



# ANNUAL PERFORMANCE PLAN 2011/2012



**the doj & cd**

Department:  
Justice and Constitutional Development  
REPUBLIC OF SOUTH AFRICA



# Annual Performance Plan 2011/2012

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Justice and Constitutional Development, under the guidance of the Minister of Justice and Constitutional Development, Mr Jeff Radebe, MP;
- Was prepared in line with the current Strategic Plan of the Department of Justice and Constitutional Development
- Accurately reflects the performance targets which the Department of Justice and Constitutional Development will endeavour to achieve given the resources made available in the budget for 2011/12.

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Acting Chief Financial Officer

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Chief Director: Strategy, Monitoring and Evaluation

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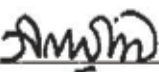
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## PART A: STRATEGIC OVERVIEW

### 1. INTRODUCTION

This Annual Performance Plan, which has been prepared in line with the new National Treasury requirements, elaborates on how the Department of Justice and Constitutional Development's Strategic Plan 2011 – 2016 will be implemented during the MTEF period. It is informed by the priorities identified in the departmental strategic plan as indicated by the Minister in his foreword and gives details on the department's annual targets. This plan is the basis for monitoring progress against the departmental strategic plan where performance against the targets will be reported to our stakeholders on a quarterly and annual basis.

The department acknowledges that the Strategic Plan 2011-16 and the Annual Performance Plan for 2011/12 has to be done differently from the previous years in line with the new government outcomes approach. This has resulted in a complete relook at the manner in which targets have been set and the supporting information required for this purpose. To this end, where possible we have used the previous targets, otherwise there are a number of new targets that fit the required SMART principle. In other instances, baselines are being developed to provide clearer measures and targets.

This document covers the three programmes of the Department of Justice and Constitutional Development and excludes the National Prosecuting Authority (Programme 4), public entities (Programme 5) and the Office of the Chief Justice. The detailed plans are available from the relevant organisations.

For each of the three programmes, the programme budget, annual indicators for strategic objectives for the MTEF period and quarterly indicators for the 2011/12 financial year are shown. In addition, these indicators are discussed in detail under Annexure C. The reader is therefore advised to refer to this annexure (page 43) for details of each indicator.

### 2. SITUATIONAL ANALYSIS

No updates to the situational analysis presented in the 2011-16 Strategic Plan of the department.

### 3. REVIEW OF MANDATES

No updates to the mandates presented in the 2011-16 Strategic Plan.

## 4. OVERVIEW OF 2011/2012 BUDGET AND MTEF ESTIMATES

### 4.1 Expenditure Estimates

The departmental budget, as shown in the 2011 Estimation of National Expenditure document, is shown below.

Table 1: Departmental Budget

Programme	Audited outcome			Adjusted	Revised	Medium-term expenditure estimate		
	2007/08	2008/09	2009/10	Appropriation	Estimate	2011/12	2012/13	2013/14
R thousand				2010/11				
Administration	1 164 214	1 185 328	1 031 600	1 427 384	1 427 384	1 625 180	1 728 858	1 833 082
Court Services	2 684 242	3 083 321	4 087 100	3 994 167	3 986 359	4 341 664	5 096 122	5 408 713
State Legal Services	390 284	537 371	548 564	722 060	707 325	750 652	782 152	806 128
National Prosecuting Authority	1 719 697	1 926 902	2 188 210	2 684 263	2 668 055	2 640 257	2 770 725	2 914 600
Auxiliary and Associated Services	1 235 527	1 511 517	1 798 064	1 959 471	1 953 187	2 055 738	2 296 405	2 446 740
Subtotal	7 193 964	8 244 439	9 653 538	10 787 345	10 742 310	11 413 491	12 674 262	13 409 263
Direct charge against the National Revenue Fund	1 184 527	1 601 091	1 774 871	1 929 870	1 929 870	2 104 162	2 401 870	2 575 723
Judges' Salaries	298 471	504 775	601 726	465 479	465 479	504 908	579 144	621 017
Magistrates' Salaries	886 056	1 096 316	1 173 145	1 464 391	1 464 391	1 599 254	1 822 726	1 954 706
Total	8 378 491	9 845 530	11 428 409	12 717 215	12 672 180	13 517 653	15 076 132	15 984 986
Change to 2010 Budget estimate				536 862	491 827	329 779	1 093 676	1 233 495
Economic classification								
Current payments	6 850 307	8 093 680	9 174 042	10 327 034	10 288 283	10 933 686	12 057 652	12 764 765
Compensation of employees	4 250 923	5 326 231	6 028 098	7 262 880	7 224 129	7 631 150	8 382 247	8 850 633
Goods and services	2 598 448	2 767 145	3 116 206	3 059 707	3 059 707	3 292 956	3 665 337	3 903 542
of which:								
Administrative fees	10 020	4 659	4 625	16 893	16 893	37 650	46 075	41 126
Advertising	31 737	31 922	24 036	84 912	84 912	93 871	94 867	97 510
Assets less than the capitalisation threshold	67 606	39 698	33 988	44 332	44 332	49 829	47 757	49 982
Audit cost: External	22 661	30 002	29 701	29 867	29 867	31 273	33 569	56 517
Bursaries: Employees	6 725	4 974	4 535	12 955	12 955	13 814	14 129	14 912
Catering: Departmental activities	8 799	14 360	7 409	9 611	9 611	9 815	9 808	10 190
Communication	157 032	155 889	179 150	156 232	156 232	180 699	175 488	183 992
Computer services	275 559	309 172	525 214	418 017	418 017	434 922	459 250	484 146
Consultants and professional services: Business and advisory services	269 670	133 759	90 994	84 830	84 830	95 750	97 244	102 609
Consultants and professional services: Infrastructure and planning	28	7 705	12	–	–	–	–	–
Consultants and professional services: Laboratory services	120 031	559	768	1 258	1 258	1 451	1 457	1 536
Consultants and professional services: Legal costs	66 938	67 697	76 314	43 693	43 693	48 251	49 313	52 039
Contractors	80 087	81 904	60 161	49 122	49 122	55 382	57 375	60 531

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Table 2: Departmental budget (continued)

