



2026/27

Department of Justice and Constitutional Development

# ANNUAL PERFORMANCE PLAN



**the doj & cd**

Department:  
Justice and Constitutional Development  
REPUBLIC OF SOUTH AFRICA



# Department of Justice and Constitutional Development

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## Foreword by the Minister



The year 2026 marks the commemoration of the 30<sup>th</sup> Anniversary of the adoption of the Constitution of the Republic of South Africa in May 1996, which coincides with the implementation of the Annual Performance Plan (APP) 2026/27. For the financial year 2026/27, the department will undertake a yearlong commemoration of the 30 years since the adoption of the constitution under the theme "**30 YEARS OF CONSTITUTION: ONE CONSTITUTION, ONE NATION REFLECT. RENEW. RECOMMIT.**" The national commemoration will be an inclusive initiative involving multiple stakeholders, including government departments, Chapter 9 institutions,

civil society, organised labour, business, traditional and religious leaders, youth formations, and educational institutions.

The programme will include public dialogues, civic education, cultural events, youth engagements, symbolic events at historic sites such as Sharpeville and Constitutional Hill, and other community driven initiatives to deepen constitutional awareness and social cohesion. We will also during this year host an International Conference on Access to Justice as part of reflecting on the journey travelled, and renewal our Commitment to the principles of our constitutional democracy.

The upcoming Local Government Election will also coincide with the implementation of the 2026/27 Performance Plan, which will provide an opportunity for civil society organisations and political parties to advance voter education, reminding the citizens of their constitutional right to vote. The exercise of this constitutional right will firstly be a reminder that our constitution was drafted to achieve peace, unity and stability after many years of painful and violent struggle, and secondly, to lay a foundation for the transformation of the South African society so as to "Heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights".

It is for this reason that we will do everything we can as the Department of Justice and Constitutional Development to respond to the concern raised by President Cyril Ramaphosa in his state of the nation address when he said, "South Africans are worried about violent crime and corruption." He further observed that "Organised crime is now the most immediate threat to our democracy, our society and our economic development." As part of the Justice, Crime

Prevention and Security (JCPS) Cluster we will play our part in ensuring that organised crime is brought under control.

It is within this context that The NPA will continue to prioritise efforts towards addressing complex corruption and organised crime. Corruption, which is driven largely by organised crime, has seriously undermined South Africa's economic prospects and development. Through enhanced collaborations, the NPA will pursue key actors and entities that are implicated in grand corruption. Through strengthened legislative powers, the Independent Directorate Against Corruption (IDAC) will continue to hold state capture players and any other criminal networks accountable through increased authorisations and enrolment of trial-ready cases.

To deal with Fraud and corruption, the NPA will continue to work with other law enforcement agencies to ensure that all cases of money laundering, including complex money laundering, are proactively identified, properly investigated, and enrolled. Increased enrolments and successful prosecutions will enhance the country's prospects of being removed from FATF grey listing over the MTEF period. The reaching arm of the AFU will be broader to include tracing of ill-gotten profits from all crime-typologies beyond a narrow focus on corruption. The AFU will intensify the use of Corporate Alternative Dispute Resolution (C-ADR) to hold not only individuals but also corporates that benefit from unlawful activities accountable.

The Department is working in partnership with Heads of the entities of the Criminal Justice System to review the recommendations of the National Anti-Corruption Advisory Council and to formulate a cohesive advisory body for the executive authority, with the goal of enhancing the national anti-corruption framework through an informed and coordinated strategy. Therefore, we will implement interventions for the effective coordination of the Criminal Justice System Strategy to resolve challenges experienced in courts that lead to criminal case backlogs. In 2026/27 the Implementation Plan on the review of anti-corruption architecture report will be developed and costed. Whistle-blowers play a vital role in combating an increase in corruption, and their protection needs to be strengthened through stronger legislation. The Department has committed to have Whistle-blower Protection legislation introduced in Parliament and RICA legislation reviewed and submitted to Cabinet for approval in the 2026/27 financial year.

Gender Based Violence and Femicide (GBVF) continue to be epidemic in the country and they both affect women and children disproportionately, limiting their ability to live safe and fulfilling lives. Addressing the scourge of GBVF against women and children will remain the Departmental priority in this financial year. Recent statistics on reported rape, sexual assaults, attempted sexual offences, and other gender-related crimes remain very high. The Department therefore remains committed to contributing to all endeavours aimed at

strengthening the Criminal Justice System to be preventative, responsive and effective against this pandemic. As the lead stakeholder in the implementation of the objects of Pillar 3 of the GBVF National Strategic Plan (2020-2030), the Department will continue to collaborate with other key stakeholders towards the realisation of the aspirations of the country's agenda against GBVF.

We will ensure that the convicted sex offenders are registered in the National Register for Sex Offenders (NRSO) from the date on which a compliant conviction order is received by the Office of the Registrar and will issue an NRSO clearance certificate on applications received from employers, licensing authorities, relevant authorities, regarding any person or employees working with or applying to work in sectors involving the vulnerable.

Attention will also be given to advancing equality and protection for persons based on Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics (SOGIESC). This includes supporting the implementation of the National Intervention Strategy (NIS), the Prevention and Combating of Hate Crimes and Hate Speech Act, and the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP).

We will continue to support Community Advice Offices (CAO's) through the PLEAJ project to expand provision of free, basic legal advice and promotion of human rights awareness.

In the 2026/27 financial year the Department will establish specialised courts for commercial matters with dedicated judges and dedicated court rolls. Again in establishing a criminal justice system that is free from secondary victimisation and supportive of the needs of the victims, we will establish additional sexual offences courts, the number of courts providing additional Justice services as well as the new Thuthuzela Care Centres to not only deal with severe cases where the safety and well-being of vulnerable people (women and children) is threatened but also provide medical and psychosocial support to enhance prospects of successful prosecution.

The work to establish an administratively independent judiciary led by the judiciary will continue in earnest. According to section 65(6) of the Constitution, the Chief Justice is the Head of Judiciary and the management of the function of the Court. We will consult with the stakeholders on the Draft Bill, giving effect to the judiciary as the third arm of the state and finalise the transfer of shared services to the Office of the Chief Justice.

Transformation of the Justice System remains a cornerstone of South Africa's Constitutional vision of equality, access, and social justice. The APP 2026/27 commits to the transformation of the Criminal Justice System and the economic empowerment of women, youth and persons with disabilities through employment and skill development. We commit to continue with Discretionary Procurement allocations made to women, speedy finalisation of maintenance

cases and investigations thereof in divorce cases; speedy services of domestic violence protection orders and digitalisation of Masters services including registration of deceased estates.

The Department through the Office of the Solicitor General aims to develop systems to monitor and manage the national contingent liability register and fully implement the State Attorney Turnaround Strategy in completion of its strategic pillars.

We will continue to give attention to the implementation of the recommendations of the Truth and Reconciliation Commission report as adopted by parliament. We will assist the victims of apartheid to achieve justice and to receive reparations as per the recommendations of the report. In the previous financial year, we were able to finalise the TRC related regulations for Housing and Community Rehabilitation. As part of the implementation of the regulations, we will assist the TRC victims in their applications for housing reparation and appoint the Authority to oversee the implementation thereof.

In conclusion, I wish to express my gratitude to senior managers and the staff of the Department of Justice and Constitutional Development, for their commitment to meeting the department's mandates and responsibilities. We will continue our efforts to accomplish all the goals we have set to enhance service delivery and access to justice for all.



**Signature:** \_\_\_\_\_

Ms. M.T Kubayi, MP

**Minister of Justice and Constitutional Development**

## Foreword by the Deputy Minister



The year 2026 marks a defining chapter in the life of our nation as we commemorate the 30th Anniversary of the adoption of the Constitution of the Republic of South Africa.

This milestone is not only a celebration of our democratic journey but also a solemn reminder of the profound responsibilities entrusted to us as custodians of constitutionalism, justice, and service delivery.

Thirty years on, the Constitution continues to stand as the bedrock of our democracy, guiding our collective pursuit of equality, dignity, and freedom for all.

It is both a shield and a compass - protecting rights while directing us toward the society envisioned in its Preamble: one founded on justice, accountability, and inclusivity.

This anniversary compels us to reflect deeply on our achievements, confront the challenges that persist, and renew our unwavering commitment to building a society where the promise of the Constitution is lived daily by all South Africans. It is therefore paramount that, as the Department, we succeed in meeting our goals and targets, for our work is inseparable from the lived reality of communities who depend on us to uphold their human rights and expand access to justice.

At the heart of our mission lies the enhancement of access to justice.

Through the upgrading of ICT infrastructure - such as the Local Area Network (LAN) and Wide Area Network (WAN) - we aim to meet both current and future demands, improving reliability, scalability, and performance. These upgrades will enable the Department to expand the provision of e-services, gradually reducing the need for face-to-face engagements and ensuring that justice is accessible in every corner of our nation.

By strengthening case management systems under the Integrated Justice System (IJS), we are modernising the criminal justice process to ensure efficiency, transparency, responsiveness, and the minimisation of human error. These reforms are vital to reducing case backlogs, minimising delays, and ensuring that justice is not only done but seen to be done.

The IJS programme represents a multi-departmental effort to increase successful investigations, prosecutions, convictions, and ultimately the rehabilitation of offenders back into society. Its digital platforms - designed to track cases, manage hearings, store documents, and streamline workflows - will enable secure, real-time electronic exchange of information, enhancing coordination across the criminal justice system and ensuring that all people are, and feel, safe.

We are committed to addressing case backlogs in our Magistrates' Courts by providing the necessary support personnel and infrastructure to enable optimal functioning. By reducing

postponements caused by administrative failures, we will contribute meaningfully to the reduction of case backlogs in regional and district courts.

In civil justice, the Small Claims Courts remain essential for providing accessible, timely, and affordable justice. The National Policy Framework on Small Claims Courts and its Action Plan aim to strengthen governance, enhance the capacity and training of Commissioners and Clerks, improve public awareness, and foster collaboration with partners to expand pro bono support. We are also consulting stakeholders on increasing the monetary jurisdiction of Small Claims Courts, enabling them to adjudicate more cases and serve the public more effectively.

Our commitment to access to justice extends to vulnerable communities through initiatives such as the Programme for Legal Empowerment and Access to Justice (PLEAJ), which supports Community Advice Offices in delivering free legal advice and constitutional rights education. By empowering individuals and communities with knowledge and access, we strengthen active citizenship and deepen the roots of democracy.

Access to justice also means protecting our communities from crime, particularly those most vulnerable. The National Policy Framework (NPF) on Trafficking in Persons, which includes the Integrated Strategy and Action Plan for 2023–2026, was finalised in compliance with the Prevention and Combating of Trafficking in Persons Act, 2013 (Act No. 7 of 2013). It ensures better coordination between government departments and stakeholders in the fight against human trafficking. The NPF supports the implementation of the Act by ensuring that victims are protected, perpetrators are prosecuted, and responses are aligned across government and civil society. Structures such as the National Intersectoral Committee on Trafficking in Persons (NICTIP) and Provincial Task Teams (PTTs) will ensure effective coordination in this critical fight.

We recognise that justice is not confined to the courtroom. It is lived in communities where social cohesion, tolerance, and respect for diversity must be nurtured. Guided by the National Development Plan and aligned with the Sustainable Development Goals, our programmes to combat racism, xenophobia, hate crimes, and trafficking in persons are designed to protect the vulnerable, promote equality, and foster unity in diversity. These efforts reaffirm our constitutional obligation to build a society free from prejudice and discrimination.

As a member of the family of nations, South Africa must continue to advance its foreign policy through compliance with human rights treaty obligations, country reporting, and active participation in bilateral and multilateral fora. In combating transnational crime and corruption, we must prioritise the processing of requests for extradition and mutual legal assistance in criminal matters, thereby strengthening international cooperation and the rule of law.

As we enter this historic year, the Department recommits itself to service delivery excellence, access to justice, constitutional awareness, and human rights education. We will continue to strengthen institutions, empower communities, and uphold the rule of law, ensuring that the promise of the Constitution is realised in the daily lives of all people.

The 30th Anniversary of our Constitution is more than a commemoration. It is a living reminder that constitutionalism is not static but a dynamic, enduring commitment to justice and equality.

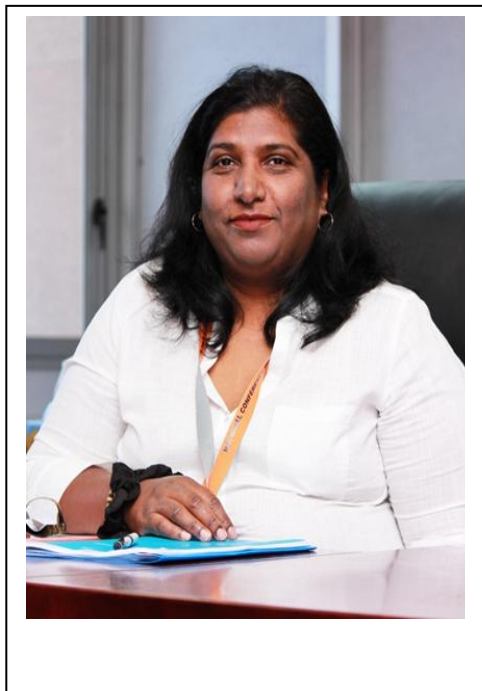
We pledge to serve with integrity, accountability, and unwavering dedication, so that together we may build a South Africa that is just, inclusive, and united.

Signature:  \_\_\_\_\_

**Mr. A.C Nel**

**Deputy Minister, MP**

## Foreword by the Accounting Officer



The 2026/27 Annual Performance Plan (APP) marks the second APP in the implementation of the 2025-30 Strategic Plan (SP) for the 7th Administration which contributes to strategic priority three of the Medium-Term Development Plan (2024-2029), aiming at building a capable, ethical and developmental state.

In responding to the Department of Justice and Constitutional Development (DOJ & CD) legislative mandate and emerging strategic priorities, the department has outlined 9 outcomes that aim to achieve and address departmental plans and strategies. It is the desire of the department to ensure that it builds public confidence in the justice system, improve public awareness of the constitution, increase

access to justice for all, take into consideration vulnerable groups such as women and children in accessing justice services as well as to effectively and efficiently provide justice services to all.

Information, Communication and Technology (ICT) remains a strategic area of the department and the upgrading of ICT infrastructure is a departmental priority area. The upgrading of ICT infrastructure will contribute to establishing a modern, secure and efficient ICT environment that supports operational excellence and improves access to public service delivery. Consequently, this will improve the effectiveness and efficiency of courts, and the services of the State Attorney and Master of the High Court.

To improve operational efficiency in the provision of services, working in collaboration with State Information Technology Agency (SITA), the department will upgrade modern Local Area Network (LAN) and Wide Area Network (WAN) technologies like Software-Defined WAN (SD-WAN). The upgrade will create a platform for the modernisation of ICT infrastructure in the provision of Justice services. The Department will implement a Legacy System Replacement Plan to refresh legacy end-user devices (laptops, desktops, and scanners). This will enhance service delivery, user performance and system stability and promote better integration across applications.

While lower courts services remain within the jurisdiction of the DOJ & CD to date, Section 165 of the Constitution, 1996, states that the judicial authority of the Republic is vested in the courts. Subsection 6 provides that the Chief Justice is the head of the judiciary and exercises

responsibility over the exercise of judicial functions of all courts. Subsequently, the Office of the Chief Justice (OCJ) was established in 2010 and in 2014, the administrative functions of superior courts were transferred from the DOJ & CD to OCJ. The Department is currently finalising the transfer of shared services in respect of superior courts to the OCJ. Furthermore, the Department is drafting legislation to give effect to the judiciary as the third arm of the state.

Pending further refinement of policy with regard to the above, the department will continue to implement 95 minor capital works projects aimed at refurbishing and upgrading court facilities. These minor capital works projects will further ensure that courts are physically accessible to all, are a conducive place of work, abide by universal standards of design and ensure courts are fully operational.

The Gender-Based Violence and Femicide, and violence against women and children (GBVF) National Strategic Plan (NSP) 2020-2030 is the government's response to the continuous rise of GBV cases in South Africa. As one of the lead departments in this regard, the DOJ & CD will continue to lead in the implementation of Pillar 3 on Justice, Safety and Protection which focuses on access to justice for GBV victims, strengthening capacity within the justice system and the provision of support to GBV survivors.

For the 2026/27 financial year, the department will establish an additional 20 sexual offences courts and an additional 3 Thuthuzela Care Centres for GBV survivors. During the same period the department will register convicted sex offenders on the National Register for Sexual Offenders (NRSO) within 10 working days from the date of receipt of the conviction order and issue 74 497 NRSO clearance Certificates will be issued from backlog cases. To further accommodate victims of GBV, 44 district courts will be upgraded in line with the minimum standards for domestic violence support services.

Access to justice is a fundamental human right and a rule of law principle that ensures individuals can resolve legal issues through fair, affordable and timely, impartial, or alternative forums. The department intends to reduce the criminal cases backlog by 30% during the 2026/27 financial year. Additionally, the department will implement a comprehensive complaint management framework in 3 identified Masters offices with the intention to improve customer services by ensuring complaints are addressed timeously. The department will review and assess the Masters turnaround strategy and continue to implement interventions from the Masters turnaround strategy. Masters services will be digitised. Furthermore, the department will continue to ensure the timeous finalisation and delivery of Family Advocate litigation matters, Family Advocate Alternative Dispute Resolution Mechanism matters, Liquidation and distribution accounts in deceased estates, as well as the payment of Guardian's Fund applications.

The year 2026 marks the 30th Anniversary of the adoption of the Constitution of the Republic of South Africa, in 1996. The department will lead in the coordination of events and engagements to commemorate the 30th Anniversary of the adoption of the Constitution. These events will provide an invaluable opportunity to reflect on the journey of constitutional democracy and acknowledge its achievements and challenges.

The Department will also focus on the implementation of the advancement of national reconciliation through reparations following the Truth and Reconciliation Commission (TRC) recommendations, on housing and education. The exhumation, repatriation and reburial of the remains of South Africans who died in exile during the apartheid era, will continue. Additionally, attention will also be given to advancing equality and protection for persons based on Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics (SOGIESC). This includes supporting the implementation of the National Intervention Strategy (NIS), the Prevention and Combating of Hate Crimes and Hate Speech Act, and the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP).


The allegation made by the Kwa-Zulu Natal Police Commissioner, Nhlanhla Mkhwananzi, on the infiltration of criminals into the South African Police Service and other parts of the criminal justice system has led to calls for the strengthening of the justice system. In continuing the fight against corruption, internally, the department will conduct Lifestyle Audits for all employees within Supply Chain Management (SCM), ICT and Security Management in collaboration with the Special Investigating Unit (SIU). This will assist the department in curbing fraud and corruption activities by employees, account and deal with any irregularities emanating from the outcomes of the lifestyle audits.

For the 2026/27 financial year, DOJ & CD will develop an implementation plan on the recommendations emanating from the report on the review of the anti-corruption architecture by the National Anti-Corruption Advisory Council (NACAC). The department will also finalise the whistle-blower protection framework and introduce the Whistle-blower Protections Bill in Parliament. This is expected to streamline legislation, eradicate the duplication of mandates and foster greater cooperation between law enforcement agencies.

The department will continue to conduct public awareness and educational programmes on justice services and the Constitution. For the 2026/27 financial year, the department has planned to conduct 420 educational awareness sessions to showcase justice services and conduct 120 awareness sessions on the Constitution targeting Imbizos, schools, provincial led community engagements across the length and breadth of the Republic through TV and Radio engagements and social media.

The departmental Organisational Structure will be reviewed and finalised during the financial year. This will assist in addressing capacity issues and gaps in the department that might hinder the delivery of services and implementation of the 2025-2030 Strategic Plan.

**Signature:**  \_\_\_\_\_

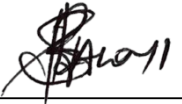
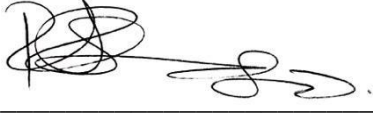

**Ms. K Pillay**   
**Acting Accounting Officer**

## Official Sign-Off

It is hereby certified that this Annual Performance Plan for the year 2026/27:

- was developed by the management of the Department of Justice and Constitutional Development under the guidance of the Minister of Justice and Constitutional Development, Ms. Mmamoloko Kubayi, MP;
- considers all relevant policies, legislation and other mandates for which the Department of Justice and Constitutional Development is responsible; and
- accurately reflects the outcomes and outputs which the Department of Justice and Constitutional Development will endeavour to achieve over the period 2026/27.

<p>Signature: </p> <p>Ms. R Ngwenya Deputy Director-General: Corporate Services</p>	<p>Signature: </p> <p>Mr. L.C Mohalaba Deputy Director-General: Lower Court Services</p>
<p>Signature: </p> <p>Mr. S Ralekwa Acting Deputy Director-General: Legislative Development</p>	<p>Signature: </p> <p>Adv. S Said Deputy Director General: Constitutional Development</p>
<p>Signature: </p> <p>Ms. S Masapu Chief State Law Adviser</p>	<p>Signature: </p> <p>Ms. K Pillay Acting Chief Master</p>
<p>Signature: </p> <p>Mr. L.C Mohalaba Acting Deputy Director-General: Information and Communication Technology</p>	<p>Signature: </p> <p>Mr. F Mbeki Acting Solicitor-General</p>

<p><b>Signature:</b>  _____</p> <p>Ms. Salome Baloyi <b>Acting Head of Administration: NPA</b></p>	<p><b>Signature:</b>  _____</p> <p>Mr. T Thiti <b>Deputy Director-General: Institutional Development and Support</b></p>
<p><b>Signature:</b>  _____</p> <p>Ms. R.I Singo <b>Chief Financial Officer</b></p>	<p><b>Signature:</b>  _____</p> <p>Mr. T.B Raseroka <b>Chief Director: Strategic Management</b></p>
<p><b>Signature:</b>  _____</p> <p>Ms. K Pillay <b>Acting Accounting Officer</b></p>	<p><b>Signature:</b>  _____</p> <p>Mr. A.C Nel <b>Deputy Minister, MP</b></p>
<p><b>Signature:</b>  _____</p> <p>Ms. M.T. Kubayi, MP <b>Minister of Justice and Constitutional Development</b></p>	

## List of abbreviations

Acronym	Description
AALCO	Asian- African Legal Consultative Organisation
ADR	Alternative Dispute Resolution
ADRM	Alternative Dispute Resolution Mechanism
AFCOC	China-Africa forums
AFU	Asset Forfeiture Unit
AGSA	Auditor-General South Africa
AI	Artificial Intelligence
ANC	African National Congress
APP	Annual Performance Plan
ATC	Announcements, Tabling Committee
AVR	Audio Visual Recordings
BAS	Basic Accounting System
B-BBEE	Broad-Based Black Economic Empowerment
BEC	Bid Evaluation Committee
BMJC	Brigitte Mabandla Justice College
BO	Beneficial Ownership
BRICS	Brazil, Russia, India and South Africa
BSC	Bid Specification Committee
CAOs	Community Advice Offices
CARA	Criminal Assets Recovery Account
CCB	Change Control Board
CCPI	Climate Change Performance Index
CIPC	Companies and Intellectual Property Commission
CJS	Criminal Justice System
COE	Compensation of Employees
COLA	Cost-of-living Adjustment
CRAVS	Court Recording Audio-Visual Solution
CRC	Criminal Record Centre
CRT	Court Recording Technology
CSIR	Council for Scientific and Industrial Research
CSO	Civil Society Organisation
CUBAC	Children used by adults to commit crime
DCS	Department of Correctional Services
DDG	Deputy Director-General
DEL	Department of Employment and Labour
DHA	Department of Home Affairs

<b>DOJ &amp; CD</b>	Department of Justice and Constitutional Development
<b>DPME</b>	Department of Planning, Monitoring and Evaluation
<b>DPSA</b>	Department of Public Service and Administration
<b>DPWI</b>	Department of Public Works and Infrastructure
<b>DWYPD</b>	Department of Women, Youth and Persons with Disabilities
<b>EA</b>	Enterprise Architecture
<b>ECMS</b>	Electronic Case Management System
<b>EME</b>	Exempted Micro Enterprise
<b>ENE</b>	Estimates of National Expenditure
<b>EXCO</b>	Executive Committee
<b>FATF</b>	Financial Action Task Force
<b>FOSAD</b>	Forum of South African Directors- General
<b>GBH</b>	Grievous Bodily Harm
<b>GBV</b>	Gender-Based Violence
<b>GBVF</b>	Gender-Based Violence and Femicide
<b>GBVF NSP</b>	Gender Based Violence and Femicide National Strategic Plan
<b>GDP</b>	Gross Domestic Product
<b>GI-TOC</b>	Global Initiative Against Transnational Organised Crime
<b>GNU</b>	Government of National Unity
<b>HR</b>	Human Resources
<b>ICESCR</b>	International Covenant on Economic, Social and Cultural Rights
<b>ICCPR</b>	International Covenant on Civil and Political Rights
<b>ICJS</b>	Integrated Criminal Justice System
<b>ICMS</b>	Integrated Case Management System
<b>ICT</b>	Information and Communication Technology
<b>IDAC</b>	Investigating Directorate Against Corruption
<b>IER</b>	integrated electronic repository
<b>IJS</b>	Integrated Justice System
<b>INLF</b>	Intergovernmental National Litigation Forum
<b>IPM</b>	Integrated Person Management
<b>IPS</b>	Intrusion Prevention System
<b>IT</b>	Information Technology
<b>JCPS</b>	Justice, Crime Prevention and Security
<b>JYP</b>	Justice Yellow Page
<b>KZN</b>	KwaZulu Natal
<b>LAN</b>	Local Area Network
<b>LASA</b>	Legal Aid South Africa
<b>LEAs</b>	Law Enforcement Agencies

<b>LGBTIQ+</b>	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
<b>LPC</b>	Legal Practitioners Council
<b>LSC</b>	Legal sector code
<b>MCW</b>	Minor Capital Works
<b>MANCO</b>	Management Committee
<b>MATTSO</b>	Ministerial Advisory Task Team on the Adjudication of Sexual Offences Matters
<b>ML/TF</b>	Money Laundering and Terrorist Financing
<b>MLA</b>	Mutual Legal Assistance
<b>MMS</b>	Middle Management Services
<b>MTDP</b>	Medium-term Development Plan
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTP</b>	Medium Term Plan
<b>MTSF</b>	Medium Term Strategic Framework
<b>NACAC</b>	National Anti-Corruption Advisory Council
<b>NAP</b>	National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-governmental Organisation
<b>NHRCMRFC</b>	National Human Rights Coordinating, Monitoring, Reporting and Follow-up Committee
<b>NICTIP</b>	National Intersectoral Committee on Trafficking in Persons
<b>NIS</b>	National Intervention Strategy
<b>NMRIF</b>	National mechanism on reporting, implementation and follow up
<b>NOCIMT</b>	National Operations Centre Information Management Technology
<b>NPA</b>	National Prosecuting Authority
<b>NPF</b>	National Policy Framework
<b>NRSO</b>	National Register for Sex Offenders
<b>NSP on GBVF</b>	National Strategic Plan on Gender-Based Violence and Femicide
<b>OCJ</b>	Office of the Chief Justice
<b>OCSLA</b>	Office of the Chief State Law Adviser
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OHS</b>	Occupational Health and Safety
<b>OSD</b>	Occupation-Specific Dispensation
<b>OSG</b>	Office of the Solicitor-General
<b>PAIA</b>	Promotion of Access to Information Act
<b>PANSALB</b>	Pan South African Language Board

<b>PDI</b>	Previously Disadvantaged Individual
<b>PEPUDA</b>	Prevention of Unfair Discrimination Act
<b>PESTELES</b>	Political, Economic, Social, Technological, Environmental, Legal, Ethics and Security factors
<b>PFMA</b>	Public Finance Management Act
<b>PH</b>	Provincial Heads
<b>PLEAJ</b>	Programme for Legal Empowerment and Access to Justice
<b>PPP</b>	Public Private Partnerships
<b>PPPFA</b>	Preferential Procurement Policy Framework Act
<b>PRECCA</b>	Prevention and Combating of Corrupt Activities Act
<b>PTT</b>	Provincial Task Team
<b>QSE</b>	Qualifying Small Enterprise
<b>SADC</b>	Southern African Development Community
<b>SAHRC</b>	South African Human Rights Commission
<b>SAJEI</b>	South African Judicial Education Institute
<b>SALRC</b>	South African Law Reform Commission
<b>SAPS</b>	South African Police Service
<b>SARS</b>	South African Revenue Service
<b>SCCU</b>	Specialised Commercial Crime Unit
<b>SCM</b>	Supply Chain Management
<b>SDG</b>	Sustainable Development Goals
<b>SD-WAN</b>	Software-Defined WAN
<b>SEIAS</b>	Socio-Economic Impact Assessment
<b>SIEM</b>	Security Information and Event Management
<b>SITA</b>	State Information Technology Agency
<b>SIU</b>	Special Investigating Unit
<b>SMS</b>	Senior Management Service
<b>SOE</b>	State-Owned Enterprise
<b>SOGIESC</b>	Sexual Orientation, Gender Identity, Expression and Sex Characteristics
<b>SOP</b>	Standard Operating Procedure
<b>SOS</b>	Security Operations System
<b>TCC</b>	Thuthuzela Care Centre
<b>TID</b>	Technical Indicator Description
<b>TIP</b>	Trafficking in Persons
<b>TRC</b>	Truth and Reconciliation Commission
<b>UN</b>	United Nations
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNODC</b>	United Nations Office on Drugs and Crime

<b>UPR</b>	Universal Periodic Review
<b>UPS</b>	Uninterrupted Power Supply
<b>VDR</b>	Virtual Data Repository
<b>WSP</b>	Workplace Skills Plan
<b>WAN</b>	Wide Area Network

## Introduction

The Department of Justice and Constitutional Development has prepared its Annual Performance Plan (APP) for the year 2026/27. This is the second plan under the current administration and is meant to implement the 2025-30 Strategic Plan. The plan details the Department's commitments for the 2026/27 financial year and is aligned with the Medium-Term Development Plan (MTDP), the Minister's Performance Agreement and other government plans relevant to the Department. The Department directly contributes to MTDP outcome 2, which deals with *reducing poverty and tackling the high cost of living* as well as outcome 3, which deals with *building a capable, ethical, and developmental state* of the MTDP.

The APP was prepared in line with the revised Framework for Strategic Plans and Annual Performance Plans. Both internal and external stakeholders were consulted through meetings and strategic planning sessions. The Theory of Change was used to attain the desired results. The plan encompasses the contribution of the 5 departmental programmes as depicted below:



The plan also provides performance indicators that are aimed at implementing the nine departmental outcomes pronounced in the 2025-30 Strategic Plan. The outcomes are:

<b>Outcome 1</b>	A capable, efficient, effective and ethical department
<b>Outcome 2</b>	Reformed, integrated and modernised criminal justice system
<b>Outcome 3</b>	Efficient, resilient and strengthened Justice System enhanced for improved accessibility
<b>Outcome 4</b>	Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation
<b>Outcome 5</b>	Professionalised, modernised and quality State Litigation, Legal Advisory Services and Legal Reform
<b>Outcome 6</b>	Transformed legal service for an improved access to justice for all

<b>Outcome 7</b>	Fighting Crime and Corruption through prosecution
<b>Outcome 8</b>	Colonial/apartheid-era justice-related legislation reviewed and replaced
<b>Outcome 9</b>	Improved awareness of the justice services and community outreach programmes

The development process for the 2026/27 Annual Performance Plan (APP) included strategic planning sessions conducted by the Department's senior managers on October 2-3, 2025. The purpose of these sessions was to discuss and finalize the first draft of the 2026/27 APP and the Reviewed Strategic Plan for 2025/30, along with determining the expected outcomes and outcome indicators, and for the Executive Management to endorse the 1<sup>st</sup> Draft APP. Subsequently, on March 11 2026, the Minister engaged with the Branch Heads to finalise the Department's 2026/27 APP.



# **PART A: OUR MANDATE**

## **1. Updates on the relevant legislative and policy mandates**

### **1.1 Constitutional mandate**

There are no changes to the Department's constitutional mandate. The constitutional mandate of the Department of Justice and Constitutional Development remains as follows:

The Department's mandate is derived from the Constitution, which is two-fold. Firstly, it seeks to provide a framework for the effective and efficient administration of justice. Secondly, it seeks to promote constitutional development through the development and implementation of legislation and programmes that seek to advance and sustain constitutionalism and the rule of law. This is accomplished through the implementation of programmes to deepen and nurture our constitutional democracy. The Department is currently providing support for the establishment of a single led Judiciary system. Following the transfer of superior courts to the Office of the Chief Justice, the Department continued to support the lower courts in line with its constitutional mandate.

Furthermore, there are specific provisions in the Bill of Rights that give rise to other pieces of legislation that form a significant part of the Minister's legislative mandate. The specific provisions are found in the following sections:

Section 9: "Equality"

Section 12: "Freedom and Security of the person"

Section 14: "Privacy"

Section 28: "Children"

Section 32: "Access to Information"

Section 33: "Just Administrative Action"

Section 34: "Access to Courts"

Section 35: "Arrested, detained and accused persons"

### **1.2. Legislative mandate**

The Department derives its legislative mandate from various statutes and subordinate legislation. Most of these Acts impact, in some way or the other, the daily functioning of the Department. However, in the context of the priorities of government, the following legislative instruments are particularly relevant:

**Legislation providing for the establishment and functioning of the superior courts, magistrates' courts and other courts, the most important of which are the following:**

- (a) Superior Courts Act, 2013 (Act No. 10 of 2013)
- (b) Magistrates' Courts Act, 1944 (Act No. 32 of 1944)
- (c) Small Claims Courts Act, 1984 (Act No. 61 of 1984)
- (d) Traditional Courts Act, 2022 (Act No. 9 of 2022)
- (e) Land Court Act, 2023 (Act No. 6 of 2023)

**Legislation providing for the appointment of judges and other judicial officers, their conditions of service, discipline and training:**

- (a) Judges' Remuneration and Conditions of Employment Act, 2001 (Act No. 47 of 2001)
- (b) Judicial Service Commission Act, 1994 (Act No. 9 of 1994)
- (c) South African Judicial Education Institute (SAJEI) Act, 2008 (Act No. 14 of 2008)
- (d) Magistrates' Act, 1993 (Act No. 90 of 1993)

**Legislation relating to the prosecution of offenders and the combatting of crime:**

- (a) National Prosecuting Authority Amendment Act, 2024 (Act No. 10 of 2024)
- (b) Criminal Procedure Act, 1977 (Act No. 51 of 1977)
- (c) Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998)
- (d) Special Investigation Units and Special Tribunals Act, 1996 (Act No. 74 of 1996)
- (e) Witness Protection Act, 1998 (Act No. 112 of 1998)
- (f) Implementation of the Rome Statute of the International Criminal Court Act, 2002 (Act No. 27 of 2002)
- (g) Protection of Constitutional Democracy against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004)
- (h) Prevention and Combatting of Corrupt Activities Act, 2004 (Act No. 12 of 2004)
- (i) Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007) (Sexual Offences Act)
- (j) Child Justice Act, 2008 (Act No. 75 of 2008)
- (k) Prevention and Combating of Trafficking in Persons Act, 2013 (Act No. 7 of 2013)
- (l) Protected Disclosure Act, 2000 (Act No. 26 of 2000)

**Legislation providing for the establishment and functioning of bodies responsible for legal aid, law reform and court rules:**

- (a) Legal Aid South Africa Act, 2014 (Act No. 39 of 2014)
- (b) South African Law Reform Commission Act, 1973 (Act No. 19 of 1973)
- (c) Rules Board for Courts of Law Act, 1985 (Act No. 107 of 1985)

**Legislation providing for the administration of estates:**

- (a) Insolvency Act, 1936 (Act No. 24 of 1936)
- (b) Administration of Estates Act, 1985 (Act No. 107 of 1985)
- (c) Trust Property Control Act, 1988 (Act No. 57 of 1988)

**Legislation on the provision of legal services to government departments:**

- (a) State Attorney Act, 1957 (Act No. 56 of 1957)
- (b) State Attorney Amendment Act, 2014 (Act No. 13 of 2014)
- (c) State Liability Act, 1957 (Act No. 20 of 1957)

**Legislation relating to the promotion, protection and enforcement of human rights:**

- (a) Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)
- (b) Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)
- (c) Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 52 of 2000)
- (d) Protection of Personal Information Act, 2013 (Act No. 4 of 2013)

**Legislation relating to extraditions in relation to crime occurring beyond the borders of the Republic:**

- (a) Extradition Act, 1962 (Act No. 627 of 1962)

**Legislation governing the legal profession, sheriffs and debt collectors:**

- (a) Legal Practice Act, 2014 (Act No. 28 of 2014)
- (b) Sheriffs Act, 1986 (Act No. 90 of 1986)
- (c) Debt Collectors Act, 1998 (Act No. 114 of 1998)
- (d) State Attorney Amendment Act, 2014 (Act No. 13 of 2014)

**2. Institutional Policies and Strategies over the five-year planning period****2.1 Institutional policies**

Listed below are the policies enhancing the accessibility of justice services through improved infrastructure and increased footprint:

- Infrastructure: The Minimum Standards of a Model Court for Gender-Based Violence Matters and Minimum Standards of having Reasonable Accommodations for Court Users with Disabilities to access justice are proposed in the new constructions for court facilities.
- Foreign Language Policy
- Acting Appointments in the Magistrates Policy

- Policy recommendations to reform the criminal justice system and the Criminal Procedure Act
- Policy recommendations to enhance the effectiveness of the Small Claims Courts
- Rationalisation of the Judicial Establishments of the Lower Courts
- Maintenance Pre-trial Procedures
- Funding Model for Community Advice Centres
- Donor funding Framework
- Guidelines for the Appointment of Acting Judges

**Proposal for Legislation to be amended/developed that impacts access to services considering current legislation including:**

- Criminal Justice System (including amendment of section 300 to allow ADR for certain matters)
- Conspiracy, Instigation and Incitement to Commit Offence Bill
- Rationalisation of Laws Administered by Justice Portfolio
- General (Mining) Laws Amendment Bill
- Legal Practice Amendment Bill
- Regulation of Trusts Bill
- Insolvency Bill
- Criminal Law (Sexual Offences and Related Matters) Amendment Bill – Related to National register of Sex Offenders
- Justices of the Peace and Commissioners of Oaths Bill
- Criminal Law (Sexual Offences and Related Matters) Amendment Bill – Decriminalisation of Sex Work
- Whistle-Blower Bill/Protected Disclosures Bill
- Criminal Procedure Bill
- Executive Members' Ethics Bill
- Anti-Corruption Bill
- Special Investigating Units and Special Tribunals Amendment Bill
- Prevention of Organised Crime Amendment Bill
- Prevention and Combating of Corrupt Activities Amendment Bill
- National Prosecuting Authority Amendment Bill
- Public Protector Amendment Bill

**2.2 Institutional strategies to be developed**

The Department will build the capability to produce accurate and reliable data to inform decision making (policies, systems, human capacity, tools of trade). Consequently, the following Information solutions will be developed in the next five years:

- Records and Information Management
- Introduction of advanced court technology for audio-visual court and interpretation services
- Online and onsite electronic self-help desks (Kiosks) including Masters Services
- Upgrading of electronic data collection system (ICMS) which amongst others will include disaggregation of data such as age of victims in the criminal justice system
- Creation of simple Apps for some services (for example the J101 form for maintenance, civil matters, and small claims)
- Benchmarking of best practice systems with other departments and international organisations on Data Management Solutions
- Collaboration with stakeholders such as banks, the South African Revenue Services (SARS), and Department of Home Affairs (DHA) to strengthen IT investigation and maintenance systems
- Policy on utilisation of available IT tools such as Google translation in court proceedings
- Access to services through modernised platforms (commissioning of relevant online applications).

### **3. Updates on institutional policies and strategies**

No updates on institutional policies and strategies.

### **4. Updates on the relevant court rulings**

#### **Embrace Project NPC and 3 Others vs Minister of Justice and Correctional Services and Others (Case No 04856/22)**

The Pretoria High Court handed down judgement in the matter of **Embrace Project NPC and 3 Others vs Minister of Justice and Correctional Services and Others (Case No 04856/22)** on 30 September 2024. The relevant provisions were found to be unconstitutional as they poorly address sexual violence where the perpetrator held an unreasonable and wrong belief that the complainant consented to the act. In terms of the Sexual Offences and Related Matters Amendment Act, 2007, a perpetrator of rape and/or sexual violence may be acquitted if they subjectively believed that there was consent. The High Court found that this defence, i.e. believing that the victim gave consent by not expressly or physically denying the act, is unconstitutional.

The order of invalidity has been suspended for a period of 18 months to allow Parliament to amend the constitutional defect and during this time, the act will include a reading in that the disputed sections are not a valid defence for the accused person to rely on a subjective belief that the rape victim gave consent unless the accused took objectively reasonable steps to ensure that the victim indeed consented to the sexual conduct in question. The declaration of invalidity and reading in will only operate with prospective effect from the date of the order and shall have no effect on any conduct which took place before the date of the order. Possible amendments to the Act will be attended to once the Constitutional Court has given its final order about the validity.

**General Council of the Bar of South Africa and Another v Minister of Finance and Others (2023/132695) [2024]**

The matter of General Council of the Bar of South Africa and Another v Minister of Finance and Others (2023/132695) [2024] refers. In this case, the court set aside the tender inviting “legal practitioners” to apply for inclusion on a panel, insofar as it applied to referral advocates. The court held that the tender was erroneously based on the Public Finance Management Act (PFMA), which does not apply to the Offices of the State Attorney (OSA). Consequently, the tender was cancelled, resulting in the absence of a lawful procurement framework for the engagement of legal service providers and private practitioners. This has created operational and compliance challenges, as some practitioners rely on the judgement to disregard the OSA’s procurement requirements. Although the Department has filed an appeal, the ruling continues to adversely affect the operational environment.



## **PART B: OUR STRATEGIC FOCUS**

## 5. Vision

An accessible justice system in a vibrant and evolving constitutional democracy.

## 6. Mission

- To enable access to justice
- To promote constitutionalism, the rule of law and respect for human rights
- To coordinate state litigation and legal advisory services

## 7. Values



## 8. Updated situational Analysis

### 8.1 Strategic Focus

**Unqualified audit opinion on all accounts and reduction of material findings on predetermined objectives and financial management:** The Department has successfully achieved a clean audit of all its funds, thereby demonstrating its commitment to financial transparency and accountability in the 2024/25 financial year, and will continue to maintain a clean audit of all its funds. In addition, it addressed 60% of material findings on predetermined objectives. In an effort to achieve more, the root cause analysis was conducted to determine corrective actions to improve audit outcomes on performance information. Several key areas to focus on were identified as follows: Develop clear and well-defined performance indicators that are aligned with strategic outcomes; Medium-Term Development Plan (MTDP) priorities; and SONA commitments

relevant to the Department that comply with the SMART criteria—making them specific, measurable, achievable, relevant, and time-bound. This will ensure that the output indicators and targets are useful, consistent and consequential.

Strengthening data collection processes implies standardising business processes, ensuring credible data sources, and regular training of staff to enhance the reliability of reported information. The Department will improve its internal controls, such as regular checks and clear accountability for data quality, which will assist in preventing errors and inconsistencies. Adding to this, thorough documentation of processes, including up-to-date procedure manuals and storage of data will ensure transparency and consistency in data management. Management will also play an oversight role and ensure that review of reported performance information informs decision making.

Additionally, provinces will continuously validate and verify their data by cross-checking reported information with source documents and using reports to identify challenges. Also, the conducting of spot-check audits prior to external audits will allow early detection and resolving of issues.

**Programmes to address skills gaps in the Department:** The functionality of the Department depends on human capacity that is competent, agile, and aligned with constitutional values. As the training and development arm of the DOJ & CD, the BMJC will contribute to organisational performance by capacitating officials to be skilled, capable and empowered.

**Modernised ICT Infrastructure and Digital Transformation Strategy:** The Department is focusing on upgrading its Local Area Network (LAN) and Wide Area Network (WAN) ICT infrastructure to meet both current and future demands to improve reliability, scalability, and performance. The upgrading of ICT infrastructure will enable the Department to provide e-services gradually, reducing face-to-face engagements. The Department will also focus on strengthening cyber security to deal with rising cyber threats.

**CJS case management systems seamlessly integrated to enable the exchange of information electronically:** The Integrated Justice System (IJS) programme is a government initiative that is improving the efficiency and effectiveness of the South African criminal justice process. It drives a multi-departmental effort to increase the probability of successful investigation, prosecution, punishment, and ultimately the rehabilitation of offenders and their ultimate restoration back into society to realise a national objective where all South Africans feel safe.

The primary objective of the IJS is to transform South Africa's Criminal Justice System (CJS) into a modern, efficient, effective, and integrated system by-

- Electronically enabling and integrating the end-to-end criminal justice business processes, from the report of a crime to the release of a convicted person, through technological solutions; and
- Managing the related inter-departmental information exchanges across the CJS

The programme focuses on three priority areas: (1) Management of individuals to empower the CJS to identify, verify, track, and where necessary, safeguard all persons moving through the criminal justice system, creating a holistic single view of a person, including those who have been accused and those who are victims; (2) Case Integration to facilitate the digitisation of the CJS for the efficient, seamless exchange of electronic case information between IJS member departments; and (3) System-based Performance instrumentation and BI reporting on the health-status of the South African CJS.

The IJS will continue to implement major and cutting-edge technological projects to enhance operational efficiencies in the administration of justice and will ensure that the Department, together with Justice Crime Prevention and Security (JCPS) cluster departments, achieve the modernisation programme that has already commenced. This will be done by ensuring that additional identified departments/entities are connected to the transversal hub and exchange information electronically.

The CJS case management systems are IJS digital platforms designed to handle various aspects of criminal case management, such as tracking cases, managing court hearings, storing case-related documents, and managing the workflow of law enforcement and judiciary personnel. They are typically integrated into the justice system to make operations more efficient, transparent, and less prone to human error.

The IJS programme will continue to focus on the seamless integration of these modern case management systems within the criminal justice system to enable secure, real-time, electronic exchange of information, with the goal of improving efficiency, reducing delays, and enhancing coordination across its member departments.

**Provision of facilities that are accessible to persons with disabilities as required by building regulations:** The Department will continue its efforts to increase access to justice through the building of new courts, renewal of leases and refurbishment of existing courts. To effectively render its services, it is imperative that enough and suitable facilities are available to improve access to courts in terms of proximity, as well as making sure that court infrastructures and other service delivery points are functional. To this extent, the Department will embark on the process of establishing new courts, and the expansion, maintenance and refurbishment (minor and major) of existing courts to ensure that they are fit for purpose and are accessible to persons with disabilities, as required by building regulations.

The country is facing a challenge of electricity load reduction and water shedding. Due to this, and in order to minimise the lack of service delivery at the service points and backlog at courts, alternative power supply has been made available through the provision of generators, solar panels, inverters and Uninterrupted Power Supply (UPS). The Department has registered 431 projects to install generators in courts for business continuity. To date, there are 147 completed

installations of generators. Moreover, provision has also been made for alternative water supply, namely water tanks and boreholes.

**Safeguarding the Department's operational integrity and supporting its constitutional mandate:** In pursuit of safeguarding the Department's operational integrity and supporting its constitutional mandate, the Department has outlined a strategic focus that prioritises proactive and integrated security management. Central to this approach is the mitigation of current security risks, vulnerabilities, and incidents that threaten core business operations. As a result, this strategy will be implemented by establishing a clear and accurate basis for resource allocation, priority setting, and the approval of security-related initiatives aimed at reinforcing institutional resilience.

The Department remains committed to identifying and addressing critical gaps across multiple domains, including physical and information security, vetting processes, business continuity, disaster management, surveillance, and access control. If these vulnerabilities are left unaddressed, they will pose significant legal and reputational risks to the Department. Furthermore, the Department places high priority on identifying threats directed at members of the Judiciary, departmental personnel, and the public. The Department seeks to protect lives and uphold the safety of all stakeholders through targeted risk mitigation strategies.

To ensure operational continuity during unforeseen disruptions, the Department will support the development and refinement of business continuity plans and emergency protocols. These measures are designed to maintain service delivery and institutional stability under adverse conditions. Overall, all security interventions are guided by a firm commitment to constitutional principles, legal frameworks, regulatory compliance, and the protection of human rights. This will ensure that the Department's security posture remains lawful, ethical, and responsive to the evolving needs of a democratic society.

**Implementation of the recommendation made by the National Policy Framework on Small Claims Courts:** Small Claims Courts are essential for providing accessible, timely, and affordable justice for the public, particularly for matters involving small financial claims. Challenges such as limited capacity, governance gaps, insufficient public awareness, and barriers to collaboration with legal aid partners, have historically affected their efficiency and effectiveness. Therefore, the National Policy Framework on Small Claims Courts and its Action Plan aim to address these challenges by strengthening governance, enhancing the capacity and training of Commissioners and Clerks, improving public awareness, and fostering collaboration with partners to expand pro bono support. Implementing these recommendations will improve the overall functioning of Small Claims Courts and ensure that the public can access justice more efficiently and effectively.

**Judicial Administrative Support services:** Provision of timely judicial administrative support is essential for the effective functioning of the courts and the justice system. The Department provides support to the Office of the Chief Justice, the Judicial Service Commission, Special Tribunal and the Magistrates Commission in processing requests and recommendations relating

to judicial and magistracy appointments, suspensions, discharges, and other statutory matters. Tracking the submission of these requests within 30 working days from receipt secures the efficiency and coordination of administrative processes and ensures that statutory requirements are met consistently. This contributes to effective judicial governance and the smooth operation of the courts.

**International Conference on Access to Justice:** The Department of Justice and Constitutional Development is responsible for ensuring and supporting access to justice in South Africa, supported by the National Prosecuting Authority, the Board of Legal Aid South Africa, the Legal Practice Council, the Magistrates' Commission, the Regional Court Presidents' Forum, the Chief Magistrates' Forum, other government departments within the Justice, Crime Prevention and Security Cluster, as well as non-governmental and international partners. As access to justice is a fundamental right and underpins the rule of law, including the implementation of Section 34 of the Constitution of the Republic of South Africa, 1996, the Department deems it imperative to organise an international conference on access to justice together with international partners, including the African Union and the United Nations.

An international conference on access to justice will provide an opportunity to examine economic, social, cultural, and institutional barriers that prevent the attainment of equitable access, shared best practices and successful initiatives, and will also explore strategies for strengthening collaboration among global partners. Insights from such an engagement will contribute to policy development, legal reform, and the promotion of equal access to justice at local, regional, and national levels.

**Addressing the scourge of Gender-Based Violence and Femicide, and violence against women and children:** In this 7th administration, the government continues to prioritise Gender-Based Violence and Femicide (GBVF). This is because recent statistics on reported rape, sexual assaults, attempted sexual offences, and other gender-related crimes are still very high. The Department therefore remains committed to contributing to all endeavors aimed at establishing a criminal justice system that is preventative, responsive and effective against this pandemic. As the lead stakeholder in the implementation of the objects of Pillar 3 of the GBVF National Strategic Plan (2020-2030), the Department will continue to collaborate with other key stakeholders in the interest of the realization of the aspirations of the country's agenda against GBVF.

During the 2026/27 financial year,, an additional 20 out of a targeted 90 sexual offences courts will be established in communities with the highest incidence of sexual offences, to ensure a dedicated focus on these cases and most importantly, to provide to victims of sexual crimes a court experience defined by care, responsiveness and agility. In line with Article 13 of the Presidential Summit Declaration against GBVF, 2019, the sexual offences courts seek to establish a criminal justice system that is free from secondary victimization and supportive of the needs of victims.

These courts are the embodiment of victim support services designed to enhance the establishment of a victim-centric justice system.

With the advent of progressive amendments to the Domestic Violence Act, 1998 (Act No. 116 of 1998) in April 2023, the Department developed a National Strategy for Domestic Violence Support Services to implement this Act. During the 2026/27 financial year, 44 district courts will be upgraded in line with the minimum standards of this strategy to provide a new service model that is custom-made for victims of domestic violence.

The Department also plans to roll out an online solution for applications of protection orders in all magisterial districts to increase access to justice. The Integrated Electronic Repository (IER) for domestic violence protection orders will also be introduced to, inter alia, effectively manage counter-applications for protection orders to ensure that no accused person who is in a domestic relationship with a complainant is granted bail without an existing protection order.

