rely, where appropriate, on the work of other assurance providers; however, this reliance is not yet embedded within a structured and consistently applied combined assurance framework. The coordination of combined assurance activities remains largely dependent on the Chief Risk Officer (CRO) and Chief Audit Executive (CAE), who perform this function in addition to their core responsibilities, thereby limiting the depth and continuity of implementation.

For the year under review, no specific projects or engagements were identified where formal reliance was placed on the work of other assurance providers. This, furthermore, reflects the need to strengthen and formalise combined assurance processes to ensure systematic collaboration, optimise assurance coverage, and avoid duplication of efforts across the organisation.

Limitations to the activities and objectives of the internal audit function

There were no limitations to the activities and objectives of the internal audit function during the period under review.

Value add to internal auditing

In addition to its core assurance activities, IAS continued to support the organisation through the provision of quality assurance reviews on Supply Chain Management (SCM) and contract processes, thereby, enhancing the integrity and compliance of procurement practices.

IAS further contributed to organisational governance through key strategic and institutional initiatives. Notably, the unit coordinated and hosted an induction programme for the Audit and Risk Committee (ARC) following the appointment of three new members. This initiative was critical in ensuring that members were adequately informed on the mandate of the Office of the Chief Justice, the governance and control environment, as well as their oversight responsibilities.

Additionally, the Chief Audit Executive (CAE) continues to attend Executive Committee (EXCO) meetings where management deliberates on operational and strategic matters. While the CAE does not hold voting rights, this positioning is intentional to preserve the independence and objectivity of the Internal Audit function. The CAE's participation is advisory in nature and provides an opportunity to offer real-time insights on governance, risk management, and internal control considerations. This proactive involvement enables the early identification of emerging risks, strengthens control-conscious decision-making, and enhances alignment between management actions and governance best practices, without impairing the assurance role of internal audit.

Through these combined efforts, IAS continues to add value not only through the execution of audits, but also by strengthening governance processes, supporting oversight structures, and contributing to informed decision-making across the organisation, while maintaining the highest standards of independence and professional integrity.

11.2 Specify summary of audit work done

Planned and completed audits

All audit projects from the annual plan were executed, covering financial controls, compliance, IT systems, and operational efficiency.

Table 11.2.1: Audit projects from the annual plan

No	Planned audits	Unit	Status
1	Q4 Performance Information Audit	Strategy and Systems	Completed
2	Annual Financial Statements	Finance	Completed
3	Annual Performance Report	Strategy and Systems	Completed
4	IT Service Continuity	Information Communication and Technology (ICT)	Completed
5	Employee Benefits and Allowances - Housing Allowances	Human Resources Management and Development	Completed
6	Fixed and Leased Asset Management- New Asset Management System (LOGIS)	Finance	Completed
7	Judicial Annual Performance Verification 2024/25 FY (Superior Courts)	Court Administration Services	Completed
8	ICT Infrastructure and Network Review	Information and Communications Technology	Completed
9	Petty Cash Management	Finance	Completed
10	Quarter 1 Performance Information Audit	Strategy and Systems	Completed
11	Quarter 1 & 2 Interim Financial Statements	Finance	Completed
12	Court Administration and support	Court Administration Unit	Completed
13	Supply Chain Management: Demand and Acquisition Management	Finance	Completed
14	Follow up Audit	All business Units	Completed
15	ERM Audit	Risk Management	Completed
16	System Application and Products (SAP) Review: Court Online	Information and Communication s Technology (ICT)	Completed
17	Fixed and Leased Assets management (New LOGIS Asset Register)	Finance	Completed
18	Quarter 2: Performance Information Audit	Monitoring, Evaluation and Reporting	Completed
19	Draft APP 2026/27	Strategy and Systems	Completed
20	Performance Management and Development Processes	Human Resource Management and Development	Completed
21	Project management and System Development Life Cycle Review (SDLC)	Information and Communication Technology (ICT)	Completed
22	Quarter 3: Performance Information Audit	Monitoring, Evaluation and Reporting	Completed
23	Governance: Public Administration and Management Delegations	OSG/ Finance	Completed
24	Follow up Audit	All business Units	Completed
25	Court Administration Services Unit	Court Order processes	Completed

Audits rolled over

No rolled-over audit projects were conducted.

Ad hoc projects

No ad hoc audit projects were conducted during the period under review.

Status of audit findings addressed

Most findings have corrective action plans in place, with significant progress made. Some high-risk issues remain under monitoring until fully resolved.

Table 11.2.2: Status of audit findings addressed

	Number of findings	Total addressed	Not yet due	Total not addressed	No. of recurring findings Last 3 financial years
IAF Findings	144	101	12	31	0
AGSA Findings	30	16	0	14	3

12. AUDIT COMMITTEE

Key activities and objectives of the audit committee

- **Purpose and mandate**

The audit committee provides independent oversight of financial reporting, risk management, internal controls, and compliance with statutory obligations. Its mandate is to safeguard integrity, transparency, and accountability in the OCJ's governance processes.

- **Independence (including affirming whether the committee is satisfied that all members are free from conflict of interest)**

The committee affirms that all members are independent, objective, and free from conflict of interest. Annual declarations of interest are reviewed to ensure continued compliance.

- **Protecting the independence of the internal audit function**

The committee ensures the internal audit function operates without undue influence from management. It approves the internal audit plan, monitors execution, and has direct access to auditors to preserve independence.

- **Performance against statutory duties**

The committee has discharged its statutory responsibilities effectively, including reviewing financial statements, monitoring compliance, and overseeing risk management processes.

- **Composition of the audit committee (including affirmation that members' additional responsibilities outside the audit committee do not impair their ability to serve effectively)**

The committee comprises suitably qualified members with diverse expertise. Members' additional responsibilities outside the committee do not impair their ability to serve effectively, as confirmed through annual evaluations.

- **Meeting attendance**

Attendance levels have been consistently high, demonstrating members' commitment to fulfilling their oversight role.

- **Combined assurance**

The committee applies a combined assurance model, coordinating inputs from internal audit, external audit, and management to strengthen risk coverage and avoid duplication.

- **Resolution of audit committee recommendations**

The audit committee's recommendations are tracked with management providing regular updates. Outstanding issues are followed up until resolved.

- **Audit committee performance evaluation**

An annual self-assessment and performance evaluation confirm that the committee is functioning effectively and continues to meet its objectives.



Audit committee composition and attendance of audit committee meetings by audit committee members

Table 12.1: Below discloses relevant information on the audit committee members:

Name (Full name and Surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes/No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether on this or any other institution(s)
			Start Date	End Date	Ordinary Meetings	Special Meetings				
Ms. Z. Nkosi	- B.Com Honours and Certificate of Theory in Accounting – UNISA, 2006 - B.Com Accounting Sciences – UNISA, 2004	South African Institute of Chartered Accountant (SAICA)	01 December 2021	30 November 2025	2	2	Yes	No	Scene22 – Managing Director and Senior Consultant	None

Name (Full name and Surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes/No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc., whether on this or any other institution(s)
			Start Date	End Date	Ordinary Meetings	Special Meetings				
Dr M. Roos	- PhD Public Development and Planning – Stellenbosch University 2021 - Masters of Commerce in the subject auditing – UNISA 2010	- South African Institute of Chartered Accountants - Canadian Comprehensive Auditing Foundation	01 November 2023	31 July 2025	1	2	Yes	No	- African Accounting and Finance Association – President of Executive Committee 2021 – Current - West Coast District Municipality – Audit Committee Member - The Saldanha Bay Municipality – Audit Committee Chair	Three
Ms. Z. Tshabalala	- Master of Business Administration (MBA) – GIBS 2013 - Post Grad Diploma in Business Administration – GIBS 2011	- Institute of Internal Auditors South Africa - Institute of Directors South Africa	01 November 2023	21 August 2025	2	2	Yes	No	- Social Housing Regulatory Authority – ARC Member - Magalies Water Board – ARC Member - Construction Education and Training Authority – ARC Chairperson - Trans-Caledon Tunnel Authority – Non-executive Director Board Member	Two

Name (Full name and Surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes/No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether on this or any other institution(s)
			Start Date	End Date	Ordinary Meetings	Special Meetings				
Dr N.Z. Qunta	- Honours Degree in Theology – NW University, 2018 - PHD – Topic: Effectiveness of Public entities in KZN – Wits, 2015 - Public Sector Corporate Governance – UNISA, 2005 - Master of Business Administration -Univ. of Oxford Brookes (UK), 2002	- Institute of Directors of South Africa - Institute of Risk Management in South Africa	15 Nov 2025	15 Nov 2028	2	2	Yes	No	- National Department Entity (CCOD) – Audit and Risk Committee Member. - Independent Police Investigation Directorate – Audit and Risk Committee Member	Two
Ms. S. Sekgobela	- Executive Leadership Programme – GIBS, 2014 - Certificate in Corporate Governance – UJ, 2008 - MSc (Economics) in Public Policy - University of Hull (UK), 1999	- South African Institute of Directors - Association for the Advancement of Black Accountants in Southern Africa	15 Nov 2025	15 Nov 2028	2	2	Yes	No	Dept. of Social Development – Chairperson Risk Management Committee	One

Name (Full name and Surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes/No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether on this or any other institution(s)
			Start Date	End Date	Ordinary Meetings	Special Meetings				
Mr. S. Maharaj	• Doctoral Candidate in Business Administration – Stadio, 2025 • Master's in Business Administration – Regenesys Business School, CUM LAUDE, 2022 • Municipal Executive Financial Management – Wits Business School, 2017	• South African Institute of Chartered Accountants (SAICA) • Institute of Directors of Southern Africa • CFO South Africa • Chartered Institute of Government Finance, Audit and Risk Officers (CIGFARO) • South African Institute of Government Auditors (SAIGA)	15 Nov 2025	15 Nov 2028	2	2	Yes	No	• SM Consulting – Managing Director • Afrikaans Taal Museum – Board Member and Chairperson of the Audit and Risk Committee • Nuclear Energy Corporation of South Africa – Board member, Chairperson of Audit and Risk Committee, Funding and Investment Committee member, Human Resources and Ethics Committee member • City of Tshwane Metropolitan Municipality – Audit and Risk Committee member • South African Institute of Chartered Accountants – Private Sector Audit and Risk Committee member	Five

Name (Full name and Surname, including professional title)	Qualifications	Professional Affiliation (e.g. SAICA, IIA, IOD(SA))	Appointment: Term of Office		No. of meetings attended 2025/26		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes/No)	No. of other ACs that the member served on during the reporting period (whether in the public sector or not)	No. of other governance structures the member served on during the reporting period, e.g. Boards, Risk Committee, IT Committee, etc, whether on this or any other institution(s)
			Start Date	End Date	Ordinary Meetings	Special Meetings				
Ms M. Monwa	- Master of Business Leadership – UNISA, 2016 - Honors (Information Systems) – UNISA, 2012	N/A	1 November 2023	31 October 2026	4	2	Yes	Yes	Legal Aid South Africa – Information Services Executive	None

- **Remuneration of audit committee members**

Rates

From 01 April 2025 to 31 October 2025

Chairperson: Hourly rate not exceeding R2876.00 as per Regulation 20.2.3 (SAICA rates for member)

Member(s): Hourly rate not exceeding R1693.00 as per Regulation 20.2.3 (SAICA rates for member)

As of 15 November 2025:

Chairperson: Hourly rate not exceeding R3491.00 as per Regulation 20.2.3 (SAICA rates for member)

Member(s): Hourly rate not exceeding R3057.00 as per Regulation 20.2.3 (SAICA rates for member).

- **Remuneration of audit committee members who worked or are working for an organ of state**

The OCJ has one member and was reimbursed R 33 860.00 for the period under review (the amount was for subsistence and travel allowance).

Total audit committee expenditure for the reporting period was R745 696.50

13. AUDIT COMMITTEE REPORT

PART 1: AUDIT AND RISK COMMITTEE REFLECTIONS – 2025/26

The Audit and Risk Committee (ARC) of the Office of the Chief Justice (OCJ) is pleased to present its report for the 2025/26 financial year.

The ARC remained independent and objective in executing its oversight responsibilities throughout the year under review. Its work maintained a strategic focus on governance, risk management, internal control, financial management, performance reporting, information and communication technology governance, ethics, integrity and compliance. Through these oversight activities, independent advice and counsel were provided to the Accounting Officer and Executive Management in support of sound governance and accountability across the OCJ.

The ARC comprised independent external members appointed in accordance with the Public Finance Management Act (PFMA) and National Treasury requirements. Actual and potential conflicts of interest were monitored throughout the reporting period, with no matters arising that impaired the independence or objectivity of its members.

Constructive relationships were maintained with the Accounting Officer, Executive Management, Internal Audit, Risk Management, the Auditor-General of South Africa (AGSA) and other assurance providers. Regular reports from management and assurance providers informed deliberations on key governance, risk, audit and control matters, with feedback and recommendations provided to the Accounting Officer following meetings where appropriate.

Attention was given to safeguarding the independence, authority and objectivity of the Internal Audit Function through oversight of the Internal Audit Charter, risk-based audit plans, performance and quality assurance activities. The Chief Audit Executive (CAE) maintained unrestricted access to the ARC Chairperson and the Accounting Officer, while Internal Audit operated independently and without interference in determining the scope of its work, conducting engagements and communicating results. The CAE's participation in management forums remained advisory and did not impair the independence of the Internal Audit Function.

Oversight further extended to the implementation of management action plans arising from internal and external audit findings, with progress monitored through Internal Audit's follow-up processes and regular reporting.

Audit committee responsibilities

The Audit and Risk Committee discharged its responsibilities in accordance with section 38(1)(a)(ii) of the Public Finance Management Act, 1999, Treasury Regulation 3.1 and its approved Charter. Its affairs were conducted in accordance with the Charter, with due regard to its responsibility to serve the public interest. These responsibilities were fulfilled diligently and without hindrance, limitation or threat to independence throughout the reporting period.

In carrying out its mandate, the principles of the Global Internal Audit Standards were embraced, with appropriate alignment maintained between the Audit and Risk Committee Charter and the Internal Audit Charter. Oversight was exercised with professional scepticism through critical evaluation of information presented, requests for additional information where necessary, and consideration of whether management, Internal Audit and other assurance providers maintained appropriate ethical, professional and governance standards.

Overall, the ARC is satisfied that it fulfilled its oversight responsibilities and contributed to strengthening governance, accountability and public confidence in the OCJ.

PART 2: AUDIT AND RISK COMMITTEE COMPOSITION AND MEETING ATTENDANCE

The composition of the Audit and Risk Committee changed during the 2025/26 financial year, with Ms Zanele Nkosi, Dr Mariaan Roos and Ms Zelda Tshabalala concluding their tenure during the reporting period. To ensure continuity of the Committee's oversight responsibilities, Dr Nomusa Zethu Qunta, Ms Simangele J. Sekgobela and Mr Suren Maharaj joined the Committee during the year.

Following these changes, the Committee was chaired by Dr Nomusa Zethu Qunta, with Ms Simangele J. Sekgobela, Ms Mmantsha Monwa and Mr Suren Maharaj serving as members. The transition maintained an appropriate balance of skills and experience within the Committee. Collectively, the members who served during the year brought extensive expertise in governance, auditing, accounting, financial

management, risk management, economics, public policy, information technology governance and public sector administration. Their experience serving on Audit and Risk Committees across national, provincial and other public sector institutions further strengthened the Committee's oversight of the OCJ.

Throughout the reporting period, the Committee remained actively engaged in fulfilling its responsibilities and convened seven meetings, comprising four ordinary meetings and three special meetings. In addition to these formal meetings, the Committee held in-camera sessions with Internal Audit, Management and the Auditor-General of South Africa, which facilitated independent engagement on key governance, assurance and accountability matters. At the end of the reporting period, the Committee had not yet had an opportunity to engage with the Executive Authority. The Committee recognises the importance of such engagement in strengthening governance, accountability and strategic oversight, and intends to prioritise formal engagement with the Executive Authority during the ensuing financial year.

Despite the changes in membership during the year, attendance remained satisfactory and continuity of the Committee's work was maintained. The Committee was therefore able to execute its functions effectively and fulfil its responsibilities throughout the 2025/26 financial year.

PART 3: AUDIT COMMITTEE FOCUS AREAS

3.1 EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

The Committee reviewed the results of Internal Audit activities conducted during the 2025/26 financial year. Internal Audit completed all planned audits and provided assurance on the adequacy and effectiveness of internal controls across key areas of the organisation.

The review found that the OCJ has established policies, procedures and internal control frameworks to support governance, financial management, performance reporting and service delivery. The overall control environment remains functional; audit results indicate that the effectiveness of controls can be further strengthened. Most findings related to inconsistent implementation and monitoring of existing controls, with only minor weaknesses identified in their adequacy. The overall control environment

therefore requires improvement in certain areas to strengthen governance, accountability and organisational performance.

3.2 EFFECTIVENESS OF THE INTERNAL AUDIT FUNCTION (IAF)

The Committee is satisfied that the Internal Audit Function operated effectively during the 2025/26 financial year and fulfilled its approved mandate. Internal Audit completed all 25 audits included in the approved Annual Internal Audit Plan, achieving a 100% implementation rate with no scope limitations, audits in progress or outstanding audits at year-end. Through its risk-based assurance activities, Internal Audit provided independent and objective assurance on governance, risk management and internal control processes across the organisation.

The Internal Audit Function continued to provide regular reports to the ARC on audit outcomes, the status of management action plans, governance matters and emerging risks. In addition to providing assurance, Internal Audit contributed to strengthening governance processes and supporting informed decision-making across the organisation while maintaining its independence. The Committee is satisfied that the quality of work performed by Internal Audit enabled the Committee to effectively discharge its oversight responsibilities during the year under review.

3.3 EFFECTIVENESS OF RISK MANAGEMENT

The Committee received an independent assessment of the OCJ's Enterprise Risk Management (ERM) framework from an external service provider during the year under review. The assessment evaluated the adequacy and effectiveness of the ERM framework, governance structures, risk management practices, risk reporting processes and the integration of risk management into organisational planning and decision-making. Based on the assessment, the OCJ achieved an overall ERM maturity score of 3.9 out of 5 and was rated at a Defined level of maturity. This indicates that risk management structures, policies, processes and reporting mechanisms are formally established and operating across the organisation.