R thousand	Audited outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14
Current payments								
Agency and support / outsourced services	100 900	273 671	357 568	461 971	461 971	442 227	591 613	642 090
Entertainment	999	853	382	1 184	1 184	1 313	1 347	1 421
Fleet services (including government motor transport)	–	–	1 734	1 820	1 820	1 931	2 015	2 125
Inventory: Food and food supplies	–	213	289	549	549	576	599	641
Inventory: Fuel, oil and gas	–	172	9 439	326	326	363	370	388
Inventory: Learner and teacher support material	–	1 242	2 007	3 239	3 239	3 473	3 609	3 808
Inventory: Materials and supplies	185	1 366	998	501	501	579	590	620
Inventory: Medical supplies	26 804	93	173	125	125	138	143	146
Inventory: Military stores	–	40	–	–	–	–	–	–
Inventory: Other consumables	45 501	3 464	2 816	4 950	4 950	4 230	3 923	3 887
Inventory: Stationery and printing	103 505	95 227	118 419	108 618	108 618	101 626	123 934	130 044
Lease payments	408 013	431 430	393 670	493 675	493 675	541 005	585 957	618 220
Property payments	146 493	405 249	277 638	377 626	377 626	488 327	518 334	563 760
Transport provided:	1 304	161	71	1 313	1 313	1 254	1 312	1 407
Departmental activity								
Travel and subsistence	372 172	473 824	632 538	363 768	363 768	378 413	430 325	440 722
Training and development	55 644	25 238	16 132	45 109	45 109	47 551	52 195	49 098
Operating expenditure	125 182	152 725	251 903	225 171	225 171	203 112	234 278	268 737
Venues and facilities	94 853	19 877	13 522	18 040	18 040	24 131	28 461	21 338
Interest and rent on land	936	304	29 738	4 447	4 447	9 580	10 068	10 590
Transfers and subsidies	984 062	1 266 231	1 473 335	1 706 071	1 699 787	1 791 079	1 918 963	2 043 507
Provinces and municipalities	4	4	31	–	–	–	–	–
Departmental agencies and accounts	937 404	1 193 763	1 349 596	1 586 580	1 580 296	1 662 239	1 778 542	1 895 785
Foreign governments and international organisations	3 573	5 085	13 127	4 719	4 719	4 955	5 203	5 489
Non-profit institutions	–	–	1 757	–	–	–	–	–
Households	43 081	67 379	108 824	114 772	114 772	123 885	135 218	142 233
Payments for capital assets	541 096	482 180	780 614	683 650	683 650	792 888	1 099 517	1 176 714
Buildings and other fixed structures	296 205	416 824	661 962	494 835	494 835	614 308	951 045	1 000 089
Machinery and equipment	241 719	63 768	114 959	188 747	188 747	178 510	148 433	176 584
Software and other intangible assets	3 172	1 588	3 693	68	68	70	39	41
Payments for financial assets	3 026	3 439	418	460	460	–	–	–
<b>Total</b>	<b>8 378 491</b>	<b>9 845 530</b>	<b>11 428 409</b>	<b>12 717 215</b>	<b>12 672 180</b>	<b>13 517 653</b>	<b>15 076 132</b>	<b>15 984 986</b>

## **4.2 Relationship Between Expenditure Trends And Strategic Goals**

The spending focus over the MTEF period will be on reviewing the civil justice system, implementing approved legislation such as the Children's Act (2005), the Child Justice Act (2008) and the Sexual Offences Act (2008), rolling out the Constitutional Development branch, repositioning of the Masters of the High Court, turning around the audit qualification, Third Party Funds accounting reforms, building high courts in Nelspruit and Polokwane, and further modernisation of the systems and procedures in the courts. These focus areas are linked to Strategic Goal 2: Improved effectiveness and efficiency in the delivery of justice services and Goal 1: Increased accountability, effectiveness and efficiency of the Department of Justice and Constitutional Development.

Expenditure increased from R8.4 billion in 2007/08 to R12.7 billion in 2010/11, at an average annual rate of 14.9 per cent, and is expected to grow to R16 billion in 2013/14, at an average annual rate of 7.9 per cent. The increase in both periods is mostly for improving capacity and extending justice services, which are reflected in the increases of R2.7 billion, and R415.8 million in the Court Services and State Legal Services over the seven-year period. These two programmes are linked to Goal 2 Improved effectiveness and efficiency in the delivery of justice services and Goal3: Transformed legal services to protect and advance the interests of Government and citizens and promote constitutional development, respectively.

Compensation of employees grew from R4.3 billion in 2007/08 to R7.3 billion in 2010/11, at an average annual rate of 20 % per cent, mainly as a result of increased salary adjustments and the implementation of the occupation specific dispensation for legally qualified professionals. Expenditure on compensation of employees is expected to grow over the medium term at an average annual rate of only 6.8 per cent to reach R8.9 billion. Over the same period, payments for capital assets are expected to increase from R683.7 million in 2010/11 to R1.2 billion in 2013/14, at an average annual rate of 19.8 per cent, mostly to provide for building of new courts (Goal 2).

## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

### 5. PROGRAMME 1: ADMINISTRATION

The aim of this programme is to manage the department, develop policies and strategies for the efficient administration of justice and provide centralised support services.

This section is broken into three areas, high level strategic objectives with annual high level targets, performance indicators for each of the strategic objectives and quarterly targets.

#### 5.1 Strategic Objective Annual Targets

The table below shows the high level targets for the five strategic objectives under Programme 1.

Objective		Audited performance		Estimated 2010/11 Performance	Targets			Sub-Programme
		2008/9	2009/10		2011/12	2012/13	2013/14	
1	Increased compliance with pre-scripts to achieve and sustain an unqualified audit.	Qualified on 5 issues	Qualified on 2 issues	Qualified on 1 issue	Qualified on 1 issue	No Qualification	No Qualification	Corporate Services
2	Improved management of fraud and corruption cases.	-	-	33% of cases finalised within 1 year	70% of new cases finalised within 1 year	75% of new cases finalised within 1 year	80% of new cases finalised within 1 year	Management
3	Improved human resources service delivery	2 services meeting performance standards (filing of vacancies and training)	2 services meeting performance standards (filing of vacancies and training)	2 services meeting performance standards (filing of vacancies and training)	All 4 stipulated human resources services performed according to annual targets.	All 4 stipulated human resources services performed according to annual targets.	All 4 stipulated human resources services performed according to annual targets.	Corporate Services
4	Increased optimisation of systems (automated and manual).	3 systems implemented	7 systems implemented	7 systems implemented	5 systems implemented	9 systems implemented	11 systems implemented	Corporate Services
5	Increased percentage of outstanding Truth and Reconciliation Commission victims who qualify for reparations per TRC recommendations.	74 outstanding individual reparations concluded	38 outstanding individual reparations concluded	6 individual reparations	Finalise 57% of the 875 outstanding individual reparation cases	Finalise all outstanding individual reparations	-	Management

#### Notes:

1. An action plan to implement audit findings has been set up and the department is on track to receive a no audit qualification on 2011/12.
2. To improve the management of fraud and corruption, the department will work towards finalising 80% of cases within a year to avoid backlogs.
3. Key human resources service monitored are the vacancy rate, training and improved turnaround times in

- grievance and misconduct cases.
- The department continues to invest on automation of processes using the Integrated Case management System. Implementation and usage of these systems should be monitored.
  - Finalisation of all individual reparations and regulations is expected within the next two financial years through an intensive search of missing beneficiaries and fast-tracked development of regulations.

## 5.2 Programme Performance Indicators and Targets

The next five tables detail performance indicators and annual targets that have been identified for the five objectives. Page numbers showing quarterly targets and detailed indicator information are shown on the tables.

Objective 1. Increased compliance with prescripts to achieve and sustain an unqualified audit								
Output Indicators		Audited performance <sup>1</sup>		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
1.1	Percentage completion of activities on the approved Audit Action Plan towards an unqualified audit	-	-	60%	100%	100%	100%	Page 13 Page 43
1.2	Completion of key outputs to address the Third Party Funds qualification	-	-	-	5	1	-	Page 13 Page 43
1.3	Percentage of the approved audit plan completed by Internal Audit	-	-	80%	80%	80%	80%	Page 13 Page 44
1.4	Corporate Risk mitigation plans developed by target date	-	-	Top 5 risks identified	Nov 2011	Nov 2012	Nov 2013	Page 13 Page 44
1.5	Distribution of CARA funds to beneficiary organisations by target date	-	-	-	Feb 2012	Feb 2013	Feb 2014	Page 13 Page 44
1.6	Completion of the monitoring report of allocated CARA funds	-	-	Mar 2011	Feb 2012	Feb 2013	Feb 2014	Page 13 Page 45

### Notes:

- 1.1 To achieve a no audit qualification, the department has completed an Audit Action Plan, which details the action list, responsible people and deadlines for completion of tasks. This focuses in particular, to the action plan (Attachment D) which addresses:
- Management of assets;
  - Management of CARA and Guardian Funds and migration to accrual accounting;
  - Financial and cash management training to assist in better management of cash within the courts;
  - Implementation of systems and procedures for improved management of leave, procurement and other business processes;
  - Improvements in planning and performance information;
  - Implementation of controls and supervision; and
  - Performance contracts will include a No Audit Qualification as a critical performance area.