In response to the Public Protector's remedial actions, a more simplified and shorter version of the application form for protection orders will be introduced to make the application process more user-friendly and accessible to the wide spectrum of victims of domestic violence. Additionally, the Department will continue to encourage persons who, inter alia, work with or conduct businesses that give them direct exposure to vulnerable persons, as defined by the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007, have them vetted against the National Register for Sexual Offenders (NRSO). In line with this Act, the Department plans to issue the NRSO clearance certificates within 10 working days from the date of application, subject to the full compliance of the application. This is to ensure that people who wish to exercise their right to socio-economic participation are afforded an opportunity to do so within the shortest period. Upon conviction, the particulars of sex offenders will be entered in the Register to prevent new and repeat sex offending. During this period, the Department further plans to change the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007, so that the Register becomes accessible to the general public.

Children are gradually recruited to commit crimes by adults who know that the law will adopt a soft approach when dealing with them. The nature and severity of crimes committed by children is gradually increasing to alarming levels, and this requires the state to introduce interventions to curb child offending. As the lead stakeholder in the implementation of the Child Justice Act, the Department will continue to encourage the speedy finalisation of the preliminary inquiries by the courts so as to maintain a child justice system that upholds the constitutional rights of a child, as entrenched by section 28 of the Constitution.

**Enhanced focus on tackling gender-based violence and serious violent crime:** The flagship Thuthuzela Care Centre (TCC) model will continue to be utilised to satisfy the obligations of the National Strategic Plan (NSP) on Gender Based Violence (GBV) and Sexual Offences. The NSP on GBVF seeks to increase access to justice for GBV victims and strengthen existing response,

care and support services by the state and civil society in ways that are victim-centered, survivor-focused and trauma-informed. The Sexual Offences and Community Affairs unit of the National Prosecuting Authority (NPA) will continue to leverage its private sector partnerships to increase the number of TTCs to 80 over the strategic cycle. With the NPA currently having 68 TTCs, the Department plans to add 2 for the 2026/27 financial year. The Department will contribute towards the MTDP outcome of an increased feeling of safety in the community, for women and children, through the successful convictions in relation to Sexual Offences (100%) across all the court fora.

**Reinforcing efforts to tackle complex corruption and money laundering matters:** To strengthen the anti-corruption system, the Department will consider the capacitation of the Investigating Directorate Against Corruption (IDAC). The IDAC will implement its mandate of dealing with offences/unlawful activities involving serious, high profile and complex corruption, including allegations of corruption arising from commissions of inquiry. The Department will continue to support and collaborate with relevant governmental institutions to enhance the effectiveness of South Africa's anti-money laundering, counterterrorism and proliferation financing regime to deal with corruption.

**Trafficking in Persons (TIP):** The National Policy Framework (NPF) which includes the Integrated Strategy and Action Plan for 2023 – 2026 was finalised in compliance with Section 40 (2)(c) of the Prevention and Combating of Trafficking in Persons, 2013 (Act No. 7 of 2013) (the Act). It seeks to ensure that all government departments and other engaged stakeholders from civil society are collectively coordinated in the implementation of anti-trafficking responses and to discharge their statutory responsibilities. The NPF supports the implementation of the Act, which aims to ensure that the criminal justice system is effective in prosecuting criminals and protects the victims of trafficking in persons, promoting a cooperative and aligned response among all government departments, as well as civil society organisations engaged in assisting and supporting trafficked persons. To fight this scourge, the Department will work with other departments and organisations to raise awareness and educate the public about trafficking, under the auspices of the National Intersectoral Committee on Trafficking in Persons (NICTIP) with the support of the Provincial Task Team (PTTs). The NPF intends to ensure effective coordination of all the structures of TIP.

**Address case backlog:** The role of the Department is to ensure that courts are provided with administrative support, which means doing its utmost to prevent the postponement of criminal matters due to its failure to provide the necessary court support personnel or infrastructure to enable the courts to sit, such as challenges with electricity, water, and court recording. The Department therefore intends to reduce the number of postponements in criminal cases caused by administrative support failures on its part. This will contribute positively to the reduction of case backlog in the regional and district courts.

**Reform of the Civil Justice System:** The Civil Justice System is an important part of the services being undertaken in courts. Members of the public require speedy, effective, and efficient civil

justice services that promote amicable dispute resolution. Currently, it can take up to 3 years to obtain a court date and/ or get matters heard. Consequently, this results in the delay of the resolution of civil disputes. The aim of the Review of the Civil Justice System within the next five financial years, is to streamline the civil justice services to:

- align with the Constitution of the Republic of South Africa; and
- include alternatives such as the development, submission and implementation of (1) an Alternative Dispute Resolution (ADR) Framework, including Mediation and Arbitration Services; and (2) the Small Claims Courts Review;

These initiatives will enable parties to access alternative means of resolving their disputes, thereby unclogging the civil court-rolls.

**Improved and transformed Master's Services:** The Master's offices continue to receive a large number of queries and complaints from dissatisfied members of the public, mostly from legal practitioners on a daily basis. The complaints relate to delays in the issuing of amended letters of executorship, estate queries related to liquidation and distribution accounts and trust related matters. To render better services, digitisation of services has been identified as a core driver for change. Complaints addressed to Master's Offices are referred to relevant officials to ensure resolution. The Master's Office has been at the forefront of automation with regards to deceased estates and trusts. The Master's Offices aim to provide customers with a modernised, effective, seamless, secure and frustration-free service by keeping up with all IT developments in the country and the world at large. The Department will also endeavour to assist officials in automating the tedious, but essential administration functions so that they can focus on applying their minds and expertise to those in need of assistance and guidance.

The Masters Offices, together with ICT, have completed the design and development and roll-out of an Online Deceased Estates Registration System successfully and it has been in use by all 16 Master's Offices since 14 December 2023. Development of the Master's online Deceased Estates Registration System provides a modernised and digitised Masters services platform with easy access by all.

Integration with DHA, LPC and CIPC has already been established as a verification and risk containment measure in the use of the online Deceased Estate Registration System. Further engagements with other possible collaboration stakeholders are envisaged for the 2025/26 financial year.

The online Deceased Estates Registration System cuts across the population as both rich and poor are affected by death. Both the development and roll-out of online registrations allows people who want to report deceased estates, to do so remotely from the comfort of their offices, homes, or any other place. It has been proven to be effective in reducing the number of customers in the

Master 's Offices or at the service points and enhances access to the Masters' services in the country.

An SMS functionality has been created in the ICMS system used by the Master to register estates and trusts. This entails that an SMS is sent to the applicant the moment the estate has been registered, when a query sheet for outstanding requirements has been issued and when the appointment has been set. This reduces unnecessary visits, correspondence and phone calls to the offices and gives the applicants peace of mind that their matter has and is being attended to.

The Masters have also implemented and rolled out QR-coded appointment letters in matters of deceased estates. This not only alleviates the challenges experienced with poor postal services, but also assists in reducing queues in the offices, as the appointment letters are now sent instantly to appointees electronically upon approval. It will also assist in the curbing of fraud, as institutions are now able to verify appointments by merely scanning the QR-code and the Master is also able to cancel a code, should the appointee have been removed from office with the effect that when scanned, the appointment letter will no longer be verified as valid.

The public is also able to make online appointment bookings with all Master's Offices, which alleviates the need for clients waiting in queues for long periods. The development of an e-filing function for Liquidation- and Distribution accounts is already underway as well as an automatic reminder system for lodgement of deceased estate accounts by executors.

The coming into operation of the amendments to the Trust Property Control Act and the Regulations in respect of Trusts on 1 April 2023, required that an IT platform be developed for the Masters to allow trustees to capture and store Beneficial Ownership (BO) details in respect of trusts. The IT platform for the storing of BO details of trusts is an entirely separate system from the one that is used to register trusts and is purposely designed to function as a registry of BO information on trusts. Masters have also implemented a system for direct access to the trusts' BO register for Law Enforcement Agencies (LEAs), as required by the amended Act. Information on the system is available in real time to LEAs, as they have, upon approval of the access by the agency, free access to log in and view any information lodged there. It is envisaged that this will effectively respond to the FATF requirements.

The current Trust online system only caters for the BO register for existing trusts. A comprehensive system that enables users to create and register new trusts is planned for roll-out during the 26/27 financial year. The development and roll-out of online registration of trusts will be a convenient method allowing individuals who need to register trusts, to do so remotely from the comfort of their offices, homes, or any other place. Online registration will speed up the registration process and ensure quicker availability of the details/particulars of the beneficiaries and trustees. International trends to curb the abuse of trusts by keeping records of beneficial ownership will also be addressed

by this online registration. Processes for all Masters services are currently being reviewed to ensure more efficient services and a reduction and streamlining of an overly bureaucratic environment.

**Family Law Services:** During the strategic cycle, the Department will facilitate the resolution of family disputes through the Alternative Dispute Resolution Mechanism (ADRM) to assist parties to mediate their disputes to avoid lengthy and expensive litigious processes. The Office of the Family Advocate places the best interests of the child at the core of its delivery of services. Attention is being given to the capacitation of the office to enable it to effectively perform its work.

**Number of Community Advice Offices supported through the Programme for Legal Empowerment and Access to Justice (PLEAJ) pilot project:** The Programme for Legal Empowerment and Access to Justice (PLEAJ) pilot project, which commenced its implementation during the previous year, is the Department's innovative, pilot programme aimed at expanding access to justice and fostering active citizenship through cooperation between the Department, the Centre for the Advancement of Community Advice Offices of South Africa (CAOSA) and Community-based Advice Offices (CAO).

The PLEAJ is funded through the National Treasury's General Budget Support Programme and it provides financial and technical support to selected Community Advice Offices (CAOs) spread out across various Provinces (Mpumalanga, Limpopo, North-West, Free State and Kwazulu-Natal) to fund the delivery of free, basic legal advice to their local communities, as well as conduct Constitutional Rights Education and Awareness outreach sessions over the remaining term of the project. Through the PLEAJ project, a funding model will be developed that will ensure and address the long-term sustainability of these CAO's which have proven to be effective in increasing the Department's footprint in communities, as well as increasing constitutional rights awareness.

**Turning the offices of State Attorney into the law firm of choice:** The Office of the Solicitor-General (OSG) and the Offices of the State Attorney (OSAs) are mandated to manage and transform state litigation and provide legal services to government, but fragmented systems, legislative ambiguities, and capacity challenges have limited their effectiveness, resulting in billions in Rands lost annually through legal claims and litigation costs. To address these challenges, the Department will strengthen the OSG as the nerve centre of state litigation and reposition the OSAs as the State's law firm of choice, supported by a five-year turnaround strategy.

This reform will improve coordination across all spheres of government, build state-specific legal expertise, reduce reliance on costly private practitioners, and ensure a coherent, cost-effective legal service that safeguards public resources and supports service delivery. The implementation of the turnaround strategy will not only improve the services rendered by the State Attorney but also prioritise deep expertise in state-specific legal issues, building strong relationships with

various stakeholders, providing client-centered service tailored to the state's unique needs, and actively engaging in legislative advocacy to influence relevant laws.

**Review of justice-related colonial and apartheid-era legislation:** The Department will prioritise the review of justice-related colonial and apartheid-era legislation with the aim of aligning this legislation with the Constitution of the Republic of South Africa, 1996. The new legislation will ensure improved and equal access to justice services that will cater for all, including vulnerable groups such as women, children, and people with disabilities, to create a transformed society that is freed from the divisions of the past. Outdated legislation in relation to key service delivery areas, such as the Masters, requires urgent attention. Bills such as the Unlawful Entering of Premises Bill, 2022: Request for Comments; Introduction of Draft Conspiracy and Inducement to Commit a Serious Offence Bill, 2022; Criminal Law (Sexual Offences and Related Matters) Amendment Bill (which repeals the Sexual Offences Act, 1957 [Act 23 of 1957]) were reviewed and prepared in the period under review. The Department will continue to ensure that all legislation declared to be inconsistent with the Constitution are amended within the deadlines set by the Constitutional Court.

**State Legal Services:** The Department, through the Office of the Chief State Law Adviser, will continue to provide government with legal advisory services in order to contribute to the reduction of litigation against the State. In the coming five years, the focus will be on improving legal services rendered to other government departments and entities by conducting stakeholder engagement programmes that will identify and address challenges relating to the instructions received from them. This will include assisting government departments by providing training in, amongst others, legislative drafting and administrative law processes, in collaboration with the Justice College and the University of Stellenbosch.

The Department will also focus on using its translation services to encourage government to pass laws in all the indigenous languages of the country instead of just a select few. This will include the development of the legal terminology in collaboration with language experts and the Pan South African Language Board (PanSALB).

**Transformation of the state legal services:** The State is the largest consumer of legal services in the country and annually loses billions of Rands through legal claims and/or litigation costs from which litigation contingent liability of the State arises. Owing to the increased contingent liability resulting from by litigation against the State, the Office of the Solicitor-General aims to root out the causes for this challenge by developing systems to monitor and manage the national contingent liability register.

By the end of the strategic planning period, the OSG will have fully implemented the State Attorney Turnaround Strategy, achieving 100% completion of its strategic pillars, which will turn OSG into a nerve centre for state legal services and OSA as a law firm of choice for the State. The

Intergovernmental National Litigation Forum (INLF) will enhance collaboration and consistency in managing state litigation, with the submission of ten implementation reports to the minister demonstrating improved intergovernmental engagement and shared accountability.

The OSG will enhance case management efficiency leading to the finalising of at least 4% of active files per annum, of which 60% of cases finalised in courts would have been concluded by State Attorneys without outsourcing. This enhanced case management will assist in reduction of costs, especially the reduction amounts claimed of cases against the State by at least 52%. Where offices of the State Attorney lack capacity, it will contribute to the transformation of the legal profession by outsourcing its legal work in 100% compliance with Legal Sector Code.

**Review of Bills:** Transnational organised crime is on the rise and this challenges the criminal justice systems across borders. The Whistle-blower Protection legislation will be introduced in Parliament to strengthen whistle-blowers' protection. Legislation will be developed to strengthen the anti-corruption architecture.

In order to establish the Judiciary as the third arm of the State, a Bill will be drafted, as part of phase 2 of the project, for the transfer of shared services that were rendered to the Superior Courts by the Department to the Office of the Chief Justice, effective from 1 April 2026. The Bill will facilitate the establishment of the judiciary as fully independent from the Executive in its administration.

As part of the broader protection for Whistle-blowers, a Bill will be finalised with the aim of bringing the Protected Disclosures Act (PDA) in line with the recommendations of the State Capture Commission and the NACAC report through the review of the PDA in its entirety. This Bill aims to provide a clear-cut procedure for a discloser to follow, is pro-active in providing physical protection, preventing retaliation, and exploring mechanisms for incentivised disclosures.

**Public awareness to improve perception:** The DOJ & CD is committed to ensuring that all South Africans are informed about their constitutional rights and the justice services available to them. Over the next five years, the Department will intensify its outreach programmes, aiming to bolster the promotion and awareness of justice services and the Constitution across the country.

By 2030, the Department aspires to achieve comprehensive coverage of all 52 municipal districts, including metropolitan municipalities, ensuring that no community is left behind in accessing information about justice services. The Department will scale up community engagement initiatives to reach every district and metro municipality by 2030, and utilise diverse communication channels such as community dialogue, radio campaigns, digital platforms and targeted workshops to maximise this outreach.

In order to measure and increase awareness, annual surveys will be conducted to gauge public awareness of justice services and the Constitution. The Department will use data insights to tailor outreach strategies and address knowledge gaps effectively. The target is a steady year- on- year increase in public awareness culminating in 55% by 2030.

The DOJ & CD will collaborate with local governments, civil society organisations, traditional leaders and community-based groups to amplify its messages and foster trust. It will leverage partnerships to ensure resource efficiency and maximise impact. Accessible and actionable information about justice services will be provided to empower individuals and communities to assert their rights. The focus will be on marginalised and underserved areas to promote inclusivity and equity.

**Advancing the knowledge and awareness of the Constitution and Justice Services to improve trust in the Criminal Justice System:** Over the five-year planning period, the Department's communication efforts will focus on driving public understanding, engagement, and confidence in the justice services and constitutional democracy. Communication initiatives will be strategically aligned to support the transformation of the justice system, including the transition towards a judiciary- led court administration model, and to leverage the 30th anniversary of the Constitution as a national opportunity to deepen constitutional awareness and civic participation.

Performance will be reflected through a progressive increase in planned communication initiatives, including targeted campaigns, digital engagement, stakeholder dialogues, and educational outreach programmes. These initiatives will strengthen public awareness of institutional reforms, promote informed voter participation ahead of local government elections, and reinforce the Department's role as the custodian of the Constitution. By the end of the planning period, the Department aims to have achieved consistent and measurable communication outputs, contributing to improved public understanding of access to justice services and greater participation in constitutional and democratic processes.

Transformation of the justice system remains a cornerstone of South Africa's constitutional vision of equality, access, and social justice. The move to a judiciary-led court administration constitutes a major structural reform, transferring key departmental functions to the Office of the Chief Justice (OCJ) to promote greater independence and efficiency in the judicial system. This transition highlights the need for transparent and inclusive communication to manage internal change, sustain morale, and ensure that the public fully understands the implications and benefits of this reform.

As the custodian of the Constitution, the Department plays a central role in ensuring that constitutional values are protected, promoted, and realised in the everyday lives of South Africans. The Department's transformation therefore goes beyond structural realignment - it reinforces its

core constitutional mandate to uphold the rule of law, expand access to justice, and strengthen public trust in democratic governance.

Persistent challenges such as corruption, inequality, and slow access to justice have weakened citizens' confidence in the State. Many South Africans, especially young people and rural communities, still lack enough understanding of their constitutional rights and responsibilities. This creates both a challenge and an opportunity for the Department: to reignite national pride in the Constitution and to ensure that its values become a living reality for all.

The 30<sup>th</sup> anniversary of the Constitution in 2026 offers a crucial opportunity to renew this social contract. It provides a national platform to deepen constitutional literacy, strengthen civic responsibility, and reaffirm the Constitution as the foundation of an ethical, developmental, and inclusive state. Through an integrated communication and awareness campaign, the Department can use this milestone to bring the Constitution to life, not as an abstract legal document, but as a guide that directly shapes people's rights, justice, and daily experience.

This anniversary also coincides with the 2026 Local Government Elections, creating a strategic opportunity to advance voter education and civic participation. Addressing growing voter apathy, particularly among the youth, is crucial to sustaining South Africa's democracy. Strategic communication efforts must therefore not only inform but also inspire active citizenship, encouraging citizens, especially first-time and young voters to see voting as an essential expression of constitutional rights and democratic responsibility.

South Africa's demographic and digital landscapes demand a shift towards innovative and technology driven communication. Recent data shows that approximately 78.9% of South Africans (about 50.8 million people) are online, and nearly all internet users (99.3%) own smartphones, highlighting the dominance of mobile connectivity. Social media platforms remain central to daily communication and information sharing, particularly among youth audiences, highlighting the need for the Department to leverage digital and social media channels to expand reach, engagement, and constitutional awareness.

This digital transformation calls for innovative and inclusive communication efforts. Traditional methods alone are insufficient to reach or engage today's citizens. The Department must embrace mobile-friendly platforms, digital communication, and interactive campaigns to ensure that key messages resonate widely, especially among the youth. Through these efforts, the Department will strengthen public confidence, renew active citizenship, and render the Constitution a living reality in the lives of all South Africans.

**Court Accessibility & Refurbishments to improve Access to Justice:** The Department will focus on the stabilisation of the court facilities platform through accelerated Minor Capital Works

(MCW) that address compliance, accessibility, and functionality (Occupational Health and Safety (OHS), disability access, Domestic Violence support minimum standards, security and ICT readiness) as well as optimising the lease portfolio through timeous renewals/terminations, right-sizing the physical footprint, and actively managing landlord performance to protect the continuity of court services. This will be done to ensure business continuity and resilience by continuing the national programme for alternative power and water supply (generators, solar, inverters, UPS; water tanks/boreholes) and prioritising high-risk courts for completion.

The Department further aims to digitise Facilities Management processes (e.g., work orders, asset registers, lease trackers) in alignment with the Department's broader modernisation and ICT stabilisation initiatives, and transform and localise delivery by expanding opportunities for women, youth and persons with disabilities in MCW and maintenance supply chains, applying BBBEE and preferential procurement principles fairly and consistently.

**Court Accessibility & Refurbishments:** The Department's Strategic Plan emphasises the renewal of leases and the refurbishment (both minor and major) of facilities to ensure they are fit-for-purpose and fully accessible to persons with disabilities.

**Promoting Social Cohesion, Belonging, Inclusivity, Tolerance and Equality:** As South Africa continues its journey of racial healing and democratic consolidation, vigilance is required to guard against external influences that may fuel racial regression, polarization, and division. This 30th year of commemorating South Africa's Constitution presents an important opportunity to reflect on the democratic transition and to acknowledge the historical institutional limitations that left some voices unheard and certain issues insufficiently addressed.

This milestone year provides a platform to reaffirm the constitutional vision of unity in diversity by celebrating the rich tapestry of languages, cultures, faiths, and traditions that define the South African nation. Through collaboration with key stakeholders, including Chapter Nine institutions, civil society organisations, community structures, and faith-based organisations, efforts will be directed towards strengthening social cohesion and fostering a shared sense of belonging.

A key priority will be promoting intergenerational dialogue between struggle veterans, youth, and children, affirming the continuity of democratic values across generations and deepening collective ownership of South Africa's constitutional democracy. Recognising that many South Africans, especially younger generations, have not experienced the struggle that gave birth to the Constitution, a symbolic Torch of Renewal to the Youth of the country, will be handed over to the Youth of the Nation. Cultural, artistic, and sporting expressions of constitutionalism will be encouraged, transforming commemoration into a unifying national experience that reclaims the constitutional journey as a shared national promise. The National Moot Court competition, one of

the Department's flagship projects, creates a platform for learners across the country to engage with constitutional principles.

Dedicated implementation towards advancing national reconciliation through reparations following the Truth and Reconciliation Commission (TRC) recommendations, on housing, education, exhumation, repatriation and reburial of the remains of South Africans who died in exile during the apartheid era, will continue. This will include reflections on the legacy of the TRC 30 years later. In addition, meaningful dialogue—paired with active listening—will be facilitated to address racial and historical divides, enabling South Africans to chart a renewed course towards social healing and national reconciliation while acknowledging past limitations.

Targeted attention will also be given to advancing equality and protection for persons based on Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics (SOGIESC). This includes supporting the implementation of the National Intervention Strategy (NIS), the Prevention and Combating of Hate Crimes and Hate Speech Act, and the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP).

Together, these efforts aim to deepen constitutional values, strengthen social cohesion, and advance a more inclusive, tolerant, and equitable society for all.

**Advancing Constitutionalism, Human Rights and International Law:** Against the backdrop of the 30<sup>th</sup> Anniversary, is the importance of building trust and commitment to the democratic and constitutional values. For the year ahead, the Department will lead efforts to reinforce the constitutional compact, to remind the country of the shared commitment and collective responsibility of all, state, non-state, and citizens, to uphold and strengthen the principles of the Constitution of South Africa. Moreover, concerted efforts and processes will be set for the years ahead to advance constitutionalism. The constitutional compact would reaffirm the supremacy of the Constitution and the authority of institutions that safeguard it, including the Constitutional Court of South Africa and the Public Protector of South Africa and serve as a reminder to political leaders and public institutions to respect judicial decisions, strengthen oversight mechanisms, and combat corruption and abuse of power. The compact will also serve to encourage meaningful participation by citizens in democratic processes and ensure that the necessary checks and balances, including policy advocacy and monitoring, is monitored by civil society, business, and communities. To this end, the Department will lead on institutionalising an Annual National Constitutional Lecture Series, across the three arms of the state, develop a constitutional compendium that will seek to review the implementation of constitutional principles and assess constitutional progress of constitutional legislation.

As part of the Department's contribution in advancing South Africa's foreign policy, the Chief Directorate ensures compliance with human rights treaty obligations and alignment with the national context through country reporting. Through participation in the various bilateral and

multilateral fora, the Department endeavours to promote human rights, rule of law and enhanced international cooperation for various matters including the fight against trans-national crime and corruption. This role has heightened consideration of the recent geopolitics, with South Africa playing an increasing role of reinforcing adherence and respect for an International Rules- based order.

The Department serves as the Central Authority for mutual and legal assistance and extradition matters and is also the Central Authority for the International Criminal Court. The central role played by the Department in identifying matters relating to money laundering, terrorist financing and the bribing of foreign public officials in response to the global challenges posed by corruption, tax evasion, and money laundering demands international cooperation and coordination. Mutual Legal Assistance in criminal matters has emerged as a vital instrument to effectively combat these illicit activities. The Organisation for Economic Cooperation and Development (OECD) and the Financial Action Task Force (FATF) recognise the significance of mutual legal assistance in fostering international collaboration, ensuring fair legal processes, and enhancing the rule of law.

Similarly, international cooperation is essential in responding to global challenges such as money laundering, terrorist financing, tax evasion, and the bribery of foreign public officials. Mutual Legal Assistance serves as a critical mechanism for effective cross-border investigations and prosecutions.

## **1.2 External environment analysis**

### **Political Environment**

#### ***The Madlanga Commission***

The allegations made by the Kwa-Zulu Natal Police Commissioner, Nhlanhla Mkhwananzi, on the infiltration of criminals into the South African Police Service and other parts of the criminal justice system involving politicians and high-ranking police officials on 6 July 2025, sent shockwaves across the country. This necessitated an urgent Government response, by which the President then established a judicial commission of inquiry chaired by the acting Chief Justice Mbuyiseli Madlanga.

As the country's overall custodian of the justice system, the Department has been tasked to provide administrative and logistical support to the Commission. This includes the provision of essential infrastructure and resources required to conduct the Commission. The Department has had to galvanise all its efforts to ensure that the Commission commences on the date stated by the President; however, due to internal processes, the Department could not meet its obligation, which necessitated the postponement of the hearing from 1 September 2025 to 17 September 2025.

The Commission has submitted its first interim report, and the President has accepted its recommendations. As a result, some officials have been suspended and the task team to lead

investigations of the implicated officials has been formed. The outcome of the Commission may influence legislative change or inform institutional reforms within the criminal justice system.

### ***Government of National Unity***

In its first year, the GNU experienced its fair share of challenges, stemming from internal dynamics within the coalition that are impacting public confidence and the Government's ability to deliver on its mandate. Taking into consideration the US tariffs and global political and economic uncertainty, the GNU which tries to bring together a diversity of parties and act with an inclusive approach to dealing with these external threats and recover from economic emergencies as well as internal societal issues subsequently<sup>1</sup>. As a result, this has led to the active participation of minority parties, the catering for the interests of all groups including the marginalised and the continuous engagement of participants of the GNU to build relationships and trust.

Citizens have expressed their views on the GNU since its formation. Earlier studies, such as the one conducted by the Brenthurst Foundation in April 2025<sup>2</sup>, revealed that voters were positive about the GNU. However, the survey by the Social Research Foundation<sup>3</sup> conducted in September 2024 and February 2025 investigated the perception of the South African GNU's performance among registered voters, revealing a growing frustration amongst voters with the policy direction of the country's Government. Despite the frustrations, the GNU has continued to gain momentum and strides to drive economic and social transformation, while oppositions of the GNU continue to play a critical role in holding the GNU accountable for its performance.

However, while the GNU has thus far managed to maintain unity and stability, the outcome of the upcoming local government elections is likely to pose a threat to its stability. It is anticipated that most major metropolitan municipalities will be governed through coalition arrangements following the 2026/2027 local government elections<sup>4</sup>. This will require various political parties to form coalitions in order to govern these municipalities. The current practice of constant jostling for power within local government coalitions is likely to influence how parties within the GNU conduct themselves at national and provincial levels, which may threaten the stability of the GNU<sup>5</sup>. This could result in frequent reshuffling of ministerial portfolios. The National Prosecuting Authority (NPA) should therefore prepare for the risk of having to deal with a changing ministerial leadership environment.

### ***Local Government Elections***

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<sup>1</sup> Gumede, W. 2026. Towards A Gnu Plus Model: Inclusive Public Policy Responses To South Africa's Governance And Development Crisis. *Journal for Inclusive Public Policy*. 6 (1). 1-13.

<sup>2</sup> The Brenthurst Foundation. 2025. Most South Africans Approve of GNU, New Survey Shows

<sup>3</sup> Social Research Foundation. 2025. Perception of the South African Government of National Unity's Performance

<sup>4</sup> Booysen, S. (2024). MISTRA: Analysis of South Africa's 2024 elections and the coalitions aftermath. Accessed from: [https://mistra.org.za/wp-content/uploads/2024/08/CG58\\_MISTRA-ELECTIONS-COALITIONS-REPORT\\_JB\\_V6.pdf](https://mistra.org.za/wp-content/uploads/2024/08/CG58_MISTRA-ELECTIONS-COALITIONS-REPORT_JB_V6.pdf), dated 17 February 2026.

<sup>5</sup> Booysen, S. (2024). MISTRA: Analysis of South Africa's 2024 elections and the coalitions aftermath. Accessed from: [https://mistra.org.za/wp-content/uploads/2024/08/CG58\\_MISTRA-ELECTIONS-COALITIONS-REPORT\\_JB\\_V6.pdf](https://mistra.org.za/wp-content/uploads/2024/08/CG58_MISTRA-ELECTIONS-COALITIONS-REPORT_JB_V6.pdf), dated 17 February 2026.

The upcoming local government elections, scheduled to be held between 02 November 2026 and 01 February 2027, are significant to citizens, as this is the sphere of government closest to the citizenry. These elections have often been preceded by service delivery protests, as communities use this period to articulate their frustrations. As the custodian of the Constitution, the Department plays a vital role in upholding the rule of law and safeguarding the constitutional framework within which all elections must be conducted. Therefore, public education is paramount during this time, and the Department will be strengthening its efforts to promote public awareness of constitutional rights and the principles underpinning democratic elections.

### ***Geopolitical landscape***

The country's geopolitical landscape is largely characterised by a non-aligned foreign policy that balances relations with Western nations and an increasing focus on the Global South. As the only African country in the original BRICS block, South Africa plays a pivotal role in advocating for a more multipolar world order.

South Africa's stance not to join the Western nations in condemning Russia's invasion, but instead calling for a peaceful resolution, has led to a range of consequences, both domestically and in its international relations. The country's abstinence from several United Nations (UN) resolutions condemning Russia's invasion has been met with criticism from the United States and some European countries, viewing it as a tactic to support Russia, leading to heightened diplomatic tensions with the US, initiating a review of the US-South Africa relationship.

While South Africa's direct trade with Russia and Ukraine is minimal, the country's economy has been directly affected by the global economic consequences of the war, leading to the rise in global prices for essential commodities such as oil, wheat, and fertilizer, which has increased inflation and eroded the purchasing power of the country. There are growing concerns that the country's stance in this war could jeopardise preferential trade access with key Western partners, particularly the US, and this could have a significant negative impact on economic repercussions.

Domestically, the Russia-Ukraine war has also caused a stir in the country's politics, with some members of the African National Congress and its allies viewing the conflict through the lens of resisting what they perceive as Western imperialism and NATO expansionism. On the other hand, opposition parties and civil society groups have criticized the Government's stance, citing deviation from the country's founding principles of human rights and respect for international law.

South Africa's position on the Israel-Palestine conflict has solidified its international standing as a champion of international law and human rights, particularly among nations in the Global South.

With the US-Israel-Iran war heightening, South Africa has effectively taken a non-aligned stance on the conflict. Faced with the conundrum of currently being in the process of mending strained relations with the US while Iran is a member of the BRICS+, South Africa finds itself precariously navigating the diplomatic landscape. It is important that South Africa maintains its non-aligned

posture to protect the country’s economy and prevent South Africa from being viewed as in support of Iran.

The Department has played a critical role in South Africa’s approach to the conflict. This was most evident in the country’s decision to bring a case against Israel before the International Court of Justice in 2023. In taking this decision, the country relied on the principle that, as a party to the Genocide Convention, it had an obligation to enforce legal rights owed to all people that genocide is not permissible. This move is seen as a principled and courageous action consistent with its own historical struggle against apartheid. Section 231(3) empowers South Africa to engage in international law-making processes and legal proceedings. This constitutional provision establishes South Africa as a legal entity capable of participating in international dispute resolution, including initiating or intervening in ICJ cases. South Africa’s decision to intervene in the case against Israel aligns with its constitutional mandate to promote human rights, justice, and adherence to international law. The Constitution provides the legal basis for pursuing these objectives on the international stage.

Several countries have come forward to join the case in support of South Africa, such as Spain, Ireland, Mexico, Turkey, Brazil, and Paraguay. Most recently, Netherlands and Iceland, Namibia, the United States of America, Hungary and Fiji formally joined the case in March 2026. These countries intervene under Article 63 of the ICJ statute, which allows a UN member state to intervene when the interpretation of a treaty it has signed, which in this case is the 1984 Genocide Convention indicates such intervention.

South Africa's stance has bolstered its moral authority and leadership in Africa and on the international stage, particularly within forums like the United Nations. This has fostered stronger ties with nations that are also critical of Israel's actions in Gaza, helping to build a coalition of support for a peaceful resolution.

The case continues to proceed through the ICJ's process, with the focus now being on the arguments for the full merits of the case and the continued implementation of the provisional measures.

### **South African’s Attitude Towards the Constitution**

*Table 1: South African’s Attitude Towards the Constitution*

Area	Feedback
Attitudes to the Constitution	Respondents who had heard of the Constitution were asked if they thought that the Constitution was the best that South Africa could have. Six out of every ten (61%) respondents who had heard of the Constitution thought that it was the best that South Africa could have, while a quarter (27%) did not think that it was. Approximately one in ten (12%) were unsure.

Reconciliation	In 2023, the highest percentage of Black South Africans (40%) believed poverty and inequality to be the biggest barrier, followed by racism (21%). White (31%) and Coloured (25%) people identified racism as the biggest barrier, while equal percentages of Indian/ Asian South Africans answered that it was poverty and inequality (29%) or corruption (29%) <sup>6</sup> .
Social Cohesion	South Africa remains a highly distrustful society today. In 2023, as reported in previous sections, this is true of attitudes towards leadership and public institutions as well as in relationships between people. Only a third (34%) of South Africans describe themselves as trusting or very trusting of others, a decline from 39% in 2019 <sup>7</sup> .
Democracy enshrined in the constitution	Approximately six out of every ten adults were unhappy with the way in which the rights in our Constitution are upheld (57%) and the independence of the NPA (58%). 61% of respondents felt satisfied with the current system for elections and voting. The level of dissatisfaction was highest on the accountability of members of parliament (65%). <sup>8</sup>

## Economic Environment

According to the Stats SA, the country recorded an unemployment rate of 31,9% in the third quarter of 2025. The high unemployment rate contributes to increased crime activity in the country affecting various departments in South Africa, including the Department of Justice and Constitutional Development. These challenges also result in the Department experiencing a high volume of unresolved cases and matters.

While the 30% US tariff on South African exports to the US was a major blow to the South African economy as well as trade relations between South Africa and the US, these were revised to 10% subsequently. These tariffs were six times as high as the weighted average tariff that South Africa imposes on US imports and fell heavily on manufactured goods, especially auto, metals, and other exports, that have a higher value added<sup>9</sup>. Consequently, US tariffs led to a need for industry restructuring prompting role players to adapt to new dynamics. Decreased economic growth as result of loss of exports and potential de-investment ran the risk of further job losses. However, these tariffs offer South Africa opportunities such as access to new markets and supply chain, new trading partners as well as attracting new potential investors.

<sup>6</sup> K, Lefko-Everett, 2023. SA Reconciliation Barometer

<sup>7</sup> K, Lefko-Everett, 2023. SA Reconciliation Barometer:

<sup>8</sup> Department of Justice and Constitutional Development 2018. Democracy Challenged: South Africa;s Largest Attitudinal Survey on the Constitution

<sup>9</sup> Trade and Industrial Policy Strategies. 2025. Fact sheet: Implications of US tariffs for South Africa.

[https://www.tips.org.za/images/TIPS\\_Press\\_Release\\_on\\_US\\_tariffs\\_on\\_SA\\_-\\_4\\_April\\_2025.pdf](https://www.tips.org.za/images/TIPS_Press_Release_on_US_tariffs_on_SA_-_4_April_2025.pdf)

Since the war between the US and Israel against Iran erupted, South Africa's currency hit a three-month low within a very short space of time. Additionally, the government has raised gas prices amid volatile global oil prices placing further strain on commuters. There is now a need to redraft economic risk scenarios in response to the conflict's impact on global energy supplies.

While South Africa has the most advanced and broad-based economy in sub-Saharan Africa and is a potential attractive investment hub due to stable institutions, an independent judiciary, a free press, a robust financial sector, and experienced local partners, foreign direct investment remains a challenge<sup>10</sup>. These challenges include stagnation due to corruption and mismanagement, slow post-COVID recovery, and persistent issues like policy uncertainty, lack of regulatory enforcement, SOE financial strain, corruption, violent crime, labor unrest, inadequate infrastructure, and a shortage of skilled labor. Moreover, investor confidence remains relatively low with on-going power cuts resulting in unreliable power access which severely hampers economic growth. Opportunities exist for Government to encourage foreign investments, including simple tax rules, investment incentives, a better regulatory policy on competition and protection of intellectual property.

Despite challenges, the country has achieved two consecutive primary budget surpluses. South Africa's credit rating has improved, leading to interest rates decreasing and inflation being at its lowest level in 20 years. Furthermore, the country is on a clear path to stabilising national debt. As the Rand continued to gain strength against the Dollar, borrowing costs have declined and the Johannesburg Stock Exchange has performed well over the past year. This growth reflects broader economic recovery and investor confidence.

### **Social Environment**

Growing inequality, racial tensions, regionalism, and cultural differences are threats to social cohesion. There seems to be a lack of commitment to social justice and cohesion. In the period of 30 years into democracy, South Africa is still dealing with issues of racism and growing tensions amongst the races with incidents of racism being reported more often.

South African Population and Government Resource Planning: According to Statistics South Africa's 2025 mid-year population estimates, the population of South Africa has reached 63.1 million. Around 51% (32.2 million) of the population is female. Gauteng province has the highest population in South Africa, with 61.1 million people (25.5%), followed by KwaZulu-Natal with 12.2 million people (19.4%). The Northern Cape remains the province with the smallest population share, with around 1.4 million people (2.2%).

The continuous population growth and significant migration to urban areas lead to increased demand for government services and resources in those affected areas. The influx of foreign

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<sup>10</sup> Lloyds Bank, 2025. Foreign direct investment (FDI) in South Africa <https://www.lloydsbanktrade.com/en/market-potential/south-africa/investment>

populations, as well as migration between provinces, further complicates government planning and the availability of services and resources. Additionally, the presence of illegal or undocumented foreign nationals adds to this complexity. Similarly, these population dynamics will also affect the NPA in various ways. For example, a significant number of cases are postponed due to the unavailability of foreign language interpreters.

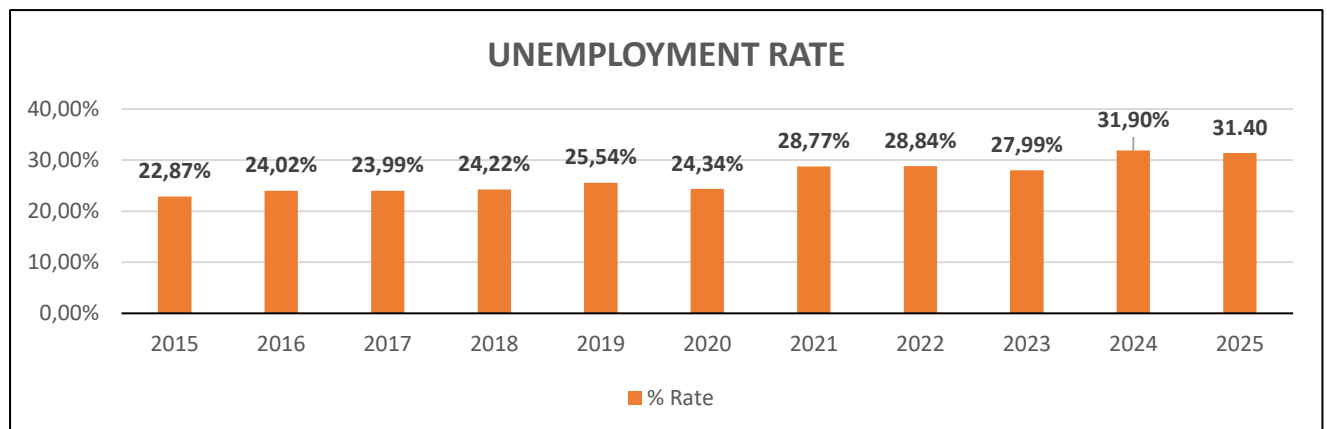
### **Unemployment**

South Africa continues to face both cyclical and structural unemployment. The official unemployment rate in South Africa is 31.4% as at Q4: 2025.

The continuous rise of unemployment, particularly amongst the youth and young adults pushes South Africa further back in its efforts to tackle growing inequalities and poverty. This has a major bearing on domestic violence, crime, corruption, and intolerance, amongst other challenges.

Figure 1 below depicts the unemployment trend in the country from 2015 – 2025. There is a significant increase in unemployment from 2023 at 27,99% to 31,40% recorded as at Q4 of 2025.

*Figure 1: Unemployment rate from 2015- 2025*

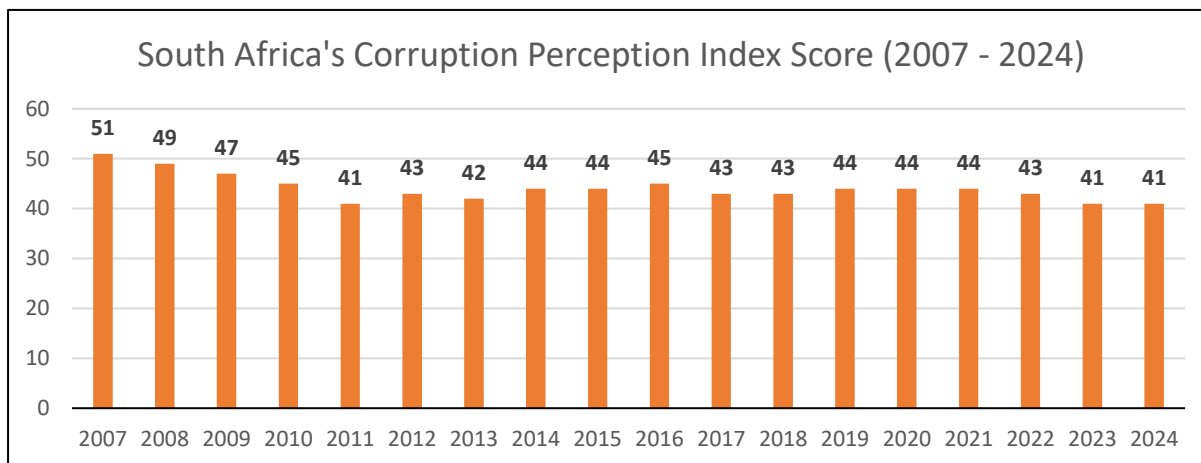


### **Crime and corruption**

Persistent high levels of crime undermine social order and hinder economic development. Over the period covering 2014-2024 the country recorded the highest crime index in Africa. The Transparency International Corruption Perception Index scored South Africa 41 on a scale of 0 to 100 where 0 is highly corrupt and 100 is being very clean. As a result, the country was ranked 81 out of 180 countries<sup>11</sup>. Table 1 below depicts the country’s corruption perception index score from 2007 to 2024. Figure 1 indicates that South Africa has not been able to reach a score of 50 since 2007. From 2011 to 2024 the country has been ranging between 41 and 45.

<sup>11</sup> Transparency International Corruption Perception Index, available from <https://www.transparency.org/en/cpi/2024/index/zaf>

Figure 2: South Africa's Corruption Perception Index Score 2007-2024



In the 3rd Quarter of the 2025/26 financial year, nationally, 175 210 Contact Crime cases were recorded at police stations. Compared to 2024/25 in the same quarter where 187 892 cases were recorded, this quarter decreased by -6,7% which is 12 682 counts difference. According to statistics on the period under review, recorded murder cases amounted to 6 351 compared to the previous financial year (6 953). This saw a drop of -8,7% which is 602 counts less compared to the previews review. While we are experiencing a positive reduction in murder cases throughout the country, there has been an increase in the reports of attempted murders from 7 666 cases in 2024/5 to 7 858 cases in the 2025/6 period. This means attempted murder cases have increased by 192 counts which is 2,5% more compared to last year. Provinces that reported a hike in attempted murders are Free State, Gauteng, North West, Northern Cape and Western Cape<sup>12</sup>.

Figure 3: Contact crime statistics

CRIME CATEGORY	October 2024 to December 2024	October 2025 to December 2025	Count Diff	(% ) Change	Eastern Cape	Free State	Gauteng	KwaZulu-Natal	Limpopo	Mpumalanga	North West	Northern Cape	Western Cape
<b>CONTACT CRIMES (CRIMES AGAINST THE PERSON)</b>													
Murder	6 953	6 351	-602	-8,7%	1 270	228	1 536	1 297	215	285	251	112	1 157
Sexual offences	14 973	14 547	-426	-2,8%	2 315	972	2 719	2 842	1 277	969	1 007	432	2 014
Attempted murder	7 666	7 858	192	2,5%	609	639	1 939	1 822	263	328	301	746	1 211
Assault with the intent to inflict grievous bodily harm	54 337	50 253	-4 084	-7,5%	7 739	3 781	9 958	8 928	3 271	3 097	4 539	2 212	6 728
Common assault	56 486	53 539	-2 947	-5,2%	4 665	4 102	13 255	8 536	2 982	2 488	3 512	1 552	12 447
Common robbery	12 447	11 574	-873	-7,0%	654	559	3 495	1 815	769	454	671	296	2 861
Robbery with aggravating circumstances	35 030	31 088	-3 942	-11,3%	2 396	1 203	11 638	5 448	1 559	1 631	1 797	435	4 981
Contact crime (Crimes against the person)	187 892	175 210	-12 682	-6,7%	19 648	11 484	44 540	30 688	10 336	9 252	12 078	5 785	31 399
<b>SEXUAL OFFENCES - BREAKDOWN</b>													
Rape	11 803	11 430	-373	-3,2%	1 871	740	2 140	2 299	1 075	802	827	306	1 370
Sexual assault	2 188	2 162	-26	-1,2%	291	144	451	379	128	129	95	75	470
Attempted sexual offences	748	755	7	0,9%	134	61	98	135	67	23	73	45	119
Contact sexual offences	234	200	-34	-14,5%	19	27	30	29	7	15	12	6	55
<b>SOME SUBCATEGORIES OF AGGRAVATED ROBBERY</b>													
Carjacking	4 807	4 420	-387	-8,1%	286	43	2 544	535	75	209	144	7	577
Robbery at residential premises	6 259	5 450	-809	-12,9%	515	186	1 892	1 335	281	396	335	39	471
Robbery at non-residential premises	3 796	2 942	-854	-22,5%	290	152	1 035	492	264	218	257	55	179
TRIO Crime	14 862	12 812	-2 050	-13,8%	1 091	381	5 471	2 362	620	823	736	101	1 227
Robbery of cash in transit	29	37	8	8 counts higher	5	0	13	8	1	2	4	0	4
Bank robbery	2	0	-2	2 counts lower	0	0	0	0	0	0	0	0	0
Truck hijacking	413	349	-64	-15,5%	19	7	223	32	9	25	21	0	13

Source: Police Recorded Crime Statistics, third quarter of 2024-2025 financial year

12 Release of Crime Statistics: 4th Quarter of 2024/2025. [https://www.saps.gov.za/resource\\_centre/publications/police\\_mag/documents/2025/MAY25\\_Release.pdf](https://www.saps.gov.za/resource_centre/publications/police_mag/documents/2025/MAY25_Release.pdf)

Organised Crime has become an existential global problem. According to the Global Organised Crime Index of 2023, nearly 83% of the global population resides in countries with high levels of criminal activity<sup>13</sup>. Organised crime is a criminal ecosystem that links many of the countless predicate criminal acts (e.g. extortion, illegal mining, money laundering, gang violence etc.) while corruption is a lifeblood of organised crime<sup>14</sup>. The increase in organised crime poses a burden on our courts as more of these cases will end up there.

Targeted killings are continuously on the rise in South Africa. While official figures remain an undercount, due to the assassinations database being populated with publicly available information, which is affected by accessibility, reporting fatigue and low coverage, among other factors. The reported 131 targeted killings cases in 2023 were grouped into four categories: organized-crime related (46 cases or 35% of incidents), minibus taxi-industry related (45 incidents, or 34%), political assassinations (31 incidents, or nearly 24%) and personal assassinations (nine incidents, or nearly 7%)<sup>15</sup>. The effects of these killings on individuals, families and communities is a major concern in society, but politically motivated assassinations have a particularly detrimental effect on governance and democracy in all spheres of governance. The use of violence as a means of silencing opponents, controlling the struggle for succession, infiltrating local governance and influencing political outcomes continues to undermine the rule of law.

Furthermore, the Global Initiative Against Transnational Organised Crime (GI-TOC) conducted a strategic organised crime risk assessment of South Africa. The report identified 15 embedded, interconnected criminal markets that are considered as the most threatening to South Africa's social, economic and political wellbeing and could undermine the security of the country and the rule of law. These criminal markets have been grouped into three thematic categories as shown in the table below.

*Table 2: Organised crime markets*

Thematic Categories	Criminal Markets
Selling the illicit items	Illicit drugs, Illegal firearms, Human smuggling and trafficking, and Wildlife, fishing and environmental crimes.
Dealing in violence	Extortion, Kidnapping for ransom, Organised robbery, and Organised violence

<sup>13</sup> Global Initiative Against Transnational Organized Crime. (2023). Global Organised Crime Index 2023. Accessed from: [Global-organized-crime-index-2023-web-compressed-compressed.pdf \(globalinitiative.net\)](https://globalinitiative.net/wp-content/uploads/2023/09/GI-TOC-Global-Organized-Crime-Index-2023-Web-Compressed-Compressed.pdf), dated 11 February 2024.

<sup>14</sup> Global Initiative Against Transnational Organized Crime. (2023). Strategic Organized Crime Risk Assessment: South Africa. Accessed from: <https://globalinitiative.net/wp-content/uploads/2022/09/GI-TOC-Strategic-Organized-Crime-Risk-Assessment-South-Africa.pdf>, dated 11 February 2024.

<sup>15</sup> Matamba, R. and C. Thobela, 2024. The Politics of Murder: Criminal Governance and Targeted killings in South Africa. Global Initiative Against Transnational Organized Crime, Geneva

Preying on critical services	Critical infrastructure, Organised corruption, Cybercrime, Economic and financial crime, Health sector crime Mass public transport (minibus taxis and buses) Illegal mining
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Organised crime and crime syndicates contribute to violence and instability in many regions. Efforts to build peace and ensure accountability in these regions are essential. The Judicial Commission of Inquiry and the Parliamentary Ad Hoc Committee of Enquiry were established in the wake of allegations made by Commissioner of Police for KwaZulu-Natal, Lt. Gen. Mkhwanazi during a media briefing in July 2025<sup>16</sup>. These allegations referred to the existence and operation of a sophisticated criminal syndicate that has allegedly infiltrated law enforcement and intelligence structures thereby undermining the South African Criminal Justice System. The Commission was appointed to investigate and report on the veracity, scope, and extent of the allegations regarding the infiltration of law enforcement, intelligence and associated institutions within the criminal justice system by criminal syndicates and make findings and recommendations for criminal prosecutions, disciplinary actions and institutional reform.

Other initiatives involve conflict resolution, development initiatives, and measures to address the root causes of instability, such as economic disparities, lack of opportunities, and weak governance structures. Building peace requires a comprehensive approach that includes providing economic opportunities, improving infrastructure, and promoting social cohesion.

Environmental crimes, such as illegal logging, mining, and waste trafficking, are significant components of organised crime. Protecting the environment must be a priority in any global strategy. This requires political attention, robust legal frameworks, and effective enforcement mechanisms. International cooperation is crucial to combat environmental crimes and hold corporations accountable for environmental damage. Strengthening legal frameworks and increasing enforcement capabilities are essential to protect ecosystems and communities from criminal exploitation. These cases will be prioritised by the Department to ensure that those who are participating in these acts of criminality are brought to book.