The independent assessment recognised several strengths within the risk management environment, including established governance structures, defined risk assessment

methodologies, the use of key risk indicators and risk tolerance thresholds, and structured quarterly risk reporting to governance structures. The assessment concluded that the OCJ has established a sound foundation for risk management and oversight that supports informed decision-making and organisational accountability. Opportunities for further enhancement were identified; the Committee is satisfied that the risk management framework remains operational and continues to support the achievement of the strategic and operational objectives of the organisation.

3.4 ADEQUACY, RELIABILITY AND ACCURACY OF FINANCIAL AND PERFORMANCE INFORMATION

The Committee reviewed the quarterly performance information audits, interim financial statements audits, the annual financial statements and the annual performance report as part of its oversight responsibilities. Internal Audit provided independent assurance on the adequacy and effectiveness of controls supporting financial and performance reporting. The Committee noted that the audits of Financial Reports and Performance Information were assessed as satisfactory, indicating that the underlying reporting frameworks and controls are generally adequate and functioning effectively.

The Committee is satisfied that the OCJ has established processes and controls to support the preparation and reporting of financial and performance information. Certain audits identified minor weaknesses in the adequacy of validation, review and quality assurance controls. However, most findings related to the inconsistent implementation of existing controls rather than the absence of reporting frameworks.

Based on the assurance received during the year, the Committee is of the view that the financial and performance information submitted for oversight purposes is generally reliable and supports informed decision-making and accountability.

3.5 ADEQUACY AND EFFECTIVENESS OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) GOVERNANCE

The Committee was responsible for providing oversight of the OCJ's ICT environment. Its responsibilities included reviewing reports on governance, risk management and cybersecurity; considering significant technology risks

and major initiatives; assessing their alignment with the OCJ's strategic objectives; and monitoring management's response to identified risks and control weaknesses.

During the year, the Committee exercised strategic oversight of ICT governance and performance, with emphasis on the effectiveness, sustainability and value of the OCJ's ICT investments and digital transformation initiatives. Oversight was informed by regular reports from the ICT Governance Committee and assurance reports on ICT infrastructure, cybersecurity and systems development.

The E-Judiciary project remained a significant area of concern, given the recurring AGSA finding and slow progress in addressing the underlying causes. The Committee therefore continued to seek assurance on management's remedial actions, while monitoring progress towards a sustainable resolution, enhanced accountability and improved value realisation from ICT investments.

Internal Audit also reviewed ICT internal controls and project management. The controls were adequately designed in most instances; however, significant inconsistencies were identified in their implementation and monitoring, particularly in access management, system security and project delivery. The Committee therefore concluded that the ICT control environment required improvement. It will continue to provide oversight and insist on timely and effective remedial action until the identified weaknesses and repeat AGSA finding are fully addressed.

3.6 ACCOUNTING AND AUDITING CONCERNS IDENTIFIED AS A RESULT OF INTERNAL AND EXTERNAL AUDITS.

The ARC notes with appreciation that the OCJ maintained an unqualified audit opinion with no material findings (clean audit) for the 2025/26 financial year, consistent with the previous two financial years. The Committee further notes that no material findings were reported on the selected performance information or compliance with selected legislation. The sustained positive audit outcome provides assurance on the overall quality of the OCJ's financial reporting and governance processes.

Notwithstanding the favourable audit outcome, the Committee remains concerned about the irregular and unauthorised expenditure identified during the audit, as well as the weaknesses noted in procurement and contract management. Going forward, the Committee will maintain

oversight over management's implementation of measures aimed at strengthening compliance with procurement requirements, improving preventative controls and ensuring that irregular expenditure is identified, addressed and prevented from recurring.

The Committee was also appraised of the ICT governance, contract management and project delivery challenges, including matters relating to E-Judiciary and Court Online. The Committee remains concerned about ICT expenditure where the intended benefits have not yet been fully realised. In the year ahead, the Committee will give increased attention to ICT governance, project oversight, expenditure against deliverables and the implementation of corrective actions to support improved value for money and delivery of the OCJ's digital transformation objectives.

The Committee is further concerned about repeat and long-outstanding findings, as these may indicate that corrective actions have not resulted in sustainable improvements. While recognising the clean audit outcome, the Committee will continue to monitor the resolution of recurring matters, the implementation of agreed action plans and the strengthening of accountability mechanisms. Focus will be placed on ensuring that the positive audit outcome is sustained through timely and effective management action, supported by Internal Audit follow-up and continued engagement with the Auditor-General.

3.7 COMPLIANCE WITH LEGAL AND REGULATORY PROVISIONS

The Committee considered the results of an independent governance and compliance assessment conducted during the year. The assessment confirmed that compliance management practices were in place and provided a foundation for effective oversight. It also identified the need to further institutionalise compliance management through a formal compliance function, improved monitoring methods and stronger reporting processes.

Management regularly reported deviations from supply chain management requirements to the Committee. Although the applicable prescripts allow deviations in defined circumstances, the Committee remained concerned about the significant number reported each quarter. It provided guidance to management and consistently emphasised the need to strengthen procurement planning and related controls to reduce avoidable deviations.

The Committee encouraged full compliance with Treasury Regulations while recognising the need for efficient service delivery. It concluded that the OCJ remained committed to meeting its legal and regulatory obligations but required further improvement in compliance monitoring, reporting and the management of supply chain deviations.

3.8 QUALITY OF IN-YEAR MANAGEMENT AND STATUTORY REPORTING

The Committee reviewed management and statutory reports submitted during the year and is satisfied that the OCJ complied with its reporting obligations in terms of the PFMA and National Treasury prescripts. The Office submitted the required monthly and quarterly financial reports, including quarterly financial statements and performance reports, to National Treasury within the prescribed reporting framework.

The Committee is of the view that appropriate reporting processes and governance arrangements are in place to support the preparation and submission of management and statutory reports. Internal Audit reviews undertaken during the year confirmed that reporting frameworks are established and operating. Opportunities for further strengthening of validation and quality assurance processes were identified, the Committee is satisfied that the reporting environment continues to support transparency, accountability and effective oversight.

3.9 COMBINED ASSURANCE

The Committee noted that Combined Assurance has not yet been fully institutionalised across the organisation. Assurance activities are performed by various assurance providers, opportunities remain to further strengthen coordination, collaboration and the systematic integration of assurance activities to provide a consolidated view of organisational risks and controls. The Committee is satisfied that progress is being made in maturing the Combined Assurance model and that the continued implementation of the combined assurance framework will enhance assurance coverage, support effective oversight and contribute to improved governance across the OCJ.

3.10 EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

The Committee reviewed the draft Annual Financial Statements of the OCJ for the year ended 31 March

2026, including the significant accounting estimates and disclosures contained therein. Based on the reviews performed and reports received, the Committee noted that the financial statements were prepared in accordance with the applicable financial reporting framework and the requirements of the PFMA.

The Committee is satisfied that appropriate financial reporting processes and controls are in place to support the preparation of the Annual Financial Statements and that the statements were submitted to the AGSA within the prescribed timeframe.

3.11 EXTERNAL AUDIT

The Committee maintained engagement with the AGSA throughout the year under review. The AGSA is a standing invitee to Committee meetings and participated in meetings where external audit matters and developments were considered. This enabled the Committee to remain informed throughout the audit cycle and to exercise oversight over matters arising from the audit process.

The Committee reviewed the AGSA's engagement letter, audit strategy and progress reports and monitored management's responses to matters raised during the audit. The Committee is satisfied that appropriate arrangements were in place to support the external audit process and facilitate engagement between the AGSA, management and the Committee.

The Committee notes the positive external audit outcome, including the unmodified opinion on the financial statements, no material findings on the selected performance information, no material non-compliance with the selected legislative requirements, and no significant deficiencies in internal control. The Committee considers this outcome an important indicator of the overall strength of the OCJ's financial reporting and control environment, while recognising that continued management attention is necessary to sustain the audit outcome and strengthen areas requiring improvement.

CONCLUSION

The Committee is satisfied that it discharged its responsibilities during the 2025/26 financial year and that the OCJ maintained a generally sound governance, risk management and control environment. The Committee

acknowledges the clean audit outcome for the third consecutive year, the continued effectiveness of the Internal Audit Function and the progress made in strengthening risk management and organisational accountability. These outcomes provide a sound foundation upon which the organisation can continue to strengthen its governance and assurance environment.

The Committee nevertheless recognises that the sustainability of these achievements requires continued attention to the matters highlighted through its oversight activities and the assurance processes during the year. The coming year, becomes more important with the transitional arrangements for ensuring the independence of the Judiciary is enhanced. The Committee will therefore maintain focused oversight of management's response to

significant and recurring risks, emerging risks, the timely resolution of outstanding audit matters, and the continued strengthening of governance and accountability across the OCJ.

Signed on behalf of OCJ Audit and Risk Committee



Dr Nomusa Zethu Qunta

Chairperson: Audit and Risk Committee

Office of the Chief Justice

31 July 2026

14. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the BBEE requirements of the BBEE Act of 2013 and as determined by the Department of Trade, Industry and Competition.

Table 14.1: B-BBEE Compliance Performance Information

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion <i>(include a discussion on your response and indicate what measures have been taken to comply)</i>
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	No	Not applicable to the OCJ
Developing and implementing a preferential procurement policy?	Yes	- The Office of the Chief Justice's (OCJ) Supply Chain Management (SCM) Policy is fully aligned with the Preferential Procurement Policy Framework Act, 2022 and its Regulations. - The Department of Trade, Industry and Competition (the DTIC), as the custodian of the B-BBEE Act and the Codes of Good Practice, provides the regulatory framework and guidelines for implementation. - In support of this legislative framework, The OCJ has incorporated these guidelines into its SCM Policy and continues to comply with the applicable legislative and regulatory prescripts.
Determining qualification criteria for the sale of state-owned enterprises?	No	Not applicable to the OCJ.
Developing criteria for entering into partnerships with the private sector?	No	Not applicable to the OCJ.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	Not applicable to the OCJ.





PART D

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The Chief Directorate HRM&D as part of Programme 1 plays a critical role in ensuring that the strategic outcomes of the Department are achieved. The Chief Directorate continued to provide professional human resources services through strategic partnerships by drawing in, nurturing and keeping a morally upright and talented workforce that is inclusive, diverse and promotes a safe, healthy, and encouraging work environment for all employees, while instilling an innovative culture.

The OCJ focus for 2025/2026 FY was on reducing the vacancy rate by filling vacant and critical positions;

capacitating employees through targeted and compulsory training and attracting and retaining critical skills. The OCJ was able to fill positions leading to a vacancy rate of 8,98% (199 of 2 215) as compared to 12,34% in 2024/2025 FY. Furthermore, the OCJ managed to fill 85,71% (42 of 49) of the SMS positions, which contributed to the stability of the Department in its drive to achieve its mandate.

The OCJ continues to provide strategic support to the Chief Justice through capacitating the Private Office to ensure maximum support to the Judiciary. The Private Office was capacitated through filling of eight positions.

2. OVERVIEW OF HUMAN RESOURCES

2.1. THE HUMAN RESOURCES PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE.

The human resource priorities as outlined in the OCJ HR Plan (2025–2028) are as follows:

- Review the organisational structure;
- Recruitment and retention of suitably qualified, capable and skilled workforce;
- Capacitate and empower the workforce through skills development and training;
- Maintenance of sound workplace wellbeing;
- Maintain sound workplace relations;
- Diversity Management; and
- Employee Performance Management.

2.1.1. REVIEW THE ORGANISATIONAL STRUCTURE

During the year under review, the project plan and consultation plan for the review of the organisational structure were developed and approved. As part of the review, Court Operations were capacitated with a total number of 84 posts to address service delivery constraints and enhance the organisational effectiveness. As at 31

March 2026, the OCJ had a total of 246 approved jobs on the approved organisational structure, and all have job descriptions.

In line with the Determination and Directive on the Automated Job Evaluation and Grading System (Compensate-Evaluate Job Evaluation System), effective from 1 June 2025, a total of 118 jobs were captured on the new job evaluation system.

Subsequently, the OCJ aligned the PERSAL establishment and the job titles with the approved organisational structure. The occupational classification codes were also aligned with the National Treasury regulations and directives.

2.1.2. RECRUITMENT AND RETENTION OF SUITABLY QUALIFIED, CAPABLE AND SKILLED WORKFORCE

As at 31 March 2026, the Department had a total of 2 215 funded posts on its establishment, of which 2016 were filled and 199 were vacant, resulting in a vacancy rate of 8,98%. The OCJ successfully filled 11 of the 15 SMS vacancies in 2025/2026 FY which translates to 73,3%, marking a significant achievement.

The OCJ abolished 37 unfunded posts in accordance with DPSA Circular No. 36 of 2025 which stipulates that all existing unfunded posts on the HR and Payroll Management System must be abolished, and no unfunded posts must be captured on these systems after consultation with the MPSA and the approval of the organisational structure by the relevant Executive Authority.

Despite successfully reducing the vacancy rate, filling of Chief Registrar posts remains a challenge, mainly due to limitations within the current Occupation-Specific Dispensation (OSD) framework. These limitations include the highly required years of experience, non-competitive salary and benefits, lack of career progression, as compared to other private and public sector organisations.

2.1.3. CAPACITATING AND EMPOWERING THE WORKFORCE THROUGH SKILLS DEVELOPMENT AND TRAINING

During the reporting period, skills development initiatives were implemented to reskill and upskill employees. Continuous learning and support to employees was fostered through awarding bursaries to a total of 112 employees, wherein 57 were females and 55 were males.

The OCJ successfully concluded four Memorandums of Understanding (MoUs) with Institutions of Higher Learning to strengthen collaborative partnerships and improve efficiency of bursary administration and payment processes. The partnerships enhanced coordination between the OCJ and academic institutions, resulting in improved processing of tuition payments, reduction of administrative delays. Furthermore, the MoUs contributed towards improved support to employees by facilitating timely registration, verification and settlement of study-related costs, thereby promoting uninterrupted learning and academic progression.

2.1.4. MAINTENANCE OF SOUND WORKPLACE WELLBEING

The OCJ's EHW programmes were implemented in line with the following four Pillars of the Department of Public Service Administration's (DPSA) EHW Strategic Framework for the Public Service:

- Human Immunodeficiency Virus (HIV), Sexual Transmitted Infections (STI) and Tuberculosis (TB) Management;

- Health and Productivity Management;
- Wellness Management ; and
- Safety, Health, Environment, Risk, and Quality Management (SHERQ).

The OCJ successfully implemented 50 EHW Programmes, which covered various topics including Mental Health and Occupational Related Stress and Burnout, Workplace Relationship Building and Effective Communication, Change Management and Team Enrichment Sessions, and Team Dynamics for Executives.

In addition, 22 Critical Incident Stress Debriefing Sessions (CISDs), reached 357 employees. The CISD sessions were conducted to provide emotional support to officials undergoing trauma due to explicit cases they are exposed to, bereavement, and/or any trauma-related issues.

To promote physical wellness, the OCJ implemented the Sports and Recreation Policy to support and encourage employees to participate in different sporting codes.

2.1.5. MAINTAIN SOUND WORKPLACE RELATIONS

To achieve sound labour relations, OCJ conducted a total number of 14 awareness sessions on Management of Discipline, Code of Conduct, Grievance Procedures, Sexual Harassment and Absenteeism within the Department. To strengthen and maintain labour peace, the OCJ continued to engage organised labour at the Departmental Bargaining Chamber on matters of common interest and facilitated approval of policies. Furthermore, of the grievances attended to, 97% (35 of 36) of grievances were finalised during the financial year 2025/2026.

2.1.6. DIVERSITY MANAGEMENT

Women at Senior Management Services (SMS) Level

At the end of the 2025/26 FY, the OCJ had 52,38% (22 of 42) women representation at SMS level, as compared to 47% (16 of 34) in the previous financial year. This indicates that there was a 6% increase of representation of women at SMS level. The OCJ continues to achieve target of 50% of Women in SMS representation.

Employment of Youth

As at 31 March 2026, a total number of 494 employees were youth (aged 21–35) translating to 24,50% (494 of 2 016) against a national target of 30%. Youth appointment continues to be prioritised during the recruitment process as part of the youth employment initiative. The OCJ in its youth development initiatives will continue to earmark and ring fence vacant and funded posts for youth.

Employment of People with disabilities

As at 31 March 2026, the OCJ employed 44 employees categorised as people with disabilities translating to 2,28% (46 of 2016) achievement maintaining the prescribed 2% national target. There was an increase from the 44 people with disabilities employed in the previous financial year. The Department continues its plans to ringfence more posts to continue attracting people with disabilities.

The OCJ continues to advocate and create awareness against Gender Based Violence and Femicide. The OCJ commemorated the 16 days of activism for violence against women and children. Officials at the National Office signed a pledge of commitment to eradicate GBVF which has been declared a national crisis. In this regard, 14 awareness sessions on the prevention and management of harassment in the workplace were conducted.

2.1.7. EMPLOYEE PERFORMANCE MANAGEMENT

The Department has fostered a performance culture that promotes continuous improvements in service delivery by systematically aligning individual performance agreements with its strategic objectives. The Office of the Chief Justice (OCJ) remains committed to the consistent application of the Performance Management and Development System (PMDS) as a key strategic mechanism for enhancing organisational efficiency, while reinforcing a culture of high performance and service excellence. The OCJ has achieved 99% compliance with the PMDS submission of the Performance Agreements as compared to 96% in 2024/2025 FY.

2.2 ACHIEVEMENTS

- The OCJ successfully conducted Organisational Functionality Assessment (OFA) in line with the

Directive on OFA, leading to the submission of the implementation to the Minister of Public Service and Administration (MPSA).