<sup>1</sup> Incomplete boxes denote new indicators or instances where historical information is not available.

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- 1.2 The department was qualified in the last few years due to, among others, Third Party Funds. A project plan has been put together to address specific findings in this area. The six outputs that have been identified are:
- A professional team is currently putting together financial statements for Third Party Funds to be completed in October 2011;
  - Project conceptualization and approval;
  - Human capacitation to ensure proper management of finances (including daily reconciliations);
  - Accounting: Baseline financial reporting to ensure proper financial reports;
  - Business process re-engineering;
  - Systems upgrade and enhancement;
  - Legislative review and stakeholder management .

Objective 2. Improved management of fraud and corruption cases								
Output indicators		Audited performance <sup>2</sup>		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
2.1	Number of fraud and corruption staff awareness workshops conducted	-	-	29	30	35	40	Page 13 Page 46
2.2	Percentage finalisation of new forensic investigations (< 1 year)	-	-	33%	50%	60%	65%	Page 13 Page 46
2.3	Percentage finalisation of older forensic investigations (> 1 year)	-	-	53%	65%	68%	70%	Page 13 Page 46
2.4	Percentage completion of integrity competence of Senior Management (vetting)	-	-	22%	65%	78%	86%	Page 13 Page 47

Objective 3. Improved human resources service delivery								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
3.1	Vacancy Rate	15%	10%	9%	7%	6%	5%	Page 14 Page 48
3.2	Percentage of grievance cases finalised	-	-	36%	50%	60%	70%	Page 14 Page 48
3.3	Percentage misconduct cases finalised	-	-	47%	65%	75%	85%	Page 14 Page 48
3.4	Number of people trained in line with departmental objectives	3127	2595	4717	6048	6500	7000	Page 14 Page 49

- 3.1. The department is committed to improving and monitoring a vacancy rate to a level of 5% over the MTEF period. Of particular interest is the vacancy rate of the Office of the Chief Financial Officer, Risk management, Internal Audit and Strategy and vacancies in these areas will be monitored closely.

<sup>2</sup> Incomplete boxes denote new indicators or instances where historical information is not available.

- 3.5 Training targets based on the objectives of the department have been identified. In particular are training to support the Master's Turnaround, Maintenance Turnaround and the No Audit Qualification objectives. The training targets are shown under Annexure C (Page 58).

Objective 4: Increased Optimisation Of Systems (Automated And Manual)								
Output indicators		Audited performance <sup>3</sup>		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
4.1	Number of approved automation systems piloted by target date	3	7	7	5	4	2	Page 14 Page 50
4.2	Percentage of courts with case management systems deployed and supported	-	-	80%	100%	100%	100%	Page 14 Page 50

- 4.1 There have been 17 modules of the Integrated Case Management System implemented in the last three years. For the MTEF period, 11 systems have been fully budgeted for. There are additional systems under investigation.
- 4.2 For the MTEF period, there will be an increased focus in ensuring that all service points where ICMS modules have been implemented are being used and to increase the number of courts where ICMS is rolled out. This is to ensure that the department takes full advantage of these systems.

Objective 5: Increased percentage of outstanding Truth and Reconciliation Commission victims who qualify for reparations per TRC recommendations								
Indicators		Audited performance <sup>4</sup>		Estimated 2010/11 Performance	Targets			Links to Indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
5.1	Number of outstanding <i>living</i> TRC victims given access to the President's Fund in terms of individual reparations.	74	38	6 of 373	250 of 373	373 of 373	Complete	Page 14 Page 51
5.2	Number of rightful next-of-kin of outstanding <i>deceased</i> TRC victims given access to the President's Fund in terms of individual reparations.	- <sup>5</sup>	-	0 of 502	250 of 502	502 of 502	Complete	Page 14 Page 51
5.3	Number of regulations for providing assistance to the TRC victims gazetted by year-end			1 <i>Exhumations</i>	2 <i>Basic and Higher Education; Health</i>	2 Community Rehabilitation	Implementation of the regulations	Page 14 Page 51

## Notes

- 5.1 The identification of TRC victims will be finalised within the next two years due to assistance by relevant state agencies such as the Independent Electoral Commission and the Department of Home Affairs. At the same

<sup>3</sup> Incomplete boxes denote new indicators or instances where historical information is not available.

<sup>4</sup> Incomplete boxes denote new indicators or where historical information is not available.

<sup>5</sup> The number of the 502 deceased beneficiaries was made available to the TRC Unit in the 2010/11 financial year, therefore no baseline information available.

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time, finalisation and implementation of all regulations to enable distribution of the President's Fund will be undertaken.

## 5.3 Quarterly Targets For 2011/12

Objective 1: Increased compliance with prescripts to achieve and sustain an unqualified audit							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.1	Percentage completion of activities on the approved Audit Action Plan towards an unqualified audit	Monthly	100%	Approval of Audit Action Plan	33%	66%	100%
1.2	Completion of key outputs to address the Third Party Funds qualification	Monthly	5	1	1	3	5
1.3	Percentage of the approved audit plan completed by Internal Audit	Monthly	80%	1%	20%	50%	80%
1.4	Corporate Risk mitigation plans developed by target date	Monthly	Nov 2011	33%	66%	100%	Implementation risk mitigation plans
1.5	Distribution of CARA funds to beneficiary organisations by target date	Annual	Feb 2012	-	-	-	Feb 2012
1.6	Completion of the monitoring report of allocated CARA funds by target date	Annual	Feb 2012	-	-	-	Feb 2012

Objective 2: Improved management of fraud and corruption cases							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
2.1	Number of fraud and corruption staff awareness workshops conducted	Monthly	30	5	10	20	30
2.2	Percentage finalisation of new forensic investigations (< 1 year)	Monthly	50%	50%	20%	35%	50%
2.3	Percentage finalisation of older forensic investigations (> 1 year)	Monthly	65%	20%	35%	50%	65%
2.4	Percentage completion of integrity competency of Senior Management (vetting)	Monthly	65%	30%	40%	50%	65%

### Objective 3: Improved human resources service delivery

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
3.1	Vacancy Rate	Monthly	7%	9%	8.5%	8%	7%
3.2	Percentage of grievance cases finalised	Monthly	50%	15%	25%	40%	50%
3.3	Percentage misconduct cases finalised	Monthly	65%	20%	35%	40%	65%
3.4	Number of people trained in line with departmental objectives	Monthly	6048	1803	3858	5228	6048

### Objective 4: Increased optimisation of systems (automated and manual)

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
4.1	Completion of pilots for five systems	Monthly	100%	25%	50%	75%	100%
4.2	Percentage of courts with case management systems deployed and supported	Monthly	100%	85%	90%	95%	100%

### Objective 5: Increased percentage of outstanding Truth and Reconciliation Commission victims who qualify for reparations per TRC recommendations

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
5.1	Number of outstanding <i>living</i> TRC victims given access to the President's Fund in terms of individual reparations.	Monthly	250 of 373 reparations paid	50 of 373 reparations paid	125 of 373 reparations paid	200 of 373 reparations paid	250 of 373 reparations paid
5.2	Number of rightful next-of-kin of outstanding <i>deceased</i> TRC victims given access to the President's Fund in terms of individual reparations.	Monthly	250 of 502 reparations paid	50 of 502 reparations paid	125 of 502 reparations paid	200 reparations paid	250 reparations paid
5.3	Number of regulations for providing assistance to the TRC victims gazetted	Monthly	2 ( <i>Education and Health</i> )	25%	50%	75%	100%

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## 5.4 Reconciling performance information with the Budget and MTEF

The programme budget, as detailed in the ENE document, is shown below.