### ***Gender Based Violence***

Gender Based Violence continues to be a pandemic in the country. It affects women and children disproportionately limiting their ability to live safe and fulfilling lives. According to the HSRC, 1 in 3

16 Government Gazette, 23 July 2025: Terms Of Reference Of The Judicial Commission Of Inquiry Into Criminality, Political Interference And Corruption In The Criminal Justice System

women have experienced physical violence in their lives in South Africa. This amounts to 7.3 million women<sup>17</sup> while 9.8% (2.1 million) have been victims of sexual violence. Furthermore, 23.9% (1 in 4 women) have experienced physical violence and or sexual violence by an intimate partner (3.4 million women). Similarly, 1 in 5 men (3.1 million) reported having victimised their partner physically or sexually. On the other hand, about 1 in 4 women (24.6% - 5.4 million) women have experienced physical violence by a non-partner. 5.9% (1.2 million) have been violated sexually by a non-partner.

Recent statistics on reported rape, sexual assaults, attempted sexual offences and contact sexual offences are alarming. Table 2 below depicts a breakdown of the sexual offences reported from the fourth quarter of 2020/21 financial year to 2024/25 financial year of the same period. According to the table, rape and sexual assault decreased by 3,2% and 1,32% respectively, while attempted sexual assault increased by 0,9%.

Figure 4: Sexual Offences breakdown

SEXUAL OFFENCES - BREAKDOWN													
Rape	11 803	11 430	-373	-3,2%	1 871	740	2 140	2 299	1 075	802	827	306	1 370
Sexual assault	2 188	2 162	-26	-1,2%	291	144	451	379	128	129	95	75	470
Attempted sexual offences	748	755	7	0,9%	134	61	98	135	67	23	73	45	119
Contact sexual offences	234	200	-34	-14,5%	19	27	30	29	7	15	12	6	55

Source: Police Recorded Crime Statistics, third quarter of 2025-2026 financial year

With persistent violence in our communities, there has been a notable increase in the number of violent incidences among children, particularly violence in schools. Physical violence in schools typically occurs among learners, or among learners and teachers and school staff members. Physical violence also includes, stabbings/attempted stabbings, robbery, hitting, kicking, pushing, bullying, and school shootings. Physical fights are peer-to-peer, between two learners with equal strengths and power engaging in a physical altercation, or between a learner and a school staff member (UNSECO, 2019). Physical bullying is typified by repeated acts of physical aggression against a victim who is less powerful<sup>18</sup>.

Addressing the challenges of school violence requires measures to repair injustices of the past as well as the present. This means that measures must be tailored to redress past injustices whose remnants still exist in South Africa. Prevailing inequities fuel ongoing violence in society. Children's exposure to violence increases their likelihood of becoming perpetrators. These perpetrators themselves can be considered victims themselves.

<sup>17</sup> Department of Women, Youth and Persons with Disability: Plans And Programmes To Fight Gender-Based Violence And Femicide (Gbvf) And The Implementation Of The Nsp On Gbvf: May 2025.

[https://static.pmg.org.za/250513DWYPD\\_\\_BRIEFING\\_TO\\_THE\\_PORTFOLIO\\_COMMITTEE\\_ON\\_WYPDS\\_-\\_MAY\\_2025-.pdf](https://static.pmg.org.za/250513DWYPD__BRIEFING_TO_THE_PORTFOLIO_COMMITTEE_ON_WYPDS_-_MAY_2025-.pdf)

<sup>18</sup> Milligan, M. et al. 2024. Violence in South African schools: Trends, psychology and recommendations DOI: <https://doi.org/10.38140/pie.v42i1.7251>

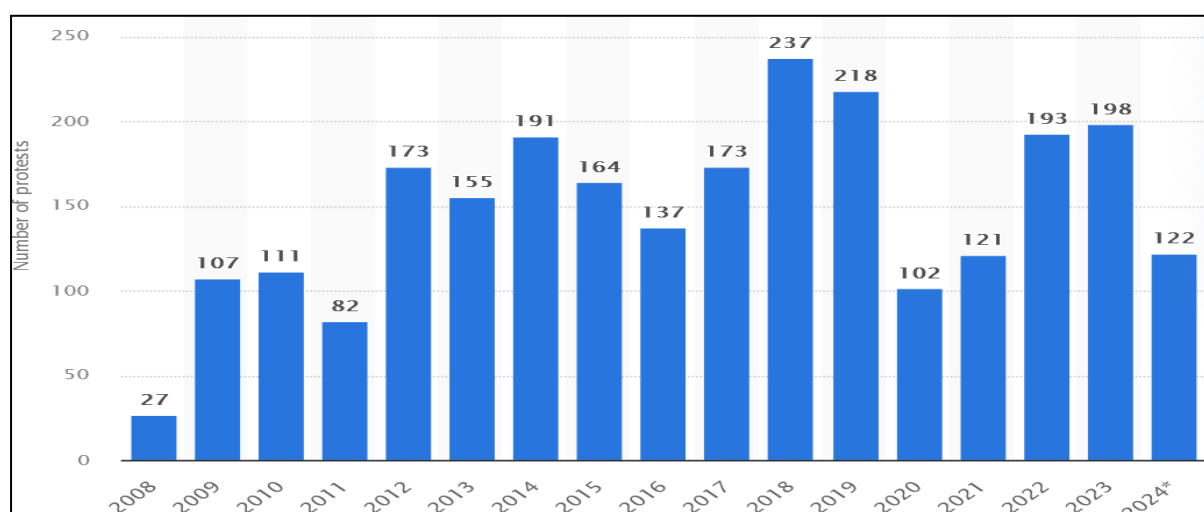
## Service Delivery

Local government and poorly run municipalities' continued contribution to the regression in service delivery has sparked violent service delivery protests at local government level. While historic injustices have contributed to existing backlogs, many contemporary issues arise from administrative inefficiencies, financial mismanagement, and political administrative interference<sup>19</sup>. With service delivery being a fundamental responsibility of municipalities, lack of essential services (such as water, sanitation, electricity, and waste management reaching communities) contributes largely to service delivery protests. Factors contributing to municipal failures to service delivery include:

- Bureaucratic inefficiencies and other ineffectiveness, e.g., poor planning, lack of skilled personnel, and bureaucratic red tape;
- Financial constraints, e.g., mismanagement of public funds and low revenue collection;
- Political-administrative interface, e.g., patronage networks influencing resource allocation;
- Lack of institutional capacity and resources. e.g., Aging and inadequate infrastructure, management and staff capacity;
- Lack of community participation; and
- Systemic Corruption

The table below highlights the number of protests from 2008 to 2025, a reflection on community dissatisfaction to municipal inefficiencies. Water supply problems and electricity persisted due to poor infrastructure and corruption. There is a need for substantial improvements in infrastructure and governance to address citizens' concerns effectively. Violent protests are a response to service delivery failures like inadequate housing, sanitation, and clean water.

Figure 5: Number of Service Delivery Protests



<sup>19</sup> Mamokhere, J. 2025. Service Delivery Conundrums In South African Municipalities <https://doi.org/10.70132/b5776454636>

There is a need for a collaborated approach when dealing with municipal deficiencies. Strengthening capacity-building programmes for municipal employees will enhance governance efficiency, while transparent financial management systems will curb corruption and ensure responsible use of public funds. Encouraging public participation in decision-making will foster accountability and align services with community needs. Leveraging technology for tracking and monitoring service delivery can enhance efficiency while establishing robust accountability mechanisms.

## Technology

While South African scientists made a breakthrough in identifying a Covid-19 virus variant (Omicron), and thus alerting the globe early to this threat, there has been a relatively slow pace in embracing Artificial Intelligence and technology innovation in the country in comparison to the global role players. Digital exclusion in rural areas, infrastructure barriers, financial limitations, artificial intelligence (AI), access to ICT tools and availability of internet are some of the challenges facing South Africa. In relation to rural areas, a structured survey of 200 residents yielded 65 valid responses, revealing stark disparities. 52.3% lacked internet access, 38.5% cited un-affordability as a primary constraint, and 66.2% reported insufficient digital skills.

Despite these challenges, South Africa has made significant strides in addressing technology deficiencies within the South African Justice system. CaseLines, a cloud-based, e-filing system, has given litigants the opportunity to instantaneously process and submit litigation documents to relevant courts for review, thus facilitating the filing, storage, and retrieval of court files and, in the process, minimising red tape<sup>20</sup>. Furthermore, other instances include remote case management and adjudications and cybersecurity and digital literacy. Although there may be challenges of limited internet connectivity in remote areas and connectivity costs, access to devices and lack of digital literacy skills, technological solutions do exist that can improve effectiveness and efficiency<sup>21</sup>.

When referring to AI technologies, more focus is often given to scaling physical infrastructure to meet technical demands while human expertise is equally pivotal to advancing the AI sector. Skilled professionals design algorithms, train models on datasets, pioneer innovative hardware, and manage the data centres critical to AI operations. According to Qhala (2025: 78)<sup>22</sup> Southern Africa presents the strongest overall performance in Digital Skills, anchored by South Africa's continent-leading score (25.85 points, rank 1). South Africa benefits from a mature higher education workforce (20% pillar weight) and sophisticated ICT skills integration (20% weight) across educational and corporate sectors. The country hosts 9 institutions teaching AI/ML (the highest in Africa) and maintains approximately 118 developers per million population.

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<sup>20</sup> Poshaj, A. 2025. Integrating Technology for Efficient Justice Delivery in South Africa. Syloff Association [https://www.sylff.org/news\\_voices/32318/](https://www.sylff.org/news_voices/32318/)

<sup>21</sup> Mwasa, G. and Ngandu, M. R. 2025. Bridging the digital divide: exploring the challenges and solutions for digital exclusion in rural South Africa. Discover Global Society. (3)54 <https://doi.org/10.1007/s44282-025-00189-2>

<sup>22</sup> Qhala, 2025. AI Talent Readiness Index for Africa. <https://talentindex.ai/overall-performance>

AI in the Department should be used basically to streamline administrative processes, enhance service delivery, improve access to justice, and strengthen efforts to fight against corruption and fraud. It should also be used to improve data processing and automation of services for its clients with the aim to achieve its strategic outcomes, which include amongst others creating a more capable, efficient, ethical, and reformed justice system with improved accessibility for all South Africans. The DOJ & CD will have to conduct an impact assessment of AI on South African existing laws to determine how it can be effectively and ethically incorporated in its operations.

The DOJ & CD is working to modernize its technology to improve its services and achieve key strategic goals. This digital transformation, guided by the Department's Modernisation and Digitalisation Strategy, aims to address current technological challenges and take advantage of new opportunities to enhance both internal operations and public services. The Department faces significant challenges, including a digital skills gap and system interoperability issues where disparate systems cannot "talk" to each other, which increases processing time and error rates. Additionally, the high cost of maintaining aging legacy systems, a problem known as technical debt, limits the budget available for innovation.

The Department's technological advancements fall into two broad areas: improving core operational efficiency and enhancing public service delivery. To improve efficiency, the DOJ & CD plans to replace fragmented legacy systems with integrated case management systems to enable seamless information sharing and real-time data exchange across different justice departments. This transformation directly accelerates case finalisation and reduces administrative delays. To enhance service delivery, the department can digitalise court processes through the roll-out of Court Recording Audio-Visual Solutions (CRAVS), which enable virtual proceedings and protects vulnerable individuals. Broadening access to justice is also achieved through online service portals and self-help applications, which enable the public to digitally track processes.

Given the sensitive nature of legal data, all these advancements require robust cybersecurity and identity management to maintain public trust and ensure compliance with data protection laws. An article by Newzroom Africa indicated that South Africa was 'the most targeted African country for cybercrime, accounting for 40% of ransomware attacks and nearly 35% of infostealer incidents on the continent. These cybersecurity incidents on government bodies reflect the rising threat level that South Africa's public service sector and organisations face, which is a significant disadvantage. This challenge poses a need for the Department to ensure that strong security measures are put in place to protect the internal systems of the Department.

With the recent pace of technological advancement and adoption of new technologies, various gaps persist in terms of adoption, for example the DOJ& CD IT network infrastructure performance challenges within the Department continue to create inefficient processing of business applications from network's slow response experienced daily, resulting in service delivery inefficiencies. Therefore, it is important that the Department invest in IT infrastructure by upgrading network core functions aimed at increasing bandwidth which is a crucial element for optimal performance of the

DOJ & CD business applications which include the online systems and portals aimed at improving service delivery and reducing frustration of users.

The successful implementation of these digital initiatives is crucial for the DoJ&CD to fulfil its mandate and meet the expectations outlined in the Medium-Term Strategic Framework.

### **Environment Analysis**

South Africa became the first African country to host the G20 presidency and among others, this gave an opportunity for local governments to be strengthened as key partners in global climate governance. Local government plays a critical role in ensuring that multilateral commitments on climate change are implemented by virtue of being closer to communities and through the delivery of services. Cape Town's water security initiatives, Freetown's flood resilience planning and Durban's biodiversity stewardship programmes are some of the examples of how local government can deliver measurable environmental and social outcomes. South Africa's G20 presidency also coincided with the final push to meet the Paris Agreement's 2030 targets and the Sustainable Development Goals (SDGs), both of which require accelerated action at local level<sup>23</sup>.

In aligning with the international standards of addressing the effects of climate change, South Africa has improved to the 38<sup>th</sup> position globally in this year's Climate Change Performance Index (CCPI), though it remains an overall low performer. The country receives mixed ratings in the four index categories: high in Energy Use, medium in Climate Policy, low in GHG Emissions, and very low in Renewable Energy. Government also remains committed to long-term coal power. South Africa is among the 10 countries with the largest coal reserves. The CCPI national experts criticise the draft Gas Masterplan and Integrated Resource Plan, both published in 2024 and showing continuous support for the fossil fuel energy system.

### **Legal Environment**

The activities of each government department are founded on the legislative mandate that the Department is directly responsible for implementing, managing, and monitoring. Any new legislation and policies and amendments to existing ones will impact the work of the Department and increase compliance in the regulatory universe and legal representation.

There are moves worldwide against constitutionalism, the rule of law, accountability, and the resurgence of growing fundamentalism, and South Africa is not immune to this. The increase in non-compliance with court judgements, coupled with public statements questioning the integrity of the Judiciary, is a cause of concern for the rule of law. Thus, continuation in that regard and poor legal representation may necessitate the Department to promote and work on how to respond to changing expectations from the people. As such, constitutional education and literacy are a

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<sup>23</sup> SAIIA. <https://saiia.org.za/research/from-local-action-to-global-impact-elevating-subnational-governments-in-the-g20-climate-agenda/>

priority, and the Department recommits to public education on constitutional rights and responsibilities.

Access to justice becomes limited given the high costs of litigation and dispute resolution coupled with high backlogs. There is a need for increased demand for changes to the legal framework on litigation against the State to curb costs and advance service delivery. Constitutional court decisions directing the Department to effect amendments to legislation require immediate attention, resulting in shifting priorities. There is also a need for increased use of technology for further development of the Rules of Court and court procedures as well as using technology in litigation procedures including discovery, case management, pre-trial procedures and hearing of cases. Strengthening South African anti-corruption architecture is necessary to address high levels of corruption and to strengthen institutional arrangements to fight corruption.

### **Security Analysis**

The overarching National Security Interest according to the National Security Strategy is: “To ensure that South Africans are safe (territorial and well-being), free (sovereign and democratic) and prosperous (wealth and economic inclusivity)”. This is informed by a people-driven perspective that prioritises protecting and promoting the human rights of South African citizens; enabling them to live free from fear and need ; and eradicating poverty, thus building a society in which every citizen has access to adequate shelter, health care, education, security, work and opportunities to generate an income.

High crime rates driven by unemployment and poverty, collapsing infrastructure, political insecurity and tension, and an appetite for lawlessness, pose real threats to domestic stability. South Africans are cynical about state intelligence agencies, and the ability of Government to lead an effective response to potential crises is questioned.

Cybercrime is one of the most common crimes experienced worldwide, including South Africa. To tackle cybersecurity vulnerabilities and to lead an effective response to the potential crisis is an issue, while updating technologies, mitigating threats and strengthening the sovereignty of the Department in the information space will remain an ongoing need. The increased international competition regarding technology can also give rise to security risks if free access to certain technologies is no longer guaranteed. It is for that reason, that the Department must enhance risk awareness and build the necessary capabilities to deal with such risks.

There is an emergence of disregard for the authority of the State by some members of the South African society. This results in lawlessness and is exacerbated by the slow and inefficient application of justice. It creates opportune conditions for criminal elements and negative forces to operate. The threats to socio-economic stability are caused by, among others, violent community protests as well as instability in the labor, transport and education sectors which present a high risk to access to Justice for all.

An increase in organised crime in the country continues to be a threat to the well-being and safety of all South Africans. Crime syndicates may change tactics to employ even more dangerous and sophisticated weapons systems. The proliferation of illegal firearms and ammunition will affect a crime-marred environment. Illegal firearms continue to be key contributors to violent crimes in South Africa including cash-in-transit heists, gang-related wars, wildlife trafficking, illicit mining, narcotics-related crimes as well as murder. Also, the continued proliferation of illegal explosives that are widely used to perpetrate syndicated crimes including cash and ATM heists as well as robberies remains concerning. Therefore, it is very important to ensure that government departments and institutions that deliver services to citizens are secured, their information is protected and any security attempts to disrupt or divert Government's programmes in these areas is addressed.

### **1.3 Internal environment analysis**

#### **Organisational Structure of the Department of Justice and Constitutional Development**

The Department's existence is grounded on its core mandate which is to uphold and protect the Constitution and the rule of law. In order to deliver on its mandate, the Department has structured its programmes as follows:

##### **Programme 1: Administration**

Administration which provides strategic leadership, management and support services to the Department. There are four branches under Programme 1, namely: Information and Communication Technology, Financial Management Services, Institutional Development and Support and Corporate Services.

##### **Programme 2: Lower Court Services**

Programme 2 facilitates the resolution of criminal and civil cases by providing accessible, efficient and quality administrative and quasi-legal support to the lower courts and justice service points.

##### **Programme 3: State Legal Services**

Programme 3 provides legal and legislative services to Government, facilitates the resolution and mediation of family disputes, supervises the registration of trusts, the administration of deceased and insolvent estates, and estates undergoing liquidation. It also manages the Guardian's Fund, prepares and promotes legislation, facilitates constitutional development and undertakes research in support of this. There are five branches under Programme 3, namely: Legislative Development, Family Law Services, Office of the Chief State Law Adviser, Office of the Solicitor-General, and Constitutional Development

**Programme 4: National Prosecuting Authority**

Programme 4 provides a coordinated prosecuting service that ensures that justice is delivered to victims of crime through general and specialised prosecutions. It removes profit from crime and protects certain witnesses.

**Programme 5: Auxiliary and Associated Services**

Programme 5 provides a variety of auxiliary services associated with the Department's purpose. It funds the interdepartmental justice modernisation programme, the President's Fund, the Information Regulator, the Office of the Legal Services Ombud, and transfers payments to public entities and constitutional institutions.

**Figure 6: Organisational Structure**



**Minister**  
Ms Mmamoloko Kubayi



**Deputy Minister**  
Mr Andries Nel, MP



**Acting Director-General**  
Ms Kalay Pillay



**Acting Solicitor-General**  
Mr Mbeki Felix



**Chief State Law Advisor**  
Ms Susan Masapu



**Acting DDG: Legislative Development**  
Mr Stephen Ralekwa



**Acting Head of Administration: NPA**  
Ms Salome Baloyi



**DDG: Constitutional Development**  
Adv. Shireen Said



**Acting Chief Master**  
Ms Kalay Pillay



**DDG: Corporate Services**  
Ms Rhulani Ngwenya



**DDG: Court Administration**  
Mr Lucky Charles Mohalaba



**DDG: Institutional Development and Support**  
Mr Thabiso Thiti



**Chief Financial Officer**  
Ms Irene Singo



**Acting DDG: Information and Communications Technology**  
Mr Lucky Charles Mohalaba

## Human Resources

Table 3 below provides an overview of the Department's human resource capacity. As of 15 February 2026, the Department has 19 221 posts of which 17 590 were filled and 1 631 not filled. This translates to a vacancy rate of 8,5%.

Table 3: Human Resources per programme

Programme	Filled posts	Vacant posts	Total posts	Vacancy rate	Salary Cost (R million)
Administration	1407	113	1520	7,4%	630306072
Auxiliary & Associated Services	140	8	148	5,4%	104278857
Court Services	11651	809	12460	6,5%	3839639790
Direct Charges	1970	466	2436	19,1%	2853359595
State Legal Services	2422	235	2657	8,8%	1394300052
<b>Total</b>	<b>17590</b>	<b>1631</b>	<b>19221</b>	<b>8,5%</b>	<b>8821884366</b>

## Financial Resources

Table 4: Financial Resources

Programmes	Audited outcome			Adjusted Appropriation	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
Rand thousand							
Administration	2 933 492	3 063 657	3 402 957	3 556 554	3 148 550	3 154 697	3 251 114
Lower Court Services	6 751 483	6 934 007	7 200 219	7 464 964	7 811 496	8 153 532	8 405 021
State Legal Services	1 740 031	1 656 176	1 717 082	1 815 569	1 984 921	2 034 137	2 097 384
National Prosecuting Authority	5 013 178	5 344 294	5 582 611	6 032 356	6 313 002	6 593 559	6 798 483
Auxiliary and Associated Services	3 918 309	3 847 574	3 715 477	4 075 763	4 313 862	4 489 660	4 629 308
<b>Total for Programmes</b>	<b>20 356 493</b>	<b>20 845 708</b>	<b>21 618 346</b>	<b>22 945 206</b>	<b>23 571 831</b>	<b>24 425 585</b>	<b>25 181 310</b>
<b>Direct charge against the National Revenue Fund</b>	<b>2 297 402</b>	<b>2 318 925</b>	<b>2 512 754</b>	<b>2 630 279</b>	<b>2 751 174</b>	<b>2 875 362</b>	<b>2 964 726</b>
Magistrates' salaries	2 297 402	2 318 925	2 512 754	2 630 279	2 751 174	2 875 362	2 964 726

<b>Total</b>	<b>22</b> 653 895	<b>23</b> 164 633	<b>24</b> 131 100	<b>25</b> 575 485	<b>26</b> 323 005	<b>27</b> 300 947	<b>28 146 036</b>
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## Information and Communication Technology

Considering the continuous evolving ICT environment, the upgrading of ICT infrastructure will remain a Departmental priority to remain relevant. These efforts will contribute to the Department's long-term strategic goals by establishing a modern, secure, and efficient ICT environment that supports operational excellence and improves access to public service delivery (i.e., all Courts and Master of the High Court services).

Through the collaboration with the State Information Technology Agency (SITA), the Department will upgrade modern LAN and WAN technologies like Software-Defined Wide Area Network (SD-WAN). The Department will implement a Legacy System Replacement Plan to refresh legacy end-user devices (laptops, desktops, and scanners). This will enhance service delivery, user performance and system stability and promote better integration across applications. The plan will adopt an enterprise architecture approach to improve reusability and interoperability.

Cybersecurity will also be a key focus, with enhanced security measures through the implementation of a Cybersecurity Technology Refreshment Lifecycle Plan for ongoing updates and protection against emerging threats.

The Department will optimise procurement processes and resolve ICT human resource capacity challenges to effectively implement its modernisation and digitisation strategy.

## Stakeholders

Table 5: Stakeholders

<b>Stakeholders</b>	<b>Definition of stakeholders</b>	<b>How they influence the delivery of outputs</b>	<b>Role of stakeholders</b>
<b>Oversight bodies</b>			
Cabinet	Executive structure of Government	Directly	Approval of policy documents, legislation and the Department's plans.
National Executive	In terms of section 91(1) of the Constitution of the RSA, 1996, the Cabinet consists of the President, as Head of the Cabinet, a Deputy President and Ministers.	High	The Department of Justice and Constitutional Development has been identified as the lead department, together with the contributing departments: DPME and The Presidency.

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
	<p>Section 92 of the Constitution defines the accountability and responsibilities of the Deputy President and Ministers. The Minister of Justice and Constitutional Development is the Cabinet Minister responsible for the administration of justice in South Africa.</p> <p>The President, in terms of section 93(1), appointed a Deputy Minister for Justice and Constitutional Development to assist the Minister.</p>		
Chapter 9 institutions	<p>Section 181(1) of the Constitution establishes state institutions that support constitutional democracy. These are the Public Protector, Auditor-General, South African Human Rights Commission, Commission for Gender Equality, Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities, and</p>	Directly	Each institution is established in terms of specific constitutional mandates to strengthen constitutional democracy in South Africa.

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
	the Electoral Commission		
Legislature	Section 42 of the Constitution provides that Parliament consists of the National Assembly and the National Council of Provinces	Directly	<p>In terms of section 42(3) of the Constitution, the National Assembly is elected to represent the people and to ensure government by the people under the Constitution. It does this by choosing the President, by providing a national forum for public consideration of issues, by passing legislation, and by scrutinising and overseeing executive action.</p> <p>Section 42(4) of the Constitution provides that the National Council of Provinces represents the provinces to ensure that provincial interests are considered in the national sphere of government. It does this mainly by participating in the national legislative process and by providing a national forum for public consideration of issues affecting provinces.</p>
Audit Committee	Independent oversight body	Directly	Advisory role over management responsibilities.
Risk Committee	Independent oversight body	Directly	Oversees the Department's risk management strategy ensuring compliance with regulations.
<b>Judiciary</b>			
Judiciary	In terms of section 165(1) and (2) of the Constitution, the judicial authority of the Republic is vested in the courts, which are independent and subject only to the Constitution and the law, which they must apply impartially and	Directly	In terms of section 166 of the Constitution, the courts are the Constitutional Court, the Supreme Court of Appeal, the high courts, including any High Court of Appeal that may be established or recognised in terms of an Act of Parliament to hear appeals from high courts, magistrates' courts and any other courts established or recognised in terms of an Act of Parliament, including any court of a status

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
	without fear, favour or prejudice. The Judiciary comprises the Chief Justice, Deputy Chief Justice, President of the Supreme Court of Appeal, Judge Presidents and Deputy Judge Presidents of the High Court, Judges of the High Courts, Regional Court Presidents and Regional Magistrates, Chief Magistrates, Senior Magistrates and District Magistrates		<p>similar to either the High Courts or the Magistrates' Courts. The above-mentioned courts (civil and criminal courts) are thus responsible for the administration of justice in South Africa.</p> <p>Section 165(4) of the Constitution provides that "organs of state, through legislative and other measures, must assist and protect the courts to ensure the independence [...]"</p>
<b>Government Departments</b>			
Department of Sport, Arts and Culture	A custodian of South Africa's diverse cultural, artistic and linguistic heritage.	Directly	Facilitator of social cohesion and nation-building cluster.
Department of Home Affairs	Maintains the national population register (civil registry), including recording births, marriages and deaths, and issuing identity documents and passports.	Directly	<p>Decides on how to establish procedures in terms of which particulars of persons to be included on the register should be forwarded.</p> <p>Verification of registration of birth of children and travel status.</p>
Department of Social Development	Management and oversight over social security, encompassing social assistance and social insurance policies.	Directly	<ul style="list-style-type: none"> <li>- Assists in terms of international social services.</li> <li>- Conducts investigations on the Department's behalf in foreign countries.</li> <li>- Refers all family-related matters to the Office of the Chief Family Advocate.</li> </ul>

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
Department of Health	Responsible for the Health Portfolio in the Republic of South Africa.	Directly	Provides psychiatric observation services and DNA testing services.
Department of Planning, Monitoring and Evaluation	Holds the mandate for planning, monitoring and evaluation.	Directly	Ensures planning, monitoring and evaluation.
Department of Public Works and Infrastructure	Custodian of the state's immovable assets portfolio and acts as property manager for privately owned leased accommodation.	Directly	Provides accommodation, maintenance and cleaning services for the state's immovable assets.
Department of Public Service and Administration (DPSA)	Holds the mandate to promote an ethical public service through programmes, systems, frameworks and structures that detect, prevent and combat corruption.	Directly	Sets norms and standards, provides support, monitors compliance, and promotes good governance.
National Treasury	Allocation of the budget.	Directly	Responsible for managing South Africa's national government finances Allocates budget and monitors its implementation.
The Department of Correctional Services (DCS)	Manages the incarceration, rehabilitation and integration of offenders.	Directly	Controls movement and custody of remand detainees and sentenced offenders during court appearances and also transports and secures inmates in courts, prevents escapes and ensures safe custody of offenders during trials.
Private Security Industry Regulatory Authority (PSIRA)	Regulates the private security industry in the country (SA).	Directly	Ensures private security providers are compliant and professional, accredits and monitors private security firms used in court security.

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
State Security Agency (SSA)	An Intelligence Agency responsible for gathering and analysing national security information.	Directly	Identifies and mitigates potential threats to court operations, including organised crimes. Provides intelligence briefings, monitors high risk and high-profile cases and supports threat assessments for court security planning.
South African Police Service (SAPS)	Oversees law and order in the country.	Directly	Gives confirmation as to whether a person is pending an investigation before the removal or expungement of a criminal record.  Assists with the service of process, subpoena and invitation letters.
<b>Civil society</b>			
Civil Society	Organisations found in communities as non-profit organisations, advocacy groups, foundations or faith-organised group	Directly	Participates in the implementation of departmental programmes and holds government to account for the use of public resources.
Citizens	Beneficiaries of the state.	Directly	Beneficiaries of justice services.
<b>Entities</b>			
Legal Aid South Africa	Independent statutory body established by the Legal Aid South Africa Act 39, 2014 as amended.	Directly	Provides legal aid to indigent people and legal representation at the state's expense, as set out in the Constitution and the Legal Aid Act, 2014 (Act No. 39 of 2014).

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
Information Regulator	Independent body established in terms of section 39 of the Protection of Personal Information Act No. 4 of 2013.	Directly	Monitors and enforces compliance by public and private bodies with the provisions of the Promotion of Access to Information Act, 2000 (Act 2 of 2000) and the Protection of Personal Information Act, 2013 (Act 4 of 2013).
Special Investigation Unit	Independent statutory body established in terms of the Special Investigating Units and Special Tribunals Act, Act No. 74 of 1996 (SIU Act).	Directly	Investigates 'serious malpractices or maladministration in connection with the administration of state institutions, state assets and public money as well as any conduct which may seriously harm the interests of the public'.
State Information Technology Agency (SITA)	Manages the procurement of ICT products and services in government and the provision of mandatory ICT services in terms of the SITA Act.	Directly	Ensures that transversal contracts are in place from which the Department can procure ICT goods and services.  Procures ICT goods and services on behalf of the Department should no transversal contract be in place.
<b>Integrated Justice System</b>			
Integrated Justice System	Integrated Justice System (IJS) is the JCPS programme aimed at transforming, integrating and modernising the Criminal Justice System into a modern, efficient, effective and integrated solution.	Directly	Electronically enables and integrate the end-to-end criminal justice processes (from the report of crime to the release of convicted person), through technology solutions.  Manages the related inter-departmental information exchanges across CJS.  Improves efficiency and coordination across the criminal justice space, focusing on system integrations and court performance enhancement.

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
<b>Other stakeholders</b>			
International organisations	International bodies like the United Nations, with which South Africa has signed treaties.	Directly	Oversees the implementation of treaties and conventions signed by various countries.
Private sector	Driver of economic growth and major stakeholder in the Justice system.	Directly	Provides capital through investment.
The South African Board for Sheriffs (SABFS)	Statutory body established under the Sheriffs Act (Act 90 of 1986) that aims to maintain the esteem, enhance the status, and improve the training and functions of sheriffs in South Africa.	Directly	Serves court processes like summonses and subpoenas.  Plays an important role in the execution of court orders like the attachments of immovable and movable property; evictions, demolitions, etc.
Debt Collectors' Council	Independent statutory body established by the Debt Collectors' Act, 1998 (Act No 114 of 1998), as amended.	Directly	Regulatory authority to the Debt Collectors' profession; provides regulation of Debt Collectors' profession as well as management of complaints against Debt Collectors.
Private Security Service Providers	PSSP are Licenced companies offering security services to public and private entities, they supplement SAPS in guarding court facilities especially during high profile and high-risk cases.	Directly	Private Security Service Providers provide access control, surveillance, and physical security at court buildings and corporate offices.
Legal Practice Council	Independent statutory body established by the Legal Practice Act, 2014 (Act No. 28 of	Directly	Regulatory authority to the legal practitioners promotes regulation and transformation of the legal profession and practitioners; and manages complaints against attorneys and advocates.

Stakeholders	Definition of stakeholders	How they influence the delivery of outputs	Role of stakeholders
	2014), as amended.		
Community Policing Forums	Partnership between Police and stakeholders who promote community involvement in safety and crime prevention initiatives.	Directly	They assist with intelligence gathering, public awareness and local support for court security initiatives.
Intermediaries	Interact between OSA and experts in order to source out/ procure expert reports on behalf of client departments.	Directly	To secure expert witnesses on behalf of client department.
South African Banks	Private financial institutions servicing the Department.	Directly	Ensure that their banking platforms and services are easily accessible for the Department to service the clients.
South African Banking Risk Information Centre (SABRIC)	Provides support to the industry and law enforcement through effective crime risk information sharing, mitigation strategies, and fraud prevention initiatives and assists in combating organised crime.	Directly	Signed MOU for them to provide cybersecurity and forensic training at no cost to DOJ & CD officials.
High University Institutions (University of Pretoria Centre for Human Rights, Tshwane University of Technology, North West University, Henley Business School and South West Gauteng TVET College).	Learning institutions that provide professional training.	Directly	Providing specialised training on identified programmes.

**The status of the Department's compliance with the Broad-Based Black Economic Empowerment Act No. 53 of 2003, as amended**

The Department has finalised its B-BBEE Audit Verification and as such has obtained the requisite B-BBEE Certificate as per the below table.

*Table 6: BBEE Audit Verification*

<b>ELEMENT</b>	<b>TARGET</b>	<b>ACHIEVED</b>
Ownership	N/A	N/A
Management Control	20.00	16.44
Skills Development	25.00	2.67
Enterprise and supplier development	50.00	28.70
Socio- Economic Development	05.00	0.00
<b>Total</b>	<b>100.00</b>	<b>47.81</b>

Verification is underway to have the Department B-BBEE Certificate renewed as the current certificate expired on the 15 January 2026. JS BEE Solutions has been appointed to conduct the verification.

In terms of the spend per B-BBEE rating level the Department has performed as per the below table:

*Table 7: Status of compliance with the Broad-based Black Economic Empowerment Act*

<b>EXECUTIVE SUMMARY - B-BBEE LEVEL 01 APRIL 2025 TO 31 JANUARY 2026</b>		
<b>DESCRIPTION</b>	<b>TOTAL AMOUNT</b>	<b>%</b>
Level 1	R1 889 669 717,72	79,66%
Level 2	R156 998 961,79	6,62%
Level 3	R70 867 483,64	2,99%
Level 4	R5 988 570,33	0,25%
Level 5	R14 422 060,76	0,61%
Level 6	R1 020 316,83	0,04%
Level 7	R6 910 989,71	0,29%
Level 8	R16 270 556,41	0,69%
Non-compliant contributor	R209 997 250,90	8,85%
<b>GRAND TOTAL</b>	<b>R2 372 145 908,09</b>	<b>100,00%</b>

*Table 8: Executive Summary - B-BBEE Level*

<b>EXECUTIVE SUMMARY - B-BBEE LEVEL</b>		
<b>01 APRIL 2025 TO 31 JANUARY 2026</b>		
<b>Enterprise Type</b>	<b>Value Spent</b>	<b>% Total</b>
GEN	R632 400 104,81	26,65%
QSE	R1 052 889 591,15	44,39%
EME	R686 856 212,13	28,96%
<b>Grand Total</b>	<b>R2 372 145 908,09</b>	<b>100,00%</b>

## **The status of the Department in responding to interventions relating to women, youth and persons with disabilities**

The Department continues to comply with the aim of the revised Framework for Strategic Plans and Annual Performance Plans which is to institutionalise planning for women, youth and people with disabilities. In its previous APPs, the Department included several output indicators with targets focusing on women, youth and people with disabilities. These indicators will continue to form part of the Department's plans. As of 31 December 2025, women at SMS level accounted for 52% of the total establishment which exceeded the Department of Public Service and Administration (DPSA) target of 50%. Positions occupied by youth accounted for 19% while those occupied by people with disabilities accounted for 2.2%. The Department will continue to empower women, youth and people with disabilities through procurement and allocation of briefs.

Building on this commitment to inclusive planning, the Department continued to advance an inclusive and rights-based justice system by strengthening the provision of reasonable accommodation for persons with disabilities, mainstreaming gender equity, and integrating youth empowerment across its programmes. Institutional capacity was enhanced to ensure that officials are equipped to respond effectively to the diverse needs of court users, thereby promoting accessible, responsive and barrier free justice services consistent with constitutional and legislative requirements. These efforts contributed to the creation of service environments that uphold dignity, remove barriers to participation, and support the full realisation of rights for all individuals engaging with the justice system.

To reinforce institutional mechanisms that support disability inclusion, the Department strengthened governance structures through the establishment of Provincial Departmental Disability Forums. These platforms ensure that the voices, priorities, and needs of persons with disabilities inform departmental planning, operational processes and strategic decision making.

In promoting gender equality, youth empowerment and the rights of women, youth and persons with disabilities, the Department advanced the review and analysis of key policies, legislation, and programmes to ensure alignment with national priorities and transformation imperatives. Compliance with national and sector-specific reporting frameworks to DWYPD, DPSA and DE&L was strengthened through the drafting of compliance reports that outline progress on the implementation of DWYPD mandates. Supported by monitoring and evaluation processes tracking performance on gender equality, women's empowerment, youth development and disability inclusion, these efforts enhanced accountability, informed planning and reinforced the Department's capacity to deliver equitable and inclusive justice services.

## **Interventions to curb opportunities for fraud and corruption**

The Department has reviewed the Anti-Corruption and Ethics Management policy in line with the Public Service Regulations amendments of 2023, other DPSA policy directives and guidelines as well as the National Anti-Corruption Strategy (2020-2030).

Overall, the policy addresses issues of misconduct related to employees conducting business with organs of the State, pre-employment screening of candidates, vetting of employees as a standard procedure to ensure integrity of personnel already employed, implementation of lifestyle reviews through verifications and lifestyle audit probing of identified employees who may need to explain general standard of living affordability inconsistencies, "cooling off periods" before re-employment in the public service due to related misconduct dismissals, the vetting of employees in critical posts as well as collaborating with other departments to investigate and deal with employees who are directors of companies conducting business with the organs of the State.

In addressing issues of fraud in critical areas, the Department implements risk profile registers in line with the risk assessment reports as guided by the strategic objectives outlined in the Annual Performance Plan.

Other matters include the duty to report unethical conduct and investigation procedure (i.e. employees and line managers are required to report all incidents of corrupt activities, fraud, theft and conducting business with organs of the state to the Chief Executive Auditor) and a concerted effort to educate employees about the Department's basic values and principles guiding day-to-day activities.

An anti-corruption pledge that binds all employees is being signed first by the EXCO members, followed by all employees, wherein they pledge to abide by the requirements of ensuring good ethical conduct, that fraud and corruption is prevented before it happens, thereby promoting integrity in the workplace and providing assurance to the members of the public.

And lastly, the Department will be increasing efforts in the new financial year in implementing the reviewed Anti-Corruption and Ethics management policy in line with the national Anti-Corruption Strategy 2020/2030 and focusing its resources on the implementation of recommendations made by structures such as the Special Investigating Unit that were focusing on the offices of the Master of the High Court, continuation of ensuring clean procurement processes to prevent fraud and corruption and other identified high-risk areas as well as the institutionalisation of ethics functions in the department – that is, implementation of the Directive to professionalise ethics functions through job evaluation, Justice College training etc.



## **PART C: MEASURING OUR PERFORMANCE**

# 1. Institutional Programme Performance Information

## 1.1 Programme 1: Administration

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

### 1.1.1 Programme purpose

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

### 1.1.2 Sub-programmes

This Programmes comprises the following sub-programmes:

- i. **Ministry:** Provides leadership and policy direction to the DOJ & CD.
- ii. **Management:** Provides overall management of the DOJ & CD operations and resources.
- iii. **Corporate Services:** Provides strategic support to the Department and integrated business solutions in Human Resources (HR) management, Information and Communication Technology (ICT, public education and communications, and capacity building of the Department's personnel.
- iv. **Financial Management Services:** Provides financial services to the DOJ & CD with respect to financial resource allocation and management to aid in the fulfilment of the Department's goals and objectives.
- v. **Internal Audit:** Assists the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and to develop recommendations for enhancement or improvement.
- vi. **Office Accommodation:** Provides for accommodation charges, leased agreements and municipal rates.

### 1.1.3 Outcomes, outputs, performance indicators and targets

Outcome 1: A capable, efficient, effective and ethical department									
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets			
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29	
1.1 Unqualified Audit opinion on Vote Account	1.1.1 Unqualified Audit opinion obtained on Vote Account	Qualified Audit opinion obtained on Vote Account and Predetermined objectives	Unqualified Audit opinion obtained on Vote Account	Unqualified audit opinion obtained on Vote Account	Unqualified Audit opinion obtained on Vote Account	Unqualified Audit opinion obtained on Vote Account	Unqualified Audit opinion obtained on Vote Account	Unqualified Audit opinion obtained on Vote Account	Unqualified Audit opinion obtained on Vote Account
1.2 Unqualified Audit opinion on President Fund	1.2.1 Unqualified Audit opinion with no material findings obtained on President Fund	Unqualified Audit opinion with no material findings obtained	Unqualified Audit opinion with no material findings obtained	Unqualified Audit opinion with no material findings obtained on President Fund	Unqualified Audit opinion with no material findings obtained on President Fund	Unqualified Audit opinion with no material findings obtained on President Fund	Unqualified Audit opinion with no material findings obtained on President Fund	Unqualified Audit opinion with no material findings obtained on President Fund	Unqualified Audit opinion with no material findings obtained on President Fund
1.3 Unqualified Audit opinion on Justice Administered Fund	1.3.1 Unqualified Audit opinion with no material findings obtained on Justice Administered Fund	Unqualified Audit opinion with no material findings obtained	Unqualified Audit opinion with no material findings obtained on Justice	Unqualified Audit opinion with no material findings obtained on Justice	Unqualified Audit opinion with no material findings obtained on Justice	Unqualified Audit opinion with no material findings obtained on Justice	Unqualified Audit opinion with no material findings obtained on Justice	Unqualified Audit opinion with no material findings obtained on Justice	Unqualified Audit opinion with no material findings obtained on Justice

**Outcome 1: A capable, efficient, effective and ethical department**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
			Administered Fund	Administered Fund	Administered Fund	Administered Fund	Administered Fund	Administered Fund
1.4 Unqualified Audit opinion on Guardian's Fund	1.4.1 Unqualified Audit opinion with no material findings obtained on Guardian's Fund	Unqualified Audit opinion with no material findings obtained	Unqualified Audit opinion with no material findings obtained	Unqualified Audit opinion with no material findings obtained on Guardian's Fund	Unqualified Audit opinion with no material findings obtained on Guardian's Fund	Unqualified Audit opinion with no material findings obtained on Guardian's Fund	Unqualified Audit opinion with no material findings obtained on Guardian's Fund	Unqualified Audit opinion with no material findings obtained on Guardian's Fund
1.5 Undisputed and valid invoices paid within 30 days	1.5.1 Percentage of undisputed and valid invoices paid within 30 days from date of receipt	100%	99%	98%	100%	100%	100%	100%
1.6 Discretionary Procurement allocated to women	1.6.1 Percentage of Discretionary Procurement allocated to women	40%	53%	52%	40%	40%	40%	40%
1.7 Procurement allocated to EME and QSE	1.7.1 Percentage of Discretionary Procurement allocated to Exempted Micro	40%	74%	74%	40%	40%	40%	40%

Outcome 1: A capable, efficient, effective and ethical department								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
	Enterprises (EMEs) and Qualifying Small Enterprises (QSEs)							
1.8 Material audit findings reduced on non-financial performance information	1.8.1 Percentage of material audit findings on non-financial performance information addressed	-	-	-	90%	60%	70%	80%
1.9 Specialised training programmes conducted	1.9.1 Number of specialised training programmes conducted by the Justice College	-	-	-	5	12	15	18
1.10 Trained officials	1.10.1 Number of officials trained	-	-	-	-	3000	3250	3500
1.11 Positions occupied by females at Senior Management Service (SMS) level	1.11.1 Percentage of approved positions occupied by females at SMS level	52%	52%	52%	50%	50%	50%	50%

**Outcome 1: A capable, efficient, effective and ethical department**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
1.12 Appointment of Persons with Disabilities	1.12.1 Percentage of positions occupied by Persons with Disabilities	2.1%	2.2%	2%	2.2%	2.2%	2.2%	2.2%
1.13 Appointment of youth	1.13.1 Percentage of positions occupied by youth	22%	22%	20%	20%	20%	20%	20%
1.14 Audit on DOJ&CD Resource requirements within the JCPS value chain conducted	1.14.1 Audit on the DOJ&CD resource requirements within the JCPS value chain conducted by 31 October 2026	-	-	-	-	Audit on the DOJ&CD resource requirements within the JCPS value chain conducted by 31 October 2026	-	-
1.15 Action plan to implement the resource requirements audit findings developed	1.15.1 Action plan to implement the resource audit findings developed by 31 March 2027	-	-	-	-	Action plan developed to implement the resource audit findings developed by	-	-

**Outcome 1: A capable, efficient, effective and ethical department**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
						31 March 2027		
1.16 Disciplinary cases finalised within the prescribed timeframe	1.16.1 Percentage of disciplinary cases finalised within 60 days from the first day of the set down of the hearing	70%	79%	76%	75%	85%	85%	85%
1.17.1 SMS Grievances resolved within the prescribed timeframe	1.17.1 Percentage of SMS grievances resolved within 45 days from the date the grievance is lodged	-	-	-	-	85%	85%	85%
1.18.1 non-SMS grievances resolved within 30 days from the date the grievance is lodged	1.18.1 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged	-	-	-	-	85%	85%	85%

Outcome 1: A capable, efficient, effective and ethical department								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
1.19 Departmental Structure submitted to Ministry for approval	1.19.1 Department structure submitted to Ministry for approval by target date	-	-	-	-	Department structure submitted to Ministry by 30 September 2026	-	-
1.20.1 Sites with the Local Area Network (LAN) upgraded.	1.20.1 Number of departmental sites with Local upgraded Area Network (LAN)	-	-	-	-	70	70	70
1.21.1 Sites with the Wide Area Network (WAN) upgraded.	1.21.1 Number of departmental sites with Wide upgraded Area Network (WAN)	-	-	-	-	506	144	-
1.22.1 Entities' Annual performance reports submitted to Ministry for approval	1.22.1 Number of Entities' Annual performance reports submitted to Ministry for approval	-	-	-	-	7	7	7
1.23.1 Signed Shareholder Agreements submitted to	1.23.1 Number of signed Shareholder Agreements	-	-	-	-	7	7	7

**Outcome 1: A capable, efficient, effective and ethical department**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Ministry approval for	submitted to Ministry for approval							

#### 1.1.4 Output indicators: annual and quarterly targets

Outcome 1: A capable, efficient, effective, and ethical department					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
1.1.1 Unqualified Audit opinion obtained on Vote Account	Unqualified Audit opinion obtained on Vote Account	-	Unqualified Audit opinion obtained on Vote Account	-	-
1.2.1 Unqualified Audit opinion with no material findings obtained on President Fund	Unqualified Audit opinion with no material findings obtained on President Fund	-	Unqualified Audit opinion with no material findings obtained on President Fund	-	-
1.3.1 Unqualified Audit opinion with no material findings obtained on Justice Administered Fund	Unqualified Audit opinion with no material findings obtained on Justice Administered Fund	-	Unqualified Audit opinion with no material findings obtained on Justice Administered Fund	-	-
1.4.1 Unqualified Audit opinion with no material findings obtained on Guardian's Fund	Unqualified Audit opinion with no material findings obtained on Guardian's Fund	-	Unqualified Audit opinion with no material findings obtained on Guardian's Fund	-	-

<b>Outcome 1: A capable, efficient, effective, and ethical department</b>					
<b>Output indicators</b>	<b>Annual target for 2026/27</b>	<b>Quarterly targets</b>			
		<b>Q-1</b>	<b>Q-2</b>	<b>Q-3</b>	<b>Q-4</b>
1.5.1 Percentage of undisputed and valid invoices paid within 30 days from date of receipt	100%	100%	100%	100%	100%
1.6.1 Percentage of Discretionary Procurement allocated to women	40%	40%	40%	40%	40%
1.7.1 Percentage of Discretionary Procurement allocated to Exempted Micro Enterprises (EMEs) and Qualifying Small Enterprises (QSEs)	40%	40%	40%	40%	40%
1.8.1 Percentage of material audit findings on non-financial performance information addressed	60%	-	-	60%	-
1.9.1 Number of specialised training programmes conducted by the Justice College	12	2	6	10	12
1.10.1 Number of officials trained	3 000	500	1250	2 500	3 000
1.11.1 Percentage of approved positions occupied by females at SMS level	50%	50%	50%	50%	50%
1.12.1 Percentage of positions occupied by Persons with Disabilities	2.2%	2.2%	2.2%	2.2%	2.2%

<b>Outcome 1: A capable, efficient, effective, and ethical department</b>					
<b>Output indicators</b>	<b>Annual target for 2026/27</b>	<b>Quarterly targets</b>			
		<b>Q-1</b>	<b>Q-2</b>	<b>Q-3</b>	<b>Q-4</b>
1.13.1 Percentage of positions occupied by youth	20%	20%	20%	20%	20%
1.14.1 Audit on the DOJ&CD resource requirements within the JCPS value chain conducted by 31 October 2026	Audit on the DOJ&CD resource requirements within the JCPS value chain conducted by 31 October 2026	-	-	Audit on the DOJ&CD resource requirements within the JCPS value chain conducted by 31 October 2026	-
1.15.1 Action plans to implement the resource audit findings developed by 31 March 2027	Action plan developed to implement the resource audit findings developed by 31 March 2027	-	-	-	Action plan developed to implement the resource audit findings developed by 31 March 2027
1.16.1 Percentage of disciplinary cases finalised within 60 days from the first day of the set down of the hearing	85%	85%	85%	85%	85%
1.17.1 Percentage of SMS grievances resolved within 45 days from the date the grievance is lodged	85%	85%	85%	85%	85%

<b>Outcome 1: A capable, efficient, effective, and ethical department</b>					
<b>Output indicators</b>	<b>Annual target for 2026/27</b>	<b>Quarterly targets</b>			
		<b>Q-1</b>	<b>Q-2</b>	<b>Q-3</b>	<b>Q-4</b>
1.18.1 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged	85%	85%	85%	85%	85%
1.19.1 Department structure submitted to Ministry for approval	Department structure submitted to Ministry for approval by 30 September 2026	-	Department structure submitted to Ministry for approval by 30 September 2026	-	-
1.20.1 Number of departmental sites with Local Area Network (LAN) upgraded	70 sites	10 sites	30 sites	50 sites	70 sites
1.21.1 Number of departmental sites with Wide Area Network (WAN) upgraded	506 sites	100 sites	250 sites	400 sites	506 sites
1.22.1 Number of Entities' Annual performance reports submitted to Ministry for approval	7	7	-	-	-
1.23.1 Number of signed Shareholder Agreements submitted to Ministry for approval	7	7	-	-	-

### 1.1.5 Outcome, outputs, performance indicators and targets

Outcome 9: Improved awareness of the justice services and community outreach programmes								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
9.1 Public education awareness sessions on justice services conducted	9.1.1 Number of public education awareness sessions on justice services conducted	250	703	523	305	420	430	440
9.2 Public education and awareness initiatives in commemoration of the 30 <sup>th</sup> Anniversary of the Constitution conducted	9.2.1 Number public education and awareness initiatives in commemoration of the 30 <sup>th</sup> Anniversary of the Constitution conducted	-	-	-	115	120	125	130

### 1.1.6 Indicators, annual and quarterly targets

Outcome 9: Improved awareness of the justice services and community outreach programmes					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
9.1.1 Number of public education awareness sessions on justice services conducted	420	70	220	370	420
9.2.1 Number public education and awareness initiatives in commemoration of the 30 <sup>th</sup> Anniversary of the Constitution conducted	120	28	55	83	120

### **1.1.7 Explanation of planned performance over the medium-term period**

**Audit opinions obtained on Vote Account and Funds:** In the previous administration, the Department successfully addressed critical challenges by removing the qualified audit opinion, eliminating fruitless and wasteful expenditure, and significantly reducing irregular expenditure. Building on this foundation, the strategic focus for the next five years will be to ensure effective financial governance by strengthening financial management systems and achieving unqualified audit opinions across all accounts, including the Vote, President Fund, Guardian's Fund, and Justice Administered Fund.