- During the 2025/26 financial year, the OCJ reduced its vacancy rate from 12,34% in 2024/25 to 8,98%, falling below the set target of 10% or lower. This represents a significant achievement for the Department. Despite constraints in the Compensation of Employees' (CoE) budget, the Department maintained institutional stability, reducing key management vacancy levels from 30,6% to 14% in 2025/26.
- The OCJ recorded 85,71% filled positions at SMS level (42 of 49). The filling of the SMS positions ensured stability and strengthened the strategic direction of the OCJ.
- The Department achieved a high-performance rating (Level 4 of 4) on an audit conducted by the Department of Public Service and Administration (DPSA), reflecting strong institutional commitment and effective implementation of employee wellness programmes.
- The OCJ resolved a total of 35 grievances out of 36, achieving 97% resolution rate during the year under review as compared to the 80% in the previous financial year, which shows a significant improvement in the management of grievances.
- Employee development to strengthen and sustain a capable workforce was prioritised through the Workplace Skills Plan, wherein a total of 1 258 employees were trained and empowered to expand their skills to adapt to evolving service delivery demands.
- A total of 112 employees were awarded bursaries to support and encourage continuous learning, of whom 51% were female.
- The OCJ demonstrated its commitment to youth empowerment and skills development by placing 100 and 133 young people in developmental programmes, including internships and TVET learnerships.
- As part of implementing diversity management and inclusion, the OCJ hosted all employees with disabilities during Disability Rights Awareness Month, which led to the establishment of a Disability Forum. One assistive device was procured as part of the Policy on Reasonable Accommodation.
- The OCJ achieved 52,38% of women at SMS level as compared to 47,05% in 2024/2025 FY.

2.3 CHALLENGES

- An insufficient number of Job Evaluation Panels exists to conduct quality assurance and recommend jobs. To address this, additional members have been identified to undergo Job Evaluation Panel training to help reduce the backlog of jobs requiring evaluation and approval.
- Filling of the seven vacant Chief Registrar posts remains a challenge due to limitations within the current Occupation-Specific Dispensation (OSD) framework, which continues to impact on the Department's ability to attract and appoint suitably qualified candidates.
- Lack of funding to implement e-Recruitment during the reporting period remained a key challenge. The recruitment process relies on manual procedures, making it time-consuming and negatively affecting turnaround time, particularly in filling the high number of vacant posts.
- The OCJ faced challenges in the 2025/26 financial year relating to the retention of skilled workers due to external employment opportunities with higher remuneration packages than those of the OCJ. This failure adversely affected the OCJ's performance. The OCJ had to implement intervention strategies to retain some skilled employees through counter offers and by introducing non-financial incentives such as flexible work hours and training and development. While some retention strategies are in place, there is still a need to introduce and implement additional measures to ensure job satisfaction and financial stability for OCJ employees.
- Occupational Health and Safety (OHS) compliance remains a challenge within the OCJ, mainly due to the reliance on the DPWI for maintenance of the OCJ buildings. The OCJ faces accommodation challenges at the National Office, contributing to the workplace environmental risks. Following the Department of Employment and Labour's findings and recommendations, the OCJ conducted an occupational

hygiene survey at the National Office which identified workplace environmental risks such as inadequate ventilation, elevated bacterial contamination and isolated chemical exposures.

- The current manual implementation of the Performance Management and Development System (PMDS) remains a significant operational challenge. The manual system contributes to delays in submission, verification, and moderation of performance agreements and assessments.
- Lack of implementation of mandatory training was impacted by the unavailability of court officials, which required attendance during recess period.
- The unavailability of court officials during the recess period negatively affects the ability to meet the minimum class attendance requirements set by the National School of Government (NSG).
- The finalisation of disputes remains a challenge. The OCJ ended the financial year with 28 pending disputes, which is attributed to the dependency on the Public Service Coordinating Bargaining Council (PSBCS), General Public Service Bargaining Council (GPSSBC) and CCMA in scheduling disputes for arbitrations.

2.4 FUTURE PLANS/GOALS

The OCJ will:

- Enrol officials for job evaluation training in order to increase the capacity of the Job Evaluation Panels;
- Continue with the review of the organisational structure;
- Implement e-Recruitment system and e-Leave system;
- Review the Organisational Development Framework and processes;
- Continue to capacitate and empower the workforce through skills development and mandatory training and Implementation of executive and leadership development programmes; and
- Conduct Hazard Identification and Risk Assessment.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1 PERSONNEL RELATED EXPENDITURE

The following tables summarises the final audited personnel related expenditure by programme and by salary bands. In particular, it provides an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2025 and 31 March 2026

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
ADMINISTRATION	292 382	150 931	5 666	0	52	648
SUPERIOR COURT SERVICES	1 238 550	839 116	2 755	0	68	393
JUDICIAL EDUCATION & SUPPORT	82 808	29 969	941	0	36	721
SUB-TOTAL (Voted Funds)	1 613 740	1 020 016	9 362	0	63	411
DIRECT CHARGE AGAINST THE NRF	1 380 849	1 277 336	0	0	93	2 310
GRAND TOTAL (Voted Funds and Direct Charge Against the NRF)	2 994 589	2 247 352		0	75	949

Table 3.1.2 Personnel costs by salary band for the period 1 April 2025 and 31 March 2026

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	9 789	0,9	77	127
Skilled (level 3-5)	351 294	34,4	975	360
Highly skilled production (levels 6-8)	344 173	33,7	668	515
Highly skilled supervision (levels 9-12)	255 159	25,0	331	771
Senior and top management (levels 13-16)	59 601	5,8	42	275
SUB-TOTAL (Voted Funds)	1 020 016	44,6	2016	1 045

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
OCJ: DIRECT CHARGE AGAINST THE NRF	1 269 065	55,4	404	3 141
GRAND TOTAL (Voted Funds and Direct Charge Against the NRF)	2 289 081	100	2420	945

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the 1 April 2025 and 31 March 2026

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
ADMINISTRATION	150 932	15	3 679	36	3 418	9	6 709	8
SUPERIOR COURT SERVICES	839 116	82	6 431	63	34 673	89	72 232	90
JUDICIAL EDUCATION AND SUPPORT	29 968	3	197	1	770	2	1 393	2
Total	1 020 016	100	10 307	100	38 861	100	80 334	100

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2025 and 31 March 2026

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	9 789	1	0	0	0	0	0	0
Skilled (level 3-5)	248 612	13	1 644	0,08	21 250	1,12	48 146	2,55
Highly skilled production (levels 6-8)	275 085	15	1 737	0,09	12 142	0,64	25 063	1,32
Highly skilled supervision (levels 9-12)	215 072	11	2 569	0,13	5 146	0,27	8 358	0,44
Senior management (level 13-16)	1 148 212	60	0	0	3 960	0,20	6 240	0,33
Total	1 896 770	100	5 950	0,30	38 933	2,23	88 115	4,64

3.2 EMPLOYMENT AND VACANCIES

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:

- programme
- salary band
- critical occupations (see definition in notes below).

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. Therefore, the vacancy rate reflects the percentage of posts that are not filled.

Table 3.2.1 Employment and vacancies by programme as on 31 March 2026

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	226	203	10.17	11
Superior Court Services	1 951	1 777	8,92	11
Judicial Education & Support	38	36	5,26	0
Total	2215	2016	8,98	22

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2026

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	0	0	0	0
Skilled (3-5)	1 102	1 005	8,80	7
Highly skilled production (6-8)	678	618	8,84	10
Highly skilled supervision (9-12)	386	351	9,06	4
Senior management (13-16)	49	42	14,28	1
Total	2 215	2 016	8,98	22

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2026

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Chief Registrar	15	8	46,66	1
Registrar	107	100	6,54	0
Specialist Litigation (State Law Advisor)	3	3	0	0
Legal Admin Officer	1	0	0	0
Senior Statistician	8	8	0	0
Statistician	10	10	0	0
Forensic Investigation	3	3	0	0
Information Technology Security Officer	2	2	0	0
Web Developer	0	0	0	0
System /Business Analyst	2	2	0	0
Business Process Engineer	0	0	0	0
Total	151	136	9,93	1

3.3 FILLING OF SMS POSTS

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

Table 3.3.1 SMS post information as on 31 March 2026

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Secretary-General	1	0	0	1	100
Salary Level 16	0	0	0	0	0
Salary Level 15	3	3	100	0	0
Salary Level 14	9	8	88,88	1	11,11
Salary Level 13	36	31	86,11	5	13,88
Total	49	42	85,71	7	14,28

Table 3.3.2 SMS post information as on 30 September 2025

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Secretary-General	1	0	0	1	100
Salary Level 16	0	0	0	0	0
Salary Level 15	3	3	100	0	0
Salary Level 14	9	8	88,88	1	11,11
Salary Level 13	36	28	77,77	8	22,22
Total	49	39	79,59	10	20,40

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2025 and 31 March 2026

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Secretary General	1	0	0
Salary Level 16	0	0	0
Salary Level 15	1	1	0
Salary Level 14	2	0	4
Salary Level 13	3	0	7
Total	7	1	11

*It should be noted that only seven (7) posts were advertised during the reporting period, whereas five (5) posts were advertised during the 2024/25 financial year and subsequently filled in the 2025/26 financial year.

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2025 and 31 March 2026

Reasons for vacancies not advertised within six months

Some positions were vacated during the 2024/25 financial year while the moratorium on the filing of posts in the public service was still in effect. Due to budget reprioritisation some posts were delayed in filling them within the prescribed period.

Reasons for vacancies not filled within twelve months

Some positions were vacated during 2024/25 financial year while the moratorium on filing of posts in the public service was still in effect and advertised during the reporting period. Due to budget reprioritisation some posts were delayed in filling them within the prescribed period.

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2025 and 31 March 2026

Reasons for vacancies not advertised within six months
None

Reasons for vacancies not filled within six months
None

3.4 JOB EVALUATION

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2025 and 31 March 2026

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower Skilled (Levels 1-2)	0	0	0	0	0	0	0
Skilled (Levels 3-5)	1 102	4	0,36	19	1,72	0	0
Highly skilled production (Levels 6-8)	678	5	0,74	18	2,65	0	0
Highly skilled supervision (Levels 9-12)	386	14	3,64	2	0,52	2	0.52
Senior Management Service Band A	36	13	36,11	0	0	0	0
Senior Management Service Band B	9	6	0	0	0	0	0
Senior Management Service Band C	3	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
Total	2 215	42	40,85	39	4,89	2	0,52

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2025 and 31 March 2026

Gender	African	Asian	Coloured	White	Total
Female	17	0	0	0	17
Male	11	0	0	0	11
Total	28	0	0	0	28

Employees with a disability	0
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The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2025 and 31 March 2026

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Deputy Director: Library Services	2	9	11	There was no redesign of the job to equate with the grade of the post before it was regraded or equivalent vacant posts that the two incumbents could be transferred to.
Total number of employees whose salaries exceeded the level determined by job evaluation				2
Percentage of total employed				100%

The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2025 and 31 March 2026

Gender	African	Indian	Coloured	White	Total
Female	2	0	0	0	2
Male	0	0	0	0	0
Total	2	0	0	0	2

Employees with a disability	0	0	0	0	0
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Total number of Employees whose salaries exceeded the grades determine by job evaluation	None
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3.5 EMPLOYMENT CHANGES

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupations (see definition in notes below).

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2025 and 31 March 2026

Salary band	Number of employees at beginning of period-1 April 2025	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	1	0	0	0
Skilled (Levels 3-5)	945	92	28	2,70
Highly skilled production (Levels 6-8)	664	40	42	5,96
Highly skilled supervision (Levels 9-12)	296	54	22	6,28
Senior Management Service Bands A	26	1	0	0
Senior Management Service Bands B	5	3	0	0
Senior Management Service Bands C	3	1	0	0
Senior Management Service Bands D	0	0	0	0
Contracts	141	100	81	33,60
Total	2 081	291	173	7,75

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2025 and 31 March 2026

Critical occupation	Number of employees at beginning of period-April 2025	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Chief Registrars	11	1	2	17
Registrars	95	7	7	7
Specialist Litigation (State Law Advisor)	3	0	0	0
Legal Admin Officer	0	0	0	0
Senior Statistician	2	0	0	0
Statistician	10	0	0	0
Information Technology Security Officer	2	0	0	0
Web Developer	0	0	0	0
System/Business Analyst	2	0	0	0

Critical occupation	Number of employees at beginning of period-April 2025	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Business Process Engineer	0	0	0	0
Forensic Investigator	3	0	0	0
Research and Policy Developer	0	0	0	0
TOTAL	128	8	9	7

The table below identifies the major reasons why staff left the department.

Table 3.5.3 Reasons why staff left the department for the period 1 April 2025 and 31 March 2026

Termination Type	Number	% of Total Resignations
Death	9	5,2
Resignation	70	40,5
Expiry of contract	52	30,1
Dismissal – operational changes	0	0
Dismissal – misconduct	4	2,3
Dismissal – inefficiency	0	0
Discharged due to ill-health	1	0,6
Retirement	19	10,9
Transfer to other Public Service Departments	18	10,4
Other	0	0
Total	173	100
Total number of employees who left as a % of total employment	8,5 (173/2016*100)	

Table 3.5.4 Promotions by critical occupation for the period 1 April 2025 and 31 March 2026

Occupation	Employees 1 April 2025	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Chief Registrars	11	1	9,09	8	53
Registrars	95	2	2,10	59	55
Specialist Litigation (State Law Advisor)	3	0	0	1	33
Legal Admin Officer	0	0	0	0	0
Senior Statistician	2	0	0	7	87,5
Statistician	10	0	0	7	70
Information Technology Security Officer	2	0	0	0	0
Web Developer	0	0	0	0	0
System/Business Analyst	2	0	0	1	50
Business Process Engineer	0	0	0	0	0
Forensic Investigator	3	0	0	2	66,6
Research and Policy Developer	0	0	0	0	0
TOTAL	128	3	2,34	85	56,2

Table 3.5.5 Promotions by salary band for the period 1 April 2025 and 31 March 2026

Salary Band	Employees 1 April 2025	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	1	0	0	0	0
Skilled (Levels 3-5)	945	32	3.38	694	73
Highly skilled production (Levels 6-8)	664	44	6.62	413	62
Highly skilled supervision (Levels 9-12)	296	17	5.74	174	58,7
Senior Management (Level 13-16)	34	4	11.76	26	61,9
Total	1 940	97	5	1 307	64,8

3.6 EMPLOYMENT EQUITY

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2026

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	65	5	1	3	49	5	3	7	138
Professionals	187	7	3	6	245	14	14	23	499
Technicians and associate professionals	18	0	0	0	32	2	3	2	57
Clerks	298	33	9	13	613	78	20	70	1 134
Service and sales workers	0	0	0	0	0	0	0	0	0
Labourers and related workers	22	5	1	6	14	0	0	0	48
Plant and machine operators and assemblers	5	1	0	0	0	0	0	0	6
Elementary occupations	60	6	0	3	53	7	2	3	134
Total	655	57	14	31	1 006	106	42	105	2 016
Contract	7	1	0	0	11	0	3	0	22
Total	662	58	14	31	1 017	106	45	105	2 038
Employees with disabilities	19	5	2	1	11	2	1	5	46

Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	1	0	0	1	3
Senior Management	14	3	1	1	14	2	2	2	39
Professionally qualified and experienced specialists and mid-management	132	8	3	8	136	11	12	21	331
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	178	10	0	8	355	46	19	52	668
Semi-skilled and discretionary decision making	330	36	10	14	500	47	9	29	975
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Non-Permanent	7	1	0	0	11	0	3	0	22
Total	662	58	14	31	1 017	106	45	105	2 038

Table 3.6.3 Recruitment for the period 1 April 2025 and 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	1	0	0	0	1
Senior Management	2	0	0	0	5	1	1	0	9
Professionally qualified and experienced specialists and mid-management	30	0	2	4	31	4	2	6	79
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	42	2	0	0	68	4	3	0	119
Semi-skilled and discretionary decision making	57	0	0	0	85	2	0	2	146
Unskilled and defined decision making	17	0	0	0	17	0	0	0	34
Total	148	2	2	4	207	11	6	8	388
Employees with disabilities	1	0	0	0	1	0	0	0	2

Table 3.6.4 Promotions for the period 1 April 2025 and 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	1	0	1	0	4
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	1	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	7	1	0	0	4	0	0	0	12
Semi-skilled and discretionary decision making	10	0	0	0	31	1	0	2	44
Unskilled and defined decision making	15	0	0	0	17	0	0	0	32
Total	36	1	0	0	55	1	2	2	97
Employees with disabilities	0	0	0	0	1	0	0	0	1

Table 3.6.5 Terminations for the period 1 April 2025 and 31 March 2026

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	1	0	0	0	1
Professionally qualified and experienced specialists and mid-management	3	0	0	0	0	1	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	14	0	0	3	18	4	2	6	47
Semi-skilled and discretionary decision making	29	0	1	1	45	5	2	8	91
Unskilled and defined decision making	9	3	1	1	13	1	1	1	30
Total	55	3	2	5	77	11	5	15	173
Employees with disabilities	0	0	0	0	2	0	0	0	2

Table 3.6.6 Disciplinary action for the period 1 April 2025 and 31 March 2026

Disciplinary action	Male					Female			Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Written warning	0	0	0	0	0	0	0	0	0
Final Written Warning	0	0	0	0	0	0	0	0	0
Final Written Warning & 1 Month Suspension Without Pay	2	0	0	0	1	0	0		3
Final Written Warning & 2 Months Suspension Without Pay	0	0	0	0	1	0	0	0	1
Final Written Warning & 3 Months Suspension Without Pay	0	0	0	0	1	0	0	0	1
Dismissal	2	2	0	0	0	0	0	0	4
Other/Not Guilt/Withdrawal	0	0	0	0	1	0	0	0	1
Total	4	2	0	0	4	0	0	0	10

Table 3.6.7 Skills development for the period 1 April 2025 and 31 March 2026

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	65	5	1	3	49	5	3	7	138
Professionals	187	7	3	6	245	14	14	23	499
Technicians and associate professionals	18	0	0	0	32	2	3	2	57
Clerks	298	33	9	13	613	78	20	70	1134
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	5	1	0	0	0	0	0	0	6
Elementary occupations	60	6	0	3	53	7	2	3	134
Total	633	52	13	25	1 017	106	42	105	1 968
Employees with disabilities	19	5	2	1	11	2	1	5	46

3.7 SIGNING OF PERFORMANCE AGREEMENTS BY SMS MEMBERS

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2025

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Secretary-General	1	0	0	0
Salary Level 16	0	0	0	0
Salary Level 15	3	3	3	100%
Salary Level 14	9	5	5	100%
Salary Level 13	36	27	27	100%
Total	49	35	35	100%

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2026

Reasons
Not Applicable

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2026

Reasons
Not Applicable

3.8 PERFORMANCE REWARDS

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, disability, salary bands and critical occupations (see definition in notes below).