Administration							
Subprogramme				Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Ministry <sup>1</sup>	18 940	20 884	33 691	32 080	25 804	27 143	28 560
Management	219 820	47 816	51 458	70 296	82 554	86 617	90 900
Corporate Services	572 591	722 986	497 510	816 388	893 160	920 896	971 455
Office Accommodation	352 863	393 642	448 941	508 620	623 662	694 202	742 167
Total	1 164 214	1 185 328	1 031 600	1 427 384	1 625 180	1 728 858	1 833 082
Change to 2010 Budget estimate				(21 135)	52 544	69 897	82 876

1. From 2008/09, the current payments relating to the total remuneration package of political office bearers are shown. Before this, only salary and car allowance are included.

Administrative and other subprogramme expenditure may in addition include payments for capital assets as well as transfers and subsidies.

Economic classification							
Current payments	1 084 030	1 166 525	999 960	1 353 215	1 538 344	1 667 789	1 768 652
Compensation of employees	171 790	214 257	220 466	318 560	346 779	364 125	382 331
Goods and services	912 240	952 268	779 372	1 034 655	1 191 364	1 303 454	1 386 099
of which:							
Administrative fees	6 827	1 982	2 685	3 667	21 250	22 381	23 351
Advertising	11 329	15 955	7 839	22 296	23 701	22 938	23 230
Assets less than the capitalisation threshold	2 823	2 889	3 106	6 575	9 338	6 435	6 789
Audit cost: External	19 054	24 964	24 852	24 737	25 812	27 885	50 518
Bursaries: Employees	5 352	2 986	2 804	3 308	3 587	3 465	3 656
Catering: Departmental activities	1 718	2 191	1 427	1 403	1 402	1 371	1 447
Communication	11 957	13 182	16 289	15 903	17 627	17 201	18 147
Computer services	70 927	21 333	17 283	35 327	37 035	42 478	44 815
Consultants and professional services: Business and advisory services	65 970	2 202	1 654	1 543	1 622	1 571	1 659
Consultants and professional services: Laboratory services	120 031	51	–	–	–	–	–
Consultants and professional services: Legal costs	1 279	3 717	2 008	1 000	1 084	1 048	1 109
Contractors	2 001	9 929	7 024	4 689	4 901	4 765	5 027
Agency and support / outsourced services	24 501	83 996	57 406	131 240	110 302	119 976	120 524
Entertainment	118	128	90	100	137	136	143
Fleet services (including government motor transport)	–	–	–	2	4	4	4
Inventory: Food and food supplies	–	15	25	74	66	67	70
Inventory: Fuel, oil and gas	–	3	4	3	4	4	4
Inventory: Learner and teacher support material	–	–	–	21	44	44	46
Inventory: Materials and supplies	167	71	139	69	101	100	105
Inventory: Medical supplies	159	35	–	5	10	11	11
Inventory: Other consumables	306	71	289	395	447	435	457
Inventory: Stationery and printing	23 319	12 574	12 848	18 504	19 778	20 692	20 402

Lease payments	260 141	296 627	340 475	389 597	428 504	469 245	495 054
Property payments	95 190	344 928	182 432	252 875	348 972	380 228	418 870

Table 24.4 Administration (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Current payments	1 084 030	1 166 525	999 960	1 353 215	1 538 344	1 667 789	1 768 652
Transport provided: Departmental activity	–	18	–	5	9	8	7
Travel and subsistence	107 058	88 940	83 419	82 785	88 940	119 857	107 220
Training and development	5 688	13 996	6 813	8 639	9 124	8 845	9 333
Operating expenditure	8 141	7 011	6 521	27 992	31 217	30 158	31 877
Venues and facilities	68 184	2 474	1 940	1 901	6 346	2 106	2 224
Interest and rent on land	–	–	122	–	201	210	222
Transfers and subsidies	7 702	9 219	17 824	9 776	10 232	10 716	11 305
Provinces and municipalities	4	–	2	–	–	–	–
Departmental agencies and accounts	3 850	3 008	4 274	4 841	5 072	5 303	5 595
Foreign governments and international organisations	3 573	5 085	13 127	4 719	4 955	5 203	5 489
Households	275	1 126	421	216	205	210	221
Payments for capital assets	69 525	9 340	13 816	64 393	76 604	50 353	53 125
Buildings and other fixed structures	–	–	323	–	–	–	–
Machinery and equipment	69 054	9 340	10 292	64 355	76 566	50 314	53 084
Software and other intangible assets	471	–	3 201	38	38	39	41
Payments for financial assets	2 957	244	–	–	–	–	–
<b>Total</b>	<b>1 164 214</b>	<b>1 185 328</b>	<b>1 031 600</b>	<b>1 427 384</b>	<b>1 625 180</b>	<b>1 728 858</b>	<b>1 833 082</b>
Details of transfers and subsidies							
Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	3 850	3 008	4 274	4 841	5 072	5 303	5 595
Safety and Security Sector Education and Training Authority	3 850	3 008	4 274	4 841	5 072	5 303	5 595
Households							
Households social benefits							
Current	375	1 126	421	110	205	210	221
Employee social benefits	375	1 126	421	110	205	210	221
Foreign governments and international organisations							
Current	3 573	5 085	13 127	4 719	4 955	5 203	5 489
International Criminal Court	3 573	5 085	13 127	4 719	4 955	5 203	5 489
Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	4	–	2	–	–	–	–
Regional Services Council levies	4	–	2	–	–	–	–
Households							
Households other transfers							
Current	( 100)	–	–	106	–	–	–
Claims against the state	–	–	–	106	–	–	–
Act of grace	( 100)	–	–	–	–	–	–

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### **Expenditure trends<sup>6</sup>:**

Expenditure in this programme grew at an average annual rate of 7% per cent, from R1.2 billion in 2007/08 to R1.4 billion in 2010/11, and is expected to increase at an average annual rate of 8.7% per cent over the medium term, to reach R1.8 billion. The growth in both periods is mostly in the Office Accommodation subprogramme and can mainly be attributed to additional allocations for increased municipal and accommodation charges.

Between 2007/08 and 2010/11, expenditure on compensation of employees increased from R171.8 million to R318.6 million at an average annual rate of 22.9 per cent as a result of higher than budgeted salary increases, the appointment of interns and the expansion of capacity in the ministry. Over the medium term, spending on compensation of employees is expected to grow to R382.3 million in 2013/14, at an average annual rate of 6.3 per cent, and will mainly provide for improved conditions of service.

Payments for capital assets increased from R13.8 million in 2009/10 to R64.4 million in 2010/11 due to additional payments made to a contractor for physical security work on buildings. Over the medium term, payments for capital assets are projected to decrease from R64.4 million to R53.1 million, due to a winding down of departmental spending on security equipment for courts.

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<sup>6</sup> For the 2012/13 Annual Performance Plan, the planning and budget process will be better aligned and will allow for an improved explanation between expenditure trends and performance.

## 6. PROGRAMME 2: COURT SERVICES

The purpose of this programme is to facilitate the resolution of criminal, civil and family law disputes through providing accessible, efficient and quality administrative support to the courts and manage court facilities.

This section is broken into three areas, high level strategic objectives with annual high level targets, performance indicators for each of the strategic objectives and quarterly targets.