**Percentage of undisputed and valid invoices paid within 30 days:** In terms of section 38(1)(f) of the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), the Department will continue to foster good governance by ensuring that all valid invoices are processed within 30 days from the date of receipt.

**Percentage of discretionary procurement allocated to women and percentage of discretionary procurement allocated to EMEs and QSEs:** In response to the Preferential Procurement Policy Framework Act (PPPFA) Regulations of 2022, public procurement policies have been revamped. This has mandated state organs to craft their distinct preferential procurement policies. Conforming to the PPPFA's stipulations, the Department has forged and endorsed its procurement policy, emphasising specific objectives. The Department will maintain a consistent focus on inclusive procurement practices by ensuring that 40% of discretionary procurement is allocated to women-owned businesses and another 40% to EMEs and QSEs. It directly addresses priorities related to women, youth, and people with disabilities, supporting inclusive economic participation

**Percentage of women occupying Senior Management Services (SMS).** The indicator intends to measure the Department's performance in relation to the employment of women at senior management level. The Ministry for Public Service and Administration issued a Circular, dated 20 March 2013, wherein it is stated that the equity target of 50% women at Senior Management Service level is retained. Over the medium-term framework, the Department plans to meet this set target.

**Percentage of positions occupied by people living with disability.** The indicator intends to measure the Department's performance in relation to the employment of people living with disability. The Ministry for Public Service and Administration issued a Circular, dated 20 March 2013, wherein it is stated that the equity target of 2% for employment of people with disabilities in the public service is retained. Over the medium-term framework, the Department plans to meet this set target.

**Percentage of positions occupied by youth.** The indicator intends to measure the Department's performance in relation to employment of youth. Over the medium-term framework, the Department plans to meet the target of 20% employment of youth.

**Percentage of disciplinary cases finalised within 60 days from the first day of set down of the hearing.** The indicator intends to monitor the turnaround time in the finalisation of misconduct cases

as to ensure the speedy finalisation of cases. Over the medium-term framework, the Department plans to meet the target of 85%.

**Improved awareness of the justice services and community outreach programmes:** Over the medium term, the Department will focus on strengthening communication on the awareness of justice services and the Constitution to improve public understanding. Priority will be given to transparent change communication, digital engagement, and partnerships that encourage civic participation and rebuild public trust. By the end of the period, measurable progress will be reflected in an increase in communication initiatives, expanded digital reach and stronger stakeholder collaboration, laying the foundation for a more informed and engaged society, as well as the level of awareness of justice services and the Constitution.

### 1.1.8 Programme resource considerations

The Administration Programme's primary role is to furnish the Department with strategic leadership, management and essential support services. While the Administration Programme is crucial for providing leadership and support to the Department, it currently faces challenges, particularly in staffing. However, with strategic reallocation and prioritisation, the Programme aims to continue fulfilling its objectives efficiently.

### 1.2.8 Programme resource considerations

#### (a) Human Resources

Table 9: Programme 1: Staff complement

Salary Level	Filled posts	Vacant posts	Total posts	Vacancy rate	Cost
SL2	1	0	1	0,0%	138486
SL3	25	1	26	3,8%	4496958
SL4	25	2	27	7,4%	5541438
SL5	297	16	313	5,1%	81733203
SL6	13	0	13	0,0%	3999669
SL7	186	12	198	6,1%	73252143
SL8	507	13	520	2,5%	84748569
SL9	132	35	167	21,0%	87086463
SL10	24	0	24	0,0%	17898399
SL11	107	19	126	15,1%	121750377
SL12	22	0	22	0,0%	26320338
SL13	48	9	57	15,8%	78108411
SL14	15	5	20	25,0%	32597487
SL15	4	0	4	0,0%	7821381
SL16	1	1	2	50,0%	4812750
<b>TOTAL</b>	<b>1407</b>	<b>113</b>	<b>1520</b>	<b>7,4%</b>	<b>630306072</b>

**(b) Reconciling performance with the budget and the MTEF**

Subprogrammes	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27
Rand thousand									
Ministry	37 176	40 614	42 799	39 908	2,4%	1,2%	41 541	43 362	44 719
Management	66 634	192 287	179 180	210 920	46,8%	5,0%	231 207	241 293	248 790
Corporate Services	982 103	1 145 538	1 073 400	1 368 458	11,7%	35,3%	909 649	947 473	976 849
Financial Administration	219 786	203 052	203 445	239 353	2,9%	6,7%	367 128	263 145	271 322
Internal Audit	103 051	125 854	119 915	145 375	12,2%	3,8%	131 688	137 652	141 928
Office Accommodation	1 524 742	1 356 312	1 784 218	1 552 540	0,6%	48,0%	1 467 337	1 521 772	1 567 506
<b>Total</b>	<b>2 933 492</b>	<b>3 063 657</b>	<b>3 402 957</b>	<b>3 556 554</b>	<b>6,6%</b>	<b>100,0%</b>	<b>3 148 550</b>	<b>3 154 697</b>	<b>3 251 114</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>2 711 724</b>	<b>2 904 898</b>	<b>3 255 907</b>	<b>3 358 973</b>	<b>7,4%</b>	<b>94,4%</b>	<b>2 999 742</b>	<b>3 120 256</b>	<b>3 215 879</b>
Compensation of employees	603 807	637 138	642 062	738 640	6,9%	20,2%	796 382	832 472	858 316
Salaries and wages	524 271	549 381	553 512	638 837	6,8%	17,5%	693 220	722 474	745 946
Social contributions	79 536	87 757	88 550	99 803	7,9%	2,7%	103 162	109 998	112 370
Goods and services	2 107 917	2 267 760	2 613 845	2 620 333	7,5%	74,2%	2 203 360	2 287 784	2 357 563
Administrative fees	6 547	5 700	5 940	6 080	-2,4%	0,2%	6 317	6 437	7 208
Advertising	9 604	8 120	12 570	12 150	8,2%	0,3%	12 790	13 282	13 760
Minor assets	1 903	3 560	2 776	1 343	-11,0%	0,1%	1 317	1 327	1 372
Audit costs: External	125 103	53 793	43 601	50 903	-25,9%	2,1%	41 362	43 013	44 350
Bursaries: Employees	10 118	9 112	7 465	14 295	12,2%	0,3%	16 882	17 747	18 298
Catering: Departmental activities	2 557	2 217	1 021	2 975	5,2%	0,1%	1 961	2 144	2 079
Communication (G&S)	11 732	8 971	25 494	13 726	5,4%	0,5%	14 286	14 876	15 107
Computer services	292 756	692 038	550 744	619 903	28,4%	16,6%	518 640	538 704	556 228
Consultants: Business and advisory services	6 276	2 059	5 446	40 122	85,6%	0,4%	9 609	10 661	10 782

Infrastructure and planning services	-	-	-	-	-	-	-	-	-
Laboratory services	-	-	-	3	-	-	3	3	3
Legal services (G&S)	5 845	37	1 708	81 991	141,2%	0,7%	37	37	38
Science and technological services	-	-	-	-	-	-	-	-	-
Contractors	5 502	5 138	5 420	8 061	13,6%	0,2%	6 856	7 136	7 290
Agency and support/outsourced services	43	19	2 753	577	137,6%	0,0%	298	297	306
Entertainment	2	2	1	7 629	1462,5%	0,1%	8	8	8
Fleet services (including government motor transport)	2 230	2 285	1 847	2 232	0,0%	0,1%	3 043	3 106	3 195
Housing	-	-	-	-	-	-	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	-	-	-	-	-
Inventory: Farming supplies	-	-	-	-	-	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	-	-	-	-	-
Inventory: Materials and supplies	-	-	-	-	-	-	-	-	-
Inventory: Medical supplies	-	-	-	-	-	-	-	-	-
Inventory: Medicine	-	-	-	-	-	-	-	-	-
Medsas inventory interface	-	-	-	-	-	-	-	-	-
Inventory: Other supplies	-	-	-	-	-	-	-	-	-
Consumable supplies	1 854	892	5 080	2 129	4,7%	0,1%	1 788	1 709	1 506
Consumables: Stationery, printing and office supplies	9 392	6 570	10 709	12 677	10,5%	0,3%	13 801	14 478	14 403
Operating leases	1 101 347	832 718	1 106 403	1 038 424	-1,9%	31,5%	1 010 935	1 047 826	1 079 913
Rental and hiring	1 062	400	869	1 861	20,6%	0,0%	775	781	821
Property payments	424 404	527 693	684 280	522 566	7,2%	16,7%	461 918	479 443	493 243
Transport provided: Departmental activity	16	-	-	69	62,8%	0,0%	78	173	179

Travel and subsistence	62 947	53 295	39 308	48 853	-8,1%	1,6%	41 654	42 904	44 441
Training and development	4 567	2 188	2 235	10 606	32,4%	0,2%	16 941	18 497	19 268
Operating payments	15 791	47 663	96 502	117 666	95,3%	2,1%	18 965	20 076	21 086
Venues and facilities	6 319	3 290	1 673	3 492	-17,9%	0,1%	3 096	3 119	2 679
Interest and rent on land	-	-	-	-	-	-	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>21 680</b>	<b>22 922</b>	<b>30 384</b>	<b>23 735</b>	<b>3,1%</b>	<b>0,8%</b>	<b>139 159</b>	<b>25 035</b>	<b>25 813</b>
Provinces and municipalities	40	35	36	52	9,1%	0,0%	53	54	55
Provinces	40	35	36	52	9,1%	0,0%	53	54	55
Provincial Revenue Funds	-	-	-	-	-	-	-	-	-
Provincial agencies and funds	40	35	36	52	9,1%	0,0%	53	54	55
Municipalities	-	-	-	-	-	-	-	-	-
Municipal bank accounts	-	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	17 738	18 004	21 305	22 755	8,7%	0,6%	23 707	24 648	25 415
Social security funds	-	-	-	-	-	0,0%	-	-	-
Departmental agencies (non-business entities)	17 738	18 004	21 305	22 755	8,7%	0,6%	23 707	24 648	25 415
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	1	1	-	17	157,1%	0,0%	18	20	20
Public corporations	1	1	-	17	157,1%	0,0%	18	20	20
Subsidies on products and production (pc)	-	-	-	-	-	-	-	-	-
Other transfers to public corporations	1	1	-	17	157,1%	0,0%	18	20	20
Private enterprises	-	-	-	-	-	-	-	-	-
Subsidies on products and production (pe)	-	-	-	-	-	-	-	-	-

Other transfers to private enterprises	-	-	-	-	-		-	-	-
Non-profit institutions	-	-	-	-	-		-	-	-
Households	3 901	4 882	9 043	911	-38,4%	0,1%	115 381	313	323
Social benefits	3 901	4 882	5 613	911	-38,4%	0,1%	115 381	313	323
Other transfers to households	-	-	3 430	-	-		-	-	-
<b>Payments for capital assets</b>	<b>199 418</b>	<b>135 329</b>	<b>116 666</b>	<b>173 846</b>	<b>-4,5%</b>	<b>4,8%</b>	<b>9 649</b>	<b>9 406</b>	<b>9 422</b>
Buildings and other fixed structures	-	-	256	-	-		-	-	-
Buildings	-	-	-	-	-		-	-	-
Other fixed structures	-	-	256	-	-		-	-	-
Machinery and equipment	21 973	134 752	116 410	173 846	99,3%	3,4%	9 649	9 406	9 422
Transport equipment	2 304	-	3 163	3 653	16,6%	0,1%	1 080	1 187	1 224
Other machinery and equipment	19 669	134 752	113 247	170 193	105,3%	3,4%	8 569	8 219	8 198
Heritage assets	-	-	-	-	-		-	-	-
Specialised military assets	-	-	-	-	-		-	-	-
Biological assets	-	-	-	-	-		-	-	-
Land and sub-soil assets	-	-	-	-	-		-	-	-
Software and other intangible assets	177 445	577	-	-	-100,0%	1,4%	-	-	-
<b>Payments for financial assets</b>	<b>670</b>	<b>508</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>0,0%</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>2 933 492</b>	<b>3 063 657</b>	<b>3 402 957</b>	<b>3 556 554</b>	<b>6,6%</b>	<b>100,0%</b>	<b>3 148 550</b>	<b>3 154 697</b>	<b>3 251 114</b>

## 1.2 Programme 2: Lower Court Services

### 1.2.1 Programme purpose

Facilitates the resolution of criminal and civil cases by providing accessible, efficient and quality administrative and quasi-legal support to the lower courts and justice service points.

### 1.2.2 Sub-programmes

The Programme consists of the following sub-programmes:

- i. **Lower Courts:** Funds the activities and operations of various regional and district courts. Regional courts adjudicate serious criminal and civil matters, whereas district courts adjudicate less serious cases. There are 2 147 district and regional courts in South Africa.
- iii. **Magistrate's Commission:** Funds the Magistrate's Commission, which makes recommendations on the appointment and tenure of magistrates.
- iv. **Facilities Management:** Funds the provision of accommodation for courts and justice service delivery points, including the construction of new and additional accommodation, and the leasing of privately-owned premises for use by the Department.
- v. **Administration of Lower Courts:** Funds the management of court administration and performance evaluation functions.

### 1.2.5 Outcomes, outputs, performance indicators and targets

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
3.1 Minor capital works projects implemented	3.1.1 Number of minor capital works projects implemented	74	82	104	90	95	184	105
3.2 Child justice preliminary inquiries monitored for finalisation within 30 days after the date of first appearance	3.2.1 Percentage of child justice preliminary inquiries monitored for finalisation within 30 days after the date of first appearance	90%	93%	94%	80%	90%	92%	93%
3.3 Convicted sex offenders registered in the NRSO within 20 working days from the date of receipt of the compliant conviction order	3.3.1 Percentage of convicted sex offenders registered in the NRSO within 20 working days from the date of receipt of the compliant conviction order	-	-	-	75%	100%	100%	100%
3.4 NRSO clearance certificates issued	3.4.1 Percentage of NRSO clearance certificates issued	65%	96%	98%	75%	100%	100%	100%

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
within 10 working days from the date of receipt of the compliant application	within 10 working days from the date of receipt of the compliant application							
3.5 NRSO Clearance Certificates issued from backlog cases	3.5.1 Number of NRSO clearance Certificates issued from backlog cases	-	-	-	50 982	74 497	-	-
3.6 Maintenance matters finalised within 90 days from the date of proper service of process	3.6.1 Percentage of maintenance matters finalised within 90 days from the date of proper service of process	75%	88%	87%	85%	90%	95%	98%
3.7 Investigations finalised by the maintenance investigator within 60 days from the date of receipt of instruction or referral	3.7.1 Percentage of maintenance investigations finalised by the maintenance investigator within 60 days from the date of receipt of instruction or referral	30%	94%	95%	80%	100%	100%	100%

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
3.8 Actions for implementation of the Prevention and Combating of Trafficking in Persons Act, 2013 (Act No 7 of 2013):	3.8.1 Number of activities actioned to coordinate and monitor the implementation of the National Policy Framework of the Trafficking in Persons Act	-	13	13	14	14	15	16
3.9 Implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by target date	3.9.1 Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by target date		-	-	-	Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by 30 September 2026	Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by 30 September 2027	Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by 30 September 2028

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
3.10 Implementation of the Child Justice Act approved by cabinet for introduction to parliament by target date	3.10.1 Departmental Annual Report on the implementation of the Child Justice Act approved by cabinet for introduction to Parliament by target date	-	Annual Report on the implementation of the Child Justice Act submitted to Parliament by 30 September 2023	Annual Report on the implementation of the Child Justice Act submitted to Parliament by 30 September 2024	Annual Report on the implementation of the Child Justice Act submitted to Parliament by 30 September 2025	Departmental Annual Report on the implementation of the Child Justice Act approved by cabinet for introduction to parliament by 30 September 2026	Departmental Annual Report on the implementation of the Child Justice Act approved by cabinet for introduction to parliament by 30 September 2027	Departmental Annual Report on the implementation of the Child Justice Act approved by cabinet for introduction to parliament by 30 September 2028
3.11 Decree of divorce issued by the Registrar or Assistant Registrar within 14 working days of the finalisation of the divorce	3.11.1 Percentage of decrees of divorce issued by the Registrar or Assistant Registrar within 14 working days of the finalisation of the divorce	-	100%	94%	90%	95%	96%	97%
3.12 Domestic violence protection orders served by the Clerk of the	3.12.1 Percentage of domestic violence protection orders served by the Clerk of the	-	0%	99%	75%	100%	100%	100%

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Court on the respondent	Court on the respondent not later than 24 hours from the time the order is received from the court by the Clerk of the Court							
3.13 Sexual Offences Courts established	3.13.1 Number of sexual offences courts established	-	-	19	16	20	22	24
3.14 district courts upgraded in line with the minimum standards for domestic violence support services	3.14.1 Number of district courts upgraded in line with the minimum standards for domestic violence support services	-	-	-	40	44	46	50
3.15 Criminal cases postponed due to unavailability of court administrative services	3.15.1 Percentage of criminal cases postponed due to unavailability of court administrative support services	<0.62%	-	-	<1%	<1%	<1%	<1%

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
3.16 Identified court providing additional Justice services	3.16.1 Number of identified courts providing additional Justice services	-	-	-	18	19	20	21
3.17 Implementation of recommendations of the approved Policy Framework on Small Claims Courts	3.17.1 Percentage of recommendations of the approved Policy Framework on Small Claims Courts implemented	-	-	-	Policy Framework on Small Claims Courts submitted to the Ministry for approval by 31 March 2026	30%	60%	100%
3.18 Criminal cases backlog on the court roll reduced	3.18.1 Percentage of criminal cases backlog on the court roll reduced	-	-	-	-	30%	50%	70%
3.19 Judicial administrative support services requests submitted to the Ministry for approval within 30 working days, from the date of receipt of requests	3.19.1 Percentage of Judicial administrative support services requests submitted to the Ministry for approval within 30 working days, from	-	-	-	-	100%	100%	100%

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
	the date of receipt of requests							
3.20 Transfer of shared services to the OCJ finalised	3.20.1 Percentage finalisation the of shared services transferred to the OCJ	-	-	-	-	100%	-	-
3.21 International conference on access to Justice held by 31 March 2027	3.21.1 International Conference on Access to Justice held by 31 March 2027					International Conference on Access to Justice held by 31 March 2027	-	-

### 1.2.6 Output indicators, annual and quarterly targets

<b>Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility</b>					
<b>Output indicators</b>	<b>Annual target for 2026/27</b>	<b>Quarterly targets</b>			
		<b>Q-1</b>	<b>Q-2</b>	<b>Q-3</b>	<b>Q-4</b>
3.1.1 Number of minor capital works projects implemented	95	-	-	-	95
3.2.1 Percentage of child justice preliminary inquiries monitored for finalisation within 30 days after the date of first appearance	90%	90%	90%	90%	90%
3.3.1 Percentage of convicted sex offenders registered in the NRSO within 20 working days from the date of receipt of the compliant conviction order	100%	100%	100%	100%	100%
3.4.1 Percentage of NRSO clearance certificates issued within 10 working days from the date of receipt of the compliant application	100%	100%	100%	100%	100%
3.5.1 Number of NRSO clearance certificates issued from backlog cases	74 497	18 624	37 248	55 872	74 497
3.6.1 Percentage of maintenance matters finalised within 90 days from the date of proper service of process	90%	90%	90%	90%	90%

**Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility**

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
3.7.1 Percentage of maintenance investigations finalised by the maintenance investigator within 60 days from the date of receipt of instruction or referral	100%	100%	100%	100%	100%
3.8.1 Number of activities actioned to coordinate and monitor the implementation of the National Policy Framework of the Trafficking in Persons Act	14	3	7	10	14
3.9.1 Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by target date	Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by Cabinet for introduction to Parliament by 30 September 2026	-	Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by Cabinet for introduction to Parliament by 30 September 2026	-	-
3.10.1 Departmental Annual Report on the implementation of the Child Justice Act approved by Cabinet for introduction to Parliament by target date	Departmental Annual Report on the implementation of the Child Justice Act approved by Cabinet for introduction to Parliament by 30 September 2026	-	Departmental Annual Report on the implementation of the Child Justice Act approved by Cabinet for introduction to	-	-

**Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility**

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
			Parliament by 30 September 2026		
3.11.1 Percentage of decrees of divorce issued by the Registrar or Assistant Registrar within 14 working days of the finalisation of the divorce	95%	95%	95%	95%	95%
3.12.1 Percentage of domestic violence protection orders served by the Clerk of the Court on the respondent not later than 24 hours from the time the order is received from the court by the Clerk of the Court	100%	100%	100%	100%	100%
3.13.1 Number of sexual offences courts established	20	-	-	10	20
3.14.1 Number of district courts upgraded in line with the minimum standards for domestic violence support services	44	-	-	22	44
3.15.1 Percentage of criminal cases postponed due to unavailability of court administrative support services	<1%	<1%	<1%	<1%	<1%
3.16.1 Number of identified courts providing additional Justice services	19	-	-	-	19

**Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility**

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
3.17.1 Percentage of recommendations of the approved Policy Framework on Small Claims Courts implemented	30%	-	-	-	30%
3.18.1 Percentage of criminal cases backlog on the court roll reduced	30%	-	-	-	30%
3.19.1 Percentage of Judicial administrative support services requests submitted to the Ministry for approval within 30 working days, from the date of receipt of requests	100%	100%	100%	100%	100%
3.20.1 Percentage finalisation of shared services transferred to the OCJ	100%	-	-	-	100%
3.21.1 International Conference on Access to Justice held by 31 March 2027	International Conference on Access to Justice held by 31 March 2027		Concept Note developed, and other Conference logistics arranged		International Conference on Access to Justice held by 31 March 2027

## **1.2.7 Explanation of planned performance over the medium-term period**

**Percentage of child justice preliminary inquiries monitored for finalisation within 30 days after the date of first appearance:** The indicator intends to monitor the turnaround time in the finalisation of child justice preliminary inquiries so as to ensure the speedy finalisation of cases involving children and to safeguard their rights, as entrenched by section 28 of the Constitution and protected by the Child Justice Act, 2008 (Act No. 75 of 2008). The speedy finalisation of child justice preliminary inquiries will increase access to justice services by children. Over the MTEF period, the Department plans to finalise 88% of child justice preliminary inquiries within 30 days after the date of first appearance.

**Percentage of convicted sex offenders registered in the NRSO within 20 days from the date of receipt of the compliant conviction order:** The NRSO has been established as a result of the high prevalence of sexual offence violence against vulnerable persons. The Department intends to protect vulnerable persons against convicted sex offenders by ensuring that anyone who has been convicted of a sexual offence against vulnerable persons is registered in the NRSO within 20 days from the date of receipt of the conviction order. In addition, the indicator is linked to Pillar 3 of the NSP on GBVF. Over the MTEF period, the Department plans to register 70% of convicted sex offenders within 20 days from the date of receipt of the conviction order.

**Percentage of NRSO clearance certificates issued within 10 working days from the date of receipt of the compliant application:** The NRSO has been established as a result of the high prevalence of sexual offence violence against vulnerable persons. The indicator intends to protect vulnerable persons against convicted sex offenders by ensuring that anyone who has been convicted of a sexual offence against vulnerable persons does not have access to them unless they are vetted against the register and their name is cleared. Clearance certificates are issued to determine whether a person is suitable to work with vulnerable persons. In addition, the indicator is linked to Pillar 3 of the NSP on GBVF. Over the MTEF period, the Department plans to issue 70% of clearance certificates in relation to the applications it receives.

**Percentage of maintenance matters finalised within 90 days from the date of proper service of process.** The indicator was created to establish a service standard from the date of proper service of process where service of process is required. In addition, it facilitates the reduction of feminisation of poverty as women are predominantly child custodians in both divorce and single-parent households by creating a turnaround time performance standard for maintenance applications. Over the MTEF period, the Department will ensure that 92% of maintenance matters are finalised within 90 days from the date of proper service of process.

**Percentage of maintenance investigations finalised within 60 days from the date of receipt of instruction by the Maintenance Investigator:** This indicator sets a turnaround time and target which aims to reduce blockages and backlogs caused by maintenance investigations and will enhance the finalisation of applications. Over the MTEF period, the Department will ensure that 90% of maintenance investigations are finalised within 60 days from the date of receipt of instruction by the Maintenance Investigator.

**Number of activities actioned in collaboration with other stakeholders to prevent and combat trafficking in persons, to implement the Combating and Prevention of Trafficking in Persons Act, 2013 (Act No. 7 of 2013) implemented:** Over the MTEF period, the Department, through the National Intersectoral Committee on Trafficking in Persons (NICTIP), will conduct workshops on the role and responsibilities of the relevant role players in relation to the revised National Policy Framework (2023–2026) to enhance the effectiveness of the coordinating structures in the nine provinces and to improve implementation of the Prevention and Combatting of Trafficking in Persons Act, 2013 (Act No. 7 of 2013). Accountability will be ensured through drafting of an Annual Report for submission to Parliament.

**Percentage of decrees of divorce issued by the Registrar or Assistant Registrar within 14 working days of the finalisation of the divorce:** This indicator was developed to monitor and improve service delivery in divorce matters. As the divorce decree has an impact on the personal lives of the parties involved in the divorce application and in respect of whom the divorce decree is granted in respect of their marital status, financial standing and capacity to act, among other things. The indicator will also assist the Department in complying with its responsibilities in respect of the submission of copies of decrees of divorces to the Department of Home Affairs and to Statistics South Africa for record purposes. During the MTEF period, the Department will ensure that 97% of the decrees of divorce are issued within a period of 14 working days by the Registrar/Assistant registrar from the date on which the divorce was granted by the magistrate.

**Percentage of domestic violence protection orders served by the Clerk of the Court on the respondent no later than 24 hours from the time the order is received from the court by the Clerk of the Court:** Through this indicator, the Department seeks to speed up the service of protection orders on respondents to facilitate the immediate protection of victims of domestic violence. The Department intends to curb the incidence of domestic homicides and femicides, which are currently concerning pandemics in the country. During the MTEF period, the Department will ensure that 90% of domestic violence protection orders are served by the Clerk of the Court on the respondent no later than 24 hours from the time the order is received from the court by the Clerk of the Court.

**Number of sexual offences courts established:** Through this indicator, the Department primarily seeks to provide victims of sex crimes with a catalogue of support services intended to free their court experience of any form of secondary victimisation, as required by article 13 of the Presidential Summit Declaration against Gender-based Violence and Femicide (GBVF), and in line with Pillar 3 of the National Strategic Plan on GBVF. Statutory courts have also been established in compliance with the regulations relating to Sexual Offences Courts, which the Minister of Justice and Correctional Services approved into operation in February 2020. Over the MTEF period, the Minister will establish 55 Sexual Offences Courts in order to increase access to justice services as required by the Regulations relating to Sexual Offences Courts.

**Number of district courts upgraded in line with the minimum standards for domestic violence support services:** Through this indicator, the Department seeks to establish a victim-centered justice system for victims of domestic violence to reduce secondary traumatisation and the high attrition rate in cases of domestic violence. During this MTEF period, 135 courts will be upgraded in line with the Minimum Service Standards of the National Strategy for Court-based Support Services for Victims of Domestic Violence.

**Percentage of criminal cases postponed due to unavailability of court administrative support services:** The purpose of the indicator is to monitor and reduce the postponement of criminal cases occasioned by the unavailability of court administration staff. This indicator will assist the Department to measure the impact that the unavailability of admin staff has on the number of backlog cases, identify gaps, and implement corrective measures where necessary. The aim of the Department is to reduce the number of backlog cases on the roll, increase access to justice, thus improving confidence in the justice system. Over MTEF period, the Department plans to have less than one percent (<1%) of cases postponed due to unavailability of court administrative support services.

**Number of courts providing additional Justice services:** Through this indicator, the Department seeks to provide additional Justice services to the identified courts. The purpose is to increase access to justice to disadvantaged communities. During this MTEF period, 60 courts will be added to provide additional Justice services.

**Percentage of approved recommendations of the Policy Framework on Small Claims Courts implemented:** Through this indicator, the Department will implement the approved recommendations of the Policy Framework on Small Claims Courts. This will strengthen access to justice, improve efficiency in Small Claims Court operations, and ensure that all approved policy measures are effectively executed during the MTEF.

**Percentage of Judicial administrative support services requests submitted to the Ministry for approval within thirty working days, from the date of receipt of the request.** Through this indicator, the Department aims to ensure the timely processing and submission of judicial and

magistracy-related requests to the Ministry within 30 working days from the date of receipt of the request.

**An International Conference on Access to Justice held by target date:** Through this indicator, the Department plans to hold an International Conference on access to Justice. The aim of the International Conference is to identify barriers and explore the various barriers preventing equal access to justice in South Africa, including economic, social, cultural and institutional factors share best practices and showcase successful initiatives and programmes that have improved access to justice in local communities; promote collaboration to facilitate dialogue and collaboration among stakeholders to develop innovative solutions and partnerships, empower communities and individuals to understand their legal rights and navigate the justice system effectively and generate policy recommendation to address systemic inequalities and promote legal reform at local, regional, and national levels.

## 1.2.8 Programme resource considerations

### (b) Human Resources

Table 21: Programme 2: Staff complement

Salary level	Filled posts	Vacant posts	Total posts	Vacancy rate	Cost
SL3	235	14	249	5,6%	44846271
SL4	205	24	229	10,5%	47163609
SL5	8391	477	8868	5,4%	2277534087
SL6	199	15	214	7,0%	67720710
SL7	1078	133	1211	11,0%	443624571
SL8	835	72	907	7,9%	392772147
SL9	217	21	238	8,8%	123760185
SL10	282	30	312	9,6%	190917048
SL11	137	11	148	7,4%	146112378
SL12	28	1	29	3,4%	27997086
SL13	35	9	44	20,5%	59234391
SL14	8	2	10	20,0%	15914772
SL15	1		1	0,0%	2042535
<b>TOTAL</b>	<b>11651</b>	<b>809</b>	<b>12460</b>	<b>6,5%</b>	<b>3839639790</b>



(c) Reconciling performance with the budget and the MTEF

Subprogrammes	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25				2025/ 26	2022/23 - 2025/26	2026/27
Rand thousand									
Lower Courts	5 572 351	5 760 537	6 081 426	6 114 610	3,1%	90,1%	6 462 285	6 751 985	6 957 585
Magistrate's Commission	10 658	18 646	20 226	24 257	31,5%	0,3%	16 977	17 715	18 264
Facilities Management	532 575	506 665	457 259	569 109	2,2%	7,9%	527 402	548 338	564 629
Administration of Lower Courts	635 899	648 159	641 308	756 988	6,0%	10,3%	804 832	835 494	864 543
<b>Total</b>	<b>6 751 483</b>	<b>6 934 007</b>	<b>7 200 219</b>	<b>7 464 964</b>	<b>3,4%</b>	<b>109%</b>	<b>7 811 496</b>	<b>8 153 532</b>	<b>8 405 021</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>6 143 583</b>	<b>6 393 223</b>	<b>6 717 841</b>	<b>6 849 497</b>	<b>3,7%</b>	<b>100,0%</b>	<b>7 247 021</b>	<b>7 569 271</b>	<b>7 803 900</b>
Compensation of employees	4 418 052	4 663 210	4 937 321	5 308 278	6,3%	74,0%	5 770 937	6 031 962	6 219 430
Salaries and wages	3 631 032	3 796 141	4 001 501	4 318 061	5,9%	60,3%	4 913 682	5 133 727	5 293 279
Social contributions	787 020	867 069	935 820	990 217	8,0%	13,7%	857 255	898 235	926 151
Goods and services	1 725 531	1 730 013	1 780 520	1 541 219	-3,7%	26,0%	1 476 084	1 537 309	1 584 470
Administrative fees	6 354	7 044	8 766	8 013	8,0%	0,1%	7 745	7 925	8 175
Advertising	2 204	2 591	1 547	3 104	12,1%	0,0%	1 544	1 551	1 568
Minor assets	23 091	19 897	12 678	25 203	3,0%	0,3%	27 173	27 929	30 328
Audit costs: External	-	-	-	-	0,0%	0,0%	-	-	-
Bursaries: Employees	-	-	-	-	0,0%	0,0%	-	-	-
Catering: Departmental activities	2 064	1 511	1 462	3 155	15,2%	0,0%	2 841	2 841	2 923
Communication (G&S)	70 780	66 149	66 813	67 717	-1,5%	1,0%	77 874	77 608	80 089
Computer services	205	229	1 679	1 025	71,0%	0,0%	1 049	1 247	1 286
Consultants: Business and advisory services	32 082	33 372	37 634	46 783	13,4%	0,6%	46 119	48 270	49 255
Infrastructure and planning services	-	-	-	-	0,0%	0,0%	-	-	-
Laboratory services	905	926	692	1 403	15,7%	0,0%	1 830	2 042	2 108
Legal services (G&S)	31 663	31 814	35 012	30 127	-1,6%	0,5%	32 026	34 201	35 286
Science and technological services	-	-	-	-	0,0%	0,0%	-	-	-
Contractors	61 279	74 859	116 055	66 911	3,0%	1,2%	29 589	33 274	35 569
Agency and support/outsourced services	139 428	122 746	13 995	46 089	-30,9%	1,2%	41 683	42 416	43 873
Entertainment	-	-	-	-	0,0%	0,0%	-	-	-
Fleet services (including government motor transport)	58 226	52 993	51 188	50 577	-4,6%	0,8%	51 120	54 151	55 391

Housing	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Clothing material and accessories	-	-	-	1 400	0,0%	0,0%	-	-	-
Inventory: Farming supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Food and food supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Materials and supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Medical supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Medicine	-	-	-	-	0,0%	0,0%	-	-	-
Medsas inventory interface	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Other supplies	-	-	-	-	0,0%	0,0%	-	-	-
Consumable supplies	20 861	19 944	10 595	14 386	-11,7%	0,3%	17 935	19 824	20 480
Consumables: Stationery, printing and office supplies	118 978	128 634	151 222	170 606	12,8%	2,2%	101 548	105 875	108 734
Operating leases	755	47 743	48 363	55 968	320,1%	0,6%	59 798	57 054	59 556
Rental and hiring	50 011	307	304	1 759	-67,2%	0,2%	2 140	2 261	2 249
Property payments	786 231	781 313	913 799	706 946	-3,5%	12,2%	726 529	751 770	772 626
Transport provided:									
Departmental activity	-	-	-	21	0,0%	0,0%	57	59	61
Travel and subsistence	229 747	235 381	214 241	156 658	-12,0%	3,2%	150 463	159 976	165 094
Training and development	5 599	6 987	5 696	11 260	26,2%	0,1%	12 777	13 157	13 566
Operating payments	80 458	87 578	87 896	70 103	-4,5%	1,2%	82 435	91 858	94 114
Venues and facilities	4 610	7 995	883	2 005	-24,2%	0,1%	1 809	2 020	2 139
Interest and rent on land	-	-	-	-	0,0%	0,0%	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	0,0%	0,0%	-	-	-
Rent on land	-	-	-	-	0,0%	0,0%	-	-	-
<b>Transfers and subsidies</b>	<b>22 841</b>	<b>22 291</b>	<b>21 443</b>	<b>33 974</b>	<b>14,2%</b>	<b>0,4%</b>	<b>33 539</b>	<b>35 348</b>	<b>36 446</b>
Provinces and municipalities	737	699	646	932	8,1%	0,0%	931	970	1 000
Provinces	737	699	646	932	8,1%	0,0%	931	970	1 000
Provincial Revenue Funds	-	-	-	-	<b>0,0%</b>	<b>0,0%</b>	-	-	-
Provincial agencies and funds	737	699	646	932	8,1%	0,0%	931	970	1 000
Municipalities	-	-	-	-	0,0%	0,0%	-	-	-
Municipal bank accounts	-	-	-	-	0,0%	0,0%	-	-	-
Municipal agencies and funds	-	-	-	-	0,0%	0,0%	-	-	-
Departmental agencies and accounts	-	-	-	-	0,0%	0,0%	-	-	-

Social security funds	-	-	-	-	0,0%	0,0%	-	-	-
Departmental agencies (non-business entities)	-	-	-	-	0,0%	0,0%	-	-	-
Higher education institutions	-	-	-	-	0,0%	0,0%	-	-	-
Foreign governments and international organisations	-	-	-	-	0,0%	0,0%	-	-	-
Public corporations and private enterprises	57	35	27	60	1,7%	0,0%	62	62	64
Public corporations	57	35	27	60	1,7%	0,0%	62	62	64
Subsidies on products and production (pc)	-	-	-	-	0,0%	0,0%	-	-	-
Other transfers to public corporations	57	35	27	60	1,7%	0,0%	62	62	64
Private enterprises	-	-	-	-	0,0%	0,0%	-	-	-
Subsidies on products and production (pe)	-	-	-	-	0,0%	0,0%	-	-	-
Other transfers to private enterprises	-	-	-	-	0,0%	0,0%	-	-	-
Non-profit institutions	-	-	-	-	0,0%	0,0%	-	-	-
Households	22 047	21 557	20 770	32 982	14,4%	0,4%	32 546	34 316	35 382
Social benefits	21 185	21 075	20 770	32 982	15,9%	0,4%	32 512	34 280	35 345
Other transfers to households	862	482	-	-	-100,0%	0,0%	34	36	37
<b>Payments for capital assets</b>	<b>581 381</b>	<b>518 376</b>	<b>460 935</b>	<b>581 493</b>	<b>0,0%</b>	<b>8,2%</b>	<b>530 936</b>	<b>548 913</b>	<b>564 675</b>
Buildings and other fixed structures	475 972	453 793	411 669	507 563	2,2%	7,1%	463 439	479 828	494 038
Buildings	473 693	450 839	410 788	501 769	1,9%	7,0%	460 753	479 036	493 222
Other fixed structures	2 279	2 954	881	5 794	36,5%	0,0%	2 686	792	816
Machinery and equipment	105 393	64 583	49 266	73 930	-11,1%	1,1%	67 497	69 085	70 637
Transport equipment	47 084	18 614	17 431	17 016	-28,8%	0,4%	20 539	19 971	20 604
Other machinery and equipment	58 309	45 969	31 835	56 914	-0,8%	0,7%	46 958	49 114	50 033
Heritage assets	-	-	-	-	0,0%	0,0%	-	-	-
Specialised military assets	-	-	-	-	0,0%	0,0%	-	-	-
Biological assets	-	-	-	-	0,0%	0,0%	-	-	-
Land and sub-soil assets	-	-	-	-	0,0%	0,0%	-	-	-
Software and other intangible assets	16	-	-	-	-100,0%	0,0%	-	-	-
<b>Payments for financial assets</b>	<b>3 678</b>	<b>117</b>	<b>-</b>	<b>-</b>	<b>-100,0%</b>	<b>0,0%</b>	<b>-</b>	<b>-</b>	<b>-</b>
					<b>0,0%</b>	<b>0,0%</b>			
<b>Total</b>	<b>6 751 483</b>	<b>6 934 007</b>	<b>7 200 219</b>	<b>7 464 964</b>	<b>3,4%</b>	<b>108,6%</b>	<b>7 811 496</b>	<b>8 153 532</b>	<b>8 405 021</b>

## 1.3 Programme 3: State Legal Services

### 1.3.1 Programme purpose

This programme provides legal and legislative services to Government, facilitates the resolution and mediation of family disputes, supervises the registration of trusts, and the administration of deceased and insolvent estates, and estates undergoing liquidation. This Programme also manages the Guardian's Fund, prepares and promotes legislation, facilitates constitutional development, and undertakes research in support of this.

### 1.3.2 Sub-programme

The Programme comprises the following sub-programmes:

- i. **State Law Advisers:** Provides legal advice and legislative drafting services to the executive, state departments, state-owned enterprises and other government bodies through the Office of the Chief State Law Adviser.
- ii. **Litigation and Legal Services:** Provides attorney, conveyance and notarial services to the executive, state departments, state-owned enterprises and other government bodies through the Offices of the State Attorney and provides legal support to the Department and Ministry.
- iii. **Legislative Development and Law Reform:** Conducts research and prepares and promotes new and amended legislation.
- iv. **Master of the High Court:** Funds the Master's Offices, which supervise the administration of deceased and insolvent estates, trusts, curatorship and the Guardian's Fund.
- v. **Family Advocate:** Conducts family mediations in non-litigation matters with the goal of settling parental disputes out of court. In litigation matters, the Family Advocate files court reports, makes recommendations, and appears in court to promote and protect the best interests of children. This sub-programme also deals with international cases of children who were abducted or retained in foreign countries in terms of the Hague Convention on the Civil Aspects of International Child Abduction.
- vi. **Constitutional Development:** Conducts research, coordinates the implementation of constitutionally mandated legislation such as the Promotion of Equality and Prevention of Unfair Discrimination Act (2000) and the Promotion of Administrative Justice Act (2000), promotes the Constitution and its values, assists and protects independent institutions supporting constitutional democracy to ensure their independence and effectiveness, and coordinates, promotes and develops programmes in support of social justice and participatory democracy.

### 1.3.3 Outcomes, outputs, performance indicators and targets

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
3.22 Family Advocate litigation matters finalised within six (6) months from the date of opening the matter	3.22.1 Percentage of Family Advocate litigation matters finalised within six (6) months from the date of opening the matter	80%	97%	95%	65%	65%	70%	75%
3.23 Family Advocate Alternative Dispute Resolution Mechanism (ADRM) matters finalised	3.23.1 Percentage of Family Advocate Alternative Dispute Resolution Mechanism matters finalised within six (6) months from the date of opening the matter	92%	97%	98%	85%	85%	90%	95%
3.24 Court requests responded to in writing within 15 working days of receipt	3.24.1 Percentage of court requests responded to in writing within 15 working days of receipt	-	-	70%	70%	75%	80%	85%
3.25 Liquidation and distribution accounts in deceased estates	3.25.1 Percentage of Liquidation and distribution accounts in deceased estates examined within 21 days	75%	80%	80%	80%	80%	85%	90%

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
examined <sup>24</sup> within 21 days from receipt of all required documents	from receipt of all required documents							
3.26 Letters of executorship in deceased estate issued in deceased estates within 15 days from receipt of all required documents	3.26.1 Percentage of letters of executorship issued in deceased estates within 15 days from receipt of all required documents	70%	85%	84%	80%	80%	85%	90%
3.27 Letters of appointment in terms of S 18(3) of the Act issued within 7 days from receipt of all required documents	3.27.1 Percentage of letters of appointments in terms of section 18(3) of the Act, issued in deceased estates within 7 days from receipt of all required documents	-	-		100%	100%	100%	100%
3.28 Guardian's Fund applicants paid <sup>25</sup> within 40 days from date of receipt of all required documents	3.28.1 Percentage of Guardian's Fund applications paid within 40 days from date of	80%	66%	69%	50%	60%	65%	70%

<sup>24</sup> The projected performance has been reduced due to prevailing operational challenges, primarily the continued reliance on manual systems. Although modernisation was planned, ICT developments have been suspended pending resolution of infrastructure constraints affecting system functionality. Targets for this indicator will be reviewed once these issues are addressed. The performance baseline for the past two years averages 80%.

<sup>25</sup> The Guardian's Fund has underperformed over the past three years largely due to attempted and successful fraudulent activities on the legacy system, which necessitated payment suspensions. Although a new SAP system was developed to address vulnerabilities and safeguard beneficiary funds, further rollout has been halted due to the suspension of departmental ICT modernisation. As a result, targets cannot be achieved without the required system enablement.

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
	receipt of all required documents							
3.29 Certificates of appointment in all insolvency matters issued in all insolvency matters within 10 days from receipt of all required documents	3.29.1 Percentage of certificates of appointment issued in all insolvency matters within 10 days from receipt of all required documents	80%	89%	93%	90%	93%	95%	97%
3.30 Letters of appointment issued in curatorship estates within 15 days from receipt of all required documents	3.30.1 Percentage of letters of appointment issued in curatorship estates within 15 days from receipt of all required documents	85%	90%	89%	90%	90%	92%	95%
3.31 Comprehensive complaint management framework implemented	3.31.1 Number of offices where a comprehensive complaint management framework was implemented	-	-	-	-	3	5	8
3.32 Interventions from the Masters Turnaround Strategy implemented	3.32.1 Number of interventions from the Masters Turnaround Strategy implemented	-	-	-	3	3	3	-

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
3.33 Review and assessment of the Masters Turnaround Strategy	3.33.1 Masters turnaround strategy assessed and reviewed by target date	-	-	-	-	Masters turnaround strategy assessed and reviewed by 30 September 2026	-	-
3.34 Court Rules submitted to the Board for approval	3.34.1 Number of Rules of Court submitted to the Board for approval	20	20	21	18	18	19	20
3.35 Phases completed towards the development of the reviewed Criminal Procedure Act	3.35.1 Number of phases completed towards the development of the reviewed Criminal Procedure Act	-	-	-	Phase 1: 4 discussion papers on CPA submitted to the commission for approval	Phase 2: 1 consolidated report on the review of criminal procedure amendments submitted to the commission for approval	Phase 3: Draft Bill prepared and submitted to the minister for public consultation	Phase 4: Final Draft Bill submitted for approval to introduction in Parliament

### 1.3.4 Output indicators, annual and quarterly targets

Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
3.22.1 Percentage of Family Advocate litigation matters finalised within six (6) months from the date of opening the matter	65%	65%	65%	65%	65%
3.23.1 Percentage of Family Advocate Alternative Dispute Resolution Mechanism matters finalised within six (6) months from the date of opening the matter	85%	85%	85%	85%	85%
3.24.1 Percentage of court requests responded to in writing within 15 working days of receipt	75%	75%	75%	75%	75%
3.25.1 Percentage of Liquidation and distribution accounts in deceased estates examined within 21 days from receipt of all required documents	80%	80%	80%	80%	80%
3.26.1 Percentage of letters of executorship issued in deceased estates within 15 days from receipt of all required documents	80%	80%	80%	80%	80%
3.27.1 Percentage of letters of appointments in terms of section 18(3) of the Act, issued in	100%	100%	100%	100%	100%

**Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility**

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
deceased estates within 7 days from receipt of all required documents					
3.28.1 Percentage of Guardian’s Fund applications paid within 40 days from date of receipt of all required documents	60%	60%	60%	60%	60%
3.29.1 Percentage of certificates of appointment issued in all insolvency matters within 10 days from receipt of all required documents	93%	93%	93%	93%	93%
3.30.1 Percentage of letters of appointment issued in curatorship estates within 15 days from receipt of all required documents	90%	90%	90%	90%	90%
3.31.1 Number of offices where a comprehensive complaint management framework was implemented	3	-	-	-	3
3.32.1 Number of interventions from the Masters Turnaround Strategy implemented	3	-	-	-	3
3.33.1 Masters turnaround strategy assessed and reviewed by target date	Masters turnaround strategy assessed and	-	Masters turnaround strategy assessed	-	-

<b>Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility</b>					
<b>Output indicators</b>	<b>Annual target for 2026/27</b>	<b>Quarterly targets</b>			
		<b>Q-1</b>	<b>Q-2</b>	<b>Q-3</b>	<b>Q-4</b>
	reviewed by 30 September 2026		and reviewed by 30 September 2026		
3.34.1 Number of Rules of Court submitted to the Board for approval	18	6	12	18	-
3.35.1 Number of phases completed towards the development of the reviewed Criminal Procedure Act	Phase 2: 1 consolidated report on the review of criminal procedure amendments submitted to the commission for approval	-	-	-	Phase 2: 1 consolidated report on the review of criminal procedure amendments submitted to the commission for approval

### 1.3.5 Outcomes, outputs, performance indicators and targets

Outcome 4: Advancing Constitutionalism, Human Rights, the Rule of Law and International Cooperation								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
4.1 TRC housing applications received verified against the TRC data to determine qualification	4.1.1 Percentage of TRC housing applications received verified against the TRC data to determine qualification	-	-	-	-	100%	100%	100%
4.2 Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027	4.2.1 Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027	-	-	-	-	Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027	-	-
4.3 Community Advice Offices (CAO's) supported through the PLEAJ project to expand provision of free, basic legal advice and rights awareness to vulnerable communities	<sup>26</sup> 4.3.1 Number of Community Advice Offices (CAO's) supported through the PLEAJ project to expand provision of free, basic legal advice and	-	59	62	10	85	-	-

<sup>26</sup> The indicator will not report beyond 2026/27 financial year due to the programme coming to an end.

	promotion of human rights awareness							
4.4 Funding model for Community Advice Offices submitted to Ministry for approval	4.4.1 Funding Model for Community Advice Offices submitted to Ministry for approval by target date	-	-	-	-	Funding Model for Community Advice Offices submitted to Ministry for approval by 31 December 2026	-	-
4.5 Activities of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD implemented	4.5.1 Percentage of activities of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD implemented	-	-	-	-	100%	100%	100%
4.6 Activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented	4.6.1 Percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented	-	-	-	-	100%	100%	100%
4.7 Number of publications on constitutionalism and human rights	4.7.1 Number of publications on constitutionalism and human rights	-	-	-	-	10	10	10

4.8 Valid requests received for extradition and mutual legal assistance in criminal matters	4.8.1 Percentage of valid requests received for extradition and mutual legal assistance in criminal matters submitted to Ministry within 30 working days from the date of receipt	80%	71%	36%	80%	100%	100%	100%
4.9 Written contributions responded to in response to requests received from international fora to support the development and strengthening of international law, norms and standards	4.9.1 Number of written contributions responded to in response to requests received from international fora to support the development and strengthening of international law, norms and standards	-	-	-	-	5	6	7
4.10 UN Treaty against Cybercrime ratified	4.10.1 UN Treaty against Cybercrime ratified by target date	-	-	-	-	UN Treaty against Cybercrime ratified by 31 March 2027	-	-
4.11 Compliance with international, regional, sub-regional human rights and other relevant treaty reporting obligations	4.11.1 Percentage compliance with international, regional, sub-regional, human rights, and other relevant treaty reporting obligations	-	-	-	80%	80%	80%	90%
4.12 Bilateral agreements on extradition/mutual legal assistance/judicial cooperation negotiated	4.12.1 Number of bilateral agreements on extradition/mutual legal	-	-	-	2	2	2	2

	assistance/judicial cooperation negotiated							
4.13 Activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ & CD implemented	4.13.1 Percentage of activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ & CD implemented	-	-	-	-	100%	-	-
4.14 Percentage of valid requests received for Service of Process matters processed and submitted to the Ministry within 15 working days from date of receipt	4.14.1 Percentage of valid requests received for Service of Process matters processed and submitted to the Ministry within 15 working days from date of receipt	80%	71%	36%	80%	100%	100%	100%

### 1.3.6 Output indicators, annual and quarterly targets

Outcome 4: Advancing Constitutionalism, Human Rights, the Rule of Law and International Cooperation					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
4.1.1 Percentage of TRC housing applications received verified against the TRC data to determine qualification	100%	100%	100%	100%	100%

**Outcome 4: Advancing Constitutionalism, Human Rights, the Rule of Law and International Cooperation**

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
4.2.1 Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027	Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027				Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027
<sup>27</sup> 4.3.1. Number of Community Advice Offices (CAO's) supported through the PLEAJ project to expand provision of free, basic legal advice and promotion of human rights awareness	85	-	-	-	85
4.4.1. Funding Model for Community Advice Offices submitted to Ministry for approval by target date	Funding Model for Community Advice Offices submitted to Minister for approval by 31 December 2026	-	-	Funding Model for Community Advice Offices submitted to Minister for approval by 31 December 2026	-
4.5.1 Percentage of activities of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD implemented	100%	20%	40%	60%	100%
4.6.1 Percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination,	100%	20%	40%	60%	100%

<sup>27</sup> The indicator will not report beyond 2026/27 financial year due to the programme coming to an end.

