

2025/26 – 2029/30



OFFICE OF THE CHIEF JUSTICE
REPUBLIC OF SOUTH AFRICA

STRATEGIC *Plan*



TABLE OF CONTENTS

EXECUTIVE AUTHORITY STATEMENT BY THE MINISTER OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT 1
ACCOUNTING OFFICER STATEMENT BY THE ACTING SECRETARY GENERAL 3
OFFICIAL SIGN-OFF 4

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE 5
2. LEGISLATIVE AND POLICY MANDATES 6
 2.1. Legislative Mandate 6
 2.2. POLICY MANDATES 6
3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD 7
 3.1. Contribution to the National Development Plan (Vision 2030) 8
 3.2. Contribution to the 2024 – 2029 Medium-Term Development Plan 8
4. RELEVANT COURT RULINGS 9

PART B: OUR STRATEGIC FOCUS

5. VISION, MISSION, AND VALUES 12
6. SITUATIONAL ANALYSIS 13
 6.1. External Environment Analysis 13
 6.2. Internal Environment Analysis 19
7. THEORY OF CHANGE 25

PART C: MEASURING OUR PERFORMANCE

8. INSTITUTIONAL PROGRAMME PERFORMANCE 28
 8.1. Measuring the Impact 28
 8.2. Measuring Outcomes 28
9. KEY RISKS 31
10. PUBLIC ENTITIES 31

PART D: TECHNICAL INDICATOR DESCRIPTIONS

ANNEXURES TO THE STRATEGIC PLAN 37

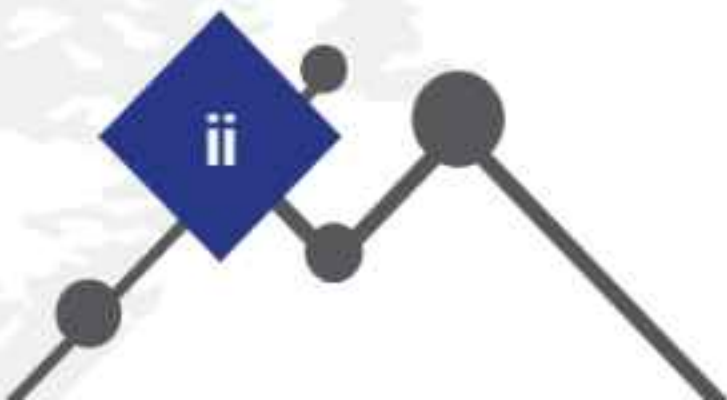
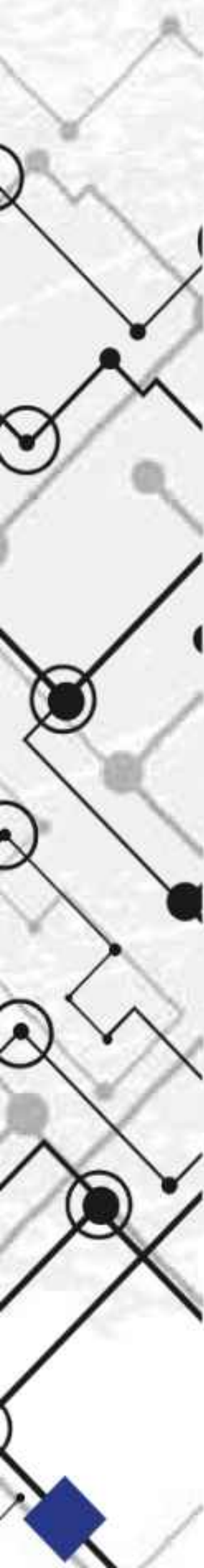
TABLE OF CONTENTS continued

LIST OF TABLES

Table 1: Legislative mandate	6
Table 2: Outcomes, outcome indicators and 5-year targets	28
Table 3: Outcomes, outcome indicators and 5-year targets	29
Table 4: Outcomes, outcome indicators and 5-year targets	30
Table 5: Key risks per outcome	31

LIST OF FIGURES

Figure 1: Hierarchical structure of the Superior Courts	19
Figure 2: Macro-Organisational Structure of the OCJ	20

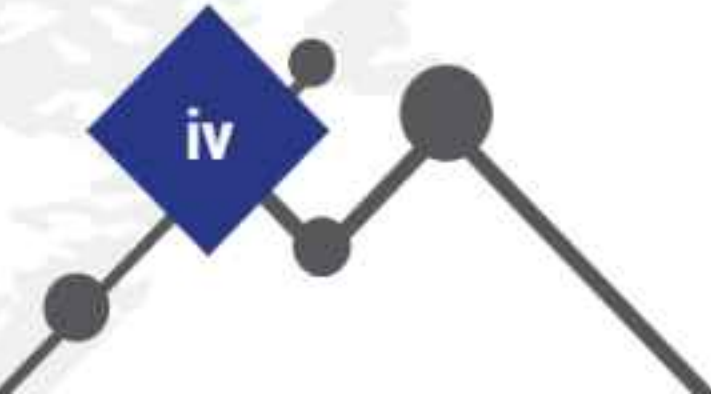


ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
AI	Artificial Intelligence
APP	Annual Performance Plan
BCM	Business Continuity Management
BCMS	Business Continuity Management System
BIA	Business Impact Analysis
COE	Compensation of Employees
Constitution	Constitution of the Republic of South Africa, 1996
COVID-19	Coronavirus Disease of 2019
DCRS	Debt Counselling Rules System
DDG	Deputy Director-General
DoJ&CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
EHW	Employee Health and Wellness
FY	