### 6.1 Strategic Objective Annual Targets

The table below shows the high level targets for the six strategic objectives under Programme 2.

Objective		Audited performance		Estimated 2010/11 Performance	Targets			Sub-Programme
		2008/9	2009/10		2011/12	2012/13	2013/14	
6	Improved coordination of the JCPS Cluster towards the delivery of Outcome 3.	-	-	All cluster reports prepared and finalised	All cluster reports prepared and finalised	All cluster reports prepared and finalised	All cluster reports prepared and finalised	Administration of Courts
7	Improved finalisation of activities in support of outputs of Outcome 3.		Case backlog targets achieved	Case backlog targets achieved	Case backlog targets achieved	Case backlog targets achieved	Case backlog targets achieved	Administration of Courts
8	Improved delivery of maintenance services	-	-	-	15% increase in finalisation of maintenance cases	25% increase in finalisation of maintenance cases	35% increase in finalisation of maintenance cases	Administration of Courts, Lower Courts
9	Increased protection of the rights of vulnerable groups	-	-	-	Completion of <b>all</b> legislative programmes, policy frameworks and activities specified	Completion of <b>all</b> legislative programmes, policy frameworks and activities specified	Completion of <b>all</b> legislative programmes, policy frameworks and activities specified	Lower Courts, Family Advocates
10	Increased access to justice services in under-served communities			3 court buildings and 26 small claims courts proclaimed	New court buildings, proclamations and conversions completed on target	New court buildings, proclamations and conversions completed per target stipulated	New court buildings, proclamations and conversions completed per target stipulated	Facilities Management
11	Improved functionality of justice service points	-	-	RAMP and security installation targets not met	RAMP and security installation targets met	RAMP and security installation targets met	RAMP and security installation targets met	Lower, Higher and Specialised Courts
12	Improved service delivery at courts	-	-	-	Finalisation of baseline and service standards for quasi-judicial services;	Implementation of targets and service measurements	Inclusion of quasi-judicial service targets in the 2012/13 plan	Lower Courts

#### Notes:

- The number of courts includes new court buildings, small claims courts launched and branch courts converted to full-service courts.

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## 6.2 Programme 2 Performance Indicators and Targets

The next six tables detail performance indicators and annual targets that have been identified for the five objectives. Page numbers showing quarterly targets and detailed indicator information are shown on the tables.

Objective 6: Improved coordination of the JCPS Cluster towards the delivery of Outcome 3								
Indicators		Audited performance <sup>7</sup>		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
6.1	Number of cluster reports finalised	-	-	-	4 quarterly reports	4 quarterly reports	4 quarterly reports	Page 23 Page 52

Objective 7: Improved finalisation of activities in support of outputs of Outcome 3								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
7.1	Number of cases on the backlog roll	42 682	38 563	37 791	37 035	36 295	35 569	Page 23 Page 53

### Notes:

- 7.1 In view thereof that the indicator measures output, the impact is measured as the number of backlog cases decreased within a period of time against the target stated. The DOJ&CD contribution will be increasing the court capacity to deal with these cases and monitoring the performance monthly of the additional courts providing such increased court capacity. (In terms of the JCPS Cluster Agreement new targets will be set during 2011 for the Cluster regarding decreasing the number of backlog cases.)

Objective 8: Improved delivery of maintenance services								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
8.1	Percentage implementation of the approved Maintenance Turnaround Project by target date	-	-	50% achievement in the Maintenance Service delivery Improvement Plan	100% of the 1 year plan by 31 March 2012	100% of the year plan by 31 March 2013	100% of the 1 year plan by 31 March 2014	Page 23 Page 54

### Notes:

The maintenance turnaround project that will be implemented during the 2011/12 financial year will address the following:

- Service improvement
  - Investigating the possibility of Saturday services for maintenance and other family-related matters;
  - Introducing mediation services in maintenance matters;
  - Encouraging and facilitating the use of bank accounts for maintenance payments to avoid queues; and

<sup>7</sup> Incomplete boxes denote new indicators or instances where historical information is not available.

- Improving accountability.
- Upgrading of skills for frontline staff.
- Improved management of customer complaints.
- Launch of an improved media and awareness campaign.
- Business process improvements to address delays in the services and processing of maintenance documents;

Objective 9: Increased protection of the rights of vulnerable groups								
Indicators		Audited performance <sup>8</sup>		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
9.1	Number of key activities for the implementation of Criminal Law (Sexual Offences and Related Matters) Amendment Act	-	-	2 of 4	Activity 3 of 4 completed	4 of 4	-	Page 23 Page 55
9.2	Percentage utilisation of the NRSO <sup>9</sup> by the courts (Phase 1)	-	-	11% of courts	70%	80%	100%	Page 23 Page 55
9.3	Percentage completion of implementation of NRSO Phase 2	-	-	15%	40%	60%	85%	Page 23 Page 56
9.4	Number of additional One-Stop Child Justice Centres designated	-	-	0	2	2	2	Page 23 Page 56
9.5	Percentage completion of the Draft National Policy Framework on Prevention and Combating of Trafficking in Persons	-	-	Bill tabled in Parliament	30%	100%	-	Page 23 Page 56
9.6	Percentage of family law cases finalised per year (family advocate)	-	-	55%	33%	33%	33%	Page 24 Page 57
9.7	Finalisation of approved legislative and policy priorities for vulnerable groups per year	-	-	-	6	2	Implementation as stipulated in final documents	Page 24 Page 57

#### Notes:

- 9.1 For 2011/12, the major activity denoted is approval of the Draft Inter-departmental Plan on Sexual Offences and Related Matters and implementation of this plan.
- 9.2 The National Register of Sexual Offences keeps a database of sexual offenders to assist courts in identifying offenders and to request more drastic sentences for repeat offenders. Although Phase 1 (implementation of a register) has already been completed, utilisation by the courts needs to be improved.
- 9.3 The second phase of the National Register of Sexual Offences involves capturing of historical information and enabling seamless communication of systems between SAPS and the department. Full completion of this project depends on budget availability for IT systems and the quality and completeness of historical information.

<sup>8</sup> Incomplete boxes denote new indicators or instances where historical information is not available.

<sup>9</sup> National Register on Sexual Offences

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- 9.4 The Child Justice Act stipulates that the Minister of Justice and Constitutional Development is responsible for the designation of Child Justice Centres.
- 9.6 The Children's Act has introduced compulsory mediation, family group conferences and lay fora in the Children's Courts, Parenting Plans and parental responsibilities and rights agreements which the Family Advocate is required to facilitate, register and amend or rescind (new quasi-judicial function). This continues to have an impact on existing resources and on the finalisation of cases. This has resulted in the readjustment of performance expectations.
- 9.7 During the 2011/12 financial year, six policy and legislative frameworks involving vulnerable groups will be concluded. These include regulations, consultative for a and discussions documents on a wide variety of legislation, including Muslim marriages Bill, Prevention of Hate Speech, and custody of Children.