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2025 and 31 March 2026

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	0	655	0	0	0
Female	0	1 006	0	0	0
Asian					
Male	0	14	0	0	0
Female	0	42	0	0	0
Coloured	0		0	0	0
Male	0	57	0	0	0
Female	0	106	0	0	0
White					
Male	0	31	0	0	0
Female	0	105	0	0	0
Total	0	2 016	0	0	0

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2025 and 31 March 2026

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Lower Skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (level 3-5)	0	975	0	0	0	0
Highly skilled production (level 6-8)	0	668	0	0	0	0
Highly skilled supervision (level 9-12)	0	331	0	0	0	0
Total	0	1 974	0	0	0	0

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2025 and 31 March 2026

Critical occupation	Beneficiary Profile		Cost		
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Chief Registrar	0	10	0	0	0
Registrar	0	97	0	0	0
Specialist Litigation (State Law Advisor)	0	3	0	0	0
Legal Admin Officer	0	0	0	0	0
Senior Statistician	0	8	0	0	0
Statisticians	0	10	0	0	0
Web Developer	0	0	0	0	0
System/ Business Analyst	0	2	0	0	0
Business Process Engineer	0	0	0	0	0
Information Technology Security Officer	0	2	0	0	0
Forensic Investigation	0	3	0	0	0
Total	0	135	0	0	0

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2025 and 31 March 2026

Salary band	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Band A	0	31	0	0	0	0
Band B	0	8	0	0	0	0
Band C	0	3	0	0	0	0
Band D	0	0	0	0	0	0
Total	0	42	0	0	0	0

3.9 FOREIGN WORKERS

The tables below summarise the employment of foreign nationals in the department in terms of salary band and major occupation.

Table 3.9.1 Foreign workers by salary band for the period 1 April 2025 and 31 March 2026

Salary band	01 April 2025		31 March 2026		Change	
	Number	% of total	Number	% of total	Number	% Change
Lower skilled	0	0	0	0	0	0
Highly skilled production (Lev. 6-8)	1	100%	1	100%	0	0
Highly skilled supervision (Lev. 9-12)	0	0	0	0	0	0
Contract (level 9-12)	0	0	0	0	0	0
Contract (level 13-16)	0	0	0	0	0	0
Total	1	100%	1	100%	0	0

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2025 and 31 March 2026

Major occupation	01 April 2025		31 March 2026		Change	
	Number	% of total	Number	% of total	Number	% Change
Administrative Office Workers	1	100%	1	100%	0	0
Professionals and Managers	0	0	0	0	0	0
Senior Manager	0	0	0	0	0	0

3.10 LEAVE UTILISATION

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

Table 3.10.1 Sick leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower Skills (Level 1-2)	0	0	0	0	0	0
Skilled (levels 3-5)	10 200	83	917	49	11	12 572
Highly skilled production (levels 6-8)	5 999	80	624	33	10	11 333
Highly skilled supervision (levels 9-12)	2 581	82	293	16	9	7 897
Top and Senior management (levels 13-16)	221	83	35	2	6	1 224
Total	19 001	82	1 869	100	10	33 028

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2025 to 31 December 2025

Salary band	Total days	% Days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	1 009	100	21	2.08	48	1 277
Highly skilled production (Levels 6-8)	955	100	17	2.75	56	1 885
Highly skilled supervision (Levels 9-12)	75	100	2	0.56	38	255
Senior management (Levels 13-16)	0	0	0	0	0	0
Total	2 039	100	40	1.98	51	3 417

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 3.10.3 Annual Leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	23 940	1 004	23.84
Highly skilled production (Levels 6-8)	16 004	727	22.01
Highly skilled supervision (Levels 9-12)	8 523	366	23.28
Senior management (Levels 13-16)	970	42	23.09
Total	49 437	2 139 (inclusive of Interns)	22.73

Table 3.10.4 Capped leave for the period 1 January 2025 to 31 December 2025

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 March 2026
Lower skilled (Levels 1-2)	0	0	0	0
Skilled Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
Total	0	0	0	0

The following table summarise payments made to employees as a result of leave that was not taken.

Table 3.10.5 Leave payouts for the period 1 April 2025 and 31 March 2026

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2025/26 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave payouts on termination of service for 2025/26	794	9	88
Current leave payout on termination of service for 2025/26	3 153	95	32
Total	3 947	104	37

3.11 HIV/AIDS & HEALTH PROMOTION PROGRAMMES

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
The nature of the OCJ 's administrative working environment means officials are not typically exposed to HIV or other related risks; thus, the risk is considered low.	Awareness Sessions Health Risk Assessments (Health Screenings during Wellness Days) Commemoration of World AIDS Day Desk drops on HIV Provision of Condoms in the Bathrooms

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes		Mr Sam Phaladi, Director: Human Resource Utilisation and Development (HRU&D)
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		There are two dedicated EHW officials responsible for the program. Over and above, the Unit has a Service Provider contracted to promote the health and well-being of employees. A budget of R2 144 000 was allocated for 2025/26 FY to implement EHW Programmes.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	Yes		• 24-hour Telephone Counselling Services • Face-to-Face Counselling Services • Financial Management Services • Lifestyle Management Services • Trauma Services • Health Risk Assessments (Health Screenings) • Organisational Wellness Services

4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes		The EHW Designated and the appointed EHW Champion (based in some of the Service Centres) are responsible for the overall EHW Programmes and assist in the promotion of HIV Education as follows: • Eastern Cape – Siyakubonga Mponzo • Gauteng – Nomathamsanqa Mbalekwa • Free State – Natasha De la Rey • Kwa-Zulu Natal – Sithembile Mvuyana • Limpopo – Toutela Masemola • Mpumalanga – Sibusiso Zwane • Northern Cape – Lynnzay Wymers • North West – Otshepeng Sebatso • Western Cape – Sweliswe Hlongwane
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	Yes		The Department HIV/AIDS, STI & TB Management Policy and Policy on Reasonable Accommodation for Employees with Special Needs in place which are non-discriminatory.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	Yes		• The Policy on HIV/AIDS, STI and TB Management has long been developed and was shared with colleagues • The Policy on Reasonable Accommodation for Employees with Special Needs was approved and shared with OCJ officials. • These policies are designed to ensure that officials are not stigmatised based on their health status and to provide the organisation with effective ways of reasonably accommodating those officials. • Furthermore, the Department conducted awareness sessions on destigmatisation of chronic diseases and commemorates World AIDS Day on an annual basis for educational purposes.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	Yes		Eleven (11) Health Risk Assessments were conducted in the 2025/26 FY. A total of 247 officials participated in HIV Voluntary Testing and Counselling amounting 12.25% officials against the staff establishment. The OCJ commemorated World AIDS Day by hosting an HIV Awareness Walk
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.		No	None

3.12 LABOUR RELATIONS

Table 3.12.1 Collective agreements for the period 1 April 2025 and 31 March 2026

Subject matter	Date
None.	

Total number of Collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2025 and 31 March 2026

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	0	0
Suspended without pay	5	50
Fine	0	0
Demotion	0	0
Dismissal	4	40
Not guilty	0	0
Case withdrawn	1	10
Total	10	100

Total number of disciplinary hearings finalised	10
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Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2025 and 31 March 2026

Type of misconduct	Number	% of total
Assault	2	13
Insolent behaviour	1	6
Conducting himself in an improper, disgraceful and unacceptable conduct	2	13
Falsification of official documents	1	6
Prejudicing the administration and efficiency of the OCJ	1	6
Fails to comply with or contravenes an Act or Regulation or Legal Obligation	1	6
Misuse of state vehicle	1	6
Gross dishonesty	1	6
Failure to apply for permission to perform other remunerative work outside the department	1	6
Dereliction of duties	1	6
Dishonesty	1	6
Contravening Paragraph 6.24.1 of the OCJ Recruitment and Selection	1	6

Type of misconduct	Number	% of total
Sexual harassment	1	6
Abscondment	1	6
Total	16	100

Table 3.12.4 Grievances lodged for the period 1 April 2025 and 31 March 2026

Grievances	Number	% of Total
Number of grievances resolved	35	97.22
Number of grievances not resolved	1	2.77
Total number of grievances lodged	36	100

Table 3.12.5 Disputes logged with Councils for the period 1 April 2025 and 31 March 2026

Disputes	Number	% of Total
Number of disputes upheld	2	18
Number of disputes dismissed	9	82
Total number of disputes lodged	11	100

Table 3.12.6 Strike actions for the period 1 April 2025 and 31 March 2026

Total number of persons working days lost	0
Total costs working days lost	R0
Amount recovered as a result of no work no pay (R'000)	R0

Table 3.12.7 Precautionary suspensions for the period 1 April 2025 and 31 March 2026

Number of people suspended	5
Number of people who's suspension exceeded 30 days	5
Average number of days suspended	1 303
Cost of suspension	R1 127 906.55

3.13 SKILLS DEVELOPMENT

This section highlights the efforts of the department with regards to skills development.

Table 3.13.1 Training needs identified for the period 1 April 2025 and 31 March 2026

Occupational category	Gender	Number of employees as at 1 April 2025	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	54	N/A	•CIP, Financial Management and Delegation •Project Khaedu	N/A	98
	Male	57	N/A	•Job Evaluation Training •Advanced Management Development Programme •Supervisory Skills		
Professionals	Female	279	N/A	•Reorientation •Taxation and Default Judgement •Legal Interpreting •ICT Programme •Auditing •Skills Development Facilitation •HR Conferences and Related. •Auditing Conferences •Sign Language	N/A	259
	Male	191	None			
Technicians and associate professionals	Female	56	N/A	•Health and Safety Training •Re-Orientation in the Public Service	N/A	347
	Male	67	None	•Emerging Management Development Programme •Job Evaluation Training •Bid Committee Training •Forensic Investigation Training •Computer Related Courses •Risk Management Conferences and Related courses •BAS Training •Gender Mainstreaming •Mentoring and Coaching		

Occupational category	Gender	Number of employees as at 1 April 2025	Training needs identified at start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Clerks	Female	772	N/A	•Compulsory Induction Programme Level 4-5 •Foundation Management Development Programme •Excellent Customer Service Training •Project Management •Breaking Barriers in Public Service •PERSAL Training	N/A	370
	Male	341	None			
Service and sales workers	Female	0	N/A	N/A	N/A	0
	Male	0	None			
Skilled agriculture and fishery workers	Female	0	N/A	N/A	N/A	0
	Male	0	None			
Craft and related trades workers	Female	0	N/A	N/A	N/A	0
	Male	0	None			
Plant and machine operators and assemblers	Female	0	N/A	•Compulsory Induction Programme 1-3 •Occupational Health and Safety Training	N/A	15
	Male	7	None			
Elementary occupations	Female	65	N/A	•Compulsory Induction Programme 1-3 •Excellent Customer Service •Occupational Health and Safety Training	N/A	38
	Male	70	None			
Sub Total	Female	1 206	N/A			
	Male	753	N/A			
Total		1 959	N/A			1 127

Table 3.13.2 Training provided for the period 1 April 2025 and 31 March 2026

Occupational category	Gender	Number of employees as at 1 April 2025	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	54	N/A	• Pre-Screening and Vetting Training • Ethics in the Public Service • Financial Management Delegations of Authority in Public Service. • Juta Evolve System Training • Court On-line • Compulsory Induction Programme 13-14 • Public Service Re-Orientation for Managers • Financial Mastery Conference • Monitoring and Evaluation Training • Nyukela Services SMS Pre-entry Programme • Introduction to Leading Change • Default Judgement	N/A	92
	Male	57				
Professionals	Female	279	N/A	• Public Service Re-Orientation Programme Training • Pre-Screening and Vetting Training • Excellent Frontline Customer Service • Ethics in the Public Service • Advanced Project Management • Managing Performance in the Public Service • Microsoft Azure Fundamentals • Emotional Intelligence • COIDA Training • Financial Management Delegations of Authority in Public Service. • TOGAF • Monitoring and Evaluation Training • Leadership and Change Management Training • Emotional Intelligence	N/A	265
	Male	191				

Occupational category	Gender	Number of employees as at 1 April 2025	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Technicians and associate professionals	Female	56	N/A	• Excellent Frontline Customer Service • Managing Performance in the Workplace • OHS Training • Financial Management Delegations of Authority in the Public Service • Compulsory Induction Programme 6-12 • Health and Safety Training • Computer Training • COIDA Training • Advanced Project Management • Fire Evacuation • Ethics in Public Service • Public Service in the Re-orientation • Financial Mastery Conference • Juta Evolve Training • First Aid Training • Advanced Acquisition Management Training • SCM for Public Service Training	N/A	354
	Male	67				
Clerks	Female	772	N/A	• Excellent Frontline Customer Service • BAS Training • Compulsory Induction Programme 4-5 • Ethics in the Public Service • End-User Computer Training • SCOA for Practitioners Training • Reporting Writing Training • Computer Training • COIDA Training • Breaking Barriers to Entry into Public Service • Public Service in the Re-orientation • Basic Project Management • First Aid Training • OHS Training • Emotional Intelligence • Conflict Management • Basic Fire Fighting • Basic Writing Skills	N/A	470
	Male	341				

Occupational category	Gender	Number of employees as at 1 April 2025	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Service and sales workers	Female	0	N/A	N/A	N/A	N/A
	Male	0	N/A	N/A	N/A	N/A
Skilled agriculture and fishery workers	Female	0	N/A	N/A	N/A	N/A
	Male	0	N/A	N/A	N/A	N/A
Craft and related trades workers	Female	0	N/A	N/A	N/A	N/A
	Male	0	N/A	N/A	N/A	N/A
Plant and machine operators and assemblers	Female	0	N/A	N/A	N/A	N/A
	Male	7				
Elementary occupations	Female	65	N/A	• First Aid Training • Fire Fighting • Computer Training • COIDA Training • Compulsory Induction Programme 1-3	N/A	77
	Male	70				
Sub Total	Female	1 206				
	Male	753				
Total		1 959				1 258

3.14 INJURY ON DUTY

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty for the period 1 April 2025 and 31 March 2026

Nature of injury on duty	Number	% of total
Required basic medical attention only	4	40
Temporary Total Disablement	6	60
Permanent Disablement	0	0
Fatal	0	0
Total	10	100

3.15 UTILISATION OF CONSULTANTS

The following tables relates information on the utilisation of consultants in the department. In terms of the Public Service Regulations “consultant” means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

- (a) The rendering of expert advice;
- (b) The drafting of proposals for the execution of specific tasks; and
- (c) The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a department.

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2025 and 31 March 2026

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
INDABA GLOBAL TRAVEL: OCJ2021/13 Appointment of service provider to provide the following services: Travel, accommodation and conference facilities To the Office of the Chief Justice for the period of 36 months	14	365	Tariff structure and incident based
ALTERAM: OCJ2024/06 Appointment of the service provider to provide ICT professional Support and Maintenance Services for a period of 36 months.	35	365	R10 930 747.24
UNIVERSAL CORPORATE: OCJ2024/10 Appointment of service provider for the provision of the comprehensive employee health and wellness services for a period of thirty-six months	6	365	R289 042.20 fix and Tariff structure and incident based

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
Three (3)	55	1 085 days	R11 219 789.44 + Tariff structure and incident-based.

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2025 and 31 March 2026

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
INDABA GLOBAL TRAVEL: OCJ2021/13 Appointment of service provider to provide the following services: Travel, accommodation and conference facilities To the Office of the Chief Justice for the period of 36 months	100	100	7
ALTERAM: OCJ2024/06 Appointment of the service provider to provide ICT professional Support and Maintenance Services for a period of 36 months.	100	100	35
UNIVERSAL CORPORATE: OCJ2024/10 Appointment of service provider for the provision of the comprehensive employee health and wellness services for a period of thirty-six months	100	6	R289 042.20 fix and Tariff structure and incident based

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2025 and 31 March 2026

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
N/A	N/A	N/A	N/A

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
N/A	N/A	N/A	N/A

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2025 and 31 March 2026

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
N/A	N/A	N/A	N/A

3.16 SEVERANCE PACKAGES

Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2025 and 31 March 2026

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by department
Lower skilled (Levels 1-2)	0	0	0	0
Skilled Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
Total	0	0	0	0







PART E

PFMA COMPLIANCE REPORT

IRREGULAR, FRUITLESS AND WASTEFUL, UNAUTHORISED EXPENDITURE AND MATERIAL LOSSES

1.1. Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	46 411	40 721
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: Irregular expenditure confirmed	25 706	46 411
Less: Irregular expenditure condoned	-	-
Less: Irregular expenditure not condoned and removed	(62 240)	(40 721)
Less: Irregular expenditure recoverable	-	-
Less: Irregular expenditure not recoverable and written off	-	-
Closing balance	9 877	46 411

Irregular expenditure due to non-compliance with SCM and SITA prescripts during 2021/2022 FY. The irregular expenditure relating to the prior year as a result of Non-Compliance with Public Service Regulation (PSR) 67(1) and contravention of section 17(3)(a)(i) of the Public Service Act. The matter referred to DPSA for legal opinion.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure that was under assessment	5 233	-
Irregular expenditure that relates to the prior year and identified in the current year	-	-
Irregular expenditure for the current year	20 473	46 411
Total	25 706	46 411

b) Details of irregular expenditure (under assessment, determination, and investigation)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure under assessment	4 027	3 711
Irregular expenditure under determination	-	-
Irregular expenditure under investigation	-	-
Total	4 027	3 711
<i>The irregular expenditure under dispute as a result of Non-Compliance with National Treasury Instruction Note 3.</i>		

c) Details of irregular expenditure condoned

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure condoned	-	-
Total	-	-

d) Details of irregular expenditure removed - (not condoned)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure NOT condoned and removed	62 240	40 721
Total	62 240	40 721

The irregular expenditure relating to the prior year and the period under review was removed by the relevant authorities.

e) Details of irregular expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure recoverable	1 984	-
Total	1 984	-

f) Details of irregular expenditure written off (irrecoverable)

Description	2025/2026	2024/2025
	R'000	R'000
Irregular expenditure written off		
Total		

Additional disclosure relating to Inter-Institutional Arrangements

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is not responsible for the non-compliance)

Description
Total

OCJ is not involved in an inter-institutional arrangement.

h) Details of irregular expenditure cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)

Description	2025/2026	2024/2025
	R'000	R'000
	-	-
Total	-	-

i) Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken

Investigation was conducted and no action possible: transgressing employee has left the employer of the OCJ.