**Outcome 4: Advancing Constitutionalism, Human Rights, the Rule of Law and International Cooperation**

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented					
4.7.1 Number of publications on constitutionalism and human rights	10	1	5	9	10
4.8.1 Percentage of valid requests received for extradition and mutual legal assistance in criminal matters submitted to Ministry within 30 working days from the date of receipt	100%	100%	100%	100%	100%
4.9.1 Number of written contributions responded to in response to requests received from international fora to support the development and strengthening of international law, norms and standards	5	1	2	3	5
4.10.1 UN Treaty against Cybercrime ratified by target date	UN Treaty against Cybercrime ratified by 31 March 2027	-	-	-	UN Treaty against Cybercrime process for ratification submitted to the Minister by 31 March 2027
4.11.1 Percentage compliance with international, regional, sub-regional, human rights, and other relevant treaty reporting obligations	80%	80%	80%	80%	80%

<b>Outcome 4: Advancing Constitutionalism, Human Rights, the Rule of Law and International Cooperation</b>					
<b>Output indicators</b>	<b>Annual target for 2026/27</b>	<b>Quarterly targets</b>			
		<b>Q-1</b>	<b>Q-2</b>	<b>Q-3</b>	<b>Q-4</b>
4.12.1 Number of bilateral agreements on extradition/mutual legal assistance/judicial cooperation negotiated	2	-	-	-	2
4.13.1 Percentage of activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ & CD implemented	100%	-	-	100%	-
4.14.1 Percentage of valid requests received for Service of Process matters processed and submitted to Ministry within 15 working days from date of receipt	100%	100%	100%	100%	100%

**1.3.7 Outcomes, outputs, performance indicators and targets**

**Outcome 5: Professionalized, modernized and quality State Litigation, Legal Advisory Services and Legal Reform**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
5.1 Bills approved by the Cabinet	5.1.1 Number of Bills submitted to the Cabinet for approval	4	4	4	3	6	6	6
5.2 Regulations published for implementation	5.2.1 Number of Regulations published for implementation	4	4	4	3	6	6	6
5.3 Draft Bill on the transfer of the judiciary	5.3.1 Draft Bill on the transfer of the judiciary submitted to Cabinet for approval	-	-	-	-	Draft Bill on the transfer of the judiciary submitted to Cabinet for approval	-	-
5.4 Review of RICA legislation	5.4.1 RICA legislation reviewed and submitted to the Cabinet for approval	-	-	-	-	RICA legislation reviewed and submitted to the Cabinet for approval	-	-
5.5 Research papers submitted to the South African Law Reform Commission (SALRC) by the Secretariat for consideration and approval	5.5.1 Number of research papers submitted to the SALRC by the Secretariat for consideration and approval	10	10	10	10	10	10	10

**Outcome 5: Professionalized, modernized and quality State Litigation, Legal Advisory Services and Legal Reform**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
5.6 Criminal records of qualifying candidates cleared	5.6.1 Percentage of expungements finalised within 75 working days after receipt of a complete application	80%	87%	84%	80%	90%	90%	90%
5.7 State Attorney Turnaround Strategy implemented	5.7.1 Percentage of the State Attorney turnaround strategy pillars implemented	-	-	-	State Attorney Turnaround Strategy submitted to the Ministry for approval by 31 March 2026	30%	60%	100%
5.8 Litigation Cases finalised through Alternative Dispute Resolution Mechanism (ADRM)	5.8.1 <sup>28</sup> Percentage of litigation cases finalised through Alternative Dispute Resolution Mechanism (ADRM)	55%	54%	50%	56%	57%	58%	59%
5.9 Litigation cases finalised.	5.9.1 Percentage of litigation cases finalised	-	-	-	-	2%	3%	4%
5.10 Enrolled litigation cases finalised by state attorney without the	5.10.1 Percentage of enrolled litigation cases finalised by state attorney without the assistance of private legal practitioner	-	-	-	-	50%	55%	60%

<sup>28</sup> The audited and estimated performance are based on the indicator “percentage of litigation cases settled”

**Outcome 5: Professionalized, modernized and quality State Litigation, Legal Advisory Services and Legal Reform**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
assistance of private legal practitioner								
5.11 Savings on finalised claims	5.11.1 Percentage of savings on finalised claims	-	-	-	-	50%	51%	52%
5.12 Finalised Legal opinions	5.12.1 Percentage of legal opinions finalised within 45 working days from the date of receipt of instructions	75%	87%	93%	80%	90%	90%	90%
5.13 Suggested Bills and subordinate legislation scrutinised and finalised	5.13.1 Percentage of suggested Bills and subordinate legislation scrutinised and finalised within 45 working days from the date of receipt of instructions	75%	80%	90%	80%	100%	100%	100%
5.14 International Agreement scrutinised and finalised	5.14.1 Percentage of International Agreements scrutinised and finalised within 45 working days from the date of receipt of instructions	75%	93%	96%	80%	90%	90%	90%

### 1.3.8 Output indicators, annual and quarterly targets

Outcome 5: Professionalized, modernized and quality State Litigation, Legal Advisory and Legal Reform					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
5.1.1 Number of Bills submitted to the Cabinet for approval	6	2	3	4	6
5.2.1 Number of Regulations published for implementation	6	2	3	4	6
5.3.1 Draft Bill on the transfer of the judiciary submitted to Cabinet for approval	Draft Bill on the transfer of the judiciary submitted to Cabinet for approval	-	-	-	Draft Bill on the transfer of the judiciary submitted to Cabinet for approval
5.4.1 RICA legislation reviewed and submitted to the Cabinet for approval	RICA legislation reviewed and submitted to the Cabinet for approval	-	-	-	RICA legislation reviewed and submitted to the Cabinet for approval
5.5.1 Number of research papers submitted to the SALRC by the Secretariat for consideration and approval	10	2	5	8	10
5.6.1 Percentage of expungements finalised within 75 working days after receipt of a complete application	90%	90%	90%	90%	90%

**Outcome 5: Professionalized, modernized and quality State Litigation, Legal Advisory and Legal Reform**

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
5.7.1 Percentage of the State Attorney turnaround strategy pillars implemented	30%	5%	15%	25%	30%
5.8.1 <sup>29</sup> Percentage of litigation cases finalised through Alternative Dispute Resolution Mechanism (ADRM)	57%	57%	57%	57%	57%
5.9.1 Percentage of litigation cases finalised	2%	2%	2%	2%	2%
5.10.1 Percentage of enrolled litigation cases finalised by state attorney without the assistance of private legal practitioner	50%	50%	50%	50%	50%
5.11.1 Percentage of savings on finalised claims	50%	50%	50%	50%	50%
5.12.1 Percentage of legal opinions finalised within 45 working days from the date of receipt of instructions	90%	90%	90%	90%	90%
5.13.1 Percentage of suggested Bills and subordinate legislation scrutinised and finalised within 45 working days from the date of receipt of instructions	100%	100%	100%	100%	100%
5.14.1 Percentage of International Agreements scrutinised and finalised within 45 working days from the date of receipt of instructions	90%	90%	90%	90%	90%

<sup>29</sup> The audited and estimated performance are based on the indicator “percentage of litigation cases settled”

### 1.3.9 Outcomes, outputs, performance indicators and targets

Outcome 6: Transformed legal service for an improved access to justice for all								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
6.1 Briefs allocated to black legal practitioners	6.1.1 Percentage of briefs allocated to black legal practitioners					70%	70%	70%
6.2 Black owned law firms appointed	6.2.1 Percentage of black owned law firms appointed					70%	70%	70%
6.3 Briefs allocated to black female legal practitioners	6.3.1 Percentage of briefs allocated to black female legal practitioners	-	-	-	-	40%	40%	40%
6.4 Black female owned law firms appointed	6.4.1 Percentage of black female owned law firms appointed	-	-	-	-	40%	40%	40%
6.5. Value of briefs allocated to black legal practitioners	6.5.1 Percentage value of briefs allocated to black legal practitioners	-	-	-	-	70%	70%	70%
6.6 Value of briefs allocated to black female legal practitioners	6.6.1 Percentage value of briefs allocated to black female legal practitioners	-	-	-	-	40%	40%	40%

### 1.3.10 Output indicators, annual and quarterly targets

Outcome 6: Transformed legal service for an improved access to justice for all					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
6.1.1 Percentage of briefs allocated to black legal practitioners	70%	70%	70%	70%	70%
6.2.1 Percentage of black owned law firms appointed	70%	70%	70%	70%	70%
6.3.1 Percentage of briefs allocated to black female legal practitioners	40%	40%	40%	40%	40%
6.4.1 Percentage of black female owned law firms appointed	40%	40%	40%	40%	40%
6.5.1 Percentage value of briefs allocated to black legal practitioners	70%	70%	70%	70%	70%
6.6.1 Percentage value of briefs allocated to black female legal practitioners	40%	40%	40%	40%	40%

### 1.3.11 Outcomes, outputs, performance indicators and targets

Outcome 7: Fighting Crime and Corruption through prosecution								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
7.1 Review of whistle-blower legislation	7.1.1 Whistle-blower Framework/Bill amended and introduced in Parliament	-	-	-	Draft Bill submitted to Cabinet for approval for public consultation	Draft Bill submitted to Cabinet for approval to introduce in Parliament	-	-
7.2 Implementation plan on the review of anti-corruption architecture report developed and costed	7.2.1 Implementation plan on the review of anti-corruption architecture report developed and costed	-	-	-	1 Report on the review of anti-corruption architecture NACAC recommendations	Implementation plan emanating from the Report on the review of anti-corruption architecture developed and costed	-	-

### 1.3.12 Output indicator, annual and quarterly targets

Outcome 7: Fighting Crime and Corruption through prosecution					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q -1	Q -2	Q -3	Q -4
7.1.1 Whistle-blower Framework/Bill amended and introduced in Parliament	Draft Bill submitted to Cabinet for approval with a view to introduce in Parliament	-	-	-	Draft Bill submitted to Cabinet for approval to introduce in Parliament
7.2.1 Implementation plan on the review of anti-corruption architecture report developed and costed	Implementation plan emanating from the Report on the review of anti-corruption architecture developed and costed	-	-	-	Implementation plan emanating from the Report on the review of anti-corruption architecture developed and costed

### 1.3.13 Outcomes, outputs, performance indicators and targets

Outcome 8: Colonial/apartheid-era justice-related legislation reviewed and replaced								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
8.1 Bills seeking to repeal or repeal and replace colonial/apartheid-era justice-related legislation submitted to the Cabinet for approval	8.1.1 Number of Bills seeking to repeal or repeal and replace colonial/apartheid-era justice-related legislation submitted to Cabinet for approval	3	3	3	4	5	5	5

### 1.3.14 Output indicators, annual and quarterly targets

Outcome 8: Colonial/apartheid-era justice-related legislation reviewed and replaced					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
8.1.1 Number of Bills seeking to repeal or repeal and replace colonial/apartheid-era justice-related legislation submitted to Cabinet for approval	5	2	3	4	5

### 1.3.15 Outcomes, outputs, performance indicators and targets

Outcome 9: Improved the awareness of the justice services and community outreach programmes								
Outputs	Output Indicators	Audited performance			Estimated performance	Medium-term targets		
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
9.3 Engagements conducted by DOJ & CD supported Community Advice Offices to promote the Constitution, human rights, rule of law, and constitutional, human rights & legal literacy to strengthen participatory democracy and active citizenry	9.3.1 Number of engagements conducted by DOJ & CD supported Community Advice Offices to promote the Constitution, human rights, rule of law, and constitutional, human rights & legal literacy to strengthen participatory democracy and active citizenry	-	-	-	800	1200	1500	1800

### 1.3.16 Output indicators, annual and quarterly targets

Outcome 9: Improved the awareness of the justice services and community outreach programmes					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
9.3.1 Number of engagements conducted by DOJ & CD supported Community Advice Offices to promote the Constitution, human rights, rule of law, and constitutional, human rights & legal literacy to strengthen participatory democracy and active citizenry	1200	200	500	900	1200

### **1.3.17 Explanation of planned performance over the medium-term period**

The Department has consistently achieved more than 85% percent and exceeded 95% in the 2023/24 financial year. Despite this consistent achievement of the APPs, the Unit has a growing backlog of over 4 000 cases. Fiscal constraints and suppression of posts have resulted in the inability to fill posts amid the high demand for family advocates' services. Finalising matters within 12 months results in children, whose best interests the Unit must protect, remaining in the system for too long. It also does not accord with the judiciary's norms and standards that require finalisation of matters involving children within 6 months.

It is in this light that the Unit proposes the recrafting of the KPI to include the requirement that matters be finalised in 6 months. In this way, our APP will align with the norms and standards of the Judiciary. The current performance information reflects that the Unit will be able to finalise 65% of matters within 6 months. This would therefore imply reducing our target to 60%. The Performance Information also evidences that the Unit can achieve 80% when finalising matters within 9 months. The Department will respond to 70% of requests from courts in writing within 10 working days from the date of receipt.

**Liquidation and distribution accounts in deceased estates where letters of executorship have been issued, examined within 21 days from receipt of all required documents.** After a person has been appointed as executor by the Master to deal with the assets of the deceased, he/she needs to take control of the assets and obtain all details of creditors and heirs. The executor also needs to ensure that the estate devolves in terms of the will, or if there is no will, in terms of the Intestate Succession Act. In estates where an executor has been appointed by the Master, the executor needs to lodge an account with the Master, within 6 months after appointment, indicating what the assets and liabilities are and how they intend to deal with these. The Master will examine this account and when satisfied with the contents, the Master will give approval for the executor to proceed with the administration. It is thus of absolute importance that these be examined speedily to enable the executor to pay the debts of the deceased, transfer assets to the rightful heirs, etc., and finalize the estate. Achieving this objective will improve the services the public receives from the Master.

**Letters of appointment issued in deceased estates within 15 days from receipt of all required documents:** For someone to be able to deal with the assets of a deceased person, they need to be formally appointed to do so by the Master of the High Court. It is of importance that these appointments be issued as soon as possible to enable the heirs of the deceased to pay the debts of the deceased, maintain the family, transfer assets to the rightful heirs, etc. These appointments can only be done by the Master. Without these appointments, the families and creditors could experience hardship because they cannot access the funds of the deceased, as bank accounts get frozen after the death of the account holder. Achieving this objective will improve the services the public receives from the Master.

**Beneficiaries in receipt of services within 40 days from receipt of all required documents**

**(Guardian's Fund):** The Guardian's Fund is a statutory trust established in terms of Chapter V of the Administration of Estates Act, 1965 (Act No. 66 of 1965). The Guardian's Fund consists of all moneys received by the Master of the High Court under the Administration of Estates Act or any other law, or pursuant to an order of court or any money accepted by the Master in trust for any known or unknown person. Whenever any money is received or accepted by the Master, he or she must open an account in the books of the GF in the name of the person to whom the money belongs to or in the name of the estate of which the money forms part.

The Master must, upon application of any person who has become entitled to receive money from the fund, pay that money to the applicant, whether it be inheritance applications and payments to persons entitled thereto or payments to natural guardians, tutors and curators required for maintenance, education or any other benefit. It is thus of utmost importance that the Master assists such applicants as soon as possible, as their livelihood may depend on the finalisation of these payments.

It should be noted however, that the verification and payment process of such an application undergoes various strict checking procedures, in order to curb fraud, and can thus not be rushed, hence the 40-day period.

The beneficiaries of the Guardian's Fund are almost all minors or persons incapable of managing their own affairs. Reaching this target has an enormous impact on the lives of these vulnerable beneficiaries, as they are dependent on funds paid out by the Master for their upbringing, schooling and livelihood. Achieving this objective will improve the services the public receives from the Master.

**Certificates of appointment issued in all bankruptcy matters within 10 days from receipt of all required documents:**

In order for a person to be able to deal with the assets of an insolvent person or liquidated business, this individual has to be formally appointed to do so by the Master of the High Court. It is of importance that these appointments be issued as soon as possible to enable the liquidator to start the administration process, to consider creditors' claims, to locate and safeguard assets and ensure that the estate is finalised. This results in the assets re-entering the economy as soon as possible. These appointments can only be done by the Master. Achieving this objective will improve the services the public receives from the Master.

**Liquidation and distribution accounts in bankruptcy matters examined within 15 days from receipt of all required documents:**

After a person has been appointed by the Master to deal with the administration of the estate of an insolvent person or business, he/she needs to locate and take control of the assets and obtain all details of creditors and their claims. The appointee also needs to ensure that the assets are dealt with and divided in terms of the Insolvency Act, 2014.

The appointee needs to lodge an account with the Master indicating what the assets and liabilities are and how he/she intends to deal with these. The Master will examine this account and once the Master is satisfied with the content, the Master will approve that the appointee can proceed with the administration. It is of importance that these accounts be examined speedily to enable the appointee to liquidate the assets and pay the creditors. In this way the funds are ploughed back into the economy. Achieving this objective will improve the services the public receives from the Master.

**Letters of authority issued in trusts within 21 days from receipt of all required documents:**

When a person wishes to create a trust, he or she needs to register such a trust with the Master, and only once the Master has formally appointed the trustees, by way of issuing a letter of authority, can those trustees start acting lawfully on behalf of the trust. Trust plays an important role in the economy as it is a commonly used structure in financial planning in a regulated environment. Timely registration of trusts facilitates free and efficient economic activity. Trusts also impact on individual tax planning. Over the medium-term, the plan is to improve the services the public receives from the Master by ensuring that 75% of letters of authority are issued within 21 days from receipt of all required documents.

**Letters of appointment issued in curatorship estates within 15 days from receipt of all required documents:**

When a person is declared incapable of managing his/her own affairs or becomes incapacitated to do so, the interested parties can apply to court to have a curator appointed for that person. A curator then acts on behalf of that person and takes decisions about his/her finances on behalf of him/her. For a curator to be able to do this, they need to be formally appointed to do so by the Master of the High Court, by issuing a letter of appointment. It is thus of absolute importance to the livelihood and quality of life of such vulnerable persons that these appointments be issued as soon as possible by the Master. Over the medium-term, the plan is to improve the services the public receives from the Master by ensuring that 95% of letters of appointment are issued in curatorship estates within 15 days from receipt of all required documents. Achieving this objective will improve the services the public receives from the Master.

**Percentage of the State Attorney Turnaround Strategy pillars implemented.** The plan approved by the Minister in the 2025/26 financial year will be implemented in three phases, starting at 30% in the 2026/27 financial year, followed by another 30% in the 2027/28 financial year and finally 40% in the 2028/29 financial year. The turnaround strategy will be implemented to improve the quality of services rendered by the Office of the State Attorney to the State.

**Percentage of litigation cases finalised through Alternative Dispute Resolution Mechanism (ADRM):** The Department plans to finalise 57% of all litigation cases in the new financial year. The aim is to finalise 59% of litigation cases during the medium-term period.

**Percentage of cases finalised:** This indicator measures the proportion of active litigation cases finalised during the reporting period. The Branch aims to finalise at least 2% of active cases, subject to the availability of human and financial resources, cooperation from client departments, effective case flow management, and functional ICT systems. The initiative also seeks to strengthen internal capacity by reducing reliance on private practitioners and finalising a greater proportion of matters internally, thereby contributing to cost reduction and improved service efficiency.

**Percentage of activities of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD implemented:** Our advocacy efforts are aligned with the Sustainable Development Goals (SDG), highlighting our commitment to global progress: Goal 5: Gender Equality with a focus on achieving targets 5(a) and 5(c), determined to champion the cause of equal rights and expanded opportunities for people of all genders, ensuring their voices resonate in every sphere of society. Goal 10: Reduced Inequality: our initiatives align with targets 10.2 and 10.3, driving our mission to empower and amplify the social, economic, and political inclusion of every individual, irrespective of their background. It is rooted in the principles outlined in the National Development Plan (NDP), particularly in Chapter 15, titled "Transforming the Society and Uniting the Country". Our approach advocates for a transformative journey towards inclusivity and cohesion. It is also aligned with the comprehensive National Strategic Plan (NSP) on Gender-Based Violence which underscores South Africa's commitment to addressing these pervasive issues through three pivotal pillars:

**Legal opinions, scrutiny of Bills, regulations and international agreements:** Legal opinions, preliminary legal opinions, certification of Bills and the scrutiny of regulations help Government to conduct its business in a manner consistent with the Constitution and the domestic law and thereby reduce potential litigation against the State. This will enable Government to focus on its service delivery mandate. This also contributes to converting policy decisions of the Cabinet into laws that promote service delivery. Scrutiny of international agreements helps Government enter agreements with other governments and other international institutions that will not impact negatively on its citizens.

### 1.3.18 Programme resource considerations

#### (a) Human Resources

The work of the State Legal Services relates to the provision of litigation, and legal and legislative services to the State. The Programme has 2 422 posts, of which 235 are currently vacant and 2 657 are filled. Programme 3 had a vacancy rate of 8.8%.

Table 41: Programme 4 staff complement

Salary Level	Filled posts	Vacant posts	Total posts	Vacancy rate	Cost
2	1	0	1	0,0%	142671
3	6	2	8	25,0%	1711230
4	142	6	148	4,1%	30907659
5	896	54	950	5,7%	252909675
6	74	3	77	3,9%	25494054
7	321	38	359	10,6%	132024567
8	193	30	223	13,5%	108542436
9	84	5	89	5,6%	48092361
10	240	20	260	7,7%	157138092
11	13	1	14	7,1%	13895106
12	415	65	480	13,5%	552161550
13	17	7	24	29,2%	32570856
14	18	2	20	10,0%	31227714
15	2	2	4	50,0%	7482081
<b>TOTAL</b>	<b>2422</b>	<b>235</b>	<b>2657</b>	<b>8,8%</b>	<b>1394300052</b>

**(b) Reconciling performance with the budget and the MTEF**

Subprogrammes	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27
Rand thousand									
State Law Advisers	67 052	67 096	66 930	81 646	6,8%	4,1%	96 247	100 587	103 715
Litigation and Legal Services	653 755	542 051	565 781	529 451	-6,8%	33,1%	581 022	606 878	625 741
Legislative Development and Law Reform	89 696	91 480	85 574	105 259	5,5%	5,4%	122 640	128 128	132 140
Master of the High Court	581 059	591 182	608 207	652 914	4,0%	35,1%	693 687	721 947	744 381
Constitutional Development	78 494	76 060	102 403	130 686	18,5%	5,6%	140 901	107 517	110 858
Family Advocate	269 975	288 307	288 187	315 613	5,3%	16,8%	350 424	369 080	380 549
<b>Total</b>	<b>1 740 031</b>	<b>1 656 176</b>	<b>1 717 082</b>	<b>1 815 569</b>	<b>1,4%</b>	<b>100,0%</b>	<b>1 984 921</b>	<b>2 034 137</b>	<b>2 097 384</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>1 619 191</b>	<b>1 602 285</b>	<b>1 672 767</b>	<b>1 766 730</b>	<b>3%</b>	<b>96%</b>	<b>1 934 499</b>	<b>1 981 686</b>	<b>2 043 288</b>
Compensation of employees	1 371 372	1 417 533	1 458 577	1 601 668	5%	84%	1 763 377	1 843 111	1 900 421
Salaries and wages	1 177 286	1 208 143	1 236 647	1 365 269	5%	72%	1 535 418	1 609 819	1 659 878
Social contributions	194 086	209 390	221 930	236 399	7%	12%	227 959	233 292	240 543
Goods and services	247 819	184 752	214 190	165 062	-13%	12%	171 122	138 575	142 867
Administrative fees	2 235	1 840	1 224	2 389	2%	0%	2 372	2 481	2 550
Advertising	1 646	625	920	705	-25%	0%	1 496	1 564	1 446
Minor assets	2 605	2 135	1 335	2 808	3%	0%	3 537	2 919	3 060
Audit costs: External	-	-	-	-	0%	0%	-	10	-
Bursaries: Employees	-	-	-	-	0%	0%	-	-	-
Catering: Departmental activities	406	468	150	1 107	40%	0%	1 125	1 390	1 372
Communication (G&S)	12 325	11 072	10 287	13 057	2%	1%	13 979	14 790	15 308
Computer services	31	22	75	173	77%	0%	198	162	166
Consultants: Business and advisory services	1 415	1 084	2 007	19 408	139%	0%	20 899	3 506	3 697
Infrastructure and planning services	-	-	-	-	0%	0%	-	-	-
Laboratory services	-	-	-	-	0%	0%	-	-	-

Legal services (G&S)	105 006	79 228	122 533	32 496	-32%	5%	26 159	28 614	29 503
Science and technological services	-	-	-	-	0%	0%	-	-	-
Contractors	1 658	1 000	2 016	11 936	93%	0%	16 593	1 377	1 397
Agency and support/outsourced services	122	431	53	471	57%	0%	895	1 112	1 195
Entertainment	-	-	-	-	0%	0%	-	-	-
Fleet services (including government motor transport)	6 930	6 160	5 999	6 795	-1%	0%	7 867	7 909	7 777
Housing	-	-	-	-	0%	0%	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	0%	0%	-	-	-
Inventory: Farming supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Food and food supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	0%	0%	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	0%	0%	-	-	-
Inventory: Materials and supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Medical supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Medicine	-	-	-	-	0%	0%	-	-	-
Medsas inventory interface	-	-	-	-	0%	0%	-	-	-
Inventory: Other supplies	-	-	-	-	0%	0%	-	-	-
Consumable supplies	1 480	1 245	1 560	2 101	12%	0%	2 446	2 466	2 459
Consumables: Stationery, printing and office supplies	22 392	19 906	23 437	18 801	-6%	1%	20 219	19 522	20 106
Operating leases	635	14 536	17 540	16 129	194%	1%	15 397	14 997	15 422
Rental and hiring	291	149	43	1 014	52%	0%	415	487	528
Property payments	417	366	965	626	15%	0%	772	913	1 088
Transport provided: Departmental activity	-	-	446	-	0%	0%	-	-	-
Travel and subsistence	39 890	35 386	16 806	26 590	-13%	2%	26 182	24 395	25 423
Training and development	9	-	-	-	-100%	0%	37	-	50
Operating payments	42 644	4 529	4 295	6 508	-47%	1%	8 190	7 269	7 503
Venues and facilities	5 682	4 570	2 499	1 948	-30%	0%	2 344	2 692	2 817
Interest and rent on land	-	-	-	-	0%	0%	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	0%	0%	-	-	-
Rent on land	-	-	-	-	0%	0%	-	-	-

<b>Transfers and subsidies</b>	<b>31 317</b>	<b>43 987</b>	<b>35 273</b>	<b>30 824</b>	<b>-1%</b>	<b>2%</b>	<b>32 077</b>	<b>33 357</b>	<b>34 393</b>
Provinces and municipalities	66	80	71	93	12%	0%	96	100	102
Provinces	66	80	71	93	12%	0%	96	100	102
Provincial Revenue Funds	-	-	-	-	<b>0%</b>	<b>0%</b>	-	-	-
Provincial agencies and funds	66	80	71	93	12%	0%	96	100	102
Municipalities	-	-	-	-	0%	0%	-	-	-
Municipal bank accounts	-	-	-	-	0%	0%	-	-	-
Municipal agencies and funds	-	-	-	-	0%	0%	-	-	-
Departmental agencies and accounts	-	-	-	-	0%	0%	-	-	-
Social security funds	-	-	-	-	0%	0%	-	-	-
Departmental agencies (non-business entities)	-	-	-	-	0%	0%	-	-	-
Higher education institutions	-	-	-	-	0%	0%	-	-	-
Foreign governments and international organisations	16 569	19 731	21 696	23 543	12%	1%	24 494	25 472	26 263
Public corporations and private enterprises	6	6	11	6	0%	0%	6	6	6
Public corporations	6	6	11	6	0%	0%	6	6	6
Subsidies on products and production (pc)	-	-	-	-	0%	0%	-	-	-
Other transfers to public corporations	6	6	11	6	0%	0%	6	6	6
Private enterprises	-	-	-	-	0%	0%	-	-	-
Subsidies on products and production (pe)	-	-	-	-	0%	0%	-	-	-
Other transfers to private enterprises	-	-	-	-	0%	0%	-	-	-
Non-profit institutions	-	-	-	-	0%	0%	-	-	-
Households	14 676	24 170	13 495	7 182	-21%	1%	7 481	7 779	8 022
Social benefits	7 716	4 480	4 819	4 443	-17%	0%	4 628	4 812	4 962
Other transfers to households	6 960	19 690	8 676	2 739	-27%	1%	2 853	2 967	3 060
<b>Payments for capital assets</b>	<b>28 489</b>	<b>8 585</b>	<b>9 042</b>	<b>18 015</b>	<b>-14%</b>	<b>1%</b>	<b>18 345</b>	<b>19 094</b>	<b>19 703</b>
Buildings and other fixed structures	-	-	-	-	0%	0%	-	-	-
Buildings	-	-	-	-	0%	0%	-	-	-
Other fixed structures	-	-	-	-	0%	0%	-	-	-
Machinery and equipment	28 450	8 548	9 042	17 970	-14%	1%	18 295	19 040	19 647
Transport equipment	8 170	364	349	2 040	-37%	0%	650	1 196	1 233

Other machinery and equipment	20 280	8 184	8 693	15 930	-8%	1%	17 645	17 844	18 414
Heritage assets	-	-	-	-	0%	0%	-	-	-
Specialised military assets	-	-	-	-	0%	0%	-	-	-
Biological assets	-	-	-	-	0%	0%	-	-	-
Land and sub-soil assets	-	-	-	-	0%	0%	-	-	-
Software and other intangible assets	39	37	-	45	5%	0%	50	54	56
<b>Payments for financial assets</b>	<b>61 034</b>	<b>1 319</b>	-	-	<b>-100%</b>	<b>1%</b>	-	-	-
					<b>0%</b>	<b>0%</b>			
<b>Total</b>	<b>1 740 031</b>	<b>1 656 176</b>	<b>1 717 082</b>	<b>1 815 569</b>	<b>1,4%</b>	<b>100%</b>	<b>1 984 921</b>	<b>2 034 137</b>	<b>2 097 384</b>

## 1.4 Programme 4: National Prosecuting Authority

### 1.4.1 Programme purpose

Programme 4 provides a coordinated prosecuting service that ensures that justice is delivered to victims of crime through general and specialised prosecutions, removes profit from crime and protects certain witnesses.

### 1.4.2 Sub-programmes

The Programme consists of the following sub-programmes:

- i. **National Prosecutions Service:** Primarily responsible for general and specialised prosecutions and the appeals that might follow, which include resolving criminal matters outside the formal trial process through alternative dispute resolution mechanisms, settling admissions of guilt for minor offences and considering police dockets where people have not been charged. This sub-programme further deals with priority crimes litigation, sexual offences, and community affairs and specialised commercial crime.
- ii. **Investigating Directorate:** Provides for the Investigating Directorate, established in the Office of the National Director of Public Prosecution, to deal with offences or criminal or unlawful activities involving serious, high profile and complex corruption, including allegations of corruption arising from commissions of inquiry.
- iii. **Assets Forfeiture Unit:** Seizes assets that are acquired from the proceeds of crime or have been part of an offence through criminal or civil processes.
- iv. **Office for Witness Protection:** Provides for temporary protection, support and related services to vulnerable and intimidated witnesses and related people in judicial proceedings in terms of the Witness Protection Act (1998).
- v. **Strategy, Operations and Compliance:** Provides corporate support services to the National Prosecuting Authority in terms of finance, human resources, ICT, strategy support, security, communication and risk management.

### 1.4.3 Outcome, outputs, performance indicators and targets

Outcome 7: Fighting Crime and Corruption through prosecution								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
7.3 Thuthuzela Care Centres established	7.3.1 Number of new Thuthuzela Care Centres established	2	2	2	2	4 <sup>30</sup>	4	4
7.4 Sexual offences conviction	7.4.1 Percentage sexual offences conviction rate	74,8%	72%	71%	70%	75%	76%	76%
7.5 Conviction at High court	7.5.1 Percentage High Court conviction rate	89.2%	91%	92%	87%	87%	87%	87%
7.6 Conviction at Regional court	7.6.1 Percentage Regional Court conviction rate	82.6%	82%	83%	74%	78%	80%	82%
7.7 Conviction at District court	7.7.1 Percentage District Court conviction rate	94.5%	95%	96%	88%	88%	88%	88%
7.8 Witnesses and related persons not harmed or killed while on the witness protection programme	7.8.1 Number of witnesses and related persons harmed or killed while on the witness protection programme	0	0	0	0	0	0	0
7.9 Commercial crime conviction	7.9.1 Percentage Conviction rate in Serious commercial crime	87.1%	90%	88%	90%	90%	90%	90%

<sup>30</sup> NPA currently has 68 TCCs in place. Establishment of 2 additional TCCs will increase the national TCC footprint to 70 by the 31 March 2027

**Outcome 7: Fighting Crime and Corruption through prosecution**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
7.10 IDAC investigations authorised	7.10.1 Number of IDAC investigations authorised	13	18	17	8	9	30	30
7.11 State capture, complex corruption, and matters related thereto enrolled	7.11.1 Number of state capture, complex corruption, and matters related thereto enrolled	18	3	9	7	8	10	10
7.12 Prosecutions instituted involving money laundering charges	7.12.1 Number of prosecutions instituted involving money laundering charges	-	84	99	90	100	140	200
7.13 Prosecutions finalised involving money laundering charges	7.13.1 Number of prosecutions finalised involving money laundering charges	-	-	36	55	90	100	120
7.14 Freezing orders obtained	7.14.1 Total value of freezing orders obtained	R570m	R932m	R710.4m	R700m	R1bn	R1,05bn	R1,1bn
7.15 Recoveries obtained	7.15.1 Total value of recoveries obtained	R2.63bn	R787m	R1.38b	R160m	R350m	R350m	R400m
7.16 Conviction in Serious Organised Crime	7.16.1 Conviction rate in Serious Organised crime	-	-	-	90%	90%	90%	90%

**Outcome 7: Fighting Crime and Corruption through prosecution**

Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
7.17 Conviction for Corruption	7.17.1 Conviction rate for Corruption	-	-	-	80%	81%	82%	83%
7.18 Conviction in murder prosecution	7.18.1 Conviction rate in murder prosecutions	-	-	-	74%	74%	74%	74%

#### 1.4.4 Output indicators, annual and quarterly targets

Outcome 7: Fighting Crime and Corruption through prosecution					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
7.3.1 Number of new Thuthuzela Care Centres established	4	-	-	-	4
7.4.1 Percentage sexual offences conviction rate	75%	75%	75%	75%	75%
7.5.1 Percentage High Court conviction rate	87%	87%	87%	87%	87%
7.6.1 Percentage Regional Court conviction rate	78%	78%	78%	78%	78%
7.7.1 Percentage District Court conviction rate	88%	88%	88%	88%	88%
7.8.1 Number of witnesses and related persons harmed or killed while on the witness protection programme	0	0	0	0	0
7.9.1 Percentage Conviction rate in Serious commercial crime	90%	90%	90%	90%	90%
7.10.1 Number of IDAC investigations authorised	9	3	2	2	2
7.11.1 Number of state capture, complex corruption, and matters related thereto enrolled	8	2	2	2	2

### Outcome 7: Fighting Crime and Corruption through prosecution

Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
7.12.1 Number of prosecutions instituted involving money laundering charges	100	25	26	24	25
7.13.1 Number of prosecutions finalised involving money laundering charges	90	23	24	21	22
7.14.1 Total value of freezing orders obtained	R1bn	R220m	R270m	R260m	R250m
7.15.1 Total value of recoveries obtained	R350m	R77m	R94.5m	R91m	R87.5m
7.16.1 Conviction rate in Serious Organised crime	90%	90%	90%	90%	90%
7.17.1 Conviction rate for Corruption	81%	81%	81%	81%	81%
7.18.1 Conviction rate in murder prosecutions	74%	74%	74%	74%	74%

#### **1.4.5 Explanation of planned performance over the medium-term period**

**Number of new Thuthuzela Care Centres established:** Over the MTEF period, the NPA will seek to expand its victim-centric approach by ensuring that additional TCCs are established, with an additional 11 TCCs to be added to the national footprint. TCCs deal with several cases wherein the safety and well-being of vulnerable people (women and children) receive not only medical, but also psychosocial support to enhance prospects of successful prosecution.

**Conviction rate in sexual offences:** A high conviction rate in sexual offences serves as a deterrent to the rising crime levels in the country. As a result, the NPA will ensure that a conviction rate of 74% is attained through quality investigation and prosecution.

**Conviction rate in High, Regional and District Courts:** To hold criminals liable and accountable, the NPA will during the MTEF period, enhance efforts towards docket screening and case preparation. The quality of prosecutions is measured through successful verdicts, and as a result, the following conviction rates will be pursued over the MTEF period: HC (87%), RC (82%), DC (88%).

**Number of witnesses and related persons threatened, harmed, or killed while on the witness protection programme:** The effectiveness of the Witness Protection Programme is to ensure that no witnesses and/or related persons are threatened, harmed, or killed, whilst on the programme. Thus, enhancing prospects of successful prosecutions.

The NPA will continue to prioritise efforts towards addressing complex corruption and organised crime. Corruption has greatly undermined South Africa's economic prospects and development. Through enhanced collaborations, the NPA will pursue key actors and entities that are implicated in grand corruption. Through enhanced legislative powers, the IDAC will continue to hold state capture players accountable through increased authorisations and enrolment of trial-ready cases.

To deal with Fraud and corruption, the NPA will continue to work with other law enforcement agencies to ensure that cases of money laundering and complex money laundering are proactively identified, properly investigated, and enrolled. Increased enrolments and successful prosecutions will enhance the country's prospects of being removed from FATF grey listing over the MTEF period.

**Total value of freezing orders and recoveries obtained:** In ensuring that crime does not pay, NPA will, over the MTEF period, enhance its asset forfeiture weapon to identify and recover ill-gotten gains while pursuing successful prosecutions. The reaching arm of the AFU will be broader to include tracing of ill-gotten profits from all crime-typologies beyond a narrow focus on corruption. The AFU will intensify the use of Corporate Alternative Dispute Resolution (C-ADR) to hold not only individuals but also corporates that benefit from unlawful activities. Through strategic asset

forfeiture and recovery efforts, we aim to freeze R2.1 billion in assets and recover R480 million over the MTEF, delivering a significant blow to crime and corruption

**Conviction in Serious Commercial crime and Serious Organised Crime:** NPA will contribute to the MTDP outcome of tackling priority crimes through the investigation and prosecution of serious commercial and organised crime. For the 2026-2027 reporting period the NPA shall pursue attaining a 90% conviction rate in both Commercial crime and Organised Crime.

#### 1.4.6 Programme resource considerations

##### (c) Human Resources

##### Programme 4: Staff Complement

Table 41: Programme 4 staff complement

Salary Level	Total posts	Filled posts	Vacant posts	Vacancy Rate	Salary Cost
2	3	0	3	0,0%	426036
4	2	0	2	0,0%	395553
5	29	0	29	0,0%	7505223
6	2	0	2	0,0%	538998
7	13	2	15	13,3%	4915755
9	30	1	31	3,2%	14621358
10	1	0	1	0,0%	582444
11	36	1	37	2,7%	33648954
12	2	0	2	0,0%	2327553
13	14	3	17	17,6%	22119069
14	2	0	2	0,0%	3282228
15	4	1	5	20,0%	9175110
16	2	0	2	0,0%	4740576
<b>TOTAL</b>	<b>140</b>	<b>8</b>	<b>148</b>	<b>5,4%</b>	<b>104278857</b>

**(b) Reconciling performance with the budget and the MTEF**

Subprogrammes	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25	2025/26				2022/23 - 2025/26	2026/27	2027/28
Rand thousand										
National Prosecutions Service	3 827 076	4 119 105	4 283 990	4 538 342	5,8%	76,3%	4 743 531	4 956 995	5 111 185	
Investigating Directorate	178 534	141 886	148 356	262 196	13,7%	3,3%	321 025	334 952	345 361	
Asset Forfeiture Unit	219 559	216 662	214 945	268 189	6,9%	4,2%	288 246	301 032	310 387	
Office for Witness Protection	213 693	178 311	207 463	279 009	9,3%	4,0%	289 885	302 181	311 568	
Strategy, Operations and Compliance	574 316	688 330	727 857	684 620	6,0%	12,2%	670 315	698 399	719 982	
<b>Total</b>	<b>5 013 178</b>	<b>5 344 294</b>	<b>5 582 611</b>	<b>6 032 356</b>	<b>6,4%</b>	<b>100%</b>	<b>6 313 002</b>	<b>6 593 559</b>	<b>6 798 483</b>	
<b>Economic classification</b>										
<b>Current payments</b>	<b>4 933 696</b>	<b>5 292 545</b>	<b>5 463 501</b>	<b>5 929 915</b>	<b>6,3%</b>	<b>98,4%</b>	<b>6 245 963</b>	<b>6 523 848</b>	<b>6 726 605</b>	
Compensation of employees	4 262 084	4 572 819	4 755 268	5 097 236	6,1%	85,0%	5 372 604	5 615 641	5 790 172	
Salaries and wages	3 761 738	4 016 892	4 170 465	4 442 686	5,7%	74,6%	4 686 553	4 898 343	5 050 555	
Social contributions	500 346	555 927	584 803	654 550	9,4%	10,4%	686 051	717 298	739 617	
Goods and services	671 612	719 726	708 233	832 679	7,4%	13,3%	873 359	908 207	936 433	
Administrative fees	14 829	19 052	13 301	27 904	23,5%	0,3%	27 595	28 608	29 549	
Advertising	987	481	1 287	1 213	7,1%	0,0%	1 659	1 910	1 980	
Minor assets	5 337	7 114	5 251	6 644	7,6%	0,1%	8 827	8 692	8 907	
Audit costs: External	-	-	-	-	0,0%	0,0%	-	-	-	
Bursaries: Employees	4 245	3 386	6 228	7 824	22,6%	0,1%	3 842	3 861	3 981	
Catering: Departmental activities	3 098	1 518	2 065	3 221	1,3%	0,0%	3 394	3 699	4 023	
Communication (G&S)	32 359	22 036	26 191	30 006	-2,5%	0,5%	31 190	32 485	33 492	
Computer services	104 509	184 593	141 389	95 670	-2,9%	2,4%	93 575	97 800	101 020	
Consultants: Business and advisory services	6 138	6 628	14 194	32 730	74,7%	0,3%	30 864	32 903	32 723	
Infrastructure and planning services	-	-	-	-	0,0%	0,0%	-	-	-	
Laboratory services	-	-	-	-	0,0%	0,0%	-	-	-	
Legal services (G&S)	14 936	(4 614)	41 091	30 633	27,1%	0,4%	56 756	50 583	49 765	

Science and technological services	-	-	-	-	0,0%	0,0%	-	-	-
Contractors	71 976	56 765	38 545	73 896	0,9%	1,1%	77 369	79 062	81 064
Agency and support/outsourced services	29 602	37 169	23 977	51 394	20,2%	0,6%	48 785	50 681	52 323
Entertainment	-	-	1	-	0,0%	0,0%	-	-	-
Fleet services (including government motor transport)	21 168	24 005	19 647	24 867	5,5%	0,4%	26 791	27 758	28 627
Housing	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Farming supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Food and food supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Fuel, oil and gas	1 111	753	-	-	-100,0%	0,0%	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Materials and supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Medical supplies	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Medicine	-	-	-	-	0,0%	0,0%	-	-	-
Medsas inventory interface	-	-	-	-	0,0%	0,0%	-	-	-
Inventory: Other supplies	97	1 023	10	1 000	117,6%	0,0%	1 565	1 640	1 771
Consumable supplies	4 459	7 881	2 301	9 727	29,7%	0,1%	6 427	6 707	7 012
Consumables: Stationery, printing and office supplies	33 467	35 890	63 881	50 065	14,4%	0,8%	53 573	55 823	57 605
Operating leases	49 597	84 817	87 046	81 661	18,1%	1,4%	88 985	87 362	89 183
Rental and hiring	230	55	17	497	29,3%	0,0%	463	480	492
Property payments	79 463	79 984	74 105	79 720	0,1%	1,4%	71 720	86 663	92 601
Transport provided: Departmental activity	-	-	-	5	0,0%	0,0%	5	5	5
Travel and subsistence	83 224	99 470	80 371	97 944	5,6%	1,6%	107 147	112 975	116 423
Training and development	2 198	2 745	4 186	5 372	34,7%	0,1%	5 605	5 959	6 015
Operating payments	103 974	45 007	61 368	117 185	4,1%	1,5%	124 248	129 335	134 353
Venues and facilities	4 608	3 968	1 781	3 501	-8,8%	0,1%	2 974	3 216	3 519
Interest and rent on land	-	-	-	-	0,0%	0,0%	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	0,0%	0,0%	-	-	-
Rent on land	-	-	-	-	0,0%	0,0%	-	-	-
Transfers and subsidies	<b>31 172</b>	<b>33 953</b>	<b>38 319</b>	<b>25 694</b>	<b>-6,2%</b>	<b>0,6%</b>	<b>26 731</b>	<b>27 793</b>	<b>28 657</b>

Provinces and municipalities	-	-	2	-	0,0%	0,0%	-	-	-
Provinces	-	-	2	-	0,0%	0,0%	-	-	-
Provincial Revenue Funds	-	-	-	-	<b>0,0%</b>	<b>0,0%</b>	-	-	-
Provincial agencies and funds	-	-	2	-	0,0%	0,0%	-	-	-
Municipalities	-	-	-	-	0,0%	0,0%	-	-	-
Municipal bank accounts	-	-	-	-	0,0%	0,0%	-	-	-
Municipal agencies and funds	-	-	-	-	0,0%	0,0%	-	-	-
Departmental agencies and accounts	11 838	11 823	14 400	15 071	8,4%	0,2%	15 622	16 242	16 747
Social security funds	-	-	-	-	0,0%	0,0%	-	-	-
Departmental agencies (non-business entities)	11 838	11 823	14 400	15 071	8,4%	0,2%	15 622	16 242	16 747
Higher education institutions	-	-	-	-	0,0%	0,0%	-	-	-
Foreign governments and international organisations	-	-	-	-	0,0%	0,0%	-	-	-
Public corporations and private enterprises	44	43	-	-	-100,0%	0,0%	18	19	20
Public corporations	44	43	-	-	-100,0%	0,0%	18	19	20
Subsidies on products and production (pc)	-	-	-	-	0,0%	0,0%	-	-	-
Other transfers to public corporations	44	43	-	-	-100,0%	0,0%	18	19	20
Private enterprises	-	-	-	-	0,0%	0,0%	-	-	-
Subsidies on products and production (pe)	-	-	-	-	0,0%	0,0%	-	-	-
Other transfers to private enterprises	-	-	-	-	0,0%	0,0%	-	-	-
Non-profit institutions	-	-	-	-	0,0%	0,0%	-	-	-
Households	19 290	22 087	23 917	10 623	-18,0%	0,3%	11 091	11 532	11 890
Social benefits	16 807	15 112	18 271	10 623	-14,2%	0,3%	11 091	11 532	11 890
Other transfers to households	2 483	6 975	5 646	-	-100,0%	0,1%	-	-	-
<b>Payments for capital assets</b>	<b>47 698</b>	<b>16 413</b>	<b>80 451</b>	<b>76 747</b>	<b>17,2%</b>	<b>1,0%</b>	<b>40 308</b>	<b>41 918</b>	<b>43 221</b>
Buildings and other fixed structures	-	492	-	-	0,0%	0,0%	-	-	-
Buildings	-	492	-	-	0,0%	0,0%	-	-	-
Other fixed structures	-	-	-	-	0,0%	0,0%	-	-	-
Machinery and equipment	47 698	15 921	80 451	76 747	17,2%	1,0%	40 308	41 918	43 221
Transport equipment	30 449	825	1 662	733	-71,1%	0,2%	-	-	-
Other machinery and equipment	17 249	15 096	78 789	76 014	63,9%	0,9%	40 308	41 918	43 221

Heritage assets	-	-	-	-	0,0%	0,0%	-	-	-
Specialised military assets	-	-	-	-	0,0%	0,0%	-	-	-
Biological assets	-	-	-	-	0,0%	0,0%	-	-	-
Land and sub-soil assets	-	-	-	-	0,0%	0,0%	-	-	-
Software and other intangible assets	-	-	-	-	0,0%	0,0%	-	-	-
<b>Payments for financial assets</b>	<b>612</b>	<b>1 383</b>	<b>340</b>	<b>-</b>	<b>-100,0%</b>	<b>0,0%</b>	<b>-</b>	<b>-</b>	<b>-</b>
					<b>0,0%</b>	<b>0,0%</b>			
<b>Total</b>	<b>5 013 178</b>	<b>5 344 294</b>	<b>5 582 611</b>	<b>6 032 356</b>	<b>6,4%</b>	<b>100,0%</b>	<b>6 313 002</b>	<b>6 593 559</b>	<b>6 798 483</b>

## 1.5 Programme 5: Auxiliary and Associated Services

### 1.5.1 Programme purpose

Programme 5 provides a variety of auxiliary services associated with the Department's purpose, funds the interdepartmental justice modernisation programme, the President's Fund, the Information Regulator, the Office of the Legal Services Ombud and transfers payments to public entities and constitutional institutions.

### 1.5.2 Sub-programmes

The programme consists of the following components within the DOJ & CD:

- i. **Legal Aid South Africa:** Funds Legal Aid South Africa, which provides legal aid to indigent people and legal representation at the state's expense, as set out in the Constitution.
- ii. **Special Investigating Unit:** Funds the Special Investigating Unit, which provides professional forensic investigating and litigation services to all state institutions at the national, provincial and local levels to combat maladministration, corruption and fraud, and protects state assets and public funds.
- iii. **Public Protector of South Africa:** Funds the Public Protector of South Africa, which investigates any alleged improper conduct in state affairs, public administration or any sphere of government, as well as any conduct that results in impropriety or prejudice.
- iv. **South African Human Rights Commission:** Funds the South African Human Rights Commission, which promotes and monitors the observance of human rights in South Africa.
- v. **Justice Modernisation:** Implements IT infrastructure and networks, and funds the integrated justice system programme, which seeks to re-engineer, automate and integrate business processes across the criminal justice value chain.
- vi. **President's Fund:** Provides funding for reparations flowing from the findings of the Truth and Reconciliation Commission.
- vii. **Information Regulator:** Funds the Information Regulator, which is responsible for the promotion and protection of the right to privacy as it relates to the protection of personal information and the right of access to information, enshrined in the Protection of Personal Information Act (2013) and Promotion of Access to Information Act (2000).
- viii. **Office of the Legal Services Ombud:** Funds the Office of the Legal Services Ombud, which is responsible for protecting and promoting public interest in relation to the rendering of legal services, investigating complaints of alleged misconduct against legal practitioners, and promoting the independence of, and high standards of integrity in, the legal profession.

### 1.5.3 Outcomes, outputs, performance indicators and target

Outcome 2: Reformed, integrated and modernised criminal justice system								
Outputs	Output Indicators	Audited performance			Estimated performance 2025/26	Medium-term targets		
		2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
2.1 Case flow management through the IJS Transversal Hub	2.1.1 Number of cases electronically processed through the IJS Transversal Hub.	-	-	-	-	350K	700K	1050
2.2 Criminal Justice System (CJS) digitised and integrated	2.2.1 Number of SAPS Police stations where Integrated Person Management (IPM) is deployed	-	85	40	40	220	-	-
2.3 Government departments and/or entities connected to transversal platform and exchanging information electronically	2.3.1 Number of government departments and/or entities connected to transversal platform and exchanging information electronically	10	11	12	13	2	1	-

#### 1.5.4 Output indicators: annual and quarterly targets

Outcome 2: Reformed, integrated and modernised criminal justice system					
Output indicators	Annual target for 2026/27	Quarterly targets			
		Q-1	Q-2	Q-3	Q-4
2.1.1 Number of cases electronically processed through the IJS Transversal Hub	350K	80K	90K	70K	60K
2.2.1 Number of SAPS Police stations where Integrated Person Management (IPM) is deployed	220	45	105	165	220
2.3.1 Number of government departments and/or entities connected to transversal platform and exchanging information electronically	2	-	-	-	2

### **1.5.5 Explanation of planned performance over the medium-term period**

**Number of cases electronically processed through the IJS Transversal Hub** – this indicator will contribute to:

- Improved efficiency in the criminal justice system, by reducing delays, duplication of effort, and manual processes.
- Enhanced accountability and transparency, as digital tracking of cases allows for better monitoring of case progress across the CJS.

In this regard, the inclusion of the case flow management indicator aligns directly with the broader objectives of the IJS programme to modernise and digitally enable the criminal justice system in South Africa, thereby improving its overall effectiveness and credibility.

#### **Number of SAPS Police stations where Integrated Person Management (IPM) is deployed:**

The IPM establishes an integrated business, information, system, and ICT architectures for the management of a detainee from the time of arrest until the legal release of the person out of the “keep secure for adjudication process” of SAPS. Currently, out of a total of 1,170 SAPS police stations nationwide, the IPM has already been rolled out to 216 police stations. The revised target therefore reflects the current level of implementation and demonstrates IJS’s commitment to accelerating the deployment of IPM across additional police stations nationally.

**Number of government departments and entities connected to transversal platform and exchanging information electronically:** During the 2026/27 financial year, the IJS programme is targeting the integration of the Department of Defence - Defence Intelligence (DOD-DI) and the Border Management Authority (BMA) onto the IJS Transversal Hub. The following should also be noted:

- The DOD-DI will utilise the Person Integration Services to verify and identify individuals in line with its operational mandate.

The inclusion of the BMA will enable the South African Police Service to reinstate the Movement Control interface for circulated persons and vehicles, which was previously migrated from the Department of Home Affairs.