Objective 10: Increased access to justice services by under-served communities								
Indicators		Audited performance <sup>10</sup>		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
10.1	Number of new court buildings completed	1	3	3	3 Katlehong Kagiso Tsakane	2	-	Page 24 Page 59
10.2	Number of branch courts converted to full-service courts	-	15 of the 24	-	19 of the 24	24 of the 24	-	Page 24 Page 59
10.3	Percentage completion of the process of alignment of magisterial district boundaries with local municipal boundaries	-	-	40% complete: Draft Discussion Document on the Rationalisation of Superior Courts and Alignment of Magisterial Districts completed	60% Approval of the Rationalisation of Superior Courts Blue Print which complements the Superior Courts Bill	90% Approval of the Rationalisation of the Lower Courts' Areas of Jurisdiction Blue Print which complements the Lower Courts Bill	100% Monitor and oversee the implementation of the Superior Courts Blue Print & Lower Courts Blue Print	Page 24 Page 59
10.4	Establishment of a Small Claims Court in every Magisterial District	-	-	26 Total: 224 courts establishments	30	30	30	Page 24 Page 60
10.5	Number of communication activities implemented in line with departmental priorities	6 activities listed	1 activities listed	6 activities listed	11 activities listed	11 activities listed	11 activities listed	Page 24 Page 60
10.6	Number of communication activities implemented in line with the communication strategy	19 activities listed	9 activities listed	16 activities listed	13 activities listed	13 activities listed	13 activities listed	Page 24 Page 61

<sup>10</sup> Incomplete boxes denote new indicators or instances where historical information is not available.

**Objective 11: Improved functionality of justice service points**

Indicators		Audited performance <sup>11</sup>		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
11.1	Number of priority courts improved through RAMP	33	21	3	4	4	0	Page 24 Page 62
11.2	Number of priority courts to which the integrated security system is rolled out	-	-	7	50	24	46	Page 24 Page 62
11.3	Number of safety and security incidents	-	-	136	110	99	85	Page 24 Page 62
11.4	Implementation of the business continuity programme	-	-	0	1 region	2 regions	2 regions	Page 24 Page 63

11.1 Budget constraints have made it difficult to grow the number of sites for implementation.

11.3 Implementation of security systems has been delayed by compilation of missing building plans.

**Objective 12: Improved delivery of services at the courts**

Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
12.1	Approval of key quasi-judicial indicators and baselines by target date	-	-	-	Dec 2011	Project roll-out	Project roll-out	Page 25 Page 64
12.2	Percentage of Presidential Hotline cases finalised within 30 days	-	-	59%	80%	90%	95%	Page 25 Page 64

12.1 Baseline performance on the turnaround times of quasi-judicial services needs to be undertaken to establish norms, standards and identify service improvements. This will not only help the department to improve accessibility of services, but will assist in improving efficiencies and turning the image of the department around.

<sup>11</sup> Incomplete boxes denote new indicators or instances where historical information is not available.

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## 6.3 Quarterly Targets for 2011/12

Objective 6: Improved coordination of the JCPS Cluster towards the delivery of Outcome 3							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
6.1	Percentage of cluster reports delivered to relevant authorities by target date	Quarterly	4	1	1	1	1

Objective 7: Improved finalisation of activities in support of outputs of Outcome 3							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
7.2	Number of cases on the backlog roll	Monthly	37 035	37 602	37 413	37 224	37 035

Objective 8: Improved delivery of maintenance services							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
8.1	Percentage implementation of the approved Maintenance Turn-around Project by target date	Monthly	100% of the 1 year plan by 31 March 2012	10%	25%	75%	100%

Objective 9: Increased protection of the rights of vulnerable groups							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
9.1	Number of key activities for the implementation of Criminal Law (Sexual Offences and Related Matters) Amendment Act	Monthly	100%	10%	30%	60%	100%
9.2	Percentage utilisation of the NRSO by the courts (Phase 1)	Monthly	70%	15%	30%	45%	70%
9.3	Percentage completion of implementation of NRSO Phase 2	Monthly	40%	10%	20%	30%	40%
9.4	Number of additional One-Stop Child Justice Centres	Monthly	2	Consultations on the proposed Child Justice Centres	Complete preparations ahead of the designation	1 of 2 designated	2 of 2 designated
9.5	Completion of the National Policy Framework on Prevention and Combating of Trafficking in Persons by target date	Monthly	30% completion	7%	14%	21%	30%
9.6	Percentage of family law cases finalised per year	Monthly	33%	33%	33%	33%	33%

**Objective 9: Increased protection of the rights of vulnerable groups**

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
9.7	Finalisation of approved legislative and policy priorities for vulnerable groups per year	Monthly	100%	100%	100%	100%	100%

**Objective 10: Increased access to justice services by under-served communities**

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
10.1	Number of new court buildings completed	Monthly	3	-	-	2 of 3 Kagiso Tsakane	3 of 3 Katlehong
10.2	Number of branch courts converted to full-service courts	Monthly	19 of the 24	16 of 24	17 of 24	18 of 24	19 of 24
10.3	Percentage completion of the process of alignment of magisterial district boundaries with local municipal boundaries	Monthly	60%	45%	50%	55%	60%
10.4	Establishment of a Small Claims Court in every Magisterial District	Monthly	30	5	10	20	30
10.5	Number of communication activities implemented in support of departmental priorities	Monthly	11	2	5	8	11
10.6	Number of communication activities implemented in line with the communication strategy	Monthly	13	3	6	10	13

**Objective 11: Improved functionality of justice service points**

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
11.1	Number of priority courts improved through RAMP	Monthly	4	1 of 4	2 of 4	3 of 4	4 of 4
11.2	Number of priority courts to which the integrated security system is rolled out	Monthly	50	5	25	35	50
11.3	Number of safety and security incidents	Monthly	110	30	60	80	110
11.4	Implementation of the business continuity programme	Monthly	1 region	25% completion	50% completion	75% completion	100% completion

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## Objective 12: Improved delivery of services at the courts

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
12.1	Approval of key quasi-judicial indicators and baselines by target date	Monthly	Dec 2011	25%	50%	75%	100%
12.2	Percentage of Presidential Hotline cases finalised within 30 days	Monthly	80%	70%	75%	85%	90%

## 6.4 Reconciling performance information with the Budget and MTEF

The budget for Programme 2, as detailed in the Medium Term Expenditure Framework, is shown below.

### Court Services

Subprogramme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
<b>R thousand</b>							
Constitutional Court	45 008	61 805	70 818	102 440	117 061	121 030	126 891
Supreme Court of Appeal	12 891	12 053	20 564	14 223	17 165	17 850	18 557
High Courts	226 387	246 342	310 149	274 174	283 502	294 593	306 063
Specialised Courts	24 580	26 850	34 482	30 376	31 136	32 358	33 620
Lower Courts	1 645 335	1 824 550	2 601 996	2 461 070	2 635 408	3 013 952	3 210 191
Family Advocate	67 286	85 212	100 777	104 558	112 160	115 383	119 798
Magistrate's Commission	7 645	7 447	9 857	10 274	10 599	11 291	11 777
Government Motor Transport	27 786	17 271	18 511	35 397	28 628	26 409	48 023
Facilities Management	361 128	479 458	590 125	631 435	759 391	1 104 970	1 161 690
Administration of Courts	266 196	322 333	329 821	330 220	346 614	358 286	372 103
<b>Total</b>	<b>2 684 242</b>	<b>3 083 321</b>	<b>4 087 100</b>	<b>3 994 167</b>	<b>4 341 664</b>	<b>5 096 122</b>	<b>5 408 713</b>
Change to 2010 Budget estimate				99 980	72 199	510 260	570 628