ACRONYMS AND ABBREVIATIONS continued

SHERQ	Safety, Health, Environment, Risk and Quality
SITA	State Information Technology Agency
SMS	Senior Management Service
SSA	State Security Agency
STI	Sexually Transmitted Infections
StatsSA	Statistics South Africa
TB	Tuberculosis



The education and training support for both serving and aspirant Judicial Officers will continue to be one of the OCJ's priorities. In response to the NDP call to scale up judicial training, the capacitation of the South African Judicial Education Institute (SAJEI) remains crucial in promoting the independence, impartiality, dignity, accessibility and effectiveness of the courts through continued judicial education.

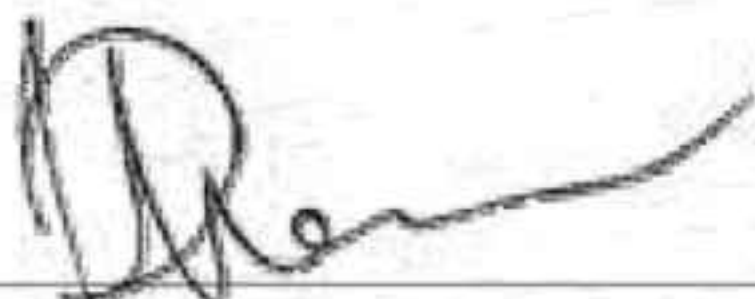
The OCJ's support to the independent, accessible and effective judicial system is a response to Chapter 14 of the NDP (promoting accountability and fighting corruption) through strengthening the judicial governance and the rule of law. The NDP calls for a strategy to "strengthen judicial governance and the rule of law".

One of the strategies the Government adopted in this regard is the establishment of the OCJ as the first phase towards an independent Judiciary-led court administration system to fully realise the Judiciary's institutional independence in line with the Constitution. The Government will respond to this call of the NDP during this five-year period by finalising the reform on a Judiciary-led court administration and on the consolidation of a single Judiciary imperative as per the requirements of the Constitution. The Executive arm of the state will work together with the Judiciary in this regard.

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Office of the Chief Justice under the guidance of the Minister of Justice and Constitutional Development, Ms. Mmamoloko Kubayi, MP;
- Considers all relevant policies, legislation and other mandates for which the Office of the Chief Justice is responsible; and
- Accurately reflects the Impact, Outcomes and Outputs which the Office of the Chief Justice will endeavour to achieve over the period 2025/26 – 2029/30.



Ms. Paula Morapedi
Chief Financial Officer

LEGISLATION	FOCUS AREA	KEY MANDATES / RESPONSIBILITIES
Judicial Service Commission, 1994 (Act 9 of 1994)	Nominations for judicial appointments and complaints against Judges	The Act deals with the appointment of Judges and the establishment of the Judicial Conduct Committee, which is responsible for complaints about Judges. It also establishes and maintains a register of Judges' registrable interests. The OCJ provides secretariat support to the JSC.
South African Judicial Education Institute Act, 2008 (Act 14 of 2008)	Judicial Education and Training	The Act provides for the training of serving and aspiring Judicial Officers. The OCJ provides administrative support to the Institute.
Judicial Matters Amendment, 2015 Act (Act 24 of 2015)	Judges' remuneration and conditions of service	In terms of the Judicial Matters Amendment Act, 2015, the general administration of the Judges' Remuneration and Conditions of Employment Act, 2001 has been transferred from the Director-General (DG) of the DoJ&CD to the SG of the OCJ with effect from 01 August 2016. This Amendment Act

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

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

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

9 KEY RISKS

Table 5: Key risks per outcome

Outcome	Key Risks	Risk Mitigations
Effective and efficient administration support	1. Ineffective governance structures	- Strengthen the functioning of the governance committees - Independent audits of the governance structure
	2. Failure to retain competent staff	Implementation and monitoring of the retention strategy
	3. Non-compliance with applicable legislations (including the courts)	- Dedicate resources for Compliance Management - Strengthen the governance structures - Enforce the monitoring of the Compliance Universe - Appoint Chief Directors as Compliance Champions - Consistent awareness of the departmental policies

Indicator Title	3. Percentage on finalisation of quasi-judicial matters within prescribed timeframes
Definition	This indicator measures the finalisation of quasi-judicial matters based on the set timeframes. The quasi-judicial matters to be measured in this indicator are default judgments, taxation of legal bills of costs and warrants of liberation delivered. Quasi-judicial functions are powers and procedures granted to Registrars, in specific instances, resembling those of a Judge. Such actions are able to finalise legal disputes between parties.
Source of data	• Default judgments application and order • Bills of legal costs and proof of set down • Warrants of liberation
Method of Calculation / Assessment	Quantitative (Total number of quasi-judicial matters finalised within prescribed timeframes / Total number of quasi-judicial matters finalised) x 100: • The numerator is the total number of taxations of opposed legal bills of costs finalised within 60 court days plus total number of taxations of unopposed legal bills of costs finalised within 40 court days plus the total number of default judgments finalised within 12

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: NSDF AND THE DISTRICT DELIVERY MODEL

The National Spatial Development and District Delivery Model are not applicable to OCJ.