### **1.5.6 Programme resource considerations**

The work of the Auxiliary and Associated Services Programme is to provide a variety of auxiliary services associated with the Department’s goals, and to fund transfer payments to the South African Human Rights Commission (SAHRC), the Office of the Public Protector, Legal Aid South Africa, the Special Investigating Unit (SIU) and the President’s Fund. The Programme comprises

113 posts, of which 6 are currently vacant, and 107 are filled and a vacancy rate of 0.43%. Available human resources will enable the Programme to achieve its planned outcomes.

Salary Level	Filled posts	Vacant posts	Total posts	Vacancy rate	Cost
2	2	0	2	0,0%	R283 296
4	1	0	1	0,0%	R199 203
5	14	0	14	0,0%	R3 206 763
7	20	2	22	9,1%	R7 206 102
9	21	1	22	4,5%	R10 369 461
11	30	0	30	0,0%	R27 170 166
12	1	0	1	0,0%	R1 268 448
13	13	2	15	13,3%	R19 210 563
14	2	0	2	0,0%	R3 282 228
15	3	1	4	25,0%	R7 279 926
<b>TOTAL</b>	<b>107</b>	<b>6</b>	<b>113</b>	<b>5,3%</b>	<b>R79 476 156</b>



**(b) Reconciling performance with the budget and the MTEF**

Subprogrammes	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate		
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27
Rand thousand									
Legal Aid South Africa	2 184 471	2 124 574	2 108 990	2 203 217	0,3%	55,4%	2 291 878	2 383 340	2 457 412
Special Investigating Unit	452 060	489 839	449 699	459 860	0,6%	11,9%	486 759	506 216	522 065
Public Protector of South Africa	377 928	357 261	352 007	388 011	0,9%	9,5%	408 309	426 453	439 707
South African Human Rights Commission	208 467	208 344	203 159	217 088	1,4%	5,4%	228 444	239 182	246 616
Justice Modernisation	597 447	548 008	482 720	653 498	3,0%	14,7%	727 932	756 983	780 507
Information Regulator	88 913	107 716	108 600	135 741	15,1%	2,8%	140 317	145 915	150 450
Office of the Legal Services Ombud	9 023	11 832	10 301	18 347	26,7%	0,3%	30 222	31 570	32 550
President's Fund	-	-	1	1	0,0%	0,0%	1	1	1
<b>Total</b>	<b>3 918 309</b>	<b>3 847 574</b>	<b>3 715 477</b>	<b>4 075 763</b>	<b>1,3%</b>	<b>100,0%</b>	<b>4 313 862</b>	<b>4 489 660</b>	<b>4 629 308</b>
<b><u>Economic classification</u></b>									
<b>Current payments</b>	<b>576 468</b>	<b>481 401</b>	<b>445 896</b>	<b>642 915</b>	<b>4%</b>	<b>14%</b>	<b>728 376</b>	<b>757 586</b>	<b>781 128</b>
Compensation of employees	70 431	82 109	88 720	14 395	-41%	2%	26 112	27 293	28 141
Salaries and wages	64 437	74 960	81 117	13 065	-41%	2%	24 721	25 839	26 642
Social contributions	5 994	7 149	7 603	1 330	-39%	0%	1 391	1 454	1 499
Goods and services	506 037	399 292	357 176	628 520	7%	12%	702 264	730 293	752 987
Administrative fees	328	432	205	127	-27%	0%	131	138	142
Advertising	1 968	1 355	1 208	328	-45%	0%	527	641	351
Minor assets	1 272	153	90	4 357	51%	0%	3 828	4 115	4 243
Audit costs: External	-	-	-	-	0%	0%	-	-	-
Bursaries: Employees	35	30	33	-	-100%	0%	-	-	-
Catering: Departmental activities	20	103	108	6	-33%	0%	6	6	6
Communication (G&S)	1 066	928	1 029	338	-32%	0%	348	362	374

Computer services	288 028	151 910	189 852	486 946	19%	7%	551 926	577 301	595 242
Consultants: Business and advisory services	71 126	52 430	57 840	33 122	-22%	1%	30 602	29 185	30 401
Infrastructure and planning services	-	-	-	-	0%	0%	-	-	-
Laboratory services	-	-	-	-	0%	0%	-	-	-
Legal services (G&S)	2 680	900	2 600	-	-100%	0%	-	-	-
Science and technological services	-	-	-	-	0%	0%	-	-	-
Contractors	3 473	2 192	5 193	1 498	-24%	0%	1 295	1 096	1 130
Agency and support/outsourced services	63 405	73 851	83 102	99 210	16%	2%	110 210	114 599	118 207
Entertainment	-	-	-	-	0%	0%	-	-	-
Fleet services (including government motor transport)	84	161	102	-	-100%	0%	-	-	-
Housing	-	-	-	-	0%	0%	-	-	-
Inventory: Clothing material and accessories	-	-	-	-	0%	0%	-	-	-
Inventory: Farming supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Food and food supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	0%	0%	-	-	-
Inventory: Learner and teacher support material	-	-	-	-	0%	0%	-	-	-
Inventory: Materials and supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Medical supplies	-	-	-	-	0%	0%	-	-	-
Inventory: Medicine	-	-	-	-	0%	0%	-	-	-
Medsas inventory interface	-	-	-	-	0%	0%	-	-	-
Inventory: Other supplies	-	-	-	-	0%	0%	-	-	-
Consumable supplies	551	608	322	277	-20%	0%	38	39	58
Consumables: Stationery, printing and office supplies	988	1 592	256	623	-14%	0%	635	660	681
Operating leases	4 291	5 608	6 518	36	-80%	0%	40	40	41
Rental and hiring	-	-	-	-	0%	0%	-	-	-
Property payments	1 018	2 131	2 638	-	-100%	0%	-	-	-
Transport provided: Departmental activity	-	-	-	-	0%	0%	-	-	-
Travel and subsistence	4 058	7 735	3 811	1 170	-34%	0%	1 884	1 526	1 555
Training and development	573	781	719	25	-65%	0%	61	93	49
Operating payments	59 378	94 026	206	164	-86%	1%	168	175	180

Venues and facilities	1 695	2 366	1 344	293	-44%	0%	565	317	327
Interest and rent on land	-	-	-	-	0%	0%	-	-	-
Interest (Incl. interest on unitary payments (PPP))	-	-	-	-	0%	0%	-	-	-
Rent on land	-	-	-	-	0%	0%	-	-	-
<b>Transfers and subsidies</b>	<b>3 223 193</b>	<b>3 180 322</b>	<b>3 114 343</b>	<b>3 403 918</b>	<b>2%</b>	<b>83%</b>	<b>3 555 708</b>	<b>3 701 107</b>	<b>3 816 251</b>
Provinces and municipalities	1	-	1	-	-100%	0%	-	-	-
Provinces	1	-	1	-	-100%	0%	-	-	-
Provincial Revenue Funds	-	-	-	-	<b>0%</b>	<b>0%</b>	-	-	-
Provincial agencies and funds	1	-	1	-	-100%	0%	-	-	-
Municipalities	-	-	-	-	0%	0%	-	-	-
Municipal bank accounts	-	-	-	-	0%	0%	-	-	-
Municipal agencies and funds	-	-	-	-	0%	0%	-	-	-
Departmental agencies and accounts	3 222 926	3 180 018	3 113 856	3 403 918	2%	83%	3 555 708	3 701 107	3 816 251
Social security funds	-	-	-	-	0%	0%	-	-	-
Departmental agencies (non-business entities)	3 222 926	3 180 018	3 113 856	3 403 918	2%	83%	3 555 708	3 701 107	3 816 251
Higher education institutions	-	-	-	-	0%	0%	-	-	-
Foreign governments and international organisations	-	-	-	-	0%	0%	-	-	-
Public corporations and private enterprises	-	-	-	-	0%	0%	-	-	-
Public corporations	-	-	-	-	0%	0%	-	-	-
Subsidies on products and production (pc)	-	-	-	-	0%	0%	-	-	-
Other transfers to public corporations	-	-	-	-	0%	0%	-	-	-
Private enterprises	-	-	-	-	0%	0%	-	-	-
Subsidies on products and production (pe)	-	-	-	-	0%	0%	-	-	-
Other transfers to private enterprises	-	-	-	-	0%	0%	-	-	-
Non-profit institutions	-	-	-	-	0%	0%	-	-	-
Households	266	304	486	-	-100%	0%	-	-	-
Social benefits	266	304	486	-	-100%	0%	-	-	-
Other transfers to households	-	-	-	-	0%	0%	-	-	-
<b>Payments for capital assets</b>	<b>118 642</b>	<b>185 851</b>	<b>155 238</b>	<b>28 930</b>	<b>-38%</b>	<b>3%</b>	<b>29 778</b>	<b>30 967</b>	<b>31 929</b>
Buildings and other fixed structures	-	-	-	-	0%	0%	-	-	-

Buildings	-	-	-	-	0%	0%	-	-	-
Other fixed structures	-	-	-	-	0%	0%	-	-	-
Machinery and equipment	92 357	121 044	94 703	28 930	-32%	2%	29 778	30 967	31 929
Transport equipment	-	-	-	-	0%	0%	-	-	-
Other machinery and equipment	92 357	121 044	94 703	28 930	-32%	2%	29 778	30 967	31 929
Heritage assets	-	-	-	-	0%	0%	-	-	-
Specialised military assets	-	-	-	-	0%	0%	-	-	-
Biological assets	-	-	-	-	0%	0%	-	-	-
Land and sub-soil assets	-	-	-	-	0%	0%	-	-	-
Software and other intangible assets	26 285	64 807	60 535	-	-100%	1%	-	-	-
<b>Payments for financial assets</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100%</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>-</b>
					<b>0%</b>	<b>0%</b>			
<b>Total</b>	<b>3 918 309</b>	<b>3 847 574</b>	<b>3 715 477</b>	<b>4 075 763</b>	<b>1,3%</b>	<b>100%</b>	<b>4 313 862</b>	<b>4 489 660</b>	<b>4 629 308</b>

## 2. Key Risks and mitigations

Outcomes	Key Risks	Risk Mitigation
<p><b>A capable, efficient, effective, and ethical Department</b></p>	<ol style="list-style-type: none"> <li>1. Non-compliance with laws and applicable prescripts leading to negative audit outcome.</li> <li>2. Fraud and Corruption impacting on the reputation of the Department with far-reaching consequences on service delivery.</li> <li>3. Lack of specialised skills, knowledge gap due to rapid technological change to perform specific functions or support strategic objectives.</li> <li>4. Suboptimal physical security measures in courts and aging security infrastructure posing safety concerns to judiciary, staff, witnesses, and the public.</li> <li>5. Organisational structure that does not support operational efficiency.</li> <li>6. Unstable ICT infrastructure and Cybersecurity exposure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of the Audit Action Plan.</li> <li>2. Foster a strong ethical culture from top-down, promoting integrity, transparency and zero tolerance for misconduct, and implementation of consequence management.</li> <li>3. Implementation of work skills plan and performance development plan. Alignment of Departmental needs to the Brigitte Mabandla Justice College (BMJC) training programmes.</li> <li>4. Identify courts for the installation of electronic security measures to enhance the overall safety and security at court buildings, including court efficiency.</li> <li>5. Review and align organisational structure.</li> <li>6. Stabilised ICT Solutions: Outdated systems will be replaced, leading to more efficient operations, improved integration and enhanced cybersecurity.</li> </ol>
<p><b>Reformed, integrated and modernised criminal justice system</b></p>	<ol style="list-style-type: none"> <li>1. <b>Ineffective stakeholder management leading to potential challenges, delays, or failures</b> associated with implementing reforms intended to create a more <b>coordinated, efficient, and technologically advanced</b> Criminal Justice System.</li> <li>2. Lack of integrated criminal justice system impacting on the case management systems and the flow of information seamlessly.</li> </ol>	<ul style="list-style-type: none"> <li>• Collaboration and cooperation of CJS role players.</li> <li>• Reformed Legislation.</li> <li>• Integration of modern case management systems within the Criminal Justice System.</li> </ul>
<p><b>Efficient, resilient and strengthened Justice System enhanced for improved accessibility</b></p>	<ol style="list-style-type: none"> <li>1. Business disruptions/ service delivery interruptions due to               <ul style="list-style-type: none"> <li>- Infrastructure limitation including contravention notices.</li> <li>- ICT challenges (Court recording technology).</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and implement the Business Continuity Management Plan to prevent the backlogs.</li> </ol>

Outcomes	Key Risks	Risk Mitigation
	<ul style="list-style-type: none"> <li>- Unavailability/ shortage of staff and equipment.</li> <li>- Severe weather conditions due to climate change.</li> <li>- Power cuts and water challenges.</li> </ul> <ol style="list-style-type: none"> <li>2. The cost of accessing justice may be prohibitively expensive for many individuals, making it difficult for them to seek legal remedies or to access justice.</li> <li>3. Compromised best interests of children due to inability to fully implement the Children's Act and other pertinent legislation.</li> <li>4. Exposure of sexual offence victims to secondary victimisation due to limited infrastructure to accommodate the requirements of the Regulations relating to Sexual Offences Courts.</li> <li>5. Inadequate court and office infrastructure resulting in non-compliance with occupational health and safety, and potential facility closures.</li> <li>6. Exposure of the vulnerable to convicted sex offenders due to non-compliance with Chapter 6 of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 in relation to processing of application.</li> <li>7. Backlogs in issuing of NRSO clearance certificate.</li> <li>8. Increased incidence of femicide and domestic homicides.</li> <li>9. Inefficient and ineffective services provided by master service points due to system challenges leading to increased complaints (erosion of public confidence).</li> </ol>	<ol style="list-style-type: none"> <li>2. The availability of the Alternative Dispute Resolution (ADR) Policy Framework (Small Claims Courts, traditional courts etc.).</li> <li>3. Finalisation of preliminary inquiries within 30 days after the date of first appearance.</li> <li>4. Implementation of regulations relating to Sexual Offences Courts and Guidelines for the establishment of the Sexual Offences Courts.</li> <li>5. Implementation of minor capital works projects to refurbish and upgrade courts.</li> <li>6. DDG Court administration and the Registrar of NRSO will engage the Judiciary, OCJ and International Relations on the conviction of sexual offenders.</li> <li>7. Improve the percentage of certificates issued on backlog cases.</li> <li>8. Issue domestic violence protection orders and release them to the Clerk of the Court to service daily .</li> <li>9. Implementation of Masters' Turnaround Strategy which includes automation and roll-out of online services.</li> </ol>
<b>Advanced Constitutionalism,</b>	<ol style="list-style-type: none"> <li>1. Limited access to justice services by vulnerable and marginalised</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of PLEAJ project to expand provision</li> </ol>

Outcomes	Key Risks	Risk Mitigation
<b>Human Rights, the Rule of Law and International Cooperation</b>	<p>communities impacting on access to free, basic legal advice and other services offered by Community Advice Offices.</p> <ol style="list-style-type: none"> <li>2. 'Dependency on the technical enhancement of the functional requirements of the Virtual Data Repository (VDR) Dashboard by Integrated Justice Systems, and dependency on receiving data from other organs of state.</li> <li>3. Growing social divisions due to lack of social cohesion and socio-economic conditions impact across the country resulting in intolerances and social unrest.</li> <li>4. Delays in rehabilitating the affected communities as recommended by TRC.</li> <li>5. Potential for South Africa being red in the U.N. Human Rights Council leading to negative effect on our foreign policy priorities.</li> </ol>	<p>of free, basic legal advice and promotion of human rights awareness.</p> <ol style="list-style-type: none"> <li>2. Continuous enhancement of VDR in different phases upon approval of the regulations (Act).</li> <li>3. Enhancement of the functional requirements of the Virtual Data Repository for racism, racial discrimination, xenophobia and related intolerance.</li> <li>4. Finalise and implement community rehabilitation regulations.</li> <li>5. Promote continuous Stakeholder engagements.</li> </ol>
<b>Professionalised, modernised and quality State Litigation, Legal Advisory Services and legal reform</b>	<ol style="list-style-type: none"> <li>1. Possible non-compliance with finalisation of expungement matters within the prescribed period.</li> <li>2. Increased Litigation against the Department.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and roll- out IT system that allows: <ol style="list-style-type: none"> <li>(a) Online expungements applications.</li> <li>(b) Automatic electronic communication with applicants.</li> </ol> </li> </ol>
<b>Transformed legal service for improved access to justice for all</b>	<ol style="list-style-type: none"> <li>1. Limitations in reforming, modernising and evolving the legal service.</li> <li>2. Slow progress in transformation of female and young legal counsel due to limited pool of female counsel in certain geographical areas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of multilateral stakeholder forums.</li> <li>2. Pairing of junior counsels with senior counsels.</li> <li>1. Open dialogue with Client Departments to educate and persuade them to use Black female counsels and or joint briefs through continuous bilateral stakeholder engagements.</li> </ol>
<b>Fighting Crime and Corruption through prosecution</b>	<ol style="list-style-type: none"> <li>1. Insufficient technology to enhance efficiency and effectiveness in the NPA.</li> <li>2. Lack of required skills and people to attend to complex matters.</li> <li>3. Safety and security of Prosecutors including information security risks.</li> </ol>	<ol style="list-style-type: none"> <li>2. Implementation of knowledge management portal as learning platform to share skills and techniques in prosecuting complex matters.</li> <li>3. Conduct threats risk assessment and coordinate security for high-risk cases and special events.</li> </ol>

Outcomes	Key Risks	Risk Mitigation
<b>Colonial/apartheid-era justice-related legislation reviewed and replaced</b>	Inability to conduct research on the review of legislation due to outdated and unstable ICT infrastructure. (Obsolete pieces of legislation)	Submission of Bills seeking to repeal or repeal and replace colonial/apartheid-era justice-related legislation submitted to Ministry.
<b>Improved awareness of the justice services and community outreach programmes</b>	<ol style="list-style-type: none"> <li>1. Limited access to and knowledge about justice services by vulnerable and marginalised communities impacting on access to free and basic legal advice.</li> <li>2. Negative public perception and damage to the reputation of the Department.</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote justice services through outreach programmes.</li> <li>2. Strengthen departmental platforms (website and social media sites) to drive more communication.</li> </ol>

### 3. Public Entities

Name of Public Entity	Mandate	Outcomes	Current annual Budget (Million Rand)
Legal Aid South Africa (LASA)	Renders or makes legal aid available to indigent persons and provides legal representation at the State's expense.	Efficient, resilient and strengthened Justice System enhanced for improved accessibility.	2291,9
Special Investigating Unit (SIU)	Provides professional forensic investigations and litigation services to all State institutions at national, provincial and local level.	Fighting crime and corruption by means of prosecution.	486,8
Information Regulator	Monitors and enforces compliance by public and private bodies with the provisions of the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000), and the Protection of Personal Information Act, 2013 (Act No. 4 of 2013).	Efficient, resilient and strengthened Justice System enhanced for improved accessibility.	140,3
Public Protector of South Africa	The Public Protector is an independent institution established in terms of section 181 of the Constitution, with a mandate to support and strengthen constitutional democracy. A supreme administrative oversight body, the Public Protector has the power to investigate, report on and remedy improper conduct in all State affairs. The Public Protector must be accessible to all persons and communities. Any person has the right to	Efficient, resilient and strengthened Justice System enhanced for improved accessibility.	408,3

Name of Public Entity	Mandate	Outcomes	Current annual Budget (Million Rand)
	complain to the Public Protector.		
Justice Modernisation (as reflected in the ENE)	Implements the IT infrastructure and networks, and funds the integrated justice system programme, which seeks to re-engineer, automate and integrate business processes across the criminal justice value chain.	Reformed, integrated and modernised criminal justice system.	727,9
Office of the Legal Services Ombud	Responsible for protecting and promoting public interest in relation to rendering legal services, investigating complaints of alleged misconduct against legal practitioners, and promoting independence and high standards of integrity in the legal profession.	Transformed legal service for improved access to justice for all.	30,2

## 1. Infrastructure plan

No.	Project name	Programme	Project description	Outputs	Project Start Date	Completion Date	Total estimated cost '000'	Current year's expenditure '000'	GPS coordinates
1.	Soshanguve Magistrate's Office	Capital Works	Additional accommodation and repairs, parking and storm water.	Upgrading and additions.	12/12/2019	27/02/2026	528,686	68	-25.5296082. 28.0959831
2.	Durban High Court	Capital Works	Refurbishment and renovations including upgrading of toilets and accommodation.	New infrastructure assets.	06/05/2021	30/08/2026	1, 221,467	41,876	-29.862050. 31.019423
3.	Mamelodi Magistrate's Office	Capital Works	Construction of a new building.	New infrastructure assets.	19/06/2014	TBC	290, 368	8	25.7148375. 28.3447918
4.	Rustenburg Magistrate's Office (old SARS building)	Capital Works	Conversion and upgrading of old SARS building and complete upgrade of existing court facility to include: emergency generators, cash hall, air conditioning system, plumbing and roof.	Upgrading and additions.	22/09/2022	13/09/2026	151, 043	6,310	-25.66572, 27.23682

No.	Project name	Programme	Project description	Outputs	Project Start Date	Completion Date	Total estimated cost '000'	Current year's expenditure '000'	GPS coordinates
5.	Hopetown Magistrate's Court	Capital Works	Conversion of Post Office into office, and installation of fence.	Upgrading and additions.	27/03/2023	TBC	996	0	-28.771139, 20.618454
6.	Klerksdorp Magistrate's Office	Capital Works	Additional accommodation for Regional Court.	Upgrading and additions.	03/11/2021	29/11/2026	115,814	2,056	-26.470059, 29.107891
7.	Keimoes Magistrate's Office	Capital Works	Construction of a new building including parking bays.	New infrastructure assets.	20/11/2024	20/11/2027	107,878	8,313	-25.272432, 27.238957
8.	Various centres	Capital Works	Various centers: installation of generators.	Upgrading and additions.	Ongoing	Ongoing	1, 736	0	N/A
9.	Jan Kempdorp Magistrate's Office	Capital Works	Construction of a new building.	New infrastructure assets.	Under planning	Under planning	119,527	0	-27.915358, 24.839347
10.	Johannesburg Magistrate's Office Family Court	Capital Works	Additional accommodation, refurbishment, including upgrading of electricity for the entire building and installation of new lifts.	Upgrading and additions.	Under planning	Under planning	193,095	0	-26.20798, 28.03468

No.	Project name	Programme	Project description	Outputs	Project Start Date	Completion Date	Total estimated cost '000'	Current year's expenditure '000'	GPS coordinates
11.	Bisho High Court	Capital Works	Additional accommodation.	Upgrading and additions.	Under planning	Under planning	290,190	17	-32.85743, 27.43193
12.	Poffader Magistrate's Office	Capital Works	Additional accommodation and generator.	Upgrading and additions.	Under planning	Under planning	72,762	0	-29.620907, 24.084622
13.	Lehurutse Magistrate's Office	Capital Works	Construction of a new building.	New infrastructure assets.	Under planning	Under planning	224,381	0	-25.4919365, 25.9829469
14.	Boksburg Magistrate's Office	Capital Works	Repairs and renovations and upgrading of electricity and installation of standby generator.	Upgrading and additions.	Under planning	Under planning	88,538	35	-26.225161, 28.252946
15.	New Castle Magistrate's Office	Capital Works	Additional accommodation, refurbishment and upgrading.	Upgrading and additions.	Under planning	Under planning	467,170	0	-27.75562, 29.93178
16.	Bergville Magistrate's Office	Capital Works	Upgrading, repairs and renovations and installation of borehole.	Upgrading and additions.	Under planning	Under planning	56,721	0	-28.73194, 29.35447
17.	Wolmaranstad Magistrate's Office	Capital Works	Additional office accommodation, security measures,	Upgrading and additions.	Under planning	Under planning	45,788	0	-27.19918, 25.9824514

No.	Project name	Programme	Project description	Outputs	Project Start Date	Completion Date	Total estimated cost '000'	Current year's expenditure '000'	GPS coordinates
			upgrading of cell block, air conditioning, covered parking repairs and renovation of existing buildings.						
18.	Mqanduli Magistrate's Office	Capital Works	Additional accommodation.	Upgrading and additions.	Under planning	Under planning	183,884	474	-31.817981, 28.765583
19.	Vanderbijl Park Magistrate's Office	Capital Works	Repairs and renovations and complete upgrade including security upgrade and telephonic system.	Upgrading and additions.	Under planning	Under planning	1,066	0	-26.70052, 27.83388
20.	Victoria West Magistrate's Office	Capital Works	Construction of additional accommodation.	Upgrading and additions.	Under planning	Under planning	25,097	0	-31.40419, 23.11092
21.	Madadeni Magistrate's Office	Capital Works	Upgrading of entire building including electricity, soundproofing of court rooms, security measures, installation of air conditioning plant,	Upgrading and additions.	Under planning	Under planning	103,229	0	-27.76073, 30.02837

No.	Project name	Programme	Project description	Outputs	Project Start Date	Completion Date	Total estimated cost '000'	Current year's expenditure '000'	GPS coordinates
			water tanks and boreholes.						
22.	Richmond Magistrate's Office	Capital Works	Upgrading, repairs and renovations and security measures.	Upgrading and additions.	Under planning	Under planning	36,337	0	-29.87269, 30.26988
23.	Christiana Magistrate's Office	Capital Works	Additional accommodation, including upgrading and renovations.	Upgrading and additions.	Under planning	Under planning	57,539	0	-27.9109451, 25.1703189
24.	Secunda Magistrate Office	Capital Works	Repairs and renovations.	Upgrading and additions.	Under planning	Under planning	22,539	0	-26.5046, 29.18619
25.	White River magistrate's Office	Capital Works	Additional accommodation.	Upgrading and additions.	Under planning	Under planning	81,754	0	-25.32844, 31.01958
26.	Umzimkhulu Magistrate's Office	Capital Works	Additional accommodation, repairs and renovations and security measures.	Upgrading and additions.	Under planning	Under planning	264,567	0	-30.25849, 29.94011
27.	Van Zylsrust Magistrate's Office	Capital Works	Construction of a new building.	New infrastructure assets.	Under planning	Under planning	38,513	0	-30.35073, 21.82448

No.	Project name	Programme	Project description	Outputs	Project Start Date	Completion Date	Total estimated cost '000'	Current year's expenditure '000'	GPS coordinates
28.	Loeriesfontein Magistrate's Office	Capital Works	Construction of a new building.	New infrastructure assets.	Under planning	Under planning	16,385	0	-30.95631, 19.449
29.	Himeville Magistrate's Office heritage?	Capital Works	Repairs and renovations, refurbishment and upgrading, including electricity in existing buildings plus security measures and lightning and installation of boreholes.	Upgrading and additions.	Under planning	Under planning	62,421	0	-29.74987, 29.51315

**2. Conditional Grants**

No conditional grants were issued by the departments.

**3. Public-Private Partnership**

There are no Public-Private Partnership applicable to the DOJ & CD.

#### 4. District Development Model

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
District Profiling	District Profiling	Identify prevalent crimes and issues in a district.  Conduct needs assessment for resource allocation.	N/A	All districts	All districts	Area Court Managers  Directors Court Operations	N/A (Internal exercise)	Court Administration
Specialised training for capacity building	1.GBVF First Responder Programme	Capacity building for identified municipal service delivery staff.	200k	<b>GP:</b> Johannesburg, Tshwane, West Rand, Ekurhuleni, Sedibeng  <b>LP:</b> Mopani, Vhembe, Capricorn, Sekhukhune, Waterberg,	Training is held at government facilities and sometimes at hotels.	Justice College	Mayors, Municipal Managers, Ward Councillors, Legal Practitioners at Municipal and Provincial level	Institutional Development and Support
	2.Service Delivery Programme		200k	<b>MP:</b> Ehlanzeni, Gert Sibande, Ekwangala  <b>NW:</b> Kenneth Kaunda, Bojanala Platinum, Ruth		Justice College	Mayors, Municipal Managers, Ward Councillors, Legal Practitioners at Municipal and Provincial level	Institutional Development and Support

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
	3. Legal Drafting		200k	Segomotsi, Ngaka Modiri  <b>EC:</b> BCM, NMB, Alfred Nzo, Amathole, Chris Hani, Joe Gqabi, OR Tambo, Sarah Baartman.		Justice College	Mayors, Municipal Managers, Ward Councillors, Legal Practitioners at Municipal and Provincial level	Institutional Development and Support
	4. Trial Advocacy		200k			Justice College	Mayors, Municipal Managers, Ward Councillors, Legal Practitioners at Municipal and Provincial level	Institutional Development and Support
	5. Administrative Law		200k			Justice College	Mayors, Municipal Managers, Ward Councillors, Legal Practitioners at Municipal and Provincial level	Institutional Development and Support

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
Crime prevention	Public Education on Justice services and the Constitution	Awareness sessions and community engagements.	R2m	All Districts	All Districts	Court Admin Family Law Services Communication Management Constitutional Development	Public SAPS NPA Judiciary Ward Councillors	Provincial Offices (Directors: Legal) Communication Management
Sexual offences	Sexual offenses courts established	Increase the number of sexual offenses courts.	N/A	<b>EC:</b> NMB OR Tambo Amathole BCM  <b>FS:</b> Xhariep Lejweleputswa  <b>KZN:</b> Amajuba  <b>MP:</b> Ermelo Kwa-Mhlanga	Ggeberha Tsolo Butterworth East London  Koffiefontein Hertzogville  Madadeni Empangeni  Ermelo Mdutjana	Court Admin	Judiciary SAPS NPA	Court Admin
Domestic Violence	Domestic violence minimum standards	Increase courts compliant with minimum standards.	R2m	<b>NC:</b> Francis Baard  John Mothibi Pixley ka Seme	Kimberly Hartswater Mothibistad Colesburg Carnarvon  Bethal	Court Admin	Judiciary SAPS NPA	Court Admin

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
				<b>MP:</b> Evander Ermelo Mbombela Bushbuckridge  <b>EC:</b> BCM NMB Sarah Baartman Joe Gqabi Amathole  <b>WC:</b> Overberg Metro 1 Metro 2 Metro3	Elukwatini/ Eerstehoek Tonga Acornhoek Mkhuhlu  Zwelitsha Motherwell Makhanda Tlokoeng Butterworth  Swellendam Khayelitsha Athlone Bluedowns Paarl			
Legal Advice to communities	Increase CAOs	CAOs supported through the PLEAJ project to expand provision of free, basic legal advice and promotion of human rights awareness.	R3 726m	<b>EC</b> Chris Hani  Alfred Nzo  Amathole	Tshatshu CAO  Latita Care Development Centre Tholulwazi Development Organisation  Metro Community Service Berlin CAO Equality CAO	Constitutional Development	CAOs CBOs NGOs Public	Constitutional Development

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
				Chris Hani District	Ntuthuzelo CAO Daliwe CAO			
				Joe Gqabi	Engcobo Community Legal CAO Elliot Paralegal Advice CDC Hewu CAO Siyazidlala Ngekhaya Lethu Indwe Cradock CAO Hofmeyer CAO			
				OR Tambo	Barkley East CAO Jamestown CAO & CDC Aliwal North CAO Hershel Legal CAO			
				Sarah Baartman	Lusikisiki Paralegal CAO Thetha Domestic CAO Jersey Farm Advice & Information Centre Qunu CAO  Bathurst CAO			

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
			R1 620m	<b>NORTH WEST:</b>  Bojanala  Dr Kenneth Kaunda  Dr Ruth Segomotsi Mompoti  Ngaka Modiri Molema	Bojanala Legal AO Lethabile Network Lethabong Drop & Advice  Reabetswe Support Group Paralegal Advice Office Justice and Peace Orkney Letsopa  Lesedi CAO  Tlhoafalo CAO			
			R3 240m	<b>FREE STATE:</b> Fezile Dabi  Thabo Mofutsanyane	Mafube Victim Support Centre Zamdela CAO  N5 Resource Centre			

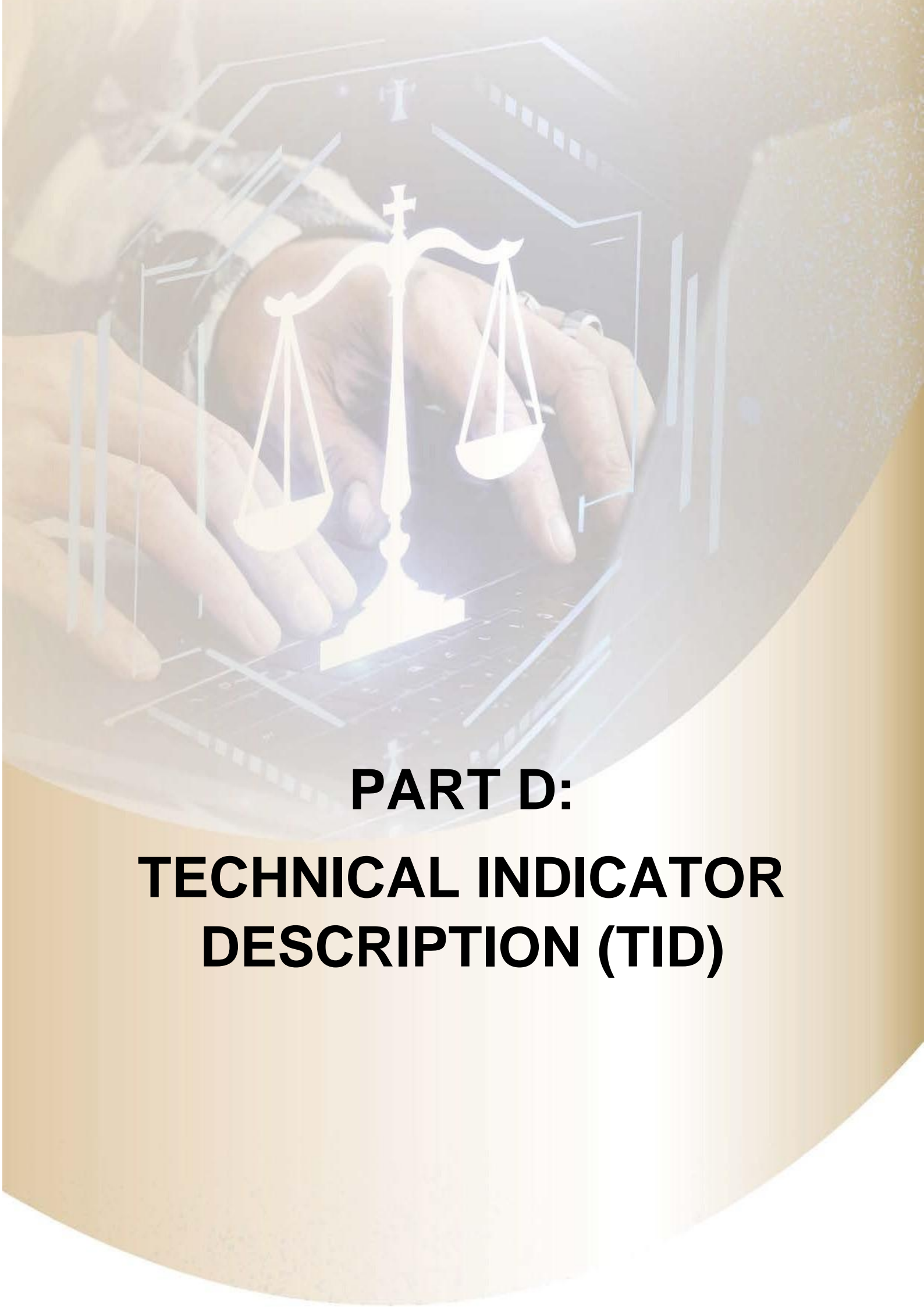
Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
				Lejweleputswa	Dihlabeng Development District Ficksburg CAO Ubuntu Legal Advice Dignity Victim Support Nketoana CAO Qholaqwe CAO Thusanang CAO			
				Xhariep	Tshireletso Victim Empowerment Henneman VE Phakama Youth Club AC			
				Mangaung Metro	Winburg Makeleketla  Iketseng Sivile Advice Office  Tshireletso Against Women Abuse Bokomotso Good Samaritan Batho be Lerato AC			

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
			R3 240m	<b>KWA-ZULU NATAL:</b>  Ethekwini         Harry Gwala   King Cetshwayo  Melmoth  Ugu  uMgungundlovu    uThukela	Amaoti CA & RS Clermont CRS Durban South CAO Greater Molweni CRC Ichanga CRC Iwundlu CDC Kwakakhutha CRC Kwamashu CRC Ubuhle CRC (Adams Vision) Umsunduzi CRC  Utrecht CA & Resource Centre  Kwadlangezwa CA & RC  Mthonjaneni CA & RC  Qiko CAO &RS  Mpophomeni Gender & Paralegal Office Springs of Hope  Amazizi CAO &RS			

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
					Emnambithi Legal AO Faith Care Community Outreach Scelukukhanya Home Based Care			
			R648k	<b>NORTHERN CAPE:</b>  ZF Mgcawu  John Taolo Gaetsewe  Frances Baard	Kgatelopele Social Development & AO  Kuruman LA&DC  Pampierstad Thuso ADC Thabang CDC			

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
			R1 458m	<b>MPUMALANGA:</b> Enhlazeni  Gert Sibande  Nkgangala	Bohlabela RAC Resoketswe Lebjanae Foundation  Daggakraal AC Leandra CAC Standerton Victim EAO  Entokzweni AO Ingomuso Lethu Centre Kwaguqa AO Sonzokuhle Advice Centre			
			R3 240m	<b>LIMPOPO:</b> Capricorn	Bloodriver AO Community Advice & Law Centre Dintenteng AO Mamadi AO Mangkweng AC			

Area of Intervention in the NSDF and DDM	Project name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Responsible Branch
					Manthata AC Matlala AO			
				Mankweng	Mankweng CLAO			
				Mopani	Katekani CDC Relemogile CAO			
				Sekhukhune Combined	Broadway Legal Centre for Research & Development Mining Affected Communities			
				Vhembe	Faranani Paralegal and Advice Messina LAO Vumbanani Peacebuilding CAO			
				Waterberg	Opret AC			



**PART D:**  
**TECHNICAL INDICATOR  
DESCRIPTION (TID)**

## PROGRAMME 1: ADMINISTRATION

### Outcome 1: A capable, efficient, effective and ethical department

Indicator Title	1.1.1 Unqualified Audit opinion obtained on Vote Account
Definition	This indicator measures an opinion that will be expressed by the Auditor-General on Vote Account (financial statements) of the department at the end of the financial year.
Source of Data	Audited Annual report
Method of Calculation/Assessment	N/A
Means of Verification	Audited Annual Report
Assumptions	Financial Statements comply with the relevant reporting framework.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Unqualified Audit opinion obtained on Vote Account
Indicator Responsibility	Chief Financial Officer

Indicator Title	1.2.1 Unqualified Audit opinion with no material findings obtained on President Fund
Definition	This indicator measures an opinion that will be expressed by the Auditor-General on the President Fund (financial statements) of the department at the end of the financial year.
Source of Data	Audited Annual report
Method of Calculation/Assessment	N/A
Means of Verification	Audited Annual Report
Assumptions	Financial Statements comply with the relevant reporting framework.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Unqualified Audit opinion obtained on President Fund
Indicator Responsibility	Chief Financial Officer

<b>Indicator Title</b>	<b>1.2.1 Unqualified Audit opinion with no material findings obtained on President Fund</b>

<b>Indicator Title</b>	<b>1.3.1 Unqualified Audit opinion with no material findings obtained on Justice Administered Fund</b>
Definition	This indicator measures an opinion that will be expressed by the Auditor-General on Justice Administered Fund (financial statements) of the department at the end of the financial year.
Source of Data	Audited Annual report
Method of Calculation/Assessment	N/A
Means of Verification	Audited Annual Report
Assumptions	Financial Statements comply with the relevant reporting framework.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Unqualified Audit opinion obtained on Justice Administered Fund
Indicator Responsibility	Chief Financial Officer

<b>Indicator Title</b>	<b>1.4.1 Unqualified Audit opinion with no material findings obtained on Guardian's Fund</b>
Definition	This indicator measures an opinion that will be expressed by the Auditor-General on Guardian's Fund (financial statements) of the department at the end of the financial year.
Source of Data	Audited Annual Report
Method of Calculation/Assessment	N/A
Means of Verification	Audited Annual Report
Assumptions	Financial Statements comply with the relevant reporting framework.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative
Reporting Cycle	Annually

<b>Indicator Title</b>	<b>1.4.1 Unqualified Audit opinion with no material findings obtained on Guardian's Fund</b>
Desired Performance	Unqualified Audit opinion obtained on Guardian's Fund
Indicator responsibility	Chief Financial Officer

<b>Indicator title</b>	<b>1.5.1 Percentage of undisputed and valid invoices paid within 30 days from date of receipt</b>
Definition	This indicator measures the percentage of undisputed and valid invoices paid within 30 days from the date of receipt.
Source of data	Basic Accounting System (BAS)
Method of calculation/assessment	Percentage = (number of undisputed and valid invoices paid within 30 days from the date of receipt / total number of undisputed and valid invoices received) *100
Means of verification	BAS Report
Assumption	Systems and processes are functioning as designed.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Nationally
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All valid and undisputed invoices received and paid within 30 days.
Indicator responsibility	Chief Financial Officer

<b>Indicator title</b>	<b>1.6.1 Percentage of discretionary procurement allocated to women</b>
Definition	This indicator measures the percentage of discretionary procurement allocated to women.
Source of data	Justice Yellow Page (JYP)
Method of calculation/assessment	Percentage = (Number of discretionary procurement allocated to women / total number of discretionary procurement) *100
Means of verification	Analysis report based on JYP data
Assumptions	Participation of women owned companies in the departmental procurement opportunities.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Nationally and provincially
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly

<b>Indicator title</b>	<b>1.6.1 Percentage of discretionary procurement allocated to women</b>
Desired performance	Achievement of 40% allocation of procurement towards women-owned businesses.
Indicator responsibility	Chief Financial Officer

<b>Indicator title</b>	<b>1.7.1 Percentage of Discretionary Procurement allocated to Exempted Micro Enterprises (EMEs) and Qualifying Small Enterprises (QSEs)</b>
Definition	This indicator measures the percentage of discretionary procurement allocated to EMEs and QSEs.
Source of data	JYP
Method of calculation/assessment	Percentage = (Number of discretionary procurement allocated to EMEs and QSEs / total number of discretionary procurement) *100
Means of verification	Analysis report based on JYP data
Assumptions	Participation of EMEs and QSEs in the departmental procurement opportunities.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Nationally and provincially
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Achievement of 40% allocation of procurement towards EMEs and QSEs
Indicator responsibility	Chief Financial Officer

<b>Indicator Title</b>	<b>1.8.1 Percentage of material audit findings on non-financial performance information addressed</b>
Definition	This indicator measures the percentage of material audit findings on non-financial performance information from the previous financial year as compared to the financial year under review that are issued by the Auditor-General based on non-financial performance information.
Source of Data	Register
Method of Calculation/Assessment	Percentage = (Total number of previous financial year material audit findings addressed / total number of previous financial year material audit findings) * 100
Means of Verification	AG Management report
Assumptions	Offices will implement interventions on the audit action plan to address the findings.

<b>Indicator Title</b>	<b>1.8.1 Percentage of material audit findings on non-financial performance information addressed</b>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Address 60% of material audit findings on non-financial performance information
Indicator Responsibility	DDG: Institutional Development and Support

<b>Indicator Title</b>	<b>1.9.1 Number of specialised training programmes conducted by the Justice College</b>
Definition	This indicator measures the number of specialised training programmes that will be conducted by the BMJC during the reporting period.
Source of data	Workplace Skills Plan (WSP)
Method of Calculation/ Assessment	Simple Count
Means of Verification	Attendance Registers
Assumptions	All specialised training programmes are conducted within the timeframes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	12 specialised training programmes conducted as planned

<b>Indicator Title</b>	<b>1.9.1 Number of specialised training programmes conducted by the Justice College</b>
Indicator Responsibility	Deputy Director General: Institutional Development and Support

<b>Indicator Title</b>	<b>1.10.1 Number of officials trained</b>
Definition	This indicator measures the number of officials trained in all programmes offered by the BMJC /or work skills plan, through both in-person and virtual e-learning interventions. This indicator will ensure that the BMJC /or work skills plan is contributing to organisational performance and capacity-building, (court administration, masters offices, State Attorneys, NPA, and governance improvement.
Source of data	Annual Training Plan
Method of Calculation/ Assessment	Simple Count
Means of Verification	Attendance Registers
Assumptions	Training budget allocated for the strategic cycle in not reduced, and the BMJC develops and launches the e-learning platform.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	3000 officials trained as planned
Indicator Responsibility	Deputy Director General: Institutional Development and Support

<b>Indicator title</b>	<b>1.11.1 Percentage of approved positions occupied by females at SMS level</b>
Definition	This indicator measures the percentage of approved positions occupied by females at SMS level
Source/collection of data	PERSAL system
Method of calculation	Percentage = (number of SMS posts occupied by females / number of all SMS posts filled) *100
Means of verification	PERSAL system report
Assumption	Females who qualify for advertised posts will apply for vacant positions.
Disaggregation of beneficiaries (where applicable)	50% targeted for females
Spatial transformation (where applicable)	Nationally
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Target of 50% of SMS positions occupied by females reached
Indicator responsibility	Deputy Director-General: Corporate Services

<b>Indicator title</b>	<b>1.12.1 Percentage of positions occupied by Persons with Disabilities</b>
Definition	This indicator measures the percentage of positions occupied by Persons with Disabilities in relation to the total workforce in the Department during the reporting period.
Source/collection of data	PERSAL system
Method of calculation	Percentage = (number of posts occupied by Persons with Disabilities / total number of filled posts in the Department) *100
Means of verification	PERSAL system report
Assumption	Persons with disabilities apply and meet the requirements for advertised positions.
Disaggregation of beneficiaries (where applicable)	2.2% targeted for Persons with Disabilities
Spatial transformation (where applicable)	Nationally

<b>Indicator title</b>	<b>1.12.1 Percentage of positions occupied by Persons with Disabilities</b>
applicable)	
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Target of 2.2% of total posts in the Department occupied by people living with disability
Indicator responsibility	Deputy Director-General: Corporate Services

<b>Indicator title</b>	<b>1.13.1 Percentage of positions occupied by youth</b>
Definition	This indicator measures the percentage of positions occupied by youth in relation to the total workforce in the Department during the reporting period.
Source/collection of data	PERSAL system report
Method of calculation	Percentage = (number of positions occupied by youth / total number of filled posts in the Department) *100
Means of verification	PERSAL system report
Assumption	Youth will apply and meet the requirements for advertised posts.
Disaggregation of beneficiaries (where applicable)	20% targeted for Youth
Spatial transformation (where applicable)	Nationally
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Target of 20% of total positions in the Department occupied by youth
Indicator responsibility	Deputy Director-General: Corporate Services

<b>Indicator title</b>	<b>1.14.1 Audit on the DOJ&amp;CD resource requirements within the JCPS value chain conducted by 31 October 2026</b>
Definition	This indicator measures the audit report produced on the DOJ & CD resource requirements within the JCPS value chain by the 31 <sup>st</sup> October 2026.
Source/collection of data	Audited cases of value chain cases/ database/ register
Method of calculation	N/A
Means of verification	Audit report
Assumptions	Access and availability to the JCPS databank and contact persons for data analysis purposes
Disaggregation of Beneficiaries (where applicable)	JCPS Departments
Spatial transformation (where applicable)	National
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Audit report on the DOJ & CD resource requirements within the JCPS value chain conducted by 31 October 2026
Indicator responsibility	Deputy Director-General: Corporate Services

<b>Indicator title</b>	<b>1.15.1 Action plan to implement the resource audit findings developed by 31 March 2027</b>
Definition	This indicator measures the action plan to implement the audited resource value chain for all the JCPS within the DOJ & CD by the 31 <sup>st</sup> March 2027.
Source/collection of data	Audited cases of value chain cases/ database
Method of calculation	N/A
Means of verification	Action Plan
Assumptions	Access and availability to the JCPS databank and contact persons for data analysis purposes

Disaggregation of Beneficiaries (where applicable)	JCPS Departments
Spatial transformation (where applicable)	National
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Action plan to implement the resource audit findings developed by 31 March 2027
Indicator responsibility	Deputy Director-General: Corporate Services

<b>Indicator Title</b>	<b>1.16.1 Percentage of disciplinary cases finalised within 60 days from the first day set down of the hearing</b>
Definition	This indicator measures the percentage of disciplinary cases lodged in the reporting period, which were finalised within the prescribed timeframe of 60 days from the first day of the set down of the hearing.
Source of Data	Database or register
Method of Calculation/Assessment	Percentage = (number of disciplinary cases lodged in the reporting period finalised within 60 days from the first day of set down of the hearing / number of disciplinary cases finalised) *100
Means of Verification	Report on finalised disciplinary cases in the Department
Assumptions	85% of reported disciplinary cases are finalised within the required timeframe.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	85% of disciplinary cases finalised within 60 days from the first day of the set down of the hearing
Indicator Responsibility	Deputy Director-General: Corporate Services

<b>Indicator Title</b>	<b>1.17.1 Percentage of SMS grievances resolved within 45 days from the date the grievance is lodged</b>
Definition	This indicator measures the percentage of grievances lodged against SMS in the reporting period, which were resolved within the prescribed timeframe of 45 days from the date the grievance is lodged.
Source of Data	Database or register
Method of Calculation/Assessment	Percentage = (number of reported grievances lodged in the reporting period resolved within 45 days from the date the grievance is lodged / number of grievances resolved) *100
Means of Verification	Report on grievances resolved
Assumptions	85% of reported grievances will be resolved within 45 days from the date the grievance is lodged.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	85% of reported grievances finalised within 45 days from the date the grievance is lodged
Indicator Responsibility	Deputy Director-General: Corporate Services

<b>Indicator Title</b>	<b>1.18.1 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged</b>
Definition	This indicator measures the percentage of grievances lodged against non-SMS in the reporting period, which were resolved within the prescribed timeframe of 30 days from the date the grievance is lodged.
Source of Data	Database or register
Method of Calculation/Assessment	Percentage = (number of reported grievances lodged in the reporting period resolved within 30 days from the date the grievance is lodged / number of grievances resolved) *100
Means of Verification	Report on grievances resolved
Assumptions	85% reported grievances will be resolved within 30 days from the date the grievance is lodged.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Non-cumulative

<b>Indicator Title</b>	<b>1.18.1 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged</b>
Reporting Cycle	Quarterly
Desired Performance	85% of reported grievances finalised within 30 days from the date the grievance is lodged
Indicator Responsibility	Deputy Director-General: Corporate Services

<b>Indicator Title</b>	<b>1.19.1 Department structure submitted to the Minister for approval by target date</b>
Definition	This indicator measures the submission of the department structure to the Minister for approval by target date
Source of Data	Submission to the Minister for approval of the structure
Method of Calculation/Assessment	N/A
Means of Verification	Memo for submission to the Minister Departmental Structure
Assumptions	Proposed structures will be approved as planned and MPSA concur with the structure
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	National and Provincial
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	The Department structure submitted to the Minister by target date for approval
Indicator Responsibility	Deputy Director-General: Corporate Services

<b>Indicator title</b>	<b>1.20.1 Number of departmental sites with Local Area Network (LAN) upgraded</b>
Definition	<p>This indicator measures the total number of departmental sites where LAN equipment and cabling have been upgraded to achieve improved network speed and reliability.</p> <p>2026/27 Target: 70 sites, which include, amongst others, high volume Masters Offices, State Attorney Offices and Courts, in line with the budget allocation for 2026/27.</p>

<b>Indicator title</b>	<b>1.20.1 Number of departmental sites with Local Area Network (LAN) upgraded</b>
Source/collection of data	List of sites upgraded.
Method of calculation	Simple count.
Means of verification	<ul style="list-style-type: none"> <li>• Site upgrade sign-off certificates (including ICT asset management records).</li> </ul> Site network test results.
Assumption	<ul style="list-style-type: none"> <li>• Project Plan adhered to by the service provider.</li> <li>• User availability.</li> <li>• Access to user offices (including after hours).</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-to-date)
Reporting cycle	Quarterly
Desired performance	Local Area Network (LAN) infrastructure at 70 departmental sites upgraded
Indicator responsibility	DDG: Information and Communication Technology (ICT)

<b>Indicator title</b>	<b>1.21.1 Number of departmental sites with Wide Area Network (WAN) upgraded</b>
Definition	<p>This indicator measures the total number of departmental sites where WAN infrastructure (including routers and bandwidth capacity) has been upgraded to enhance inter-site network performance and data transmission speed.</p> <p>2026/27 Target: 506 sites, which include, amongst others, high volume Masters Offices, State Attorney Offices and Courts. These 506 sites have the necessary WAN infrastructure for migration to a new upgraded WAN.</p>
Source/collection of data	List of sites upgraded.
Method of calculation	Simple count.