### Court Services (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
<b>Economic classification</b>							
Current payments	2 305 106	2 613 404	3 377 408	3 436 721	3 683 949	4 106 952	4 348 601
Compensation of employees	1 484 385	1 713 391	2 025 472	2 421 150	2 628 964	2 929 498	3 080 217
Goods and services	820 721	900 013	1 347 982	1 015 571	1 050 841	1 173 099	1 263 802
of which:							
Administrative fees	1 910	1 571	481	6 111	7 065	13 978	7 523
Advertising	8 890	11 267	8 716	27 482	37 522	37 748	38 429
Assets less than the capitalisation threshold	50 982	26 115	15 070	27 195	30 694	31 675	33 418
Audit cost: External	3	5	–	250	289	290	306
Bursaries: Employees	2	–	2	24	28	28	30
Catering: Departmental activities	5 762	10 195	3 924	4 441	4 961	5 081	5 361
Communication	94 730	100 556	111 034	77 520	87 948	89 340	94 259
Computer services	7 895	6 340	100 765	42 855	48 377	48 378	51 496
Consultants and professional services: Business and advisory services	111 948	25 657	37 183	63 983	73 669	74 338	78 428
Consultants and professional services: Laboratory services	–	508	768	1 258	1 451	1 457	1 536
Consultants and professional services: Legal costs	24 823	21 494	26 369	20 723	23 888	23 985	25 304

Contractors	66 008	66 412	46 296	36 484	42 072	43 567	45 965
Agency and support / outsourced services	–	126 044	208 682	223 281	220 725	252 582	285 955
Entertainment	294	612	107	461	517	524	552
Fleet services (including government motor transport)	–	–	26	107	114	119	125
Inventory: Food and food supplies	–	53	106	101	114	118	124
Inventory: Fuel, oil and gas	–	165	127	272	304	309	326
Inventory: Learner and teacher support material	–	36	158	417	460	470	495
Inventory: Materials and supplies	18	1 238	608	305	344	348	366
Inventory: Medical supplies	26 645	56	141	60	66	66	77
Inventory: Other consumables	1 235	2 469	1 354	1 868	1 740	1 773	1 870
Inventory: Stationery and printing	74 694	65 569	86 805	65 503	54 462	74 638	78 854
Lease payments	23 536	27 216	34 378	26 552	29 868	30 456	32 130
Property payments	12 651	26 246	19 497	51 384	61 594	57 015	59 299
Transport provided: Departmental activity	15	123	70	27	28	29	30
Travel and subsistence	188 622	277 165	444 825	181 274	192 564	212 374	231 551
Training and development	44 659	7 648	5 119	26 629	28 741	34 410	30 717
Operating expenditure	58 752	87 625	190 935	124 651	95 933	124 624	154 006
Venues and facilities	16 647	7 628	4 436	4 353	5 303	13 379	5 270
Interest and rent on land	–	–	3 954	–	4 144	4 355	4 582
Transfers and subsidies	10 211	9 898	31 368	23 119	26 428	28 320	29 454
Provinces and municipalities	–	4	24	–	–	–	–
Non-profit institutions	–	–	1 757	–	–	–	–
Households	10 211	9 894	29 587	23 119	26 428	28 320	29 454
Payments for capital assets	368 905	456 908	678 324	534 327	631 287	960 850	1 030 658
Buildings and other fixed structures	296 148	416 824	640 593	479 765	598 515	934 441	982 635
Machinery and equipment	72 244	39 956	37 726	54 532	32 740	26 409	48 023
Software and other intangible assets	513	128	5	30	32	–	–
Payments for financial assets	20	3 111	–	–	–	–	–
<b>Total</b>	<b>2 684 242</b>	<b>3 083 321</b>	<b>4 087 100</b>	<b>3 994 167</b>	<b>4 341 664</b>	<b>5 096 122</b>	<b>5 408 713</b>

Table 24.5 Court Services (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Details of transfers and subsidies							
Households							
Households social benefits							
Current	10 211	9 894	29 587	19 100	26 428	28 320	29 454
Employee social benefits	10 211	9 894	29 587	19 100	26 428	28 320	29 454
Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	–	4	24	–	–	–	–
Regional Services Council levies	–	4	24	–	–	–	–
Households							
Households other transfers							
Current	–	–	–	4 019	–	–	–
Claims against the state	–	–	–	4 019	–	–	–
Non-profit institutions							
Current	–	–	1 757	–	–	–	–
National Institute for Crime Prevention and Re-integration of Offenders	–	–	1 757	–	–	–	–

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### **Expenditure trends:**

Between 2007/08 and 2010/11, expenditure grew from R2.7 billion in 2007/08 to R4 billion in 2010/11, at an average annual rate of 14.2 per cent, and is expected to grow to R5.4 billion over the medium term, at an average annual rate of 10.6 per cent. The growth can be attributed to the implementation of a number of projects involving new approved legislation and specialised courts for the 2009 FIFA Confederations Cup and the 2010 FIFA World Cup. Growth over the medium term is mainly due to additional allocations for the construction of new courts, the implementation of legislation concerning vulnerable groups, and improved conditions of service.

Spending in the Lower Courts subprogramme grew from R1.6 billion in 2007/08 to R2.5 billion in 2010/11, at an average annual rate of 14.4 per cent, and is expected to grow to R3.2 billion over the medium term, at an average annual rate of 9.3 per cent. The subprogramme accounts for 60.2 per cent of the programme's budget over the medium term. Its allocations over both the periods are expected to be used to improve service delivery, fill critical vacancies, and integrate the management of cases and people along the justice chain.

Expenditure in the Facilities Management subprogramme grew from R361.1 million in 2007/08 to R631.4 million in 2010/11, at an average annual rate of 20.5 per cent, and is expected to grow to R1.2 billion over the medium term, at an average annual rate of 22.5 per cent. This growth is mainly due to significant additional allocations for building new courts and also explains the increase in expenditure on payments for capital assets over the medium term.

Spending on compensation of employees increased from R1.5 billion in 2007/08 to R2.4 billion in 2010/11 at an average annual rate of 17.7 per cent due to the higher than expected salary increases and implementation costs associated with the occupation specific dispensation for legally qualified professionals. Over the medium term, spending on compensation of employees is expected to increase to R3.1 billion, at an average annual rate of 8.4 per cent.

## 7. PROGRAMME 3: STATE LEGAL SERVICES

The aim of this programme is to manage the Department, develop policies and strategies for the efficient administration of justice and provide centralised support services.

This section is broken into three areas, high level strategic objectives with annual high level targets, performance indicators for each of the strategic objectives and quarterly targets.

### 7.1 Strategic Objective Annual Targets

The table below shows the high level targets for the six strategic objectives under Programme 3.

Objective		Audited performance		Estimated 2010/11 Performance	Targets			Sub-Programme
		2008/9	2009/10		2011/12	2012/13	2013/14	
13	Improved service delivery at the Master's service points	-	-	20% of people and systems capacitated	40% of people and systems capacitated	60% of people and systems capacitated	80% of people and systems capacitated	Masters of the High Court
14	Increased efficiency in the provision of services to beneficiaries of the Guardian's Fund, trusts, insolvent and deceased estates	-	-	All services meet the performance standards stipulated	All services meet the performance standards stipulated	All services meeting the performance standards stipulated	All services meeting the performance standards stipulated	Masters of the High Court
15	Promote Constitutional Development and strengthen participatory democracy to ensure respect for fundamental human rights				Completion of the specified participatory democracy and human rights programmes	Completion of the specified participatory democracy and human rights programmes	Completion of the specified participatory democracy and human rights programmes	Constitutional Development
16	Improved provision of legal services to the state organs				All services meet the performance standards stipulated	All services meet the performance standards stipulated	All services meet the performance standards stipulated	State Law Advisors; Litigation; Legal Services
17	Improved policy and legislative framework for effective and efficient delivery of justice services				Completion of a legislative and policy framework stipulated	Completion of a legislative and policy framework stipulated	Completion of a legislative and policy framework stipulated	Legislative Development and Law Reform

#### Notes:

- Master's service standards refer to turnaround times in deceased estates, insolvencies, liquidation, trusts and Guardian Fund payments.
- The participatory democracy and human rights programme for 2011/12 consists of the EU funded programme on participatory democracy, PAJA activities, National Action Plan for programmes to eliminate racism, racial discrimination, xenophobia and related crimes, and the Policy Framework on Hate Crimes

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16. State legal service performance standards include counsel briefing policy and legal cost reduction and turn-around times in legislative certification, legal opinions, PAIA implementation and extradition.
17. The policy and legislative frameworks consists of The Superior Courts Bill, Rationalisation of Lower Courts, Transformation of the Legal Profession and Review of the Civil Justice System under Policy Development Unit and nine legislative instruments under Legislative Development Branch.