Transgression of SCM prescripts non-compliance to SITA Act. Value for money obtained.

1.2. Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	8	57
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: Fruitless and wasteful expenditure confirmed	1 581	3
Less: Fruitless and wasteful expenditure recoverable	-	(15)
Less: Fruitless and wasteful expenditure not recoverable and written off	-	(37)
Closing balance	1 589	8

Fruitless and Wasteful expenditure relates to E-Judiciary system, cancelled flight and no shows.

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	-	-
Fruitless and wasteful expenditure for the current year	1 581	-
Total	1 581	-

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	-
Fruitless and wasteful expenditure under investigation	-	-
Total	-	-

c) Details of fruitless and wasteful expenditure recoverable

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure recoverable	4	-
Total	4	-

Determination has been complemented and officials were informed money will be recovered.

d) Details of fruitless and wasteful expenditure not recoverable and written off

Description	2025/2026	2024/2025
	R'000	R'000
Fruitless and wasteful expenditure written off	-	37
Total	-	37

Prior year fruitless expenditure written off.

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

Disciplinary steps taken
None
Total

1.3. Unauthorised expenditure

a) Reconciliation of unauthorised expenditure

Description	2025/2026	2024/2025
	R'000	R'000
Opening balance	238 792	-
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: unauthorised expenditure confirmed	-	238 792
Less: unauthorised expenditure approved with funding	-	-
Less: unauthorised expenditure approved without funding	-	-
Less: unauthorised expenditure recoverable	-	-
Less: unauthorised not recoverable and written off	-	-
Closing balance	238 792	238 792

Reconciling notes

Description	2025/2026	2024/2025
	R'000	R'000
Unauthorised expenditure that was under assessment	-	-
Unauthorised expenditure that relates to the prior year and identified in the current year	-	-
Unauthorised expenditure for the current year	-	238 792
Total	-	238 792

b) Details of unauthorised expenditure (under assessment, determination, and investigation)

Description	2025/2026	2024/2025
	R'000	R'000
Unauthorised expenditure under assessment	121	-
Unauthorised expenditure under determination	-	-
Unauthorised expenditure under investigation	-	-
Total	121	-

The budget was used for the expenditure that is outside OCJ mandate.

1.4. Additional disclosure relating to material losses in terms of PFMA Section 40(3)(b)(i) &(iii))

a) Details of material losses through criminal conduct

Material losses through criminal conduct	2025/2026	2024/2025
	R'000	R'000
Theft	-	-
Other material losses	-	-
Less: Recoverable	-	-
Less: Not recoverable and written off	-	-
Total	-	-

OCJ did not have any material losses during this period.

b) Other material losses recoverable

Nature of losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)		
Total		

OCJ did not have any material losses during this period.

c) Other material losses not recoverable and written off

Nature of losses	2025/2026	2024/2025
	R'000	R'000
(Group major categories, but list material items)		
Total		

1. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value
		R'000
Valid invoices received	24 072	844 737
Invoices paid within 30 days or agreed period	23 557	821 976
Invoices paid after 30 days or agreed period	515	22 761
Invoices older than 30 days or agreed period (<i>unpaid and without dispute</i>)	-	-
Invoices older than 30 days or agreed period (<i>unpaid and in dispute</i>)	-	-

Late payment of invoices beyond 30 days was due to disputes and budget constraints.

2. SUPPLY CHAIN MANAGEMENT

1.1. Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Thomson and Reuters	Thomson and Reuters	Single sourcing provider	POS00000WG	19 423
Procurement of vehicle for use by Judges	Nmi Durban South Motors	Limited bidding	N/A	2 007
Procurement of vehicle for use by Judges	LSM Distributors	Limited bidding	N/A	2 199
Total				23 629

2.3 Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
				R'000	R'000	R'000
Travel, accommodation and conference facilities to the Office of the Chief Justice (OCJ) for a period of thirty-six (36) months	Indaba Global Travel Pty Ltd	Variation	OCJ2022/13	285 030	23 752	110 844
Thomson and Reuters	Thomson and Reuters	Variation	OCJ2021/13	19 423	-	9 764
Total				304 453	23 572	120 608

OCJ had variations or expansions on contracts above the thresholds prescribed in terms of the instructions on Enhancing Compliance, Transparency and Accountability in Supply Chain Management.





PART F

FINANCIAL INFORMATION

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1. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO 27: OFFICE OF THE CHIEF JUSTICE

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Office of The Chief Justice set out on pages 152 to 164, which comprise the appropriation statement, statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of The Chief Justice as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MSC) and the requirements of the Public Finance Management Act of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Irregular expenditure

7. As disclosed in note 25 to the financial statements, irregular expenditure of R25 705 000 was incurred, as the proper tender process was not followed.

Other matter

8. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedules

9. The supplementary information set out on pages 165 to 205 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

10. The accounting officer is responsible for the preparation and fair presentation of the financial statements with the MSC as prescribed by National Treasury and the requirements of the PFMA; and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

12. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
13. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 7 and 8, forms part of my auditor's report.

Report on the annual performance report

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof; I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
15. I selected the following material performance indicators related to Programme 2: Superior Court Service presented in the annual performance report for the year ended 31 March 2026. I selected those indicators that measure the department's performance on its primary mandated functions and that are of significant national, community or public interest.
 - Percentage of default judgments finalised by Registrars within 12 court days from the last date of receipt of application
 - Percentage of taxations of opposed legal bills of costs finalised within 60 court days from date of set down
 - Percentage of taxations of unopposed legal bills of costs finalised within 40 court days from date of set down
 - Percentage of warrants of liberation (J1) delivered within one day of the release issued

- Number of Judicial Case Flow Management Performance reports produced
16. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.
 17. I performed procedures to test whether:
 - the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives
 - all the indicators relevant for measuring the department's performance against its primary mandated and prioritised functions and planned objectives are included
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
 - the reported performance information is presented in the annual performance report in the prescribed manner
 - there is adequate supporting evidence for the achievements reported and for the reasons provided for over-achievement of targets.
 18. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.
 19. I did not identify any material findings on the reported performance information for the selected indicators.

Other matter

20. I draw attention to the matter below.

Achievement of planned targets

21. The annual performance report includes information on reported achievements against planned targets and provides explanations for over achievements.

Report on compliance with legislation

22. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.
23. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
24. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
25. I did not identify any material non-compliance with the selected legislative requirements

Other information in the annual report

26. The accounting officer is responsible for the other information included in the annual report which includes the general information, governance report and human resource management report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in programme presented in the annual performance report that have been specifically reported on in this auditor's report.
27. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other

information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

28. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
29. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary

Internal control deficiencies

30. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
31. I did not identify any significant deficiencies in internal control

Auditor General

Pretoria

31 July 2026



AUDITOR - GENERAL
SOUTH AFRICA

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the department's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the department to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a department to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair representation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

	Selected legislation and regulations	Consolidated firm level requirements
1	Public Finance Management Act 1 of 1999	Section 1; 38(1)(b); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); 38(1)(f); 38(1)(h)(iii); 39(1)(a); 39(2)(a); 40(1)(a); 40(1)(b); 40(1)(c)(i); 43(1); 43(4); 44; 45(b)
2	Treasury Regulations, 2005	Regulation 4.1.1; 4.1.3; 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); 5.3.1; 6.3.1(a); 6.3.1(b); 6.3.1(c); 6.3.1(d); 6.4.1(b); 7.2.1; 8.1.1; 8.2.1; 8.2.2; 8.2.3; 8.4.1; 9.1.1; 9.1.4; 10.1.1(a); 10.1.2; 11.4.1; 11.4.2; 11.5.1; 12.5.1; 15.10.1.2(c); 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A7.1; 16A7.3; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 17.1.1; 18.2; 19.8.4
3	Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A); 25(9)(a); 25(10)
4	Division of Revenue Act 2 of 2025	Section 9(1)(b); 9(1)(c); 9(1)(e); 9(1)(f); 10(1)(a); 10(6)(b); 10(7); 11(6)(a); 12(5); 16(1); 16(3)
5	National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
6	National Treasury Instruction No. 9 of 2017/18	Paragraph 4.3
7	National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2 (b); 4.3; 4.4(a); 4.17; 7.2; 7.6
8	National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
9	National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
10	National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
11	Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2(1)(a); 2(1)(b); 2(1)(f)
12	Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
13	Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
14	Public Service Regulations, 2016	Regulation 18(1); 18(2); 25(1)(e)(i); 25(1)(e)(iii)
15	State Information Technology Agency Act 88 of 1998	Section 7(3)

APPROPRIATION STATEMENT

for the year ended 31 March 2026

Appropriation per programme										
2025/26										2024/25
Adjusted budget	Shifting of funds	Virement	Final budget	Actual expenditure	Variance	Expenditure as % of final budget	Final budget	Actual expenditure		
R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Programme										
1. ADMINISTRATION	295 790	-	(3 408)	292 382	292 382	-	100%	260 674	319 960	
2. SUPERIOR COURT SERVICES	1 245 622	-	(737)	1 244 885	1 238 550	6 335	99,5%	963 946	1 125 844	
3. JUDICIAL EDUCATION AND SUPPORT	78 663	-	4 145	82 808	82 808	-	100%	49 168	66 776	
Subtotal	1 620 075	-	-	1 620 075	1 613 740	6 335	99,6%	1 273 788	1 512 580	
Statutory appropriation	1 332 810	-	-	1 332 810	1 380 849	(48 039)	103,6%	1 333 214	1 323 867	
Judges' salaries	1 332 810	-	-	1 332 810	1 380 849	(48 039)	103,6%	1 333 214	1 323 867	
TOTAL	2 952 885	-	-	2 952 885	2 994 589	(41 704)	101,4%	2 607 002	2 836 447	

APPROPRIATION STATEMENT

for the year ended 31 March 2026

	2025/26		2024/25	
	Final budget R'000	Actual expenditure R'000	Final budget R'000	Actual expenditure R'000
TOTAL (brought forward)				
Reconciliation with statement of financial performance				
ADD				
Departmental receipts	4 044		2 290	
NRF receipts	-		-	
Aid assistance	127 834			
Actual amounts per statement of financial performance (total revenue)	3 084 763		2 609 292	
ADD				
Aid assistance				
Prior year unauthorised expenditure approved without funding				
Actual amounts per statement of financial performance (total expenditure)		2 994 589		2 836 447

APPROPRIATION STATEMENT

for the year ended 31 March 2026

Appropriation per economic classification										
2025/26										2024/25
Adjusted budget	Shifting of funds	Virement	Final budget	Actual expenditure	Variance	Expenditure as % of final budget	Final budget	Actual expenditure		
R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Economic classification										
Current payments	2 679 520	1 550	400	2 681 470	2 729 383	(47 913)	101,8%	2 441 406	2 602 971	
Compensation of employees	2 248 609	1 550	-	2 250 159	2 297 352	(47 193)	102,1%	2 146 108	2 149 924	
Goods and services	430 911	-	400	431 311	432 031	(720)	100,2%	295 298	453 047	
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Transfers and subsidies	102 591	-	-	102 591	107 205	(4 614)	104,5%	108 713	103 101	
Provinces and municipalities	31	33	-	64	65	(1)	101,6%	52	61	
Public corporations and private enterprises	1	(1)	-	-	-	-	-	-	-	
Departmental agencies and accounts	-	-	-	-	-	-	-	1	1	
Households	102 559	(32)	-	102 527	107 140	(4 613)	104,5%	108 660	103 039	
Payments for capital assets	170 774	(1 550)	(400)	168 824	157 977	10 847	93,6%	56 883	130 338	
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-	
Machinery and equipment	170 774	(1 550)	(400)	168 824	157 977	10 847	93,6%	56 843	130 298	
Intangible assets	-	-	-	-	-	-	-	40	40	
Payments for financial assets	-	-	-	-	24	(24)	-	-	37	
Total	2 952 885	-	-	2 952 885	2 994 589	(41 704)	101,4%	2 607 002	2 836 447	

APPROPRIATION STATEMENT

for the year ended 31 March 2026

Programme 1: ADMINISTRATION									
2025/26								2024/25	
Sub programme	Approved budget	Shifting of funds	Virement	Final budget	Actual expenditure	Variance	Expenditure as % of final budget	Final budget	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. MANAGEMENT	37 500	2 835	6 477	46 812	46 881	(69)	100,1%	39 815	43 050
2. CORPORATE SERVICES	194 553	(722)	(14 011)	179 820	179 262	558	99,7%	162 372	214 464
3. FINANCIAL ADMINISTRATION	37 873	834	4 126	42 833	43 320	(487)	101,1%	39 775	40 195
4. INTERNAL AUDIT	25 864	(2 947)	-	22 917	22 919	(2)	100,0%	18 712	22 251
Total for sub programmes	295 790	-	(3 408)	292 382	292 382	-	100%	260 674	319 960
Economic classification									
Current payments	285 654	1 550	(3 984)	283 220	284 654	(1 434)	100,5%	244 494	302 353
Compensation of employees	138 209	1 550	9 738	149 497	150 931	(1 434)	101,0%	125 304	125 304
Goods and services	147 445	-	(13 722)	133 723	133 723	-	100,0%	119 190	177 049
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	35	-	-	35	467	(432)	1334,3%	80	1 487
Provinces and municipalities	3	-	-	3	4	(1)	133,3%	-	7
Households	32	-	-	32	463	(431)	1446,9%	80	1 480
Payments for capital assets	10 101	(1 550)	576	9 127	7 255	1 872	79,5%	16 100	16 100
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	10 101	(1 550)	576	9 127	7 255	1 872	79,5%	16 060	16 060
Intangible assets	-	-	-	-	-	-	-	40	40
Payments for financial assets	-	-	-	-	6	(6)	-	-	20
Total	295 790	-	(3 408)	292 382	292 382	-	100,0%	260 674	319 960

APPROPRIATION STATEMENT

for the year ended 31 March 2026

Programme 2: SUPERIOR COURT SERVICES									
2025/26								2024/25	
	Approved budget R'000	Shifting of funds R'000	Virement R'000	Final budget R'000	Actual expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final budget R'000	Actual expenditure R'000
Sub programme									
1. ADMINISTRATION OF SUPERIOR COURTS	20 604	(2 799)	-	17 805	17 805	-	100,0%	16 092	16 127
2. CONSTITUTIONAL COURT	122 374	(6 256)	(11 832)	104 286	105 427	(1 141)	101,1%	64 130	72 505
3. SUPREME COURT OF APPEAL	62 054	1 019	1 504	64 577	63 889	688	98,9%	41 232	58 082
4. HIGH COURTS	957 699	5 307	7 503	970 509	964 533	5 976	99,4%	774 335	902 777
5. SPECIALISED COURTS	82 891	2 729	2 088	87 708	86 896	812	99,1%	68 157	76 353
Total for sub-programmes	1 245 622	-	(737)	1 244 885	1 238 550	6 335	99,5%	963 946	1 125 844
Economic classification									
Current payments	1 084 093	-	1 003	1 085 096	1 085 095	1	100,0%	921 520	1 007 791
Compensation of employees	850 948	-	(11 832)	839 116	839 116	-	100,0%	765 748	771 491
Goods and services	233 145	-	12 835	245 980	245 979	1	100,0%	155 772	236 300
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	1 256	-	-	1 256	3 055	(1 799)	243,2%	2 114	4 175
Provinces and municipalities	28	33	-	61	61	-	100,0%	52	54
Departmental agencies and accounts	-	-	-	-	-	-	-	1	1
Public corporations and private enterprises	1	(1)	-	-	-	-	-	-	-
Households	1 227	(32)	-	1 195	2 994	(1 799)	250,5%	2 061	4 120
Payments for capital assets	160 273	-	(1 740)	158 533	150 382	8 151	94,9%	40 312	113 861
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	160 273	-	(1 740)	158 533	150 382	8 151	94,9%	40 312	113 861
Payments for financial assets	-	-	-	-	18	(18)	-	-	17
Total	1 245 622	-	(737)	1 244 885	1 238 550	6 335	99,5%	963 946	1 125 844

APPROPRIATION STATEMENT

for the year ended 31 March 2026

Programme 3: JUDICIAL EDUCATION AND SUPPORT										
2025/26										2024/25
	Approved budget R'000	Shifting of funds R'000	Virement R'000	Final budget R'000	Actual expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final budget R'000	Actual expenditure R'000	
Sub programme										
1. SOUTH AFRICAN JUDICIAL EDUCATION INSTITUTE	52 202	(8 600)	852	44 454	44 454	-	100,0%	24 209	31 744	
2. JUDICIAL POLICY, RESEARCH AND SUPPORT	16 409	-	2 786	19 195	19 195	-	100,0%	13 287	18 069	
3. JUDICIAL SERVICE COMMISSION	10 052	8 600	507	19 159	19 159	-	100,0%	11 672	16 963	
Total for sub programmes	78 663	-	4 145	82 808	82 808	-	100,0%	49 168	66 776	
Economic classification										
Current payments	78 227	-	3 381	81 608	82 298	(690)	100,8%	48 697	66 132	
Compensation of employees	27 906	-	2 094	30 000	29 969	31	99,9%	28 361	26 434	
Goods and services	50 321	-	1 287	51 608	52 329	(721)	101,4%	20 336	39 698	
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Transfers and subsidies	36	-	-	36	170	(134)	472,2%	-	267	
Provinces and municipalities	-	-	-	-	-	-	-	-	-	
Households	36	-	-	36	170	(134)	472,2%	-	267	
Payments for capital assets	400	-	764	1 164	340	824	29,2%	471	377	
Machinery and equipment	400	-	764	1 164	340	824	29,2%	471	377	
Payments for financial assets	-	-	-	-	-	-	-	-	-	
Total	78 663	-	4 145	82 808	82 808	-	100,0%	49 168	66 776	

APPROPRIATION STATEMENT

for the year ended 31 March 2026

DIRECT CHARGE									
2025/26								2024/25	
Approved budget R'000	Shifting of funds R'000	Virement R'000	Final budget R'000	Actual expenditure R'000	Variance R'000	Expenditure as % of final budget %	Final budget R'000	Actual expenditure R'000	
Sub-programme									
1. Judges' SALARIES	-	-	1 332 810	1 380 849	(48 039)	103,6%	1 333 214	1 323 867	
Total for sub programmes	1 332 810	-	1 332 810	1 380 849	(48 039)	103,6%	1 333 214	1 323 867	
Economic classification									
Current payments	1 231 546	-	1 231 546	1 277 336	(45 790)	103,7%	1 226 695	1 226 695	
Compensation of employees	1 231 546	-	1 231 546	1 277 336	(45 790)	103,7%	1 226 695	1 226 695	
Goods and services	-	-	-	-	-	-	-	-	
Interest and rent on land	-	-	-	-	-	-	-	-	
Transfers and subsidies	101 264	-	101 264	103 513	(2 249)	102,2%	106 519	97 172	
Households	101 264	-	101 264	103 513	(2 249)	102,2%	106 519	97 172	
Payments for financial assets	-	-	-	-	-	-	-	-	
Total	1 332 810	-	1 332 810	1 380 849	(48 039)	103,6%	1 333 214	1 323 867	

NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2026

1. Detail of transfers and subsidies as per Appropriation Act (after virement)

Detail of these transactions can be viewed in the note on transfers and subsidies, and Annexure 1 A-H of the annual financial statements.