<b>Indicator title</b>	<b>1.21.1 Number of departmental sites with Wide Area Network (WAN) upgraded</b>
Means of verification	<ul style="list-style-type: none"> <li>• WAN upgrade completion reports.</li> <li>• WAN network test results.</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• Project Plan adhered to by the service provider.</li> <li>• Site access (server rooms), including after-hours access.</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year-to-date)
Reporting cycle	Quarterly
Desired performance	Wide Area Network (WAN) infrastructure at 506 departmental sites upgraded
Indicator responsibility	DDG: Information and Communication Technology (ICT)

<b>Indicator title</b>	<b>1.22.1 Number of Entities' Annual performance reports submitted to the Minister for approval</b>
Definition	<p>This indicator measures the submission of Entities' Annual performance reports to the Minister for approval</p> <p>Entities include:  Legal Aid South Africa  Legal Services Ombud  Special Investigating Unit (SIU)  Information Regulator  Council for Debt Collectors  South African Board of Sheriffs  Legal Practice Council</p>
Source/collection of data	List of Entities

<b>Indicator title</b>	<b>1.22.1 Number of Entities' Annual performance reports submitted to the Minister for approval</b>
Method of calculation	Simple Count
Means of verification	Letters of submission Entities' Annual Performance Reports
Assumptions	Entities will submit their Annual Performance Reports to the Minister by target date
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	7 Entities' Annual performance reports submitted to the Ministry for approval
Indicator responsibility	DDG: Institutional Development Support

<b>Indicator title</b>	<b>1.23.1 Number of signed Shareholder Agreements submitted to Ministry for approval</b>
Definition	This indicator measures the number of signed Shareholder Compact Agreements submitted to the Ministry for approval.  Entities include: Legal Aid South Africa Legal Services Ombud Special Investigating Unit (SIU) Information Regulator Council for Debt Collectors South African Board of Sheriffs Legal Practice Council
Source/collection of data	List of Entities Entities include:

<b>Indicator title</b>	<b>1.23.1 Number of signed Shareholder Agreements submitted to Ministry for approval</b>
	Legal Aid South Africa Legal Services Ombud Special Investigating Unit (SIU) Information Regulator Council for Debt Collectors South African Board of Sheriffs Legal Practice Council
Method of calculation	Simple Count
Means of verification	Shareholder Compact Agreements Addendums Memorandum of Understanding
Assumptions	Signed Shareholder Compact Agreements will be submitted to the Minister by target date
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	7 signed Shareholder Compact Agreements submitted to the Ministry for approval
Indicator responsibility	DDG: Institutional Development Support

**Outcome 9: Improved awareness of the justice services and community outreach programmes**

<b>Indicator title</b>	<b>9.1.1 Number of public education awareness sessions on justice services conducted</b>
- Definition	<p>This indicator measures the number of events, engagements and exhibitions conducted where educational and/or promotional material (digital and/or printed) is distributed to enhance access to justice services</p> <ul style="list-style-type: none"> <li>- Ministerial engagements in the form of izimbizo and stakeholder engagements on justice service</li> <li>- community engagements will be conducted led by the provincial office</li> <li>- exhibitions/service fairs and activations</li> <li>- TV and radio engagements on justice services</li> <li>- reports on social media interactions</li> <li>- newsletters on justice services</li> <li>- articles on justice related services</li> </ul>
Source/collection of data	Media-buying schedules, invitations and year plan
Method of calculation	Simple count
Means of verification	Attendance registers, recordings, photographs, communication products, media-buying schedules, media infographics, social media report, screenshots of webinars, programmes, delivery proof.
Assumptions	Budget availability, the availability of project owners and principals to support communication opportunities created
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All public awareness sessions on justice services held as planned.

Indicator responsibility	Deputy Director-General: Institutional Development and Support
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<b>Indicator title</b>	<b>9.2.1 Number public education and awareness initiatives in commemoration of the 30th Anniversary of the Constitution conducted</b>
Definition	<p>This indicator measures the number of events, engagements and exhibitions (physical, virtual or hybrid) conducted in the commemoration of the 30th Anniversary of the Constitution</p> <ul style="list-style-type: none"> <li>- schools will be visited during the first and last quarter of the financial year, including the Back to School campaign as part of the 30 years of the Constitution across all provinces</li> <li>- stakeholder engagements on the celebration of the Constitution</li> <li>- TV and radio engagements on the celebration of the 30 years of the Constitution across all provinces</li> <li>- quarterly publications on the celebration of the 30 years of the Constitution</li> <li>- reports on social media interactions</li> </ul>
Source/collection of data	Media-buying schedules, invitations and year plan
Method of calculation	Simple count
Means of verification	Attendance registers, recordings, photographs, communication products, media-buying schedules
Assumptions	Budget availability, the availability of project owners and principals to support communication opportunities created
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All public education and awareness initiatives on the 30-Year celebration of the Constitution held as planned
Indicator responsibility	Deputy Director- General: Institutional Development and Support



## PROGRAMME 2: LOWER COURT SERVICES

### Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility

Indicator title	3.1.1 Number of minor capital works projects implemented
Definition	This indicator measures the number of projects in court facilities to be refurbished and upgraded through minor capital works to ensure that the infrastructure is maintained and fit for its intended purpose.
Source/collection of data	List of projects to be implemented per financial year Upgrading of infrastructure budget allocation
Method of calculation	Simple Count
Means of verification	Completion certificate issued by Director Infrastructure Delivery Services
Assumptions	There are competent service providers, seamless supply chain processes to appoint the contractors and availability of technical capacity at the DOJ&CD Provincial Offices
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Refurbished and or upgraded infrastructure through minor capital works to ensure that the infrastructure is maintained and fit for the intended purpose
Indicator responsibility	DDG: Corporate Services

Indicator title	3.2.1 Percentage of child justice preliminary inquiries monitored for finalisation within 30 days after the date of first appearance
Definition	This indicator measures the monitoring of the prompt finalisation of preliminary inquiries within 30 days after the date of first appearance  Finalised preliminary inquiries refer to matters concluded by a magistrate.
Source/collection of data	ICMS: Child Justice

<b>Indicator title</b>	<b>3.2.1 Percentage of child justice preliminary inquiries monitored for finalisation within 30 days after the date of first appearance</b>
Method of calculation	Percentage = (number of child justice preliminary inquiries monitored for finalisation within 30 days after the date of first appearance/ number of child justice preliminary inquiries monitored for finalisation) *100
Means of verification	Preliminary inquiry records (Annexure NN or equivalent)
Assumption	<ul style="list-style-type: none"> <li>• ICMS is functional</li> <li>• Clerks of the court are capturing cases on the ICMS</li> <li>• Stakeholder cooperation</li> </ul>
Disaggregation of beneficiaries (where applicable)	Children in conflict with the law.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Child justice preliminary inquiries finalised within 30 days.
Indicator responsibility	DDG: Lower Court Services

<b>Indicator Title</b>	<b>3.3.1 Percentage of convicted sex offenders registered in the NRSO within 20 working days from the date of receipt of the compliant conviction order</b>
Definition	This indicator measures the proportion of convicted sex offenders who are registered in the National Register for Sex Offenders (NRSO) within 20 working days from the date on which a compliant conviction order is received by the Office of the Registrar: NRSO
Source/Collection of Data	Conviction orders / FORM5 received from courts; NRSO electronic database
Method of Calculation	Percentage = (Number of convicted sex offenders registered in the NRSO within 20 working days from date of receipt of compliant conviction orders ÷ Total number of compliant conviction orders received during the reporting period) × 100
Means of verification	Copies of compliant conviction orders received from courts (Form5)
Assumptions	<ul style="list-style-type: none"> <li>• NRSO electronic system reports</li> </ul>
Disaggregation of Beneficiaries (where applicable)	NRSO Registration date registers

<b>Indicator Title</b>	<b>3.3.1 Percentage of convicted sex offenders registered in the NRSO within 20 working days from the date of receipt of the compliant conviction order</b>
Spatial Transformation (where applicable)	Courts submit conviction orders to the NRSO timeously.
Calculation type	Cumulative (year-to-date)
Reporting Cycle	Adequate human and system resources are available to process registrations
Desired Performance	Vulnerable persons (as defined by the Criminal Law Sexual Offences and Related Matters Amendment Act, Amendment Act 13 Of 2021.
Indicator Responsibility	National

<b>Indicator title</b>	<b>3.4.1 Percentage of NRSO clearance certificates issued within 10 working days from the date of receipt of the compliant application</b>
Definition	<p>This indicator measures the percentage of NRSO clearance certificates issued by the Registrar or delegated official within 10 working days from the date of receipt of the compliant applications with all required documents by the Registrar or delegated official.</p> <p>An NRSO clearance certificate can be issued on applications received from employers, licensing authorities, relevant authorities, any person whose particulars appear on the Register in respect of their own particulars and employees working with or applying to work in sectors involving vulnerable persons and any other person who seeks to establish, by way of application, if the details of any other person are listed in the NRSO.</p>
Source of data	ICMS: NRSO
Method of calculation/assessment	Percentage = (number of NRSO clearance certificates issued within 10 working days from the date of receipt of compliant applications by the Registrar or delegated official / total number of compliant applications received by the Registrar or delegated official for the financial year) *100
Means of verification	Clearance certificates issued and ICMS: NRSO Report
Assumptions	<ul style="list-style-type: none"> <li>• Clerks of the court are capturing cases on the ICMS</li> <li>• Stakeholder cooperation</li> <li>• Compliant applications</li> <li>• Functional systems (ICMS: NRSO)</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	National
Calculation type	Cumulative (year-to-date)

<b>Indicator title</b>	<b>3.4.1 Percentage of NRSO clearance certificates issued within 10 working days from the date of receipt of the compliant application</b>
Reporting cycle	Quarterly
Desired performance	NRSO clearance certificates issued within 10 working days from the date of receipt of the compliant application.
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.5.1 Number of NRSO Clearance Certificates issued from backlog cases</b>
Definition	<p>This indicator measures the number of NRSO Clearance Certificates issued by Registrar in the current financial year from NRSO backlog cases.</p> <p>Backlog cases refer to all applications for certificates that were received and not processed for the purpose of issuing the certificates. These are all applications that were received in the previous financial years.</p> <p>NRSO Clearance certificate can be issued on applications received from employers, licensing authorities, relevant authorities, any person whose particulars appear on the register in respect of his or her own particulars and employees working with or applying to work in sectors involving vulnerable persons and any other person who seek to establish by way of application if the details of any other person are listed in the NRSO .</p>
Source/collection of data	ICMS NRSO
Method of calculation	Simple Count
Means of verification	Clearance Certificates issued and ICMS NRSO report
Assumptions	Compliant Applications Functional CITRIX and ICMS NRSO
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	National
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly

Desired performance	All NRSO Clearance Certificates issued to applicants.
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.6.1 Percentage of maintenance matters finalised within 90 days from the date of proper service of process</b>
Definition	This indicator measures the number of child maintenance matters finalised in Maintenance courts within 90 days from the date of proper service of process to the respondent.  Finalisation refers to matters concluded by the magistrate.
Source/collection of data	ICMS: Maintenance and Case File
Method of calculation	Percentage = (number of maintenance matters finalised within 90 days from date of proper service/ number of matters finalised) *100
Means of verification	ICMS: Maintenance Module Case file J101/J107
Assumption	<ul style="list-style-type: none"> <li>• ICMS is functional</li> <li>• Clerks of the court are capturing cases on the ICMS</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Maintenance matters finalised within 90 days from the date of proper service of process.
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.7.1 Percentage of maintenance investigations finalised by the maintenance investigator within 60 days from the date of receipt of instruction or referral</b>
Definition	This indicator measures the percentage of maintenance investigations finalised by the maintenance investigator within 60 days from the date of receipt of the instruction from the maintenance officer or referral by the

<b>Indicator title</b>	<b>3.7.1 Percentage of maintenance investigations finalised by the maintenance investigator within 60 days from the date of receipt of instruction or referral</b>
	<p>Clerk of the Maintenance Court in Maintenance courts from date of instruction or referral.</p> <ul style="list-style-type: none"> <li>- Finalisation refers to investigations concluded by the maintenance investigator.</li> <li>- Referral means communication to investigate sent by the Clerk of the Maintenance Court in courts where there are no maintenance officers.</li> <li>- Instruction is issued by the maintenance officer.</li> </ul>
Source/collection of data	ICMS: Maintenance Report
Method of calculation	Percentage = (number of maintenance investigations finalised by the maintenance investigator within 60 days from the date of receipt of instruction or referral / total number of maintenance investigations finalised) *100
Means of verification	Case file
Assumption	<ul style="list-style-type: none"> <li>• ICMS is functional</li> <li>• Clerks of the court are capturing cases on the ICMS</li> </ul> <p>Availability of resources</p>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Maintenance investigations finalised within 60 days in maintenance courts from date of instruction or referral.
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.8.1 Number of activities actioned to coordinate and monitor the implementation of the National Policy Framework of the Trafficking in Persons Act</b>
Definition	This indicator measures the number of activities actioned to implement the Combating and Prevention of Trafficking in Persons Act, 2013 (Act No 7 of 2013).

<b>Indicator title</b>	<b>3.8.1 Number of activities actioned to coordinate and monitor the implementation of the National Policy Framework of the Trafficking in Persons Act</b>
	The activities are as follow:  4X Intersectoral Committee meeting 9X Provincial workshops to assess the progress on the aligned Provincial Annual Performance Plans in relation to the National Policy Framework 1X consolidated report on the activities of the Department in the implementation process
Source/collection of Data	Attendance registers Reports
Method of calculation	Simple count
Means of verification	Attendance registers and reports
Assumption	Support and collaboration with other government departments
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All planned activities conducted during the reporting period.
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.9.1 Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by target date</b>
Definition	This indicator measures the approval of the departmental annual report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act by cabinet for introduction to Parliament.  This indicator complies with the legislative obligation of the Minister to submit the Departmental Annual Report to Parliament

<b>Indicator title</b>	<b>3.9.1 Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act approved by cabinet for introduction to parliament by target date</b>
Source/collection of data	Template for data collection from internal stakeholders
Method of calculation	N/A
Means of verification	Confirmation of tabling through the Announcements, Tabling and Committee Reports (ATC)
Assumptions	All relevant internal stakeholders will provide accurate data timeously
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Departmental Annual Report on the implementation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act submitted to Parliament as planned
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.10.1 Departmental Annual Report on the implementation of the Child Justice Act approved by cabinet for introduction to parliament by target date</b>
Definition	<p>This indicator measures the approval of the Annual report on the implementation of the Child Justice Act for approval by cabinet for introduction to Parliament.</p> <p>This indicator complies with the legislative obligation of the Minister to table the Annual Report in Parliament with data sourced from an integrated information management system to report on the trends and interventions on the flow of children through the child justice system.</p> <p>It also ensures that South Africa complies with the international obligations in relation to children in conflict with the law, to submit country reports to the United Nation and African Union as a state party to the United Nations Convention on the Right of the Child and the African Charter on the Rights and Welfare of the Child.</p>

<b>Indicator title</b>	<b>3.10.1 Departmental Annual Report on the implementation of the Child Justice Act approved by cabinet for introduction to parliament by target date</b>
Source/collection of data	ICMS: Child Justice Module
Method of calculation	N/A
Means of verification	Confirmation of tabling through the Announcements, Tabling and Committee Reports (ATC)
Assumptions	Functional ICMS: Child Justice Module Stakeholder cooperation and support Parliamentary support
Disaggregation of beneficiaries (where applicable)	Children in conflict with the law
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Annual report submitted to Parliament as planned
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.11.1 Percentage of decrees of divorce issued by the Registrar or Assistant Registrar within 14 working days of the finalisation of the divorce</b>
Definition	This indicator measures the percentage of decrees of divorce issued by the Registrar or Assistant Registrar within 14 working days of the finalisation of the divorce during the reporting period.  Finalisation refers to divorce granted by the regional court.
Source/collection of data	ICMS: Divorce module
Method of calculation	Percentage = (number of decrees of divorce issued within 14 working days of the finalisation of the divorce / number of decrees of divorce issued) *100
Means of verification	ICMS report and divorce files

Assumption	<ul style="list-style-type: none"> <li>• ICMS is functional</li> <li>• Clerks of the court are capturing cases on the ICMS</li> <li>• Availability of resources</li> <li>• Registrars or Assistant Registrars will be available to issue a decree of divorce within 14 working days.</li> </ul>
Disaggregation of beneficiaries (where applicable)	Parties involved in divorce proceedings.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Decrees of divorce to be issued by the Registrar or Assistant Registrar within 14 working days of finalisation.
Indicator responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.12.1 Percentage of domestic violence protection orders served by the Clerk of the Court on the respondent not later than 24 hours from the time the order is received from the court by the Clerk of the Court</b>
Definition	This indicator measures the percentage of domestic violence protection orders served by the Clerk of the Court on the respondent within 24 hours from the time it is received from the court by the Clerk of the Court, in line with the Domestic Violence Act, 1998.
Source of data	ICMS: Domestic Violence
Method of calculation/assessment	Percentage = (number of domestic violence protection orders served on the respondent by the Clerk of the Court within 24 hours from the time such orders are received from the court by the Clerk of the Court / total number of new domestic violence protection orders received by the clerk of the court) *100
Means of verification	ICMS Report
Assumptions	<p>Courts will issue domestic violence protection orders and release them to the Clerk of the Court to serve daily.</p> <ul style="list-style-type: none"> <li>• ICMS: Domestic Violence is aligned to regulation 11(2), 23(3) (a) and 32 of the Domestic Violence Regulations of 2022.</li> <li>• Effective operation of the ICMS: Domestic Violence and its accessibility to court clerks 24 hours a day, seven days a week.</li> <li>• Computers and data are available to the court clerks.</li> <li>• Stakeholder cooperation and support is available at court and provincial office levels.</li> </ul>

<b>Indicator title</b>	<b>3.12.1 Percentage of domestic violence protection orders served by the Clerk of the Court on the respondent not later than 24 hours from the time the order is received from the court by the Clerk of the Court</b>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	100% of protection orders served on the respondents within 24 hours of the order being received from the court
Indicator responsibility	DDG: Lower Court Services

<b>Indicator Title</b>	<b>3.13.1 Number of sexual offences courts established</b>
Definition	This indicator measures the number of sexual offences courts established during the reporting period.
Source/Collection of Data	List of sexual offences courts established
Method of Calculation	Simple count
Means of Verification	Confirmation letter signed by the Provincial Head or any designated official
Assumptions	<p>There are courthouses with adequate space to accommodate the resource requirements for the establishment of sexual offences courts. The Minister will receive a letter of concurrence from the Chief Justice regarding the designation of places of sitting at which the sexual offences courts must be established.</p> <p>There are adequate resources for the establishment of sexual offences courts.</p>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	The establishment of a victim-centred justice system in the management of sexual offences matters by our courts.

<b>Indicator Title</b>	<b>3.13.1 Number of sexual offences courts established</b>
Indicator Responsibility	DDG: Lower Court Services

<b>Indicator Title</b>	<b>3.14.1 Number of district courts upgraded in line with the minimum standards for domestic violence support services</b>
Definition	This indicator measures the number of district courts upgraded in line with the Minimum Standards of the National Strategy for Domestic Violence Support Services to establish a victim-centred justice system
Source/Collection of Data	<ul style="list-style-type: none"> <li>List of district courts upgraded in line with the minimum standards for domestic violence support services</li> <li>Minimum Standards of the National Strategy for Domestic Violence Services</li> </ul>
Method of Calculation	Simple count
Means of Verification	Letters signed by the Provisional Heads confirming the upgraded district courts
Assumptions	<ul style="list-style-type: none"> <li>Courts with adequate space to accommodate the resource requirements for upgrades in line with the Minimum Standards of the National Strategy for Domestic Violence Support Services</li> <li>Cooperation of stakeholders.</li> <li>Availability of resources for the upgrading of district courts</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Identified district courts upgraded in line with the minimum standards for domestic violence support services.
Indicator Responsibility	DDG: Lower Court Services

<b>Indicator Title</b>	<b>3.15.1 Percentage of criminal cases postponed due to unavailability of court administrative support services</b>
Definition	This indicator measures the percentage of criminal cases on the court roll that were postponed due to the unavailability of court administrative support services.

<b>Indicator Title</b>	<b>3.15.1 Percentage of criminal cases postponed due to unavailability of court administrative support services</b>
	Unavailability of court administrative support refers to; unavailable interpreters, unavailable court clerks, power outages, water outages and CRT not working.
Source of Data	ICMS Report
Method of Calculation/Assessment	Percentage = (Number of cases postponed due to unavailability of court administrative support services/ number of cases postponed on the criminal cases court roll) *100
Means of Verification	Court Record – Charge Sheets
Assumptions	<ul style="list-style-type: none"> <li>• Availability of court administrative support services</li> <li>• Functioning of ICMS</li> <li>• Accurate data capturing on ICMS</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	Fully functional Courts
Indicator Responsibility	DDG: Lower Court Services

<b>Indicator Title</b>	<b>3.16.1 Number of identified courts providing additional Justice services</b>
Definition	This indicator measures the number of identified courts providing additional Justice services increased.
Source of data	List of identified courts providing additional services (places of sitting as proclaimed in the Magistrates' Courts Act, 1944) providing extension of services / Spreadsheet or register on services provided /actual file on the application on the services.
Method of Calculation/ Assessment	Simple count
Means of verification	Public notice
Assumptions	Availability of accommodation and clerks to perform the functions.
Disaggregation of Beneficiaries (where applicable)	N/A

<b>Indicator Title</b>	<b>3.16.1 Number of identified courts providing additional Justice services</b>
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired Performance	All identified courts to provide additional Justice services as planned to increase access to justice to disadvantaged communities.
Indicator Responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.17.1 Percentage of recommendations of the approved Policy Framework on Small Claims Courts implemented.</b>
Definition	This indicator measures the implementation of the recommendations of the Small Claims Courts Policy Framework
Source/collection of data	<ul style="list-style-type: none"> <li>• Approved recommendation Action Plan</li> <li>• Small Claims Courts. Policy Framework</li> </ul>
Method of calculation	Percentage = (Number of recommendations of the Small Claims Courts. Policy Framework implemented/ recommendations of the Policy Framework on Small Claims Courts) *100
Means of verification	Progress report on the Action Plan on the implementation of the recommendations of the Small Claims Courts. Policy Framework
Assumptions	Stakeholders agree that draft Action Plan is workable and can be submitted to the Minister for approval for implementation; and co-operation by all stakeholders.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Every Magisterial District is covered by Small Claims Courts.
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	30% of the recommendations of the Small Claims Courts Policy Framework will be implemented.
Indicator responsibility	Chief Director/ Deputy Chief State Law Adviser: Judicial and Magistracy Policy Planning and Support

<b>Indicator Title</b>	<b>3.18.1 Percentage of criminal cases backlog on the court roll reduced</b>
Definition	This indicator measures the percentage reduction of criminal cases on the backlog court roll.
Source/Collection of Data	ICMS
Method of Calculation	Percentage = (Number of criminal cases on ringfenced backlog roll cleared /number of criminal cases on ringfenced backlog roll) *100
Means of Verification	ICMS finalised cases report.
Assumptions	<ul style="list-style-type: none"> <li>• Resources will be available</li> <li>• The system will be functional</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Criminal cases on the backlog court roll in regional and district courts reduced as planned
Indicator Responsibility	DDG: Lower Court Services

<b>Indicator title</b>	<b>3.19.1 Percentage of Judicial administrative support services requests submitted to the Ministry for approval within 30 working days, from the date of receipt of requests</b>
<b>Definition</b>	<p>This indicator measures the percentage of the Judicial administrative support services requests submitted to the Ministry for approval within 30 working days from the date of the receipt of the request</p> <p>Judicial Administrative support services requested by Judiciary refers to some of the following functions:</p> <ul style="list-style-type: none"> <li>• Appointment of permanent Magistrates in terms of section 10 of the Magistrates Act, 1993 (Act No 90 of 1993),</li> <li>• Provisional suspension of Magistrates in terms of section 13(3)(a) of the Magistrates' Act, 1993;</li> <li>• suspension from office of Magistrate, in terms of section 13(4)(a) of the Magistrates Act, 1993;</li> <li>• Vacation of the office of the Magistrate, in terms of section 13(5)(a) of the Magistrates' Act, 1993;</li> <li>• Appointment of acting Judges in terms of Section 175 of the Constitution of the RSA, 1996,</li> <li>• Appointment of permanent Judges in terms of Section 174 of the Constitution of the RSA,</li> <li>• Request for permission for perform, remunerative work in terms of Section 11(2) of the Judicial Services Commission Act, 1994 (No 9 of 1994);</li> <li>• Applications for discharge from service of permanent Judges in terms of Section 3 of the Judges' Remuneration and Conditions of Employment Act, 2001 (Act No 47 of 2001); and</li> <li>• Determination of remuneration for Judges sitting in Commissions of Inquiry and Tribunals in terms of the Judges' Remunerations and Conditions of Employment Act, 2001 (Act No 49 of 2001).</li> <li>• Appointment of members of the Special Tribunal in terms of Special Tribunal Act No. 74 of 1996</li> <li>• Provision of administrative support to the Special Tribunal</li> </ul>
<b>Source/collection of data</b>	Submission registers, accompanying reports and submitted memoranda.
<b>Method of calculation</b>	Percentage = (total number of Judicial administrative support services requests submitted to the Ministry for approval within 30 working days, from the date of receipt of requests/ total number of Judicial administrative support services requests received) *100
<b>Means of verification</b>	<p>Memorandum register indicating dates of receipt of request and date of submissions to the Ministry.</p> <p>Proof of submission of memo to Ministry</p>
<b>Assumptions</b>	Timeous requests received from Heads of Courts and Magistrates' Commission as well as quality of memoranda and requests / reports received from the Magistrates' Commission.

<b>Indicator title</b>	<b>3.19.1 Percentage of Judicial administrative support services requests submitted to the Ministry for approval within 30 working days, from the date of receipt of requests</b>
<b>Disaggregation of Beneficiaries (where applicable)</b>	NA
<b>Spatial transformation (where applicable)</b>	NA
<b>Calculation type</b>	Cumulative (year-to-date)
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	100% of requests received regarding Judicial administrative support to the Judiciary, submitted to the Ministry within 30 working days of receipt of requests
<b>Indicator responsibility</b>	Deputy Director-General: Court Administration.

<b>Indicator title</b>	<b>3.20.1 Percentage finalisation of shared services transferred to the OCJ</b>
<b>Definition</b>	This indicator measures the finalization of the transfer of shared services to the Office of the Chief Justice
<b>Source/collection of data</b>	Transfer reports, circulars
<b>Method of calculation</b>	Percentage= (Number of shared services transferred to the OCJ/Number of shared services planned to be transferred to OCJ) * 100
<b>Means of verification</b>	Reports on the transfer of shared services to OCJ
<b>Assumptions</b>	There is cooperation of all stakeholders
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	100% shared services transferred to OCJ
<b>Indicator responsibility</b>	DDG: Lower courts Services

<b>Indicator title</b>	<b>3.21.1 International Conference on Access to Justice held by 31 March 2027</b>
<b>Definition</b>	This indicator measures the number international conference on Access to Justice Service that will be held during the period under review.
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li>• Approved Memo for the international conference.</li> <li>• Approved Concept Note</li> <li>• Invitations</li> </ul>
<b>Method of calculation</b>	N/A
<b>Means of verification</b>	Approved memo for the international conference Programme and attendance registers.
<b>Assumptions</b>	All key stakeholders participate in the organisation of an international conference on Access to Justice planned that will be held during the period under review
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	1 international conference on access to Justice planned will be held during the period under review
<b>Indicator responsibility</b>	DDG: Lower courts Services

## PROGRAMME 3: STATE LEGAL SERVICES

### Outcome 3: Efficient, resilient and strengthened Justice System enhanced for improved accessibility

<b>Indicator title</b>	<b>3.22.1 Percentage of Family Advocate litigation matters finalised within six (6) months from the date of opening the matter</b>
Definition	This indicator measures the percentage of Family Advocates litigation High Court, Regional and Children`s Court matters that are finalised within 6 months from the date of opening the matter by the Office of the Family Advocate. Matters will include those received in the current financial year and those carried over from the previous financial year.  Finalisation will mean Family Advocate Report filed in Court.
Source/collection of data	Family Advocate Report on Litigation Matters(spreadsheet)
Method of calculation	Percentage = (total number of Family Advocate litigation matters finalised within 6 months from the date of opening the matter/number of Family Advocate litigation matters finalised) *100
Means of verification	Case files
Assumptions	Adequate human resources capacity Access to virtual platforms to conduct consultations Access to caseline systems
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All litigation finalised within the prescribed timeframe
Indicator responsibility	Chief Master

<b>Indicator title</b>	<b>3.23.1 Percentage of Family Advocate Alternative Dispute Resolution Mechanism matters finalised within six (6) months from the date of opening the matter</b>
Definition	This indicator measures the percentage of matters applied for or brought by the parties or their legal representatives to the Office of the Family Advocate in terms of sections 21, 22 and 33 of the Children`s Act, 2005 (Act No. 38 of 2005) and finalised within six months from the date of opening the file. Finalisation will mean all appropriate alternative dispute resolution mechanism matters concluded.
Source/collection of data	Memoranda of understanding, parenting plans, parental responsibilities and rights agreements or certificates of outcome (spreadsheet)
Method of calculation	Percentage = (total number of Family Advocate litigation matters finalised with 6 months from the date of opening the matter/number of Family Advocate litigation matters finalised) *100
Means of verification	Case files
Assumptions	Adequate human resources capacity Access to virtual platforms to conduct consultations Access to caseline systems
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All ADRM finalised within the prescribed timeframe
Indicator responsibility	Chief Master

<b>Indicator Title</b>	<b>3.24.1 Percentage of court requests responded to in writing within 15 working days of receipt</b>
Definition	This indicator measures the Percentage of courts requests responded to in writing within 15 working days of days of receipt.

<b>Indicator Title</b>	<b>3.24.1 Percentage of court requests responded to in writing within 15 working days of receipt</b>
Source/Collection of Data	Summons / Applications/ Settlement agreements / Consent papers / Parenting Plans / Parental Responsibilities and Rights agreements
Method of Calculation	Percentage = (Number of court request responded to in writing within 15 working days of receipt/all court requests received) *100
Means of Verification	Summons / Applications/ Settlement agreements / Consent papers / Parenting Plans / Parental Responsibilities and Rights agreements
Assumptions	75% court requests will be responded to in writing within 15 days of date of receipt
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	75% Written responses to identified documents provided within (15) days Access to services Speedier effective attention to factors impacting on children`s best interests from the inception of court processes
Indicator Responsibility	Chief Master

<b>Indicator title</b>	<b>3.25.1 Percentage of Liquidation and distribution accounts in deceased estates examined within 21 days from receipt of all required documents</b>
Definition	This indicator measures the examination of liquidation and distribution accounts lodged by the executors in deceased estates within 21 days after the account has been lodged with the Master, and thus issuing the executor with a query sheet with which he or she needs to comply in the further administration of the estate. Examination takes place after letter of executorship issued.
Source/collection of data	Monthly reports by Masters offices
Method of calculation	Percentage = (number of Liquidation and distribution accounts in deceased estates which are examined within 21 days after the issuance of a letter of authority/total number of Liquidation and distribution accounts in deceased estates are examined after the letter of authority has been issued) *100.  Number of days to examine = date of examination minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day

<b>Indicator title</b>	<b>3.25.1 Percentage of Liquidation and distribution accounts in deceased estates examined within 21 days from receipt of all required documents</b>
Means of verification	Office File J242
Assumption	All required documents will be submitted
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	Liquidation and distribution accounts in deceased estates where letters of executorship have been issued, are examined within 21 days from receipt of all required documents
Indicator Responsibility	Chief Master

<b>Indicator Title</b>	<b>3.26.1 Percentage of letters of executorship appointment issued in deceased estates within 15 days from receipt of all required documents</b>
Definition	This indicator measures the letters of appointment issued within 15 days after the applicant has lodged all necessary documents in deceased estates, to enable the estate administrator to proceed with the administration of the estate of the deceased.
Source/Collection of Data	Monthly reports by Masters offices and registers
Method of Calculation	<p>Percentage = (Number of letters of executorship appointment in deceased estates issued within 15 days from receipt of all required documents) / number of letters of appointment in deceased estates issued) * 100.</p> <p>Number of days to issue = date of issue of a letter minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day.</p>
Means of Verification	Case file J170/J238
Assumption	All application will be submitted with all the required documentation to ensure quick services in issuing letters of appointment. Online systems are in working order to receive submissions.

<b>Indicator Title</b>	<b>3.26.1 Percentage of letters of executorship appointment issued in deceased estates within 15 days from receipt of all required documents</b>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All letters of executorship appointment issued in the deceased estates within 15 days from receipt of all required documents.
Indicator Responsibility	Chief Mater

<b>Indicator Title</b>	<b>3.27.1 Percentage of letters of appointment in terms of section 18(3) of the Act issued in deceased estates within 7 days from receipt of all required documents</b>
Definition	This indicator measures the letters of appointment, in terms of section 18(3) of the Administration of Estates Act, issued in deceased estates within 7 days from receipt of all required documents, to enable the appointee to proceed with the administration of the estate of the deceased.
Source/Collection of Data	Monthly reports by Masters offices and registers
Method of Calculation	<p>Percentage = (Number of letters of appointment, in terms of section 18(3) of the Administration of Estates Act, in deceased estates issued within 7 days from receipt of all required documents) / number of letters of letters of appointment, in terms of section 18(3) of the Administration of Estates Act in deceased estates issued) * 100.</p> <p>Number of days to issue = date of issue of a letter minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day.</p>
Means of Verification	Case file J170
Assumption	All application will be submitted with all the required documentation.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All letters of executorship issued in the deceased estates within 7 days from receipt of all required documents.
Indicator Responsibility	Chief Director Operations (Master's services)

<b>Indicator Title</b>	<b>3.28.1 Percentage of Guardian's Fund applications paid within 40 days from date of receipt of all required documents</b>
Definition	This indicator measures the percentage of Guardian's fund applications paid within 40 days from lodging all the required documents to enable the Master to proceed with payment
Source/Collection of Data	Reports by Masters offices and the Guardian's Fund system
Method of Calculation	Percentage = (number of Guardian's Fund applications paid within 40 days from date of receipt of all required documents / number Guardian's Fund applications paid) *100.  Number of days to authorisation = date of authorisation minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day.
Means of Verification	Chief Master's Directive 2 of 2011, and Chief Master's Directive. Case file.
Assumption	All applications will be submitted with all the required documentation.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All Guardian's Fund applicants receive payment within 40 days
Indicator Responsibility	Chief Master

<b>Indicator Title</b>	<b>3.29.1 Percentage of certificates of appointment issued in all insolvency matters within 10 days from receipt of all required documents</b>
Definition	This indicator measures the issuing of appointment certificates documents (includes provisional & final appointments) to trustees and liquidators in insolvent estates to enable the appointee to proceed with the administration of the estate of the insolvent person or company within 10 days after the applicant has lodged all the necessary documents.

<b>Indicator Title</b>	<b>3.29.1 Percentage of certificates of appointment issued in all insolvency matters within 10 days from receipt of all required documents</b>
Source/Collection of Data	Masters office reports and registers.
Method of Calculation	Percentage = (number of certificates of appointment in all insolvency matters issued within 10 days from receipt of all required documents / number of certificates of appointment in all insolvency matters issued) *100.  Number of days to issue = date of issue of a certificate minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day.
Means of Verification	Case file J465/J327
Assumption	All applications will be submitted with all the required documentation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All certificates of appointment issued in all insolvency matters within 10 days from receipt of all required documents
Indicator Responsibility	Chief Master

<b>Indicator Title</b>	<b>3.30.1 Percentage of letters of appointment issued in curatorship estates within 15 days from receipt of all required documents</b>
Definition	This indicator measures the issuing of appointment letters of curators in curatorship estates to enable the curator to proceed with the administration of the estate of the person under curatorship within 15 days after the applicant has lodged all necessary documents.
Source/Collection of Data	Masters office reports and registers
Method of Calculation	Percentage = (number of letters of appointment issued in curatorship estates within 15 days from receipt of all required documents / number of letters of appointment issued in curatorship estates) *100.

<b>Indicator Title</b>	<b>3.30.1 Percentage of letters of appointment issued in curatorship estates within 15 days from receipt of all required documents</b>
	Number of days to issue = date of issue of a letter minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day.
Means of Verification	Case file J372/CB12/CB15/CB19
Assumption	All applications will be submitted with all the required documentation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All letters of appointment issued in the curatorship estates within 15 days from receipt of all required documents
Indicator Responsibility	Chief Master

<b>Indicator Title</b>	<b>3.31.1 Number of offices where comprehensive complaint management framework is implemented</b>
Definition	This indicator measures the number of offices where comprehensive complaint management framework is implemented. The complaints management system is intended to improve customer services to ensure complaints are addressed timeously.
Source/Collection of Data	Minutes of meetings, framework document developed, electronic system to record complaints and follow-ups on complaints until resolution is developed.
Method of Calculation	Simple Count
Means of Verification	Minutes of meetings, framework document, IT development documents
Assumption	Cooperation of all offices

<b>Indicator Title</b>	<b>3.31.1 Number of offices where comprehensive complaint management framework is implemented</b>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Complaints Management framework and system successfully implemented
Indicator Responsibility	Chief Master

<b>Indicator Title</b>	<b>3.32.1 Number of interventions from the Masters Turnaround Strategy implemented</b>
Definition	This indicator measures the effective implementation of the Masters turnaround strategy to improve service delivery in the Masters offices
Source/Collection of Data	Minutes of meetings, memoranda, APP reports, updated policies etc.
Method of Calculation	Simple count
Means of Verification	Minutes of meetings, memorandums, updated policies etc.
Assumption	Stakeholder collaboration, budget, resource capability and availability
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	All determined policies reviewed and updated
Indicator Responsibility	Chief Master

<b>Indicator Title</b>	<b>3.33.1 Masters turnaround strategy assessed and reviewed by target date.</b>
Definition	This indicator measures the assessment and review of the Masters turnaround strategy by 30 September 2026.
Source/Collection of Data	Assessed and reviewed turnaround strategy document
Method of Calculation	N/A
Means of Verification	Minutes of meeting, agenda of meeting to finalised the turnaround strategy
Assumption	Assessment and review will be conducted timeously
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Masters turnaround strategy assessed and reviewed by 30 September 2026
Indicator Responsibility	Chief Master

<b>Indicator title</b>	<b>3.34.1 Number of Rules of Court submitted to the Board for approval</b>
Definition	This indicator measures the number of Court Rules and final reports on the review of Court Rules prepared and submitted to the Rules Board for approval during the reporting period.
Source/collection of data	Draft rules and extracts from the agendas of Rules Board meetings indicating the rules submitted to the Rules Board
Method of calculation	Simple count
Means of verification	Draft rules and certificate signed by the Rules Board Chairperson confirming the listed rules that have been submitted to the relevant Rules Board meeting for consideration

<b>Indicator title</b>	<b>3.34.1 Number of Rules of Court submitted to the Board for approval</b>
Assumptions	<ul style="list-style-type: none"> <li>• Research will be conducted and the research facilities will be available.</li> <li>• Regular Committee and Board meetings will be held to interrogate and consider the rules submitted.</li> <li>• Adequate Rules Board and Secretariat component.</li> <li>• Stakeholder engagement.</li> </ul>
Disaggregation of beneficiaries (where applicable)	Not applicable as rules drafted are of general application and responsive to all beneficiaries.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All planned Court Rules to be submitted and reviewed during the reporting period
Indicator responsibility	DDG: Legislative Development and Legal Services

<b>Indicator title</b>	<b>3.35.1 Number of phases completed towards the development of the reviewed Criminal Procedure Act</b>
Definition	This indicator measures the completion of Phase 2 of the development of the reviewed CPA towards producing 1 consolidated report on the review of criminal procedure amendments submitted to the commission for approval
Source of data	<p>Copy of the research paper</p> <p>Emails transmitting electronic extract from messenger's delivery book or slip signed by a courier service provider who delivered the meeting pack to the Commissioners, which includes research papers</p> <p>Draft Bill</p> <p>Consolidated report</p>
Method of calculation/assessment	Simple count
Means of verification	<p>Proof of submission of physical or electronic meeting pack, which includes research papers to the Commissioners for consideration and approval</p> <p>Draft Bill</p> <p>Consolidated report</p>
Assumptions	<ul style="list-style-type: none"> <li>• Public consultations and Analysis of written submission by the public will be conducted as planned</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A

Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Criminal Procedure Bill introduced and finalised in Parliament
Indicator responsibility	Deputy Director-General: Legislative Development and Legal Services

#### Outcome 4: Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation

<b>Indicator title</b>	<b>4.1.1 Percentage of TRC housing applications received verified against the TRC data to determine qualification</b>
Definition	This indicator measures the percentage of all TRC housing applicants received verified against the TRC data to determine qualification
Source/collection of data	TRC data, Applications forms received, Register
Method of calculation	Percentage = (Total number of TRC housing applications received verified/total TRC Housing Applications Received) *100
Means of verification	Applicants Register
Assumption	All applications on TRC housing applicants received will be verified
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	100% of TRC housing applications received verified against the TRC data to determine qualification
Indicator responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.2.1 Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027</b>
Definition	This indicator measures the appointment of Authority to oversee the implementation of Rehabilitation regulation
Source/collection of data	memorandum, Regulations
Method of calculation	N/A
Means of verification	Appointment Letters
Assumptions	Authority to oversee the implementation of Rehabilitation regulation will be appointed by target date
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Authority to oversee the implementation of Rehabilitation regulation appointed by 31 March 2027
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.3.1. Number of Community Advice Offices (CAO's) supported through the PLEAJ project</b>
Definition	This indicator measures the number of existing and newly established Community Advice Offices that will be provided with financial support to deliver free basic advice services and promotion of free, basic legal advice and human rights awareness and access Support entails the provision of technical, financial support and training of staff on the management of offices and on service delivery guidelines.
Source/collection of data	<ul style="list-style-type: none"> <li>• List of Community Advice Offices registered on PLEAJ</li> <li>• Number of Memoranda of Agreement signed in each of the selected provinces</li> <li>• BAS report</li> </ul>
Method of calculation	Simple count
Means of verification	<ul style="list-style-type: none"> <li>• BAS report</li> </ul>

<b>Indicator title</b>	<b>4.3.1. Number of Community Advice Offices (CAO's) supported through the PLEAJ project</b>
Assumption	Community Advice Offices complied with Memorandum of Agreement and project requirements
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	In the provinces of Limpopo, Mpumalanga, North West, Free State, KwaZulu-Natal, Northern Cape and Eastern Cape
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	85 Community Advice Offices will be supported
Indicator responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.4.1 Funding Model for Community Advice Offices submitted to Minister for approval by target date</b>
Definition	This indicator aims to measure the developed Funding model for CAO sector to ensure sustainability of sector submitted to Minister for approval
Source/collection of data	Memorandum to the Minister Developed funding model
Method of calculation	Simple count
Means of verification	Document tracking register
Assumptions	Allocation of required resources Adequate capacity
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Simple count
Reporting cycle	Annual
Desired performance	Developed Funding model for CAO sector to ensure sustainability of sector submitted to the Minister as planned
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator Title</b>	<b>4.5.1 Percentage of activities of the National Intervention Strategy on SOGIESC relevant to the DOJ &amp; CD implemented</b>
Definition	This indicator measures the percentage of activities of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD implemented during the reporting period
Source of Data	Implementation Plan for National Intervention Strategy on SOGIESC
Method of Calculation	Percentage (Total number of Implementation Plan activities on of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD implemented/ Total number of activities on the Implementation plan of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD) *100
Means of verification	Implementation Plan progress Report
Assumptions	All Implementation Plan activities of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD will be implemented
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All implementation plan activities of the National Intervention Strategy on SOGIESC relevant to the DOJ & CD implemented
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.6.1 Percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ &amp; CD implemented</b>
Definition	This indicator measures the percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented during the reporting period.
Source/collection of data	Action plan for implementation the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD
Method of calculation	Percentage (Total number of Implementation plan activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented / Total number of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD) *100

Means of verification	Implementation Plan Progress Report
Assumptions	All Implementation Plan activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All yearly planned activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented
Indicator responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.7.1 Number of publications on Constitutionalism and Human Rights</b>
Definition	This indicator measures the number publications on constitutionalism and Human Rights published
Source/collection of data	Call for papers, publications
Method of calculation	Simple count
Means of verification	Newsletters/Journal articles/ Policy Papers/Published compendium
	Policy briefs/ Advisory Note.
Assumptions	Cooperation by stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A

Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Advanced constitutional and human rights literacy.
Indicator responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.8.1 Percentage of valid requests received for extradition and mutual legal assistance in criminal matters submitted to the Ministry within 30 working days from the date of receipt</b>
Definition	This indicator measures the percentage of valid requests received for the current financial year for extradition and mutual legal assistance in criminal matters, processed and submitted to the Minister within 30 working days from the date of receipt (notification).
Source/collection of data	Case register Accompanying reports and documentation
Method of calculation	Percentage = (number of valid requests received for extraditions and mutual legal assistance processed and submitted to the Minister within 30 days/number of valid requests for extraditions and mutual legal assistance processed and submitted to the Ministry) *100  Days = normal working days, excluding weekends and holidays
Means of verification	Memorandum register indicating dates of receipt of request and date of submissions to the Ministry
Assumption	The memorandum to be submitted to the Ministry within the expected timeframe
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All valid requests received for extradition and mutual legal assistance in criminal matters processed within 30 days of the date of receipt (notification).
Indicator responsibility	DDG: Constitutional Development

<b>Indicator Title</b>	<b>4.9.1 Number of written contributions responded to in response to requests received from international fora to support the development and strengthening of international law, norms and standards</b>
Definition	This indicator measures the number of written contributions made in multilateral fora aimed at the development and strengthening of international law, norms and standards.  Written contributions include submission and/ or briefing notes in preparation for meetings.
Source/Collection of Data	Invitation for inputs/ Note Verbale/ letters
Method of Calculation	Simple count
Means of verification	Inputs/contributions made in relevant multilateral meetings / written inputs provided in preparation for multilateral engagements.
Assumptions	<ul style="list-style-type: none"> <li>• Department invited to make contributions to position papers/briefing notes/resolutions.</li> <li>• Capacity to make contributions on international law matters.</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Effective contribution towards the development of international law, norms and standards
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator Title</b>	<b>4.10.1 UN Treaty against Cybercrime ratified by 31 March 2027</b>
Definition	This indicator monitors progress relating to the ratification of UN Treaty against cybercrime during the reporting period.
Source/Collection of Data	Ratified UN Convention Against Cybercrime
Method of Calculation	N/A
Means of verification	Ratified UN Convention Against Cybercrime Memorandum of submission
Assumptions	UN Convention Against Cybercrime will be ratified as planned
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative

Reporting Cycle	Annual
Desired Performance	UN Treaty against Cybercrime ratified by targeted date of 31 March 2027
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator Title</b>	<b>4.11.1 Percentage compliance with international, regional, sub-regional, human rights, and other relevant treaty reporting obligations</b>
Definition	This indicator measures the percentage of compliance with international, regional, sub-regional, human rights, and other relevant treaty reporting obligations.
Source/Collection of Data	<ul style="list-style-type: none"> <li>International Covenant on Economic, Social and Cultural Rights (ICESCR) report</li> <li>Memorandum to the Minister</li> </ul>
Method of Calculation	Percentage= (Number of international, regional, sub-regional, human rights, and other relevant treaty reporting obligations complied with / total number of international, regional, sub-regional, human rights, and other relevant treaty reporting obligations to be complied with) *100
Means of verification	<ul style="list-style-type: none"> <li>Memo to the Minister</li> <li>List of International Covenant on Economic, Social and Cultural Rights (ICESCR) obligations complied with</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Human resource capacity for the responsible Directorate.</li> <li>Departments responding on time or the relevant information provided on time.</li> <li>High cooperation among departments in the preparation and submission of reports.</li> <li>Availability of agenda slot on EXCO timeously.</li> <li>Cluster meetings taking place on the scheduled dates to recommend approval of the reports.</li> <li>Availability/Functionality of department IT network.</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	90% compliance with international, regional, sub-regional, human rights, and other relevant treaty reporting obligations
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator Title</b>	<b>4.12.1 Number of bilateral agreements on extradition/mutual legal assistance/judicial cooperation negotiated</b>
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Definition	This indicator measures the number of bilateral agreements on extradition/mutual legal assistance/ judicial cooperation negotiated.
Source/Collection of Data	Draft agreement negotiated
Method of Calculation	Simple count
Means of verification	Copy of the bilateral agreements on extradition/mutual legal assistance/judicial cooperation negotiated
Assumptions	Cooperation from the foreign country
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Negotiated bilateral agreements on extradition/mutual legal assistance/judicial cooperation.
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.13.1 Percentage of activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ &amp; CD implemented</b>
Definition	This indicator measures the activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ & CD implemented
Source/collection of data	Project plan
Method of calculation	Percentage = (Number activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ & CD implemented/ All activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ & CD ) * 100
Means of verification	Progress report on the implementation of Project Plan planned activities

<b>Indicator title</b>	<b>4.13.1 Percentage of activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ &amp; CD implemented</b>
Assumption	Project Plan planned activities for 30 years celebration of the Constitution implemented
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	100% of activities of the Annual Project Plan for celebrating the 30 years of the Constitution relevant to the DOJ & CD implemented
Indicator responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.14.1 Percentage of valid requests received for the current financial year for Service of Process matters processed and submitted to the Ministry within 15 working days from the date of receipt</b>
Definition	This indicator measures the percentage of valid requests received for the current financial year for service of process matters processed and submitted to the Ministry within 15 working days from the date of receipt (notification).
Source/collection of data	Case register Accompanying reports and documentation
Method of calculation	Percentage = (number of valid requests received for the current financial year for service of process matters, processed and submitted to the Ministry within 15 days/ number of valid requests received for the current financial year for service of process matters, processed and submitted to the Ministry) *100  Days = normal working days, excluding weekends and holidays
Means of verification	Memorandum register indicating dates of receipt of request and date of submissions to the Ministry
Assumption	The memorandum to be submitted to the Ministry within the expected timeframe

<b>Indicator title</b>	<b>4.14.1 Percentage of valid requests received for the current financial year for Service of Process matters processed and submitted to the Ministry within 15 working days from the date of receipt</b>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year to date)
Reporting cycle	Quarterly
Desired performance	All valid requests received for service of process matters processed within 15 days of the date of receipt (notification).
Indicator responsibility	DDG: Constitutional Development

#### **Outcome 5: Professionalized, modernized and quality State Litigation, Legal Advisory Services and Legal Reform**

<b>Indicator title</b>	<b>5.1.1 Number of Bills submitted to Cabinet for approval</b>
Definition	This indicator measures the number of Bills prepared and submitted to Cabinet for consideration and approval with the view to: <ul style="list-style-type: none"> <li>• Publish for comments or introduce a Bill in Parliament.</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>• Bills</li> <li>• Cabinet Statement</li> </ul>
Method of calculation/assessment	Simple count
Means of verification	Cabinet Statement reflecting consideration and decision on the Bill Memorandum to cabinet
Assumptions	Research will be conducted. Drafting of proposals will occur. Ministerial engagements will take place Cluster Consultations will take place.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly

<b>Indicator title</b>	<b>5.1.1 Number of Bills submitted to Cabinet for approval</b>
Desired performance	All Bills developed submitted to cabinet for approval as planned
Indicator responsibility	DDG: Legislative Development and Legal Services

<b>Indicator title</b>	<b>5.2.1 Number of Regulations published for implementation</b>
Definition	This indicator measures the number of Regulations prepared and published in the <i>Gazette</i> for implementation.
Source of data	<ul style="list-style-type: none"> <li>Published Regulations</li> <li>Memoranda to Ministry</li> </ul>
Method of calculation/assessment	Simple count
Means of verification	Government <i>Gazette</i>
Assumptions	Research will be conducted. Drafting of proposals will occur. Ministerial engagements will take place. Consultations will take place
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All regulations published for implementation as planned
Indicator responsibility	DDG: Legislative Development and Legal Services

<b>Indicator title</b>	<b>5.3.1 Draft Bill on the transfer of the judiciary submitted to Cabinet for approval</b>
Definition	This indicator measures progress in the drafting of a Bill by means of submission to the Cabinet for approval
Source of data	<ul style="list-style-type: none"> <li>Draft Bill</li> <li>Cabinet Statement</li> </ul>
Method of calculation/assessment	Simple count
Means of verification	Cabinet Statement reflecting consideration and decision on the Bill Memorandum to Cabinet
Assumptions	<ul style="list-style-type: none"> <li>Research will be conducted.</li> </ul>

	<ul style="list-style-type: none"> <li>• Drafting of proposals will occur.</li> <li>• Ministerial engagements will take place</li> <li>• Cluster Consultations will take place.</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Draft Bill on the transfer of the judiciary submitted to Cabinet for approval as planned
Indicator responsibility	Deputy Director-General: Legislative Development and Legal Services

<b>Indicator title</b>	<b>5.4.1 RICA legislation reviewed and submitted to Cabinet for approval</b>
Definition	This indicator measures progress in the review of the RICA legislation and the drafting of a Bill by means of submission to the Cabinet for approval for public consultation or introduction into Parliament
Source of data	<ul style="list-style-type: none"> <li>• Draft Bill</li> <li>• Cabinet Statement</li> </ul>
Method of calculation/assessment	Simple count
Means of verification	Cabinet Statement reflecting consideration and decision on the Bill Memorandum to Cabinet
Assumptions	<ul style="list-style-type: none"> <li>• Research will be conducted.</li> <li>• Drafting of proposals will occur.</li> <li>• Ministerial engagements will take place</li> <li>• Cluster Consultations will take place.</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	RICA legislation reviewed and submitted to Cabinet for approval as planned
Indicator responsibility	Deputy Director-General: Legislative Development and Legal Services

<b>Indicator title</b>	<b>5.5.1 Number of research papers submitted to the SALRC by the Secretariat for consideration and approval</b>
Definition	This indicator measures the number of research papers prepared and submitted to the SALRC by the Secretariat for consideration and approval in order to facilitate the development of proposals on law reform.  Research papers include proposal papers, issue papers, consultation papers, discussion papers and final reports.
Source of data	Copy of the research paper Emails transmitting electronic extract from messenger's delivery book or slip signed by a courier service provider who delivered the meeting pack to the Commissioners, which includes research papers
Method of calculation/assessment	Simple count
Means of verification	Proof of submission of physical or electronic meeting pack, which includes research papers to the Commissioners for consideration and approval
Assumptions	Research will be conducted. Drafting of proposals will occur. Ministerial engagements will take place.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All research papers developed as planned
Indicator responsibility	DDG: Legislative Development and Legal Services

<b>Indicator title</b>	<b>5.6.1 Percentage of expungements finalised within 75 working days after receipt of a complete application</b>
Definition	This indicator measures the percentage of expungements finalised within 75 working days after receipt of a valid and complete application.  Matters are considered finalised on: <ul style="list-style-type: none"> <li>• The date when the certificate of expungement is forwarded to CRC</li> <li>• Date when applicant is informed that they do not qualify to have a record expunged/not expunged</li> </ul>
Source/collection of data	NOC IMT system Expungement application register
Method of calculation	Percentage = (number of expungements finalised within 75 working days after receipt of a complete application / number of expungements finalised) *100

<b>Indicator title</b>	<b>5.6.1 Percentage of expungements finalised within 75 working days after receipt of a complete application</b>
Means of verification	Expungement statistical report
Assumptions	Adequate resources All applications will be completed fully and accompanied by all relevant documentation
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	All expungements completed within 75 working days of receipt of a complete application
Indicator responsibility	DDG: Legislative Development and Legal Services

<b>Indicator title</b>	<b>5.7.1 Percentage of the State Attorney turnaround strategy pillars implemented</b>
Definition	This indicator measures the proportion of strategic pillars or key components of the State Attorney Turnaround Strategy that have been successfully implemented within a given reporting period. Implementation refers to the completion of planned activities, achievement of milestones, and operationalization of initiatives under each pillar.
Source/collection of data	Turnaround Strategy implementation reports, progress tracking dashboards, and management performance reviews.
Method of calculation	<b>Percentage = (Number of pillars implemented\Total number of pillars in the Turnaround Strategy) ×100.</b>
Means of verification	Turnaround Strategy implementation reports, progress tracking dashboards, and management performance reviews.
Assumptions	Turnaround strategy will be approved on time. Funds will be available to implement the turnaround strategy
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A

<b>Indicator title</b>	<b>5.7.1 Percentage of the State Attorney turnaround strategy pillars implemented</b>
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Progressive increase in the percentage of strategy pillars implemented as per approved timelines.
Indicator responsibility	Solicitor-General

<b>Indicator title</b>	<b>5.8.1 Percentage of litigation cases finalised through Alternative Dispute Resolution Mechanism (ADRM)</b>
Definition	This indicator measures the percentage of litigation cases finalised through Alternative Dispute Resolution Mechanism (ADRM) by the Office of the State Attorney over the total number of litigation cases finalised for the reporting period. Litigation means the act or process of bringing or defending a lawsuit in a civil matter (action and application proceedings).
Source/collection of data	Case File or Litigation cases register.
Method of calculation	<b>Percentage</b> = (Number of litigation cases finalised through ADRM/total litigation cases finalised) X 100.
Means of verification	Court orders, settlement agreement, judgement, mediation outcome and arbitration award.
Assumptions	Approval of proposed amendment Section 41 (A) by Rules Court.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	57% of litigation cases finalised through Alternative Dispute Resolution Mechanism (ADRM).