## 7.2 Programme 3 Performance Indicators and Targets

The next six tables detail performance indicators and annual targets that have been identified for the five objectives. Page numbers showing quarterly targets and the detailed indicator information is shown on the tables.

13. Improved service delivery at the Master's service points								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
13.1	Implement a project to develop ICMS (IT) modules to enhance service delivery	-	-	ICMS Masters developed	2 of 4 modules completed	3 of 4 modules	4 of 4 modules	Page 34 Page 65
13.2	Provision of up to date Insolvency Practitioner information to the public by target date	-	-	-	Mar 2012	-	-	Page 34 Page 65
13.3	Tabling of the Insolvency Bill to parliament by target date	-	-	-	Mar 2012	Implementation of the bill as stipulated	Implementation of the bill as stipulated	Page 34 Page 66

The turnaround of the Master's offices has been identified as one of the key priorities of the department. The aim of the turnaround project is to rebrand the Master's services to deliver a highly professional service. Key outputs include the development of 4 additional Masters' modules in the MTEF period, availability of key databases on the internet to increase trust in the Master and an intensive training programme (see indicator 3.5).

14. Increased efficiency in the provision of services to beneficiaries of the Guardian's Fund, trusts, insolvent and deceased estates								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
14.1	Percentage of large estates ( > R 125 000) administered to a stage where heirs and creditors could receive their dues within 12 months	-	-	100%	90%	93%	96%	Page 34 Page 67
14.2	Percentage of small estates (<R 125 000 where creditors and heirs are placed in a position to obtain their dues within 4 months	-	-	100%	90%	93%	96%	Page 34 Page 67

**14. Increased efficiency in the provision of services to beneficiaries of the Guardian's Fund, trusts, insolvent and deceased estates**

Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
14.3	Percentage of beneficiaries in receipt of services within 40 days (Guardian Fund)	-	-	95%	90%	93%	96%	Page 34 Page 67
14.4	Percentage of liquidation cases finalised within 15 months of registration	-	-	80%	90%	93%	96%	Page 34 Page 68
14.5	Percentage of insolvency cases finalised within 15 months of registration	-	-	80%	90%	93%	96%	Page 34 Page 68
14.6	Turnaround time for finalisation of Trusts	-	-	90%	90%	93%	96%	Page 34 Page 68

**15. Promote Constitutional Development and strengthen participatory democracy to ensure respect for fundamental human rights.**

Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
15.1	Percentage implementation of the project for improved access to justice, including restorative justice mechanisms for vulnerable and marginalised groups	-	-	32%	100%	-	-	Page 35 Page 69
15.2	Percentage implementation of the project to increase awareness and knowledge of constitutional rights for vulnerable and marginalised groups	-	-	30%	100%	-	-	Page 35 Page 70

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15. Promote Constitutional Development and strengthen participatory democracy to ensure respect for fundamental human rights.								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
15.3	Percentage implementation of the project to enhance participatory democracy through public policy dialogue and strengthening the capacity of community-based organisations	-	-	33%	100%	-	-	Page 35 Page 70
15.4	Number of activities towards the improvement in PAJA implementation	-	-	8	7	4	2	Page 35 Page 71
15.5	Tabling and Implementation of the National Action Plan for strengthening national cohesion by promoting programmes aimed at eliminating all forms of racism, racial discrimination, xenophobia and related intolerance	-	-	Draft National Action Plan (NAP) finalised	Tabling of the Finalised NAP at the United Nations	Implementation Of the NAP (50% completion)	Implementation of the NAP (100% completion)	Page 35 Page 72
15.6	Completion of a number of activities for the development of a Policy Framework for Hate Crimes Legislation				4	1	1	Page 35 Page 73

## Note:

Indicators 15.1 to 15.3 are linked to the participatory democracy project funded by the European Union over the 2010/11 and 2011/12 financial years. Details of these projects are shown under Annexure C: Indicator Definitions.

16. Improved provision of legal services to the state organs								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
16.1	Increased number of briefs in value to be allocated to PDI's	-	-	70%	70%	75%	80%	Page 35 Page 74
16.2	Reduction of legal costs against the state	-	-	25% increase	15% decrease	15% decrease	15% decrease	Page 35 Page 74

## 16. Improved provision of legal services to the state organs

Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator defini- tions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
16.3	Percentage of legal opinions finalised within 15 days of their date of entry	-	-	60%	70%	75%	80%	Page 35 Page 74
16.4	Percentage of preliminary opinions on draft bills for cabinet's consideration completed within 15 days	-	-	-	85%	87%	90%	Page 35 Page 75
16.5	Percentage of Bills and other legislative instruments scrutinised or certified within 20 days of receipt	-	-	-	85%	87%	90%	Page 35 Page 75
16.6	Percentage of translations finalised within stipulated days	-	-	100% within 70 days	100% within 65 days	100% within 55 days	100% within 50 days	Page 36 Page 75
16.7	Biannual reports on PAIA Compliance by government departments completed within stipulated time frames	-	-	-	1 month after the end of six month period	1 month	1 month	Page 36 Page 76
16.8	Level of compliance with PAIA by DOJCD			100% Compliance	100% Compliance	100% Compliance	100% Compliance	Page 36 Page 76
16.9	Reduction in turnaround time for preparation and approval of requests for extradition (notification) and mutual legal assistance in criminal matters	-	-	100% within 1 month	100% within 3 weeks	100% within 2 weeks	100% within 1 week	Page 36 Page 76
16.10	Completion of the Litigation Management Blueprint			Draft Blueprint completed	Final document	Implementation stipulated in the Blueprint	Implementation stipulated in the Blueprint	Page 36 Page 77

16.8 100% compliance refers to finalisation of all PAIA-related cases within 60 days of receipt.

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17. Improved policy and legislative framework for effective and efficient delivery of justice services								
Indicators		Audited performance		Estimated 2010/11 Performance	Targets			Links to indicator definitions and quarterly targets
		2008/9	2009/10		2011/12	2012/13	2013/14	
17.1	Policy Framework on the transformation of the Judiciary and the Rationalisation of the Superior Courts approved by Cabinet	-	-	Policy Framework completed for internal consultation	20% To obtain Ministerial approval for consultation purposes	40% Approval by Cabinet and draft Bill on Court Administration	100% Framework approved	Page 36 Page 78
17.2	The Rationalisation of the Lower Courts' Areas of Jurisdiction Blue Print approved by Cabinet	-	-	10% Completed: Research and internal consultation	50% To obtain Ministerial	90% Approval by Cabinet and draft Bill on Court Administration	100%	Page 36 Page 78
17.3	Policy Framework on the alignment of Traditional Courts with the Constitution	-	-	Review of the approved Policy Framework to consider views emanating from Parliamentary Hearings	+100%	-	-	Page 36 Page 79
17.4	Policy Framework on the Transformation of the Legal