2. Detail of specifically and exclusively appropriated amounts voted (after virement)

Detail of these transactions can be viewed in Note 1 (Annual Appropriation) to the annual financial statements.

3. Detail on payments for financial assets

Detail of these transactions can be viewed in the note on payments for financial assets to the annual financial statements.

4. Explanations of material variances from amounts voted (after virement):

4.1 Per programme

Programme	Final budget	Actual expenditure	Variance	Variance as a % of final budget
	R'000	R'000	R'000	%
Administration	2 92 382	292 382	-	0%
Superior Court Services	1 244 885	1 238 550	6 335	1%
Judicial Education and Support	82 808	82 808	-	0%
Total	1 620 075	1 613 740	6 335	

The underspending on payment for capital assets relates to delays in the delivery of the outright purchases due to importing of vehicles from other countries

	Final budget	Actual expenditure	Variance	Variance as a % of final budget
	R'000	R'000	R'000	%
Judges' salaries	1 332 810	1 380 849	(48 039)	(3.6%)
Total	1 332 810	1 380 849	(48 039)	

The overspending on compensation of employees relates to more than projected expenditure resulted from more than anticipated appointment of acting Judges. The overspending on transfers and subsidies relates to more than projected payment of gratuities to Judges who completed certain years of service.

NOTES TO THE APPROPRIATION STATEMENT

for the year ended 31 March 2026

4.2 Per economic classification

Economic classification	Final budget	Actual expenditure	Variance	Variance as a % of final budget
	R'000	R'000	R'000	%
Current payments				
Compensation of employees	2 250 159	2 297 352	(47 193)	(2%)
Goods and services	431 311	432 031	(720)	0%
Interest and rent on land	-	-	-	-
Transfers and subsidies				
Provinces and municipalities	64	65	(1)	(2%)
Departmental agencies and accounts	-	-	-	0%
Households	102 527	107 140	(4 613)	(4%)
Payments for capital assets				
Machinery and equipment	168 824	157 977	10 847	6%
Intangible assets	-	-	-	-
Payments for financial assets	-	24	(24)	6%
Total	2 952 885	2 994 589	(41 704)	5%

Compensation of employees:

The overspending on compensation of employees relates to more than projected expenditure resulted from more than anticipated appointment of acting Judges

Goods and services:

Overspending is driven by higher-than-projected legal costs and increased expenditure on venues and facilities related to Judicial Tribunal proceedings.

Transfers and subsidies:

Provinces and Municipalities: Overspending resulted from a shortfall in the allocated budget.

Households: Overspending is due to higher-than-anticipated leave gratuities paid to resigned officials, as well as increased gratuity payments to Judges upon completion of specified years of service.

Payments for capital assets:

The underspending on capital assets relates to non-responsive bids related to machinery equipment and delays in the delivery of imported vehicles.

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2026

		2025/26	2024/25
	Note	R'000	R'000
REVENUE			
Annual appropriation	1	1 620 075	1 273 788
Statutory appropriation	2	1 332 810	1 333 214
Departmental revenue	3	4 044	2 290
NRF Receipts		-	-
Aid assistance	4	127 834	-
TOTAL REVENUE		3 084 763	2 609 292
EXPENDITURE			
Current expenditure			
Compensation of employees	5	2 297 352	2 149 922
Goods and services	6	432 031	453 048
Total current expenditure		2 729 383	2 602 970
Transfers and subsidies			
Transfers and subsidies	8	107 205	103 101
Aid assistance		-	-
Total transfers and subsidies		107 205	103 101
Expenditure for capital assets			
Tangible assets	9	157 977	130 299
Intangible assets	9	-	40
Total expenditure for capital assets		157 977	130 339
Payments for financial assets	7	24	37
TOTAL EXPENDITURE		2 994 589	2 836 447
SURPLUS/(DEFICIT) FOR THE YEAR		90 174	(227 155)
Reconciliation of net surplus/(deficit) for the year			
Voted funds		(41 704)	(229 445)
Annual appropriation		6 335	(238 792)
Statutory appropriation		(48 039)	9 347
Conditional grants		-	-
Departmental revenue and NRF receipts	15	4 044	2 290
Capitalisation reserve		-	-
SURPLUS/(DEFICIT) FOR THE YEAR		90 174	(227 155)

STATEMENT OF FINANCIAL POSITION

for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
ASSETS			
Current assets		183 797	23 836
Cash and cash equivalents	10	2 633	373
Prepayments and advances	11	4	-
Receivables	12	5 286	23 463
Statutory appropriation receivable	14	48 040	-
Aid assistance receivable	4	127 834	-
Non-current assets		6 079	5 573
Investments		-	-
Prepayments and advances		-	-
Receivables	12	6 079	5 573
TOTAL ASSETS		189 876	29 409
LIABILITIES			
Current liabilities		300 318	267 390
Voted funds to be surrendered to the Revenue Fund	13	6 335	-
Statutory appropriation to be surrendered to the Revenue Fund	14	-	9 347
Departmental revenue and NRF receipts to be surrendered to the Revenue Fund	15	396	490
Bank overdraft	16	275 903	255 309
Payables	17	17 684	2 244
Non-current liabilities			
Payables		-	-
TOTAL LIABILITIES		300 318	267 390
NET ASSETS		(110 442)	(237 981)
	Note	2025/26 R'000	2024/25 R'000
Represented by:			
Capitalisation reserve		-	-
Recoverable revenue		516	811
Retained funds		127 834	-
Unauthorised expenditure		(238 792)	(238 792)
TOTAL		(110 442)	(237 981)

STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
Recoverable revenue		-	-
Opening balance		811	864
Transfers:		(295)	(53)
Recoverable revenue written off		-	-
Debts recovered (included in departmental revenue)		(295)	(53)
Debts raised		-	-
Closing balance		516	811
Retained funds		-	-
Opening balance		-	-
Transferred from voted funds to be surrendered (Parliament/Legislatures ONLY)		--	-
Transferred from CARA funds		127 834	-
Utilised during the year		-	-
Other		-	-
Closing balance		127 834	-
Unauthorised expenditure		(238 792)	-
Opening balance		(238 792)	-
Unauthorised expenditure – current year		-	(238 792)
Relating to overspending of the vote or main division within the vote		-	(238 792)
Closing balance		(238 792)	(238 792)
TOTAL		(110 442)	(237 981)

CASH FLOW STATEMENT

for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		2 956 570	2 608 902
Annual appropriation funds received	1.1	1 620 075	1 273 788
Statutory appropriation funds received	2	1 332 810	1 333 214
Departmental revenue received	3	3 685	1 900
Net (increase)/decrease in net working capital		33 107	(13 743)
(Surrendered to)/Received from Revenue Fund		(13 486)	22 805
Surrendered to RDP Fund/Donor		-	-
Current payments		(2 729 383)	(2 602 970)
Payments for financial assets	7	(24)	(37)
Transfers and subsidies paid		(107 205)	(103 101)
Net cash flow available from operating activities	18	139 579	(88 144)
CASH FLOWS FROM INVESTING ACTIVITIES			
Distribution/dividend received		-	-
Payments for capital assets	9	(157 977)	(130 339)
Proceeds from sale of capital assets	3.3	359	390
(Increase)/decrease in non-current receivables	12	-	-
Net cash flow available from investing activities		(157 618)	(129 949)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		(295)	(53)
Increase/(decrease) in non-current payables		-	-
Net cash flows from financing activities		(295)	(53)
Net increase/(decrease) in cash and cash equivalents		(18 334)	(218 146)
Cash and cash equivalents at beginning of period		(254 936)	(36 790)
Unrealised gains and losses within cash and cash equivalents		-	-
Cash and cash equivalents at end of period	19	(273 270)	(254 936)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

PART A: ACCOUNTING POLICIES

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1. Basis of preparation

The financial statements have been prepared in accordance with the Modified Cash Standard.

2. Going concern

The financial statements have been prepared on a going concern basis.

3. Presentation currency

Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

4. Rounding

Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).

5. Foreign currency translation

Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.

6. Comparative information

6.1 Prior period comparative information

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

6.2 Current year comparison with budget

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

7. Revenue

7.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.

Appropriated funds are measured at the amounts receivable.

The net amount of any appropriated funds due to/from the relevant revenue fund at the reporting date is recognised as a payable/receivable in the statement of financial position.

7.2 Departmental revenue

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Departmental revenue is measured at the cash amount received.

In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.

7.3 Accrued departmental revenue

Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and
- the amount of revenue can be measured reliably.

The accrued revenue is measured at the fair value of the consideration receivable.

Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

Write-offs are made according to the department's debt write-off policy.

8. Expenditure

8.1 Compensation of employees

8.1.1 Salaries and wages

Salaries and wages are recognised in the statement of financial performance on the date of payment.

8.1.2 Social contributions

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

8.2 Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

8.3 Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the financial statements at cost or fair value at the reporting date.

8.4 Leases

8.4.1 Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue.

The operating lease commitments are recorded in the notes to the financial statements.

8.4.2 Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue.

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

At commencement of the finance lease term, finance lease assets acquired are recorded and measured at:

the fair value of the leased asset; or if lower,

the present value of the minimum lease payments.

Finance lease assets acquired prior to 1 April 2024, are recorded and measured at the present value of the minimum lease payments.

9. Aid assistance

9.1 Aid assistance received

Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.

CARA Funds are recognised when receivable and measured at the amounts receivable.

Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

9.2 Aid assistance paid

Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.

10. Cash and cash equivalents

Cash and cash equivalents are stated at cost in the statement of financial position.

Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

11. Pre-payments and advances

Pre-payments and advances are recognised in the statement of financial position when the department receives or disburses the cash.

Pre-payments and advances are initially and subsequently measured at cost.

Pre-payments and advances expensed before 1 April 2024 are recorded until the goods, services, or capital assets are received, or the funds are utilised in accordance with the contractual agreement.

12. Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written off. Write-offs are made according to the department's write-off policy.

13 Investments

Investments are recognised in the statement of financial position at cost.

41. Financial assets

14.1 Financial assets (not covered elsewhere)

A financial asset is recognised initially at its cost-plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.

At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

14.2 Impairment of financial assets

Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.

15. Payables

Payables recognised in the statement of financial position are recognised at cost.

16. Capital assets

16.1 Immovable capital assets

Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.

16.2 Movable capital assets

Movable capital assets are initially recorded in the notes to the

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.

16.3 Intangible capital assets

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

16.4 Project costs: Work-in-progress

Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.

Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.

Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.

17. Provisions and contingents

17.1 Provisions

Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

17.2 Contingent liabilities

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

17.3 Contingent assets

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

17.4 Capital commitments

Capital commitments are recorded at cost in the notes to the financial statements.

18. Unauthorised expenditure

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

Unauthorised expenditure is recognised in the statement of changes in net assets until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or
- transferred to receivables for recovery.

Unauthorised expenditure recorded in the notes to the financial statements comprise of

- unauthorised expenditure that was under assessment in the previous financial year;
- unauthorised expenditure relating to previous financial year and identified in the current year; and
- Unauthorised expenditure incurred in the current year.

19. Fruitless and wasteful expenditure

Fruitless and wasteful expenditure receivables are recognised in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written off as irrecoverable.

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of:

- fruitless and wasteful expenditure that was under assessment in the previous financial year;
- fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and
- fruitless and wasteful expenditure incurred in the current year.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

20. Irregular expenditure

Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written off as irrecoverable.

Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of:

- irregular expenditure that was under assessment in the previous financial year;
- irregular expenditure relating to previous financial year and identified in the current year; and
- irregular expenditure incurred in the current year.

21. Changes in accounting policies, estimates and errors

Changes in accounting policies are applied in accordance with MCS requirements.

Changes in accounting estimates are applied prospectively in accordance with MCS requirements.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

22. Events after the reporting date

Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.

23. Principal-Agent arrangements

The department is not party to a principal-agent arrangement.

24. Departures from the MCS requirements

Management has concluded that the financial statements present fairly the department's primary and secondary information; that the department complied with the Standard.

25. Capitalisation reserve

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period, but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National/Provincial Revenue Fund when the underlying asset is disposed and the related funds are received.

26. Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National Revenue Fund when recovered or are transferred to the statement of financial performance when written off.

27. Related party transactions

Related party transactions within the Minister's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.

The full compensation of key management personnel is recorded in the notes to the financial statements.

28. Inventories

At the date of acquisition, inventories are recognised at cost in the statement of financial performance.

Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.

Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.

The cost of inventories is assigned by using the weighted average cost basis.

29. Public-Private Partnerships

The OCJ doesn't participate in the Public-Private Partnership.

30. Employee benefits

The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is recorded in the Employee benefits note.

Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date.

The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

31. Transfer of functions

Transfer of functions are accounted for by the acquirer by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of transfer.

Transfer of functions are accounted for by the transferor by derecognising or removing assets and liabilities at their carrying amounts at the date of transfer.

32. Mergers

Not applicable to the Office of the Chief Justice in this current financial year.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

PART B: EXPLANATORY NOTES

1. Annual appropriation

1.1. Annual appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for national departments (voted funds):

	2025/26				2024/25		
	Final budget	Actual funds received	Funds not requested/not received		Final budget	Appropriation received	Funds not requested/not received
Programmes	R'000	R'000	R'000		R'000	R'000	R'000
Administration	292 382	292 382	-		279 962	279 962	-
Superior Court Services	1 244 885	1 244 885	-		943 804	943 804	-
Judicial education and Support	82 808	82 808	-		50 022	50 022	-
Total	1 620 075	1 620 075	-		1 273 788	1 273 788	-

The actual funds received reflect the actual cash flow received for the 2025/26 financial year.

2. Statutory appropriation

	Note	2025/26 R'000	2024/25 R'000
Judges' salaries		1 332 810	1 333 214
Total		1 332 810	1 333 214
Actual Statutory Appropriation received		1 332 810	1 333 214
Statutory Appropriation not requested/not received		-	-

3. Departmental revenue

	Note	2025/26 R'000	2024/25 R'000
Sales of goods and services other than capital assets	3.1	677	650
Fines, penalties and forfeits	3.2	713	270
Sales of capital assets	3.3	359	390
Transactions in financial assets and liabilities	3.4	2 295	980
Transfers received	3.5	-	-
Total revenue collected		4 044	2 290
Less: Own revenue included in appropriation	14	-	-
Total		4 044	2 290

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

3.1. Sales of goods and services other than capital assets

	Note	2025/26 R'000	2024/25 R'000
Sales of goods and services produced by the department		669	645
Sales by market establishment		40	39
Other sales		629	606
Sales of scrap, waste and other used current goods		8	5
Total	3	677	650

3.2. Fines, penalties and forfeits

	Note	2025/26 R'000	2024/25 R'000
Fines		713	100
Forfeits		-	170
Total	3	713	270

Revenue on fines relates to fines imposed by the courts for contempt of court matters.

3.3. Sales of capital assets

	Note	2025/26 R'000	2024/25 R'000
Tangible capital assets		359	390
Buildings and other fixed structures		-	-
Machinery and equipment		359	390
Total	3	359	390

The figure above is for sale of capital assets disposed through cash sales.

3.4. Transactions in financial assets and liabilities

	Note	2025/26 R'000	2024/25 R'000
Receivables		2 295	980
Total	3	2 295	980

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

3.5. Transfers received

3.5.1. Gifts, donations and sponsorships received in-kind (not included in the main note or sub-note)

	Note	2025/26 R'000	2024/25 R'000
	Annex 1H		
Gifts		-	200
Donations		2 627	118
Sponsorships		-	-
Total gifts, donations and sponsorships received in kind		2 627	318

Donations and gifts relate to law books, accommodation, flights, conference and excursion activities, and soccer kits received in kind in accordance with Treasury Regulation 21.2.4 and therefore had no effect on expenditure

4. Aid assistance

	Note	2025/26 R'000	2024/25 R'000
As restated		-	-
Transferred from statement of financial performance		127 834	-
Transferred to/from retained funds		(127 834)	-
Paid during the year		-	-
Closing balance		-	-
Aid assistance not requested/not received		127 834	-

The figure relates to the CARA Fund approved by Cabinet in December 2025. The funds are earmarked to improve court reliability through security enhancements, limited resilience measures for power and water and targeted digitisation of priority records. As at the reporting date, the funds had not yet been received.