<b>Indicator title</b>	<b>5.8.1 Percentage of litigation cases finalised through Alternative Dispute Resolution Mechanism (ADRM)</b>
Indicator responsibility	Solicitor-General

<b>Indicator title</b>	<b>5.9.1 Percentage of litigation cases finalised</b>
Definition	This indicator measures the proportion of litigation cases that have been concluded (through judgment, settlement, withdrawal, or other final outcomes) within a specified reporting period, relative to the total number of active cases during the same period.
Source/collection of data	Case management system records, litigation registers, or performance monitoring reports.
Method of calculation	Percentage = (Number of litigation cases finalised during the period/Total number of active litigation cases during the period) X100
Means of verification	Case management system records, litigation registers, or performance monitoring reports.
Assumptions	OSA will finalise cases
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Increase in the percentage of litigation cases finalised within the reporting period.
Indicator responsibility	Solicitor-General

<b>Indicator title</b>	<b>5.10.1 Percentage of enrolled litigation cases finalised by state attorney without the assistance of private legal practitioner</b>
Definition	This indicator measures the proportion of legal matters that were finalised internally by the Office of the State Attorney (OSA) without the

	<p>assistance of private legal practitioner or external service providers, relative to the total number of finalised matters during a specific reporting period.</p> <p>The purpose of this indicator is to assess the OSA's capacity and efficiency in managing and concluding legal matters internally, thereby reducing reliance on external legal services and promoting cost savings and skills development within the State Attorney's offices.</p>
Source/collection of data	ICMS registers, OSA case registers, and performance monitoring reports.
Method of calculation	<b>Percentage = (Number of matters finalised by State Attorney/Total number of matters finalised) X 100.</b>
Means of verification	ICMS, OSA case registers, and performance monitoring reports.
Assumptions	OSAs has capacity to finalise cases without the assistance of external private practitioners. Capacity of OSAs will be improved
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	50% of matters finalised by state attorney without the assistance of private legal practitioner
Indicator responsibility	Solicitor-General

<b>Indicator title</b>	<b>5.11.1 Percentage of savings on finalised claims</b>
Definition	This indicator measures the proportion of money saved by the OSA in the resolution of claims compared to the initial estimated or claimed amounts. It reflects cost-efficiency in managing and finalising legal

<b>Indicator title</b>	<b>5.11.1 Percentage of savings on finalised claims</b>
	claims. The purpose of the indicator is to monitor and evaluate how effectively the legal service reduces financial exposure in claims and to promote cost-effective management of legal disputes.
Source/collection of data	Records of all finalised claims, including claimed and settled amounts from the State Attorney
Method of calculation	<b>Percentage = (Total claim amount lodged – Final settled amount)/ Total claim amount lodged X 100.</b>
Means of verification	Finalised claims reports, Settlement agreements or court order, BAS reports, batches, ICMS reports
Assumptions	OSA will save cost
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulatively
Reporting cycle	Quarterly
Desired performance	At least 50% savings on all finalised claims annually.
Indicator responsibility	Solicitor-General

<b>Indicator Title</b>	<b>5.12.1 Percentage of legal opinions finalised within 45 working days from the date of receipt of instructions</b>
Definition	This indicator measures the percentage of requests for legal opinions from clients that were finalised within 45 working days of the date of receipt of the instructions during the reporting period.  Finalisation refers to legal opinions dispatched by the Chief State Law Adviser to clients.
Source of Data	Legal Opinion Register showing opinion number, department (client), date received and date finalised

<b>Indicator Title</b>	<b>5.12.1 Percentage of legal opinions finalised within 45 working days from the date of receipt of instructions</b>
Method of Calculation/Assessment	Percentage = (number of legal opinions finalised within 45 working days of the date of receipt of the instructions/ number of legal opinions finalised) *100
Means of Verification	Case file
Assumptions	Stakeholders will provide clear instructions
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All requests for legal opinions from clients finalised within 45 working days of date of entry.
Indicator Responsibility	Chief State Law Adviser

<b>Indicator Title</b>	<b>5.13.1 Percentage of suggested Bills and subordinate legislation scrutinised and finalised within 45 working days from the date of receipt of instructions</b>
Definition	<p>This indicator measures the percentage of Bills and subordinate legislation requests that were finalised within 45 working days from the date of receipt of the instruction during the reporting period.</p> <p>Finalisation refers to Bills and subordinate legislation dispatched by the Chief State Law Adviser to clients</p>
Source of Data	Register for Bills and other legislative instruments
Method of Calculation/Assessment	Percentage = (Number of Bills and subordinate legislation finalised within 45 working days of the date of receipt of the instructions / number of Bills and subordinate legislation finalised) *100
Means of Verification	Case files

Assumptions	Stakeholders will provide clear instructions
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All Bills and subordinate legislation finalised within 45 working days of date of entry
Responsibility	Chief State Law Adviser

<b>Indicator title</b>	<b>5.14.1 Percentage of International Agreements scrutinised and finalised within 45 working days from the date of receipt of instructions</b>
Short definition	This indicator measures the percentage of international agreements and accompanying legal opinions requests that are finalised within 45 working days from the date of receipt of the instruction during the reporting period. Finalisation refers to international Agreements dispatched by the Chief State Law Adviser
Source/collection of data	Register for international agreements and accompanying legal opinion requests
Method of calculation	Percentage = (number of international agreements finalised within 45 working days from the date of receipt of the instruction/number of international agreements and accompanying legal opinions finalised) x 100
Means of verification	Case file
Assumptions	Stakeholders will provide clear instructions

<b>Indicator title</b>	<b>5.14.1 Percentage of International Agreements scrutinised and finalised within 45 working days from the date of receipt of instructions</b>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	All international Agreements scrutinised and finalised within 45 working days from the date of receipt of instructions
Responsibility	Chief State Law Adviser

**Outcome 6: Transformed legal service for an improved access to justice for all**

<b>Indicator title</b>	<b>6.1.1 Percentage of briefs allocated to black legal practitioners</b>
Definition	This indicator measures the proportion of briefs allocated to black legal practitioners by the Offices of the State Attorney (OSA) during the reporting period, relative to the total number of briefs issued to legal practitioners.  Black: Africans, Asians, Indians and Coloured
Source/collection of data	Briefing registers, transformation monitoring reports, OSA procurement and briefing records.
Method of calculation	<b>Percentage = (Number of briefs allocated to black legal practitioners/Total number of briefs allocated to legal practitioners) X 100</b>

<b>Indicator title</b>	<b>6.1.1 Percentage of briefs allocated to black legal practitioners</b>
Means of verification	Briefing batches or letters of appointment
Assumptions	Sufficient briefs to allocate to black legal practitioners.
Disaggregation of Beneficiaries (where applicable)	70% of briefs allocated to blacks legal practitioners
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	70% of briefs allocated to blacks legal practitioners
Indicator responsibility	Heads of the State Attorney Offices

<b>Indicator title</b>	<b>6.2.1 Percentage of black owned law firms appointed</b>
Definition	<p>This indicator measures the percentage of Black-owned law firms appointed by the Offices of the State Attorney (OSA) to do legal work on behalf of the state (correspondents and direct outsourcing) during the reporting period, relative to the total number of law firms appointed. The indicator excludes law firms appointed as cost consultants.</p> <p>Black: Africans, Asians, Indians and Coloured</p>
Source/collection of data	Briefing registers, transformation monitoring reports, OSA procurement and briefing records.

<b>Indicator title</b>	<b>6.2.1 Percentage of black owned law firms appointed</b>
Method of calculation	Percentage = (number of black owned law firms appointed/total number of law firms appointed) * 100
Means of verification	Briefing batches or letters of appointment
Assumptions	Sufficient pool of black owned law firms to present matters in the High Court and other legal forums.
Disaggregation of Beneficiaries (where applicable)	70% of black owned law firms appointed
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	70% appointment of black law firms
Indicator responsibility	Solicitor-General

<b>Indicator title</b>	<b>6.3.1 Percentage of briefs allocated to black female legal practitioners</b>
Definition	<p>This indicator measures the percentage of briefs allocated to black female legal practitioners who were briefed to perform legal work for the state during the reporting period.</p> <p>Black: Africans, Asians, Indians and Coloured</p>

<b>Indicator title</b>	<b>6.3.1 Percentage of briefs allocated to black female legal practitioners</b>
Source/collection of data	Briefing Register.
Method of calculation	Percentage = (number of briefs allocated to black female legal practitioners during the reporting period / total number briefs allocated to legal practitioners during the reporting period) * 100.
Means of verification	Briefing batches or letters of appointment
Assumptions	Transformation of the legal profession.
Disaggregation of Beneficiaries (where applicable)	35% of briefs allocated to blacks female legal practitioners.
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulatively
Reporting cycle	Cumulative (year-to-date)
Desired performance	40% of briefs allocated to female legal practitioners.
Indicator responsibility	Solicitor-General

<b>Indicator title</b>	<b>6.4.1 Percentage of black female owned law firms appointed</b>
Definition	<p>This indicator measures the percentage of Black Female-owned law firms appointed by the Offices of the State Attorney (OSA) to do legal work on behalf of the state (correspondents and direct outsourcing) during the reporting period, relative to the total number of law firms appointed. The indicator excludes law firms appointed as cost consultants.</p> <p>Black: Africans, Asians, Indians and Coloured</p>
Source/collection of data	Briefing registers, transformation monitoring reports, OSA procurement and briefing records.
Method of calculation	Percentage = (number of black female owned law firms appointed/total number of law firms appointed) * 100
Means of verification	Briefing batches or letters of appointment
Assumptions	Sufficient pool of black female owned law firms to present matters in the High Court and other legal forums.
Disaggregation of Beneficiaries (where applicable)	40% of black female owned law firms appointed
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	40% appointment of black female law firms
Indicator responsibility	Solicitor-General

<b>Indicator title</b>	<b>6.5.1 Percentage value of briefs allocated to black legal practitioners</b>
Definition	This indicator measures the percentage value of briefs allocated to black legal practitioners who were briefed to perform legal work for the state during the reporting period.  Black: Africans, Asians, Indians and Coloured
Source/collection of data	Payment Register
Method of calculation	Percentage = (value of briefs allocated to blacks legal practitioners during the reporting period / value of briefs allocated to legal practitioners during the reporting period) X 100
Means of verification	Payment registers or BAS reports and batches or invoices
Assumptions	Transformation of the legal profession
Disaggregation of Beneficiaries (where applicable)	70% of the value of briefs allocated to black legal practitioners
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	70% of the value allocated to blacks legal practitioners
Indicator responsibility	Solicitor-General.

<b>Indicator title</b>	<b>6.6.1 Percentage value of briefs allocated to black female legal practitioners</b>
Definition	This indicator measures the percentage of money paid to black female legal practitioners who were briefed to perform legal work for the state during the reporting period.  Black: Africans, Asians, Indians and Coloured
Source/collection of data	BAS Reports.
Method of calculation	Percentage = (value of briefs allocated to black female legal practitioners during the reporting period / value of briefs allocated to legal practitioners during the reporting period) X 100.
Means of verification	Payment registers or BAS reports and batches or invoices
Assumptions	Transformation of the legal profession.
Disaggregation of Beneficiaries (where applicable)	40% of briefs allocated to female legal practitioners.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	A 35% of the rand value of briefs paid to black female legal practitioners
Indicator responsibility	Solicitor-General

## Outcome 7: Fighting Crime and Corruption through prosecution

<b>Indicator title</b>	<b>7.1.1 Whistle-blower Framework/Bill amended and introduced in Parliament</b>
Definition	This indicator measures progress in the review of the Whistle-blower Framework legislation and the drafting of a Bill by means of draft bill submission to the minister for approval for public consultation
Source of data	Memoranda to Ministry Bill
Method of calculation/assessment	N/A
Means of verification	Proof of submission to Ministry for approval; Draft Bill
Assumptions	<ul style="list-style-type: none"> <li>• Research will be conducted.</li> <li>• Drafting of proposals will occur.</li> <li>• Ministerial engagements will take place.</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Whistle-blower Framework legislation reviewed, draft Bill submitted to the minister for approval for public consultation
Indicator responsibility	Deputy Director-General: Legislative Development and Legal Services

<b>Indicator title</b>	<b>7.2.1 Implementation plan on the review of anti-corruption architecture report developed and costed</b>
Definition	This indicator measures the development and costing of the implementation plan emanating from the review of review of the report on South Africa's anti-corruption architecture report
Source of data	Consultations with the relevant entities Memoranda to Ministry Implementation plan Implementation plan costing
Method of calculation/assessment	N/A
Means of verification	Proof of consultations with entities

<b>Indicator title</b>	<b>7.2.1 Implementation plan on the review of anti-corruption architecture report developed and costed</b>
	Proof of submission to Ministry for approval; Implementation plan Implementation plan costing Progress report on the implementation of recommendations
Assumptions	<ul style="list-style-type: none"> <li>• Research will be conducted.</li> <li>• Ministerial engagements will take place.</li> <li>• Implementation plan will be developed and costed timeously</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Implementation plan on the review of anti-corruption architecture report developed and costed
Indicator responsibility	Deputy Director-General: Legislative Development and Legal Services

#### **Outcome 8: Colonial/apartheid-era justice-related legislation reviewed and replaced**

<b>Indicator title</b>	<b>8.1.1 Number of Bills seeking to repeal or repeal and replace colonial/apartheid-era justice-related legislation submitted to Ministry</b>
Definition	<p>This indicator measures the number of Bills seeking to repeal or repeal and replace Apartheid/Colonial -era justice-related legislation that will be submitted to Ministry with a view to:</p> <ul style="list-style-type: none"> <li>• Introduce the Bills in Parliament.</li> <li>• Obtain approval from Ministry to subject a Bill to a public consultation process.</li> <li>• Ensure the finalisation of Bills as required and where specified, within the timeframes set.</li> </ul>
Source of data	Bills Memoranda to the Ministry
Method of calculation/assessment	Simple count
Means of verification	Proof of submission of Bills seeking to repeal or repeal and replace colonial/apartheid-era justice-related legislation submitted to Ministry
Assumptions	<ul style="list-style-type: none"> <li>• Research will be conducted.</li> <li>• Drafting of proposals will occur.</li> <li>• Ministerial engagements will take place.</li> </ul>

<b>Indicator title</b>	<b>8.1.1 Number of Bills seeking to repeal or repeal and replace colonial/apartheid-era justice-related legislation submitted to Ministry</b>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Bi-Annually
Desired performance	All Bills developed as planned
Indicator responsibility	DDG: Legislative Development and Legal Services

**Outcome 9: Strengthened and improved awareness of the justice services and community outreach programmes**

<b>Indicator title</b>	<b>9.3.1. Number of engagements conducted by DOJ &amp; CD supported Community Advice Offices to promote the Constitution, human rights, rule of law, and constitutional, human rights &amp; legal literacy to strengthen participatory democracy and active citizenry</b>
Definition	This indicator measures the number of engagements conducted by Community Advice Offices to promote the Constitution, human rights, rule of law, and legal literacy to strengthen participatory democracy and active citizenry  DOJ & CD supported Community Advice Offices means those identified and selected under the PLEAJ Project.
Source/collection of data	PLEAJ Business Plan
Method of calculation	Cumulative (year to date)
Means of verification	Attendance registers
Assumptions	Funds available Community members will attend the sessions Community Advice Offices will conduct the session as expected
Disaggregation of beneficiaries (where applicable)	Everyone including previously marginalised group, i.e. Women, Youth and People with Disabilities.
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)

Reporting cycle	Quarterly
Desired performance	All public awareness session held as planned
Indicator responsibility	DDG: Constitutional Development

## PROGRAMME 4: NATIONAL PROSECUTING AUTHORITY

### Outcome 7: Fighting Crime and Corruption through prosecution

Indicator title	<b>7.3.1 Number of new Thuthuzela Care Centres established</b>
Definition	Newly established TCCs throughout the country to provide specialised victim-centric services to the victims of gender-based violence (GBV) and related offences
Source/collection of data	List of operational TCCs and New TCC Establishment Verification Form
Method of calculation	Simple count of the total number of newly established TCCs in the reporting period
Means of verification	New TCCs established verification forms can be verified against the list of operational TCCs.
Assumptions	Sufficient financial support and buy-in from all relevant stakeholders.
Disaggregation of Beneficiaries (where applicable)	N/A
Transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	4
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.4.1 Percentage Sexual offences conviction rate</b>
Definition	The percentage of cases finalised with a guilty verdict for contravening the Criminal Law (Sexual Offences and Related Matters) Amendment Act, No 32 of 2007 in all court fora, HC, DC, RC and dedicated courts.
Source/collection of data	ECMS for lower courts and Daily Court Return for High Courts (until ECMS High Court module is available).
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the Criminal Procedure Act, 51 of 1977 "CPA") divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on the date of the verdict of not guilty. One case may result in convictions of more than one count.
Means of verification	Daily Court Return

<b>Indicator title</b>	<b>7.4.1 Percentage Sexual offences conviction rate</b>
Assumptions	Proper screening of dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	75%
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.5.1 Percentage High Court conviction rate</b>
Definition	The percentage of cases finalised with a guilty verdict in the High Court as a percentage of cases finalised with a verdict in the same forum.
Source/collection of data	Daily court returns until the ECMS High Court is available
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the CPA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on the date of the verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	High Court daily court return can be verified against the DPP register, or files for High Courts or High Court judgment or orders.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	87%

<b>Indicator title</b>	<b>7.5.1 Percentage High Court conviction rate</b>
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.6.1 Percentage Regional Court conviction rate</b>
Definition	The percentage of cases finalised with a guilty verdict in the Regional Court as a percentage of cases finalised with a verdict in the same forum
Source/collection of data	ECMS recorded data for Lower courts, supplemented with manual data where applicable.
Method of calculation	Percentage= (total number of cases finalised with a guilty verdict including Sec 57A of the CPA/ number of cases finalised with a verdict) *100 Convictions are recorded at the date of sentencing in the case of a guilty verdict or on the date of a verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	Daily Court Return
Assumptions	Quality investigation of cases, proper screening of dockets screened dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	78%
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.7.1 Percentage District Court conviction rate</b>
Definition	The percentage of cases finalised with a guilty verdict in the District Court as a percentage of cases finalised with a verdict in the same forum
Source/collection of data	ECMS recorded data for Lower courts, supplemented with manual data where applicable.
Method of calculation	The total number of cases finalised with a guilty verdict (including Sec 57A of the CPA) divided by the total number of cases finalised with a verdict reflected as a percentage. Convictions are recorded at the date of sentencing in the case

<b>Indicator title</b>	<b>7.7.1 Percentage District Court conviction rate</b>
	of a guilty verdict or on the dare of a verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	Daily Court Return
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	88%
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.8.1 Number of witnesses and related persons harmed or killed while on the witness protection programme</b>
Definition	This indicator tracks the number of witnesses and related persons harmed, threatened or killed whilst on the witness protection programme.
Source/collection of data	Central datasheet
Method of calculation	Total number of witnesses and related persons that were harmed, threatened or killed by a person or persons from whom they were protected either directly or through an agent, while on the NPA witness protection programme.
Means of verification	Monthly Performance Reports
Assumptions	Buy-in from witnesses, availability of resources, financial allocation.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly

Desired performance	0
Indicator responsibility	SD: OWP

<b>Indicator title</b>	<b>7.9.1 Percentage Conviction rate in Serious commercial crime</b>
Definition	The percentage of cases finalised with a guilty verdict in the Specialised Commercial Crime Court (SCCC) or cases identified by the case number starting with SCCC, as a percentage of these cases finalised with a verdict in the dedicated SCC courts.
Source/collection of data	ECMS recorded data for Lower courts, supplemented with manual data where applicable.
Method of calculation	Percentage = (number of cases finalised with a guilty verdict (including Sec 57A of the CPA/ number of cases finalised) * 100. Convictions are recorded at the date of sentencing in the case of a guilty verdict or on date of verdict of not guilty. One case may result in conviction of more than one count.
Means of verification	ECMS recorded data for Lower courts, supplemented with manual data where applicable.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	90%
Indicator responsibility	DNDPP: NPS

<b>Indicator Title</b>	<b>7.10.1 Number of IDAC investigations authorised</b>
Definition	Number of investigations authorised in terms of section 28(1)(a) and 28(13) of the NPA Act by the Investigating Directorate Against Corruption (IDAC)
Source of data	Register/Central datasheet
Method of calculation	Total number of investigations authorised by the Investigating Director of the IDAC, measured on the date of authorisation
Means of Verification	Copies of authorisations.

Assumptions	Compliance requisites to institute investigation in terms of the NPA Act.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	9
Indicator responsibility	Investigating Director: Investigating Directorate Against Corruption (IDAC)

Indicator title	<b>7.11.1 Number of state capture, complex corruption, and matters related thereto enrolled</b>
Definition	The indicator refers to the total number of cases relating to state capture, complex corruption and matters related thereto enrolled by the IDAC
Source/collection of data	Central datasheet
Method of calculation	Simple count of matters enrolled
Means of verification	Daily court returns, charge sheet, or court book
Assumptions	There is <i>prima facie</i> evidence for conclusion of investigations and enrolment.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	8
Indicator responsibility	Investigating Director: Investigating Directorate Against Corruption

<b>Indicator title</b>	<b>7.12.1 Number of prosecutions instituted involving money laundering charges</b>
Definition	Relates to prosecutions instituted involving money laundering charges (counted when the charges are put to the accused at plea stage)
Source/collection of data	NPA daily court returns (HC, RC, DC and specialised unit central data sheets).
Method of calculation	The total number of cases where accused have pleaded in respect of charges involving money laundering measured on the date of plea
Means of verification	In the High Court, or the indictment, or the DPP Register, or the High Court file. The charge sheet containing Money Laundering charges for the lower courts and the date of plea
Assumptions	Properly investigated matters, thoroughly screened dockets, cases prioritised for prosecution.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	100
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.13.1 Number of prosecutions finalised involving money laundering charges</b>
Definition	Relates to prosecutions finalised with a guilty verdict involving money laundering charges.
Source/collection of data	NPA daily court returns (HC, RC, DC and specialised unit central data sheets).
Method of calculation	The total number of cases finalised with a verdict of guilty in respect of charges involving money laundering.
Means of verification	The charge sheet containing Money Laundering charges.
Assumptions	Properly investigated matters, thoroughly screened dockets, cases prioritised for prosecution.

<b>Indicator title</b>	<b>7.13.1 Number of prosecutions finalised involving money laundering charges</b>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	70
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.14.1 Total value of freezing orders obtained</b>
Definition	Value of assets frozen in freezing orders obtained in the reporting period. It measures the total value of the proceeds, instrumentalities or benefit of crime restrained or preserved from the control of criminals and provides an indication of the depth of the impact of the AFU.
Source/collection of data	Case report form that is captured in a central data sheet.
Method of calculation	The total estimated net market value of assets frozen by orders obtained in the reporting period. The value is estimated and counted at the time when the initial order is obtained. Assets include all assets as defined in the POCA such as immaterial goods, claims, obligations or rights. The value of savings to a victim, where applicable is included in the calculation of the value of freezing orders.
Means of verification	Court order or case report forms
Assumptions	The estimate of the value is made at the time when not all the information is available.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R1b

<b>Indicator title</b>	<b>7.14.1 Total value of freezing orders obtained</b>
Indicator responsibility	DNDPP: AFU

<b>Indicator title</b>	<b>7.15.1 Total value of recoveries obtained</b>
Definition	<p>Recoveries are made when the benefit, proceeds or instrumentalities are recovered. Recoveries include payments made to CARA or victims of crime as a result of the intervention of the AFU. Recoveries also include the return of movable assets, immovable assets or immaterial goods (including but not limited to claims in terms of contractual obligations or rights and such claims resulting in savings) to the identified victims. The definition of property in POCA provides the basis to determine property capable of being recovered. The recoveries further include recoveries made through C-ADR or using external entities specialising in the recovery of assets.</p> <p>The net market value is determined at the date when the movable or immovable asset value is realised.</p>
Source/collection of data	The proof of payment or proof of recovery, as the case may be, is uploaded to a central data repository. A case report form reflecting the recovery is also uploaded. The recovery is captured on the central data sheet for both victims of crime and CARA payments. The indicator is reported as a single combined total of the value of all recoveries. Letters of confirmation from victims of return of assets or the extent of savings where applicable.
Method of calculation	The total amount paid or the net market value of property transferred to the victims of crime or paid into CARA during the reporting period resulting from orders or agreements obtained. This refers to orders obtained as a result of litigation in terms of POCA, settlement agreements in terms of A-ADR and recoveries by expert entities. Payment to victims is measured only when the proof of payment or transfer is received. The value includes all recoveries including immaterial goods, rights and interests and is guided by the definition of property in POCA. The recovery is reflected when the AFU receives notice of the recovery and not the actual date of the recovery. Where savings are achieved through the recovery of claims or rights, the value of the saving to the victim is regarded as the recovery.
Means of verification	Proof of Payment such as Deposit Slip or Bank Statement. Proof of return or saving such as a confirmatory letter or email.
Assumptions	Confirmation of payment may be received late from the victims and there may be unidentified deposits into CARA. Confirmation of transfer of property or other immaterial assets, including savings, may be received late from victims.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly

<b>Indicator title</b>	<b>7.15.1 Total value of recoveries obtained</b>
Desired performance	R350m
Indicator responsibility	DNDPP: AFU

<b>Indicator title</b>	<b>7.16.1 Percentage conviction rate in Serious Organised crime</b>
Definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained.
Source/collection of data	High court registers.
Method of calculation	Percentage = (The total number of Serious Organised crime cases finalised with a guilty verdict (including Sec 57A of the CPA)/ by the total number of Serious Organised crime cases finalised with a verdict) *100  Convictions are recorded at the date of sentencing after guilty verdict or at verdict if not guilty. One case may result in convictions of more than one charge and focus area
Means of verification	DPP register and files for High courts.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Serious Organised Crime 90%
Indicator responsibility	DNDPP: NPS

<b>Indicator title</b>	<b>7.17.1 Percentage conviction rate for Corruption</b>
Definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained.

<b>Indicator title</b>	<b>7.17.1 Percentage conviction rate for Corruption</b>
Source/collection of data	ECMS for lower courts and Daily Court Return for High Courts (until High Court module is available) supplemented by manual data.
Method of calculation	Percentage = (The total number of Corruption cases finalised with a guilty verdict (including Sec 57A of the CPA)/ by the total number of corruption cases finalised with a verdict) *100  Convictions are recorded at the date of sentencing after guilty verdict or at verdict if not guilty. One case may result in convictions of more than one charge and focus area.
Means of verification	ECMS and ICMS recorded data for Lower courts and SCCU; High courts as soon as the High court ECMS module is available supplemented by manual data.
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	81%
Indicator responsibility	DNDPP: NPS

<b>Indicator Title</b>	<b>7.18.1 Percentage conviction rate in murder prosecutions</b>
Definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained.
Source of data	ECMS for lower courts and Daily Court Return for High Courts (until High Court module is available) supplemented by manual data.

<b>Indicator Title</b>	<b>7.18.1 Percentage conviction rate in murder prosecutions</b>
Method of calculation	<p>Percentage = (The total number of murder cases finalised with a guilty verdict (including Sec 57A of the CPA) /by the total number of murder cases finalised with a verdict) *100</p> <p>Convictions are recorded at the date of sentencing after guilty verdict or at verdict if not guilty. One case may result in convictions of more than one charge and focus area.</p>
Means of Verification	<p>Daily Court Return, ECMS and ICMS recorded data for Lower courts and SCCU; High courts as soon as the High court ECMS module is available.</p> <p>High court daily court return can be verified against the DPP register and files for High courts</p>
Assumptions	Properly investigated matters, thoroughly screened dockets.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	74%
Indicator responsibility	DNDPP: NPS

## PROGRAMME 5: AUXILIARY AND ASSOCIATED SERVICES

### Outcome 2: Reformed, integrated and modernised criminal justice system

<b>Indicator title</b>	<b>2.1.1 Number of cases electronically processed through the IJS Transversal Hub</b>
Definition	This indicator measures the number of cases electronically processed through the IJS Transversal Hub
Source/collection of data	Docket information from the SAPS enabled electronically and submitted to the courts and automatically shared with the NPA through the IJS Transversal Hub (IJS case flow report).
Method of calculation	Simple Count
Means of verification	IJS case flow report signed by the IJS portfolio head
Assumptions	Case management systems for SAPS, NPA, and DOJ&CD will maintain 99.9% system availability.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Docket information from the SAPS enabled electronically and submitted to the courts and automatically shared with the NPA through the IJS Transversal Hub
Indicator responsibility	Chief Director: Office of the Director-General

<b>Indicator title</b>	<b>2.2.1 Number of SAPS Police stations where Integrated Person Management (IPM) is deployed</b>
Definition	The indicator measures the number of SAPS police stations where the Integrated Person Management (IPM) is deployed)
Source/collection of data	Roll out/deployment reports
Method of calculation	Simple Count
Means of verification	Roll-out reports received from SAPS Technology Management Services (TMS) unit
Assumptions	Timeous roll out of PVS as per the deployment plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	Integrated Person management (IPM) rolled out nationally to all desired sites
Indicator responsibility	Chief Director: Office of the Director-General

<b>Indicator title</b>	<b>2.3.1 Number of government departments and/or entities connected to transversal platform and exchanging information electronically</b>
Definition	This indicator measures the number of government departments and entities that are connected to the IJS transversal hub to exchange information and to fulfil the integrated business processes of the criminal justice system
Source/collection of data	IJS Transversal Hub
Method of calculation	Simple Count
Means of verification	System generated reports from the IJS Transversal Hub providing confirmation that electronic information messages are being

<b>Indicator title</b>	<b>2.3.1 Number of government departments and/or entities connected to transversal platform and exchanging information electronically</b>
	exchanged between IJS member departments
Assumptions	All affected departments will be integrated and share information. Member department/entity is ready to connect to the IJS Transversal Hub
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Seamless integration of IJS member departments/entities to be achieved
Indicator responsibility	Chief Director: Office of the Director-General

## ANNEXURE: CHANGES TO THE 2025-30 STRATEGIC PLAN

### Amendments made to the Strategic Plan

Table 9: Amendments made to the Strategic Plan

Table 9.1: Reason for revised and additional outcome indicators on the Strategic Plan

Priority	Outcome	Outcome indicator	Baseline	5 Year target	Reason for change
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical department	1.6 Percentage of SMS grievances resolved within 45 days from the date the grievance is lodged	No baseline	85%	The outcome indicator (1.6 The rate of finalising grievance cases improved) was segmented to measure SMS's and non-SMS officials and to align with the output indicators in the APP.
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical department	1.7 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged	No baseline	85%	The outcome indicator 1.6 was segmented to measure SMS's and non-SMS officials and to align with the output indicators in the APP.
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical department	1.9 Percentage of audit action plan on DOJ & CD resource requirements in the JCPS value chain deliverables implemented by 31 March 2027	No baseline	100%	The outcome indicator added to align with the MTDP target.
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical department	1.10 Number of departmental sites with Local upgraded Area Network (LAN)	No baseline	350	The outcome indicator was added to align with the output indicators in the APP.
<b>A capable, efficient, effective, and ethical department</b>	A capable, efficient, effective, and ethical department	1.11 Number of departmental sites with Wide upgraded Area Network (WAN)	No baseline	650	The outcome indicator was added to align with the output indicators in the APP.
<b>Build a Capable, Ethical and Developmental State</b>	Reformed, integrated and modernised criminal justice system	2.1 Criminal Procedure Bill submitted to Ministry for introduction and finalisation in Parliament	No baseline	Criminal Procedure Bill finalised in Parliament	The outcome indicator description was revised to: Criminal Procedure Bill submitted to the DG for approval.
<b>Social Cohesion and Nation Building</b>	Advanced Constitutionalism, Human Rights, the	4.5 Number of engagements with constitutional institutions to coordinate the promotion of	No baseline	25	The outcome indicator was rephrased to be explicit about what is being measured.

	Rule of Law and International Cooperation	human rights and the entrenchment of constitutional values			
<b>Social Cohesion and Nation Building</b>	Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation	4.7 Number of initiatives implemented for the protection of human rights and deepening constitutionalism	No baseline	25	The outcome indicator was revised to “Number of publications of constitutionalism and human rights”.
<b>Social Cohesion and Nation Building</b>	Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation operation	4.10 Number of engagements undertaken in international for a to support the development and strengthening of international law, norms and standards	No baseline	25	The outcome indicator was revised to “Number of written contributions made in international for a to support the development and strengthening of international law, norms and standards”.
<b>Social Cohesion and Nation Building</b>	Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation operation	4.11 Number of engagements conducted in strengthening the effectiveness of the established NAP Governance Structure to promote social cohesion, equality and tolerance	4	20	The outcome indicator was revised to “Percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented”.
<b>Build a Capable, Ethical and Developmental State</b>	Professionalised, modernised and quality State Litigation, Legal Advisory Services and Legal Reform	5.3 Percentage of International Agreements scrutinised within 30 working days from the date of receipt of instructions	82%	82%	The outcome indicator turnaround time was revised from “30” to “45” working days and the targets from “82%” to “90%”.
<b>Build a Capable, Ethical and Developmental State</b>	Transformed legal service for improved access to justice for all	6.1 Percentage of black legal practitioners briefed	2%	20%	The outcome indicator was rephrased to be aligned with the Legal Sector Code (LSC).
<b>Build a Capable, Ethical and Developmental State</b>	Transformed legal service for improved access to justice for all	6.2 Percentage of black female legal practitioners briefed	28%	42%	The outcome indicator has been rephrased to be aligned with the Legal Sector Code (LSC)

Table 9.2: New Strategic Plan Outcome indicators as per the table 9.1

Outcome	Outcome indicator	Baseline	5 Year target
A capable, efficient, effective, and ethical department	1.6 Percentage of SMS grievances resolved within 45 days from the date the grievance is lodged	No baseline	85%
A capable, efficient, effective, and ethical department	1.7 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged	No baseline	85%
A capable, efficient, effective, and ethical department	1.9 Percentage of audit action plan on DOJ & CD resource requirements in the JCPS value chain deliverables implemented by 31 March 2027	No baseline	100%
A capable, efficient, effective, and ethical department	1.10 Number of departmental sites with Local upgraded Area Network (LAN)	No baseline	350
A capable, efficient, effective, and ethical department	1.11 Number of departmental sites with Wide upgraded Area Network (WAN)	No baseline	650
Reformed, integrated and modernised criminal justice system	2.1 Criminal Procedure Bill submitted to the DG for approval	No baseline	Criminal Procedure Bill finalised in Parliament
Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation	4.5 Number of engagements with constitutional institutions to coordinate the promotion of human rights and the entrenchment of constitutional values	No baseline	25
Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation	4.7 Number of publications of constitutionalism and human rights	No baseline	25
Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation operation	4.10 Number of written contributions made in international fora to support the development and strengthening of international law, norms and standards	No baseline	25
Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation operation	4.11 Percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented".	No baseline	100%
Professionalised, modernised and quality State Litigation, Legal Advisory Services and Legal Reform	5.3 Percentage of International Agreements scrutinised within 45 working days from the date of receipt of instructions	82%	82%
Transformed legal service for improved access to justice for all	6.1 Percentage of black legal practitioners briefed	2%	20%

Transformed legal service for improved access to justice for all	6.2 Percentage of black female legal practitioners briefed	28%	42%
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Table 9.3: Outcome indicators removed from the Strategic Plan

Priority	Outcome	Outcome indicator	Baseline	5 Year target	Reason for removal
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical Department	1.4 Number of training programmes conducted to reduce skills gap in the cluster and the Department	40	300	The outcome indicator was removed from the Strategic Plan as it is no longer a strategic priority.
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical Department	1.7 The rate of finalising misconduct cases improved	81% misconduct finalised within 90 days	100% misconduct finalised within 90 days from the first date of ? the hearing	The outcome indicator was removed from the Strategic Plan as it is no longer a strategic priority.
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical Department	1.10 Number of justice services accessible online increased	5	16	The outcome indicator was removed and replaced with output indicators (1.11 and 1.12) on ICT infrastructure.
<b>Build a Capable, Ethical and Developmental State</b>	A capable, efficient, effective, and ethical Department	1.12 Percentage of courts providing virtual court proceedings increased	No baseline	100%	The outcome indicator was removed from the Strategic Plan as it is no longer a strategic priority.
<b>Build a Capable, Ethical and Developmental State</b>	Reformed, integrated and modernised criminal Justice System	2.4 Number of interventions for the effective coordination of Criminal Justice System implemented	No baseline	5	The outcome indicator was removed due to human capacity challenges and budget constraints and dependency on external stakeholders not under control of the Department.
<b>Build a Capable, Ethical and Developmental State</b>	Reformed, integrated and modernised criminal Justice System	3.2 Number of Traditional Courts in the Magisterial Districts capacitated in line with the implementation plan	No baseline	104	The outcome indicator was removed due to several key dependencies that must be concluded before implementation can commence. The Department is in the process of

					developing the Report on the Recommendation of the State of Traditional Courts.
<b>Social Cohesion and Nation Building</b>	Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation	4.2 Number of Community Advice Offices supported to provide justice services in all municipal districts	No baseline	52	The outcome indicator was removed due to budget constraints.
<b>Social Cohesion and Nation Building</b>	Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation	4.4 Number of initiatives conducted to strengthen public participation in democratic processes	No baseline	15	The outcome indicator was removed due to budget constraints.
<b>Social Cohesion and Nation Building</b>	Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation	4.6 Number of initiatives conducted to implement Chapter 5 of PEPUDA	No baseline	10	The outcome indicator was removed due to the review of the legislations under the Legislative Development
<b>Build a Capable, Ethical and Developmental State</b>	Professionalised, modernised and quality State Litigation, Legal Advisory Services and Legal Reform	5.7 Percentage of Intergovernmental National Litigation Forum (INLF) resolutions to streamline and strengthen State litigation implemented	No baseline	100%	The outcome indicator was removed from the Strategic Plan and will now be monitored in the Annual Operational Plan.

Technical Indicator Description for the new outcome indicator

**Outcome 1: A capable, efficient, effective, and ethical department**

<b>Indicator Title</b>	<b>1.6 Percentage of SMS grievances resolved within 45 days from the date the grievance is lodged</b>
Definition	This indicator measures the percentage of grievances lodged against SMS in the reporting period, which were resolved within the prescribed timeframe of 45 days from the date the grievance is lodged.
Source of Data	Database or register
Method of Calculation/Assessment	Percentage = (number of reported grievances lodged in the reporting period resolved within 45 days from the date the grievance is lodged / number of grievances resolved) *100
Assumptions	85% of reported grievances will be resolved within 45 days from the date the grievance is lodged.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally
Reporting Cycle	Mid-term and end-of-term
Desired Performance	85% of reported grievances finalised within 45 days from the date the grievance is lodged
Indicator Responsibility	Deputy Director-General: Corporate Services

<b>Indicator Title</b>	<b>1.7 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged</b>
Definition	This indicator measures the percentage of grievances lodged against non-SMS in the reporting period, which were resolved within the prescribed timeframe of 30 days from the date the grievance is lodged.
Source of Data	Database or register
Method of Calculation/Assessment	Percentage = (number of reported grievances lodged in the reporting period resolved within 30 days from the date the grievance is lodged / number of grievances resolved) *100
Assumptions	85% reported grievances will be resolved within 30 days from the date the grievance is lodged.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Nationally

<b>Indicator Title</b>	<b>1.7 Percentage of non-SMS grievances resolved within 30 days from the date the grievance is lodged</b>
<b>Reporting cycle</b>	Mid-term and end-of-term
<b>Desired performance</b>	85% of reported grievances finalised within 30 days from the date the grievance is lodged
<b>Indicator responsibility</b>	Deputy Director-General: Corporate Services

<b>Indicator title</b>	<b>1.9 Percentage of audit action plan on DOJ &amp; CD resource requirements in the JCPS value chain deliverables implemented by 31 March 2027</b>
Definition	This indicator measures the action plan to implement the audited resource value chain for all the JCPS within the DOJ & CD by the 31 March 2027.
Source/collection of data	Audited cases of value chain cases/ database
Method of calculation	Quantitative and qualitative analysis of cases in the JCPS
Assumptions	Access and availability to the JCPS databank and contact persons for data analysis purposes
Disaggregation of Beneficiaries (where applicable)	JCPS Departments
Spatial transformation (where applicable)	National
Reporting cycle	Mid-term and end-term
Desired performance	1 Action Plan for the audited resource value chain by 31 March 2027
Indicator responsibility	Deputy Director-General: Corporate Services

<b>Indicator title</b>	<b>1.20 Number of departmental sites with Local Area Network (LAN) upgraded</b>
Definition	This indicator measures the total number of departmental sites where LAN equipment and cabling have been upgraded to achieve improved network speed and reliability.
Source/collection of data	List of sites upgraded

<b>Indicator title</b>	<b>1.20 Number of departmental sites with Local Area Network (LAN) upgraded</b>
Method of calculation	Simple count
Assumption	<ul style="list-style-type: none"> <li>• Project Plan adhered to by the service provider</li> <li>• User availability</li> <li>• Access to user offices (including after hours)</li> </ul>
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Mid-term and end-of-term
Desired performance	Local Area Network (LAN) infrastructure at 70 departmental sites upgraded
Indicator responsibility	DDG: Information and Communication Technology (ICT)

<b>Indicator title</b>	<b>1.21 Number of departmental sites with Wide Area Network (WAN) upgraded</b>
Definition	This indicator measures the total number of departmental sites where WAN infrastructure (including routers and bandwidth capacity) has been upgraded to enhance inter-site network performance and data transmission speed.
Source/collection of data	List of sites upgraded
Method of calculation	Simple count.
Assumptions	<ul style="list-style-type: none"> <li>• Project Plan adhered to by the service provider.</li> <li>• Site access (server rooms), including after-hours access.</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Mid-term and end-of-term
Desired performance	Wide Area Network (WAN) infrastructure at 506 departmental

<b>Indicator title</b>	<b>1.21 Number of departmental sites with Wide Area Network (WAN) upgraded</b>
	sites upgraded
Indicator responsibility	DDG: Information and Communication Technology (ICT)

## Outcome 2: Reformed, integrated and modernised criminal justice system

<b>Indicator Title</b>	<b>2.1 Criminal Procedure Bill submitted to the DG for approval</b>
Definition	This indicator measures the submission of the Criminal Procedure Bill submitted to DG for approval
Source of data	Bill Memoranda to the DG
Method of Calculation/ Assessment	N/A
Assumptions	<ul style="list-style-type: none"> <li>• Research will be conducted</li> <li>• Drafting of proposals will occur</li> <li>• Ministerial engagements will take place</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Mid-term and end-of-term
Desired Performance	Criminal Procedure Bill introduced and finalised in Parliament
Indicator Responsibility	DDG: Legislative Development and Legal Services

## Outcome 4: Advanced Constitutionalism, Human Rights, the Rule of Law and International Cooperation

<b>Indicator Title</b>	<b>4.5 Number of engagements with constitutional institutions to coordinate the promotion of human rights and the entrenchment of constitutional values</b>
Definition	This indicator measures the number of initiatives to assist departments in implementing the recommendations and directives of constitutional institutions by various organs of state conducted.
Source of Data	Concept Note for the planned initiatives

<b>Indicator Title</b>	<b>4.5 Number of engagements with constitutional institutions to coordinate the promotion of human rights and the entrenchment of constitutional values</b>
Method of Calculation	Simple count
Assumptions	Cooperation of stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Mid-term and end-of-term
Desired Performance	25 initiatives conducted to assist departments to implement the recommendations and directives of constitutional institutions by various organs of state
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.7 Number of publications on Constitutionalism and Human Rights</b>
Definition	This indicator measures the number publications on constitutionalism and Human Rights published
Source/collection of data	Call for papers, publications
Method of calculation	Simple count
	Policy briefs/ Advisory Note.
Assumptions	Cooperation by stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Mid-term and end-of-term

Desired performance	Advanced constitutional and human rights literacy.
Indicator responsibility	DDG: Constitutional Development

<b>Indicator Title</b>	<b>4.9.1 Number of written contributions responded to in response to requests received from international fora to support the development and strengthening of international law, norms and standards</b>
Definition	This indicator measures the number of written contributions made in multilateral fora aimed at the development and strengthening of international law, norms and standards.  Written contributions include submission and/ or briefing notes in preparation for meetings.
Source/Collection of Data	Invitation for inputs/ Note Verbale/ letters
Method of Calculation	Cumulative
Assumptions	<ul style="list-style-type: none"> <li>• Department invited to make contributions to position papers/briefing notes/resolutions.</li> <li>• Capacity to make contributions on international law matters.</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Mid-term and end-of-term
Desired performance	Effective contribution towards the development of international law, norms and standards
Indicator Responsibility	DDG: Constitutional Development

<b>Indicator title</b>	<b>4.11 Percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ &amp; CD implemented</b>
Definition	This indicator measures the percentage of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented during the reporting period.
Source/collection of data	Action plan for implementation the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD
Method of calculation	Percentage (Total number of Implementation plan activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented / Total number of activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented) *100
Assumptions	All Implementation Plan activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Reporting cycle	Mid-term and end-of-term
Desired performance	All yearly planned activities of the National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP) relevant to the DOJ & CD implemented
Indicator responsibility	DDG: Constitutional Development

**Outcome 5: Professionalized, modernized and quality State Litigation, Legal Advisory Services and legal reform**

<b>Indicator Title</b>	<b>5.3 Percentage of International Agreements scrutinised within 45 working days from the date of receipt of instructions</b>
Definition	This indicator measures the percentage of international agreements that are scrutinised within 45 working days from the date of receipt of instructions.
Source of Data	Register for international agreements and accompanying legal opinion requests
Method of Calculation	Percentage = (Number of international agreements scrutinised within 45 working days from the date of receipt of the instruction/number of international agreements scrutinised) *100
Assumptions	Stakeholders will provide clear instructions
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Mid-term and end-of-term
Desired Performance	All international agreements scrutinised within 45 working days from the date of receipt of instruction
Indicator Responsibility	Chief State Law Adviser

**Outcome 6: Transformed of the legal service for improved access to justice for all**

<b>Indicator Title</b>	<b>6.1 Percentage of black legal practitioners briefed</b>
Definition	This indicator measures the percentage of black legal practitioners briefed
Source of data	Dataset/register of NOCIMT
Method of Calculation/ Assessment	Percentage = (Number of black legal practitioners briefed/- number of legal practitioners briefed) *100
Assumptions	The pool will have enough new black legal practitioners to be briefed.
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Reporting Cycle	Mid-term and end-of-term
Desired Performance	20% of black legal practitioners newly briefed
Indicator Responsibility	Solicitor-General

<b>Indicator Title</b>	<b>6.2 Percentage of black female legal practitioners briefed</b>
Definition	This indicator measures the percentage of monetary value (Rand) of briefs allocated to black female legal practitioners
Source of data	BAS reports and batches monthly statistics
Method of Calculation/ Assessment	Percentage = (value of briefs allocated to black female legal practitioners / value of briefs allocated to Legal Practitioners) *100
Assumptions	There is a sufficient pool of Black Legal Practitioners to present matters in the High Courts and other legal forums.
Disaggregation of Beneficiaries (where applicable)	42% value of briefs allocated to Black Female Legal Practitioners
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Mid-term and end-of-term
Desired Performance	42% value of briefs allocated to black female legal practitioners
Indicator Responsibility	Solicitor-General

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