5. Compensation of employees

5.1. Analysis of balance

	Note	2025/26 R'000	2024/25 R'000
Basic salary		1 633 760	1 533 965
Performance award		372	348
Service based		689	824
Compensative/circumstantial		14 117	11 134
Periodic payments		1 472	898
Other non-pensionable allowances		474 621	447 463
Total		2 125 031	1 994 632

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

5.2. Social contributions

		2025/26	2024/25
	Note	R'000	R'000
Employer contributions			
Pension		83 415	75 891
Medical		88 604	79 145
UIF		-	-
Bargaining council		302	254
Official unions and associations		-	-
Insurance		-	-
Total		172 321	155 290
Total compensation of employees		2 297 352	2 149 922
Average number of employees		2 340	2 005

The expenditure under Direct Charge relating to Judges' salaries is included in the figure above. The average number of employees, however, excludes Judges.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

6. Goods and services

	Note	2025/26 R'000	2024/25 R'000
Administrative fees		5 445	3 866
Advertising		1 153	1 827
Minor assets	6.1	4 149	6 029
Bursaries (employees)		1 619	2 145
Catering		9 073	6 830
Communication		11 422	11 890
Computer services	6.2	90 132	130 274
Consultants: Business and advisory services		12 091	11 881
Infrastructure and planning services		-	-
Laboratory services		-	-
Scientific and technological services		-	-
Legal services		8 557	9 665
Contractors		6 948	6 709
Agency and support / outsourced services		561	1 177
Entertainment		67	56
Audit cost – external	6.3	7 222	10 023
Fleet services		26 648	31 887
Consumables	6.4	17 749	19 086
Housing		-	-
Operating leases		17 697	19 160
Property payments	6.5	6 525	7 121
Rental and hiring		87	9
Transport provided as part of the departmental activities		-	-
Travel and subsistence	6.6	160 476	144 623
Venues and facilities		24 508	10 889
Training and development		9 362	9 533
Other operating expenditure	6.7	10 540	8 368
Total		432 031	453 048

Expenditure on venues and facilities increased during the 2025/26 financial year due to costs associated with hosting the Constitutional Court 30th Anniversary and the J20 events.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

6.1. Minor assets

	Note	2025/26 R'000	2024/25 R'000
Tangible capital assets		4 149	6 029
		4 149	6 029
Machinery and equipment			
Total	6	4 149	6 029

6.2. Computer services

	Note	2025/26 R'000	2024/25 R'000
SITA computer services		37 127	44 721
External computer service providers		53 005	85 553
Total	6	90 132	130 274

6.3. Audit cost – external

	Note	2025/26 R'000	2024/25 R'000
Regularity audits		7 222	10 023
Total	6	7 222	10 023

6.4. Consumables

	Note	2025/26 R'000	2024/25 R'000
Consumable supplies		5 294	5 172
Uniform and clothing		525	662
Household supplies		1 574	2 081
Building material and supplies		6	27
Communication accessories		4	16
IT consumables		-	576
Other consumables		3 185	1 810
Stationery, printing and office supplies		12 455	13 914
Total	6	17 749	19 086

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

6.5. Property payments

	Note	2025/26 R'000	2024/25 R'000
Other		6 525	7 121
Total	6	6 525	7 121

6.6. Travel and subsistence

	Note	2025/26 R'000	2024/25 R'000
Local		155 458	141 126
Foreign		5 018	3 497
Total	6	160 476	144 623

6.7. Other operating expenditure

	Note	2025/26 R'000	2024/25 R'000
Professional bodies, membership and subscription fees		392	349
Resettlement costs		379	125
Other		9 769	7 894
Total	6	10 540	8 368

6.8. Remuneration of members of a commission or committee of inquiry (Included in Consultants: Business and advisory services)

	Note	2025/26 R'000	2024/25 R'000
Name of commission/Committee of Inquiry			
Audit committee members		618	924
Total		618	924

Payments for Audit and Risk Committee members

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

7. Payments for financial assets

	Note	2025/26 R'000	2024/25 R'000
Material losses through criminal conduct			37
Theft		-	-
Other material losses	7.1	-	37
Purchase of equity			
Debts written off	7.2	24	-
		24	37

These relate to the write-off of debtors deemed irrecoverable.

7.1. Other material losses

Nature of other material losses	Note	2025/26 R'000	2024/25 R'000
Group major categories, but list material items			
No-shows' write-off		-	37
Total	7	-	37

Write-off of fruitless and wasteful expenditure

Information on any criminal or disciplinary steps taken as a result of such losses is included in the annual report under the PFMA Compliance Report.

7.2. Debts written off

Nature of debts written off	Note	2025/26 R'000	2024/25 R'000
Recoverable revenue written off			
Write-off for car accident damages		-	-
Officials		18	
Suppliers		6	
Total		24	-
Total debt written off	7	24	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

8. Transfers and subsidies

	Note	2025/26 R'000	2024/25 R'000
Provinces and municipalities	Ann 1A	65	62
Households	Annex 1G	107 140	103 039
Total		107 205	103 101

Amount on provinces and municipalities reflects payments made for motor vehicles licences for state vehicles. Households reflect Judges' gratuities paid as per legislated benefits.

9. Expenditure for capital assets

	Note	2025/26 R'000	2024/25 R'000
Tangible capital assets		157 977	130 299
Buildings and other fixed structures		-	-
Machinery and equipment		157 977	130 299
Intangible capital assets			40
Software		-	40
Total		157 977	130 339

9.1. Analysis of funds utilised to acquire capital assets – current year

	2025/26		
Name of entity	Voted funds R'000	Aid assistance R'000	Total R'000
Tangible capital assets	157 977	-	157 977
Machinery and equipment	157 977	-	157 977
Intangible capital assets	-	-	-
Software	-	-	-
Total	157 977		157 977

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

9.2. Analysis of funds utilised to acquire capital assets – prior year

Name of entity	2024/25		
	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible capital assets	130 299	-	130 299
Buildings and other fixed structures	-	-	-
Machinery and equipment	130 299	-	130 299
Intangible capital assets	40	-	40
Software	40	-	40
Total	130 339	-	130 339

9.3. Finance lease expenditure included in expenditure for capital assets

	Note	2025/26	2024/25
		R'000	R'000
Tangible capital assets		112 763	109 847
Machinery and equipment		112 763	109 847
Total		112 763	109 847

10. Cash and cash equivalents

	Note	2025/26	2024/25
		R'000	R'000
Consolidated Paymaster General Account			
Disbursement		1	-
Cash on hand		360	343
Investments (domestic)		2 272	30
Total		2 633	373

Commercial bank balance reflect payment not swept to PMG account as of 31 March 2026.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

11. Pre-payments and advances

	Note	2025/26 R'000	2024/25 R'000
Travel and subsistence		4	-
Total		4	-
Analysis of total pre-payments and advances			
Current pre-payments and advances	4		
Non-current pre-payments and advances			
Total		4	-

Prepayments relate to travel and subsistence amounts prepaid to officials travelling abroad during the financial year.

11.1. Pre-payments (expensed) ("*pre-payments expensed*" not permitted from 1 April 2024)

	Amount as of 1 April 2025 R'000	Less: Received in the current year R'000	Less: Other R'000	Amount as of 31 March 2026 R'000
Goods and services	135	(135)	-	-
Total	135	(135)	-	-

2024/25				
Amount as of 1 April 2024 R'000	Less: Received in the current year R'000	Add/less: other R'000	Add current year pre- payments R'000	Amount as of 31 March 2025 R'000
Goods and services	2 468	(2 333)	-	135
Total	2 468	(2 333)	-	135

12. Receivables

		2025/26			2024/25		
	Note	Current R'000	Non-current R'000	Total R'000	Current R'000	Non-current R'000	Total R'000
Claims recoverable	12.1	4 369	52	4 421	20 695	-	20 695
Recoverable expenditure	12.2	137	1 827	1 964	1 551	-	1 551
Staff debt	12.3	777	4 200	4 977	1 217	5 573	6 790
Other receivables	12.4	3	-	3	-	-	-
Total		5 286	6 079	11 365	23 463	5 573	29 036

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

12.1. Claims recoverable

	Note	2025/26 R'000	2024/25 R'000
National departments		4 421	20 695
Total	12	4 421	20 695

12.2. Recoverable expenditure

	Note	2025/26 R'000	2024/25 R'000
<i>Group major categories, but list material items</i>			
Disallowance accounts		1 762	1 232
Salary accounts (staff & Judges' tax debts)		202	319
Total	12	1 964	1 551

12.3. Staff debt

	Note	2025/26 R'000	2024/25 R'000
<i>Group major categories, but list material items</i>			
Staff debts		4 977	6 790
Total	12	4 977	6 790

12.4. Other receivables

	Note	2025/26 R'000	2024/25 R'000
<i>Group major categories, but list material items</i>			
Other receivables		3	
Total	12	3	

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

13. Voted funds to be surrendered to the Revenue Fund

	Note	2025/26 R'000	2024/25 R'000
Opening balance		-	(44 902)
Prior period error			-
As restated		-	(44 902)
Transferred from statement of financial performance (as restated)		6 335	(238 792)
Add: Unauthorised expenditure for the current year		-	238 792
Voted funds not requested/not received	1.1	-	-
Transferred to retained revenue to defray excess expenditure (<i>Parliament/legislatures</i>)	13.1		-
Received during the year			44 902
Closing balance		6 335	-

14. Statutory appropriation to be surrendered to the Revenue Fund

	Note	2025/26 R'000	2024/25 R'000
Opening balance		9 347	19 950
Prior period error	14.1		-
As restated		9 347	19 950
Transferred from statement of financial performance (as restated)		(48 039)	9 347
Statutory appropriation not requested/not received	2	-	-
Paid during the year		(9 348)	(19 950)
Closing balance		(48 040)	9 347

The overspending under Direct Charge relating to Judges' remuneration will be funded through the National Revenue Fund after submission of the 2025/26 AFS.

15. Departmental revenue and NRF receipts to be surrendered to the Revenue Fund

	Note	2025/26 R'000	2024/25 R'000
Opening balance		490	347
Prior period error	15.1		-
As restated		490	347
Transferred from statement of financial performance (as restated)		4 044	2 290
Paid during the year		(4 138)	(2 147)
Closing balance		396	490

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

16. Bank overdraft

	Note	2025/26 R'000	2024/25 R'000
Consolidated Paymaster general account		275 903	255 309
Total		275 903	255 309

Overdraft is due to overspending as result of budget cuts.

17. Payables – current

	Note	2025/26 R'000	2024/25 R'000
Clearing accounts	17.1	17 676	2 244
Other payables	17.2	8	-
Total		17 684	2 244

17.1. Clearing accounts

Description	Note	2025/26 R'000	2024/25 R'000
<i>Identify major categories, but list material items</i>			
Other payables			2 244
GEHS		155	-
SARS: Income tax		17 520	-
UIF		1	-
Total	17	17 676	2 244

The increase in clearing accounts is attributable to the salary income tax liability, resulting from the PERSAL interface to be processed in the new financial year.

17.2. Other payables

Description	Note	2025/26 R'000	2024/25 R'000
<i>Identify major categories, but list material items</i>			
Other payables		8	-
Total	17	8	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

18. Net cash flow available from operating activities

	Note	2025/26 R'000	2024/25 R'000
Net surplus/(deficit) as per statement of financial performance		90 174	(227 155)
Add back non-cash/cash movements not deemed operating activities		49 405	139 011
(Increase)/decrease in receivables		(110 163)	(15 648)
(Increase)/decrease in pre-payments and advances		(4)	-
(Increase)/decrease in other current assets		-	-
Increase/(decrease) in payables – current		15 440	1 905
Proceeds from sale of capital assets		(359)	(390)
Proceeds from sale of investments		-	-
(Increase)/decrease in other financial assets		-	-
Expenditure on capital assets		157 977	130 339
Surrenders to Revenue Fund		(13 486)	22 805
Surrenders to RDP Fund/donors		-	-
Voted funds not requested/not received		-	-
Statutory appropriation not requested/not received		-	-
Net cash flow generated by operating activities		139 579	(88 144)

19. Reconciliation of cash and cash equivalents for cash flow purposes

	Note	2025/26 R'000	2024/25 R'000
Consolidated Paymaster general account		(275 903)	(255 309)
Disbursements		1	-
Cash on hand		360	343
Cash with commercial banks (local)		2 272	30
Total		(273 270)	(254 936)

20. Contingent liabilities and contingent assets

20.1. Contingent liabilities

Liable to	Nature	Note	2025/26 R'000	2024/25 R'000
Claims against the department		Annex 3B	32 264	25 478
Total			32 264	25 478

Cases against Judiciary and OCJ where the department will be expected to carry the costs of litigation. The OCJ has provided bond of securities to the Labour Court for review applications lodged by the OCJ against orders of the Bargaining Council. The amount and timing of the possible obligation is currently uncertain as the Court will determine fair and equitable order.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

21. Capital commitments

	Note	2025/26 R'000	2024/25 R'000
Machinery and equipment		12 025	-
Intangible assets		206	-
Total		12 231	-

22. Accruals and payables not recognised

22.1. Accruals

Listed by economic classification	Note	2025/26			2024/25
		30 Days	30+ Days	Total	Total
		R'000	R'000	R'000	R'000
Goods and services		29 179	-	29 179	18 667
Interest and rent on land		-	-	-	-
Transfers and subsidies		2	-	2	-
Capital assets		7 688	-	7 688	14 601
Other		39	-	39	-
Total		36 908	-	36 908	33 268

	Note	2025/26 R'000	2024/25 R'000
Intergovernmental employee benefits (included above)	Annexure 5	983	-

22.2. Payables not recognised

Listed by economic classification	Note	2025/26			2024/25
		30 Days	30+ Days	Total	Total
		R'000	R'000	R'000	R'000
Goods and services		24 997	2 372	27 369	14 848
Capital assets		11 783	1 188	12 971	2 382
Other		-	-	-	-
Total		36 780	3 560	40 340	17 230

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

	Note	2025/26 R'000	2024/25 R'000
Intergovernmental employee benefits (included above)	Annexure 5	2 746	-

Significant accruals mainly comprise fleet management and finance lease costs relating to Judges' motor vehicles, as well as ICT maintenance and infrastructure services rendered by SITA. The major accrual balances relate to G-Fleet (R11.6 million), GMT (R4.1 million), Indaba Travel Agency (R17.1 million), and SITA (R19.6 million).

23. Employee benefits

	Note	2025/26 R'000	2024/25 R'000
Leave entitlement		42 498	35 971
Service bonus		26 542	23 691
Performance awards		-	-
Capped leave		5 704	6 129
Other		44	87
Total		74 788	65 878

Included in the leave entitlement is an amount of R826 thousand representing negative leave which is due to the over-grant of leave commitments as employees are given full leave credits in January of each year while the information in the Financial Statement is based on the leave accruals as at 31 March 2026, and Vacation leave captured after effective date for backdated period. Judges' social benefits for leave are excluded from the amount above as they are on a different leave dispensation and are not entitled to accumulate leave. The performance award scheme is no longer applicable from the 2021/22 financial year and therefore there is a zero provision.

24. Lease commitments

24.1. Operating leases

	2025/26				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	1 786	1 786
Later than 1 year and not later than 5 years	-	-	-	-	-
Total lease commitments	-	-	-	1 786	1 786

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

	2024/25				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	1 890	1 890
Later than 1 year and not later than 5 years	-	-	-	-	-
Total lease commitments	-	-	-	1 890	1 890

The operating leases are for Judges' vehicles leased on a month-to-month basis.

24.2. Finance leases **

	2025/26				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	99 736	99 736
Later than 1 year and not later than 5 years	-	-	-	118 387	118 387
Later than 5 years	-	-	-	-	-
Total lease commitments	-	-	-	218 123	218 123

	2024/25				
	Specialised military equipment	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	-	93 863	93 863
Later than 1 year and not later than 5 years	-	-	-	129 840	129 840
Later than 5 years	-	-	-	-	-
Total lease commitments	-	-	-	223 703	223 703

The main portion of the finance lease amount relates to the leasing of Judges' vehicles in terms of their legislated benefits.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

25. Unauthorised, irregular and fruitless and wasteful expenditure

	Note	2025/26 R'000	2024/25 R'000
Unauthorised expenditure – current year		-	238 792
Irregular expenditure – current year		25 706	46 411
Fruitless and wasteful expenditure – current year		1 581	-
Total		27 287	285 203

Irregular expenditure due to non-compliance with SCM and SITA prescripts during 2021/2022 FY. The irregular expenditure relating to the prior year as a result of Non-Compliance with Public Service Regulation (PSR) 67(1) and contravention of section 17(3)(a)(i) of the Public Service Act. The matter referred to DPSA for legal opinion.

26. Related party transactions

In-kind goods and services (provided)/received	Note	2025/26 R'000	2024/25 R'000
List in-kind goods and services between the department and related party			
The cost for the OCJ National Office lease was carried by the DoJ&CD		16 571	15 222
Total		16 571	15 222

The Department has a related party relationship with all the public sector entities falling within the portfolio of the Minister of Justice and Correctional Services, which includes the following: Department of Justice and Constitutional Development, Department of Correctional Services, Guardian's Fund, Legal Aid SA, President's Fund, Special Investigation Unit, Third Party Fund, The Human Rights Commission, Criminal Asset Recovery Account, The Public Protector, The Information Regulator and The Solicitor General.

27. Key management personnel

	2025/26 R'000	2024/25 R'000
Political office bearers (provide detail below)		
Officials:		
Level 15 to 16	6 731	8 602
Level 14 (incl. CFO if at a lower level)	13 075	11 439
Total	19 806	20 041

The Department of Justice and Constitutional Development carries the cost for the two political bearers: Minister and Deputy Minister

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

28. Provisions

	Note	2025/26 R'000	2024/25 R'000
Please specify			
Litigation fees for Judicial Conduct Commission and official's related expenditure		14 520	13 150
Total		14 520	13 150

28.1. Reconciliation of movement in provisions – current year

	2025/26			
	Provision 1	Provision 2	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	8 122	5 028	-	13 150
Increase in provision	3 500	1 800	-	5 300
Settlement of provision	(1 200)	(2 730)	-	(3 930)
Closing balance	10 422	4 098		14 520

Reconciliation of movement in provisions - Prior year

	2024/25			
	Provision 1	Provision 2	Provision 3	Total provisions
	R'000	R'000	R'000	R'000
Opening balance	5 944	2 200	2 800	10 944
Increase in provision	3 650	5 000	-	8 650
Settlement of provision	(1 472)	(2 172)	(2 800)	(6 444)
Closing balance	8 122	5 028	-	13 150

Provision relates to legal fees expected to be paid to legal practitioners of OCJ. This cases in the OCJ involves:

- Cases instituted against OCJ at the Bargaining Counsel related to labour disputes.
- Cases instituted against the OCJ at the Labour Court concerning labour-related disputes.
- Review cases by OCJ against orders of the Bargaining Council.
- Cases instituted against the OCJ on general legal matters.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

29. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	2025/26				
	Opening balance	Value adjustments	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	309 146	-	23 437	(6 644)	325 939
Transport assets	22 112	-	15 479	(1 268)	36 323
Computer equipment	168 368	-	5 489	(4 655)	169 202
Furniture and office equipment	52 825	-	2 085	(290)	54 620
Other machinery and equipment	65 841	-	384	(431)	65 794
FINANCE LEASE ASSETS	269 477	-	53 545	(69 562)	253 460
Finance lease assets	269 477	-	53 545	(69 562)	253 460
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	578 623	-	76 982	(76 206)	579 399

Movable Tangible Capital Assets under investigation

	Note	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register that are under investigation:			
Machinery and equipment		334	13 238
Total		334	13 238

Assets whose existence could not be confirmed at year-end, the investigation is expected completed in line with circular 10 of 2026

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

29.1. MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	332 286	(22 890)	12 340	(12 590)	309 146
Transport assets	22 082	782	-	(752)	22 112
Computer equipment	169 225	211	7 429	(8 497)	168 368
Furniture and office equipment	51 679	(2)	2 119	(971)	52 825
Other machinery and equipment	89 300	(23 881)	2 792	(2 370)	65 841
FINANCE LEASE ASSETS	258 088	(34 857)	64 217	(17 971)	269 477
Finance lease assets	258 088	(34 857)	64 217	(17 971)	269 477
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	590 374	(57 747)	76 557	(30 561)	578 623

29.1.1. Prior period error

Nature of prior period error	Note	2024/25 R'000
Relating to 2024/25 [affecting the opening balance]		(57 747)
Derecognition of items classified as assets		(23 881)
Recognition of Assets that were erroneously excluded in audited opening balance and derecognition of assets that lease expired/disposed in the prior years		(33 866)
Total prior period errors		(57 747)

Derecognition of assets from audited opening balance as they were disposed in prior year and removal of duplicated Assets (Recorded twice)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

29.2. Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	2025/26						
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	17	273	106 984	-	220	107 494
Value adjustments	-	-	-	-	-	-	-
Additions	-	18	-	5 334	-	41	5 393
Disposals	-	-	(1)	(1 286)	-	(214)	(1 501)
Total minor assets	-	35	272	111 032	-	47	111 386

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
Number of R1 minor assets	-	-	3 116	130 156	-	-	133 272
Number of minor assets at cost	-	11	407	100 575	-	38	101 031
Total number of minor assets	-	11	3 523	230 731	-	38	234 303

Minor capital assets under investigation

	Note	Number	Value R'000
Included in the above total of the minor capital assets per the asset register that are under investigation:			
Heritage assets		63	-
Machinery and equipment		2 484	2 191

Assets whose existence could not be confirmed at year end, the investigation is expected completed in line with circular 10 of 2026

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25					
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets
	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	-	46	300	149 742	-	214
Prior period error	-	-	(27)	(40 835)	-	-
Additions	-	-	-	4 510	-	6
Disposals	-	(29)	-	(6 433)	-	-
Total minor assets	-	17	273	106 984	-	220

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Finance lease assets	Total
Number of R1 minor assets	-	-	4 821	265 827	-	-	270 648
Number of minor assets at cost	-	5	449	172 430	-	67	172 951
Total number of minor assets	-	5	5 270	438 257	-	67	443 599

29.2.1. Prior period error

Nature of prior period error	Note	2024/25 R'000
Relating to 2024/25 [affecting the opening balance]		(40 862)
Removal of duplicated assets (recorded twice)		(38)
Recognition of assets acquired in prior period, previously omitted in error		129
Derecognition of items classified as assets and correction of incorrectly allocated SCOA allocation		(40 953)
Total prior period errors		(40 862)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

29.3. Movable tangible capital assets: Capital work-in-progress

CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2026

Note	2025/26			
	Opening balance 1 April 2025	Current year WIP	Ready for use (assets to the AR)/contracts terminated	Closing balance 31 December 2025
	R'000	R'000	R'000	R'000
Machinery and equipment	85	-	(85)	-
Total	85	-	(85)	-

WIFI solution completed.

CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2025

Note	2024/25				
	Opening balance 1 April 2024	Prior period error	Current year WIP	Ready for use (assets to the AR)/contracts terminated	Closing balance 31 March 2025
	R'000	R'000	R'000	R'000	R'000
Machinery and equipment	85	-	-	-	85
Total	85	-	-	-	85

30. Intangible capital assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	2025/26			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
SOFTWARE	88 465	2 768	(5 596)	85 637
TOTAL INTANGIBLE CAPITAL ASSETS	88 465	2 768	(5 596)	85 637

The disposal of intangible assets relates to the derecognition of software whose licence terms have expired

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

30.1. MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	26 107	65 672	40	(3 354)	88 465
TOTAL INTANGIBLE CAPITAL ASSETS	26 107	65 672	40	(3 354)	88 465

30.1.1. Prior period error

Nature of prior period error	Note	2024/25 R'000
Relating to 2024/25 [affecting the opening balance]		65 672
Recognition of intangible assets ready for use		65 672
Total prior period errors		65 672

30.2. Intangible capital assets: Capital Work-in-progress

CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2026

	Opening balance 1 April 2025	Current year WIP	Ready for use (assets to the AR)/contracts terminated	Closing balance 31 March 2026
Note	R'000	R'000	R'000	R'000
Intangible assets	Annex 7 2 768	-	(2 768)	-
Total	2 768	-	(2 768)	-

Capital work-in-progress on Software relates to the E-Judiciary which is ready for use and transferred to the asset register

CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2025

	Opening balance 1 April 2024	Prior period error	Current year WIP	Ready for use (assets to the AR)/contracts terminated	Closing bal- ance 31 March 2025
Note	R'000	R'000	R'000	R'000	R'000
Intangible assets	65 325	(62 557)	-	-	2 768
Total	65 325	(62 557)	-	-	2 768

Capital work-in-progress on Software relates to the Court On-line which is ready for use and transferred to the asset register

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

31. Immovable tangible capital assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2026

	2025/26			
	Opening balance	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	194	-	-	194
Dwellings	-	-	-	-
Non-residential buildings	-	-	-	-
Other fixed structures	194	-	-	194
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	194	-	-	194

The amount relates to guard houses and carport at the courts

31.1. MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25				
	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	203	-	-	9	194
Other fixed structures	203	-	-	9	194
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	203	-	-	9	194

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

32. Prior period errors

32.1. Correction of prior period errors

	Note	2024/25		
		Amount before error correction	Prior period error	Restated
		R'000	R'000	R'000
Assets: (e.g. receivables, investments, accrued departmental revenue, movable tangible capital assets, etc.)				
Computer equipment		169 225	211	169 436
Furniture and office equipment		51 679	(2)	51 677
Other machinery and equipment		89 300	(23 881)	65 419
Transport assets		22 082	782	22 864
Finance lease assets		258 088	(34 857)	223 231
MINOR CAPITAL ASSETS				-
Heritage assets		300	(27)	273
Machinery and equipment		149 742	(40 835)	108 907
INTANGIBLE ASSETS				
Software		26 107	65 672	91 779
Net effect		766 523	(32 937)	733 586

The audited opening balances for both tangible capital assets and minor capital assets have been adjusted to reflect the following corrections:

- Elimination of duplicated assets identified during the review of the asset register.
- Recognition of finance lease assets identified during the disposal process, which were not previously included in the opening balance.
- Derecognition of items incorrectly classified as assets in the prior financial year.
- Correction of incorrect SCOA allocations identified during the review process.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

33. Broad-based black economic empowerment performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

BROAD-BASED BLACK ECONOMIC EMPOWERMENT COMMISSION

FORM: B-BBEE 1A

Compliance report by sphere of government, public entity or organ of state (in terms of Section 13G (1) of the Act).

Name of sphere of government/public entity/organ of state:	OFFICE OF THE CHIEF JUSTICE
Registration number (if applicable):	N/A
Physical address:	188, 14th Road, Noordwyk, Midrand
Type of sphere of government/public entity/organ of state:	National Department
Organisation industry/sector	Justice

The following table must be completed in full by the sphere of government/public entity/organ of state:

Has the sphere of government/public entity/organ of state applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law	No: Not applicable to the OCJ	N/A
Developing and implementing a preferential procurement policy	No	OCJ SCM policy is fully aligned with Preferential Procurement Policy Framework Act and its Regulations, 2022. To that effect, it has since developed its SCM and Preferential Procurement Policy, effective from January 2023. Such policy advocates specific goals to empower women, youth, and people with disabilities in accordance with B-BBEE Act and its code of good practice.
Determining qualification criteria for the sale of state-owned enterprises	No: Not applicable to the OCJ	N/A
Developing criteria for entering into partnerships with the private sector	No: Not applicable to the OCJ	N/A
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment	No: Not applicable to the OCJ	N/A

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 1A

STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS PAID TO MUNICIPALITIES

2025/26													2024/25	
Name of municipality	GRANT ALLOCATION				TRANSFER				SPENT				DoRA and other transfers	Actual transfers
	DoRA and other transfers	Roll-overs	Ad-	Total available	Actual transfer	Funds with-held	Re-alloca-tions by National Treasury or National department	Amount received by municipality	Amount spent by municipi-pal-ity	Un-spent funds	% of available funds spent by municipi-pal-ity			
City of Johannesburg	-	-	-	-	-	-	-	-	-	-	-	-	62	62
Various municipalities	65													
TOTAL	-	-	-	-	65	-	-	-	-	-	-	-	62	62

Amount paid for the renewals of licence discs.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 1G

STATEMENT OF TRANSFERS TO HOUSEHOLDS

Household	2025/26						2024/25	
	TRANSFER ALLOCATION			EXPENDITURE			Final budget	Actual transfer
	Adjusted budget	Roll-overs	Adjustments	Total available	Actual transfer	% of available funds transferred		
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
Judges' social benefits	101 264	-	-	101 264	103 514	102,2%	106 519	97 172
Employee social benefits	1 263	-	-	1 263	3 626	287,1%	2 141	5 867
Total	102 527	-	-	102 527	107 140	104,5%	108 660	103 039
Subsidies								
Total								
TOTAL	102 527	-	-	102 527	107 140	104,5%	108 660	103 039

Households reflect Judges' gratuities and officials paid as per legislated benefits.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 1H STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of organisation		Nature of gift, donation or sponsorship R'000	2025/26	2024/25
<u>Received in cash</u>				
Donations				
Justice Lenaola	Cash: Visiting representative of the Chief Justice of Kenya		4	-
Total donations			4	-
<u>Received in kind</u>				
Gifts				
Publishers, Bar Council and universities	Books and law journals			200
National Council for Disability	T-shirts			-
Total gifts				200
Gifts				
Total gifts				200
Donations				
UNODC	Donations for accommodation and conferencing for SAJEI			23
Education Labour Relations Council	Donations for accommodation, flights and conferencing for SAJEI			26
International Organisation for Judicial Training	Donations for accommodation and conferencing for SAJEI			52
Commonwealth	Donations for accommodation and conferencing for SAJEI		209	17

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

Spar Group	Reimbursement for court room	-	-
Chemonics International	Office furniture and equipment	76	-
OCHRE pictures	Soccer kit	3	-
African Judicial Training Network	Accommodation & conferencing	46	-
Judiciary of Zambia	Accommodation & conferencing	60	-
Constitutional Court Trust	Books	17	-
Dr Horn, lecture and author, University of the Free State Faculty	Books	1	-
Johannesburg Bar	Books	1	-
Justice Rogers	Books	-	-
Juta	Books	9	-
LexisNexis	Books	3	-
MC Botha	Books	1	-
University of Johannesburg Faculty of Law Deans Office	Books	5	-
Pretoria University Law Press	Books	1	-
Estate of Adv. Hiram Zangwill Slomowitz – SC	Books	2 195	-
Total donations		2 627	118
Subtotal – received in kind		2 627	318
TOTAL GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED		2 631	318

Donations of law books, accommodation and flight tickets for business purposes received in kind as per Treasury Regulations 21.2.4 and had no effect on the expenditure.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 11

STATEMENT OF AID ASSISTANCE RECEIVED

Name of donor	Purpose	Opening bal- ance	Revenue	Expenditure	Paid back on / by 31 March	Closing balance
		R'000	R'000	R'000	R'000	R'000
Aid assistance received in kind						
German Development Corpora- tion	Developing administrative capacity for the Office of the Chief Justice	652	-	-	-	652
Subtotal		652	-	-	-	652
TOTAL AID ASSISTANCE RECEIVED		652	-	-	-	652

The donor funding by the German Development Corporation is for a project on business process re-engineering in the High Courts. No funds were transferred to the OCJ as the project was managed and paid for by the GIZ.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 3B

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2026

Nature of liability	Opening balance 1 April 2025	Liabilities incurred during the year	Liabilities paid / cancelled / reduced during the year	Liabilities recov- erable (Provide details hereunder)	Closing balance 31 March 2026
	R'000	R'000	R'000	R'000	R'000
Claims against the department Cases against Judiciary and OCJ where the department will be expected to carry litigations. The OCJ has provided bond of securities to the Labour Court for review applications lodged by the OCJ against orders of the Bargaining Council. The amount and timing of the possible obligation is currently uncertain as the Court will determine fair and equitable order.	23 003	7 000	(119)	-	29 884
	2 475	-	(95)	-	2 380
	25 478	7 000	(214)	-	32 264
TOTAL	25 478	7 000	(214)	-	32 264

Contingent liabilities relate to cases instituted against OCJ at the Bargaining Counsel related to labour disputes; Review cases by OCJ against orders of the Bargaining Council. Cases instituted against the OCJ on general legal matters. The OCJ has provided bond of securities to the Labour Court for review applications lodged by the OCJ against orders of the Bargaining Council. The amount and timing of the possible obligation is currently uncertain as the Court will determine fair and equitable order.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 4 CLAIMS RECOVERABLE

Government entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash-in-transit at year end 2025/26 *	
	31/03/2026	31/03/2025	31/03/2026	31/03/2025	31/03/2026	31/03/2025	Receipt date up to six (6) working days after year-end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Department								
Department of Justice and Constitutional Development	4 421	20 695	-	-	4 421	20 695	02/04/2026	2 224
Subtotal	4 421	20 695	-	-	4 421	20 695		2 224
TOTAL	4 421	20 695	-	-	4 421	20 695		2 224
Subtotal	4 421	20 695	-	-	4 421	20 695	-	2 224

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 5

INTER-GOVERNMENTAL CONTINGENT LIABILITIES, PROVISIONS, ACCRUALS, PAYABLES NOT RECOGNISED AND EMPLOYEE BENEFITS

Government entity	Total		Cash-in-transit at year end 2025/26 *	Receipt date payment date up to six (6) working days before year-end	Amount R'000
	31/03/2026	31/03/2025			
	R'000	R'000			
Department					
Accruals					
NAT DEPT OF JUSTICE & CONST.DEVELOPMENT	983				
Payables not recognised		-			
SAPS	1 838				
NAT DEPT OF JUSTICE & CONST. DEVELOPMENT	908				
Subtotal	3 729	-			
Total departments	3 729	-			
Accruals	983				
Payables not recognised	2 746				
TOTAL INTERGOVERNMENTAL	3 729	-			

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 7

MOVEMENT IN CAPITAL WORK IN PROGRESS

Movement in capital work in progress for the year ended 31 March 2026

	Opening balance	Current year CWIP	Ready for use (asset register)/ contract terminated	Closing balance
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	85	-	(85)	-
Other machinery and equipment	85	-	(85)	-
SOFTWARE	2 768	-	(2 768)	-
Software	2 768	-	(2 768)	-
TOTAL	2 853	-	(2 853)	-

Capital work-in-progress on software relates to the E-Judiciary System.

Movement in capital work in progress for the year ended 31 March 2025

	Opening balance	Prior period error	Current year CWIP	Ready for use (asset register)/ contract terminated	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	85	-	-	-	85
Other machinery and equipment	85	-	-	-	85
SOFTWARE	65 325	(62 557)	-	-	2 768
Software	65 325	(62 557)	-	-	2 768
TOTAL	65 410	(62 557)	-	-	2 853

Capital work-in-progress on software relates to the Court Online Pilot project and planning.

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

ANNEXURE 12

ANALYSIS OF PREPAYMENTS AND ADVANCES (NOTES 10.1)

Name of entity	Sector of the entity	Description of the item paid for	Classification category	Total contract Value	Balance outstanding as on 31 March 2025	Total amount prepaid / advanced in the current year	Less: goods, services or capital assets received in the current year	Add/less: Other	Balance outstanding as on 31 March 2026
				R'000	R'000	R'000	R'000	R'000	R'000
Prepayments									
SITA SOC	Inform & communication	Terminal Emulator software licence	Goods and services	516	130		(130)		-
ESIZWE GROUP	Repair of Computers	Dragon text dictation software	Goods and services	41	5		(5)		-
Total prepayments					135	-	(135)	-	-
TOTAL PRE-PAYMENTS AND ADVANCES					135	-	(135)	-	-

NOTES

[illegible]



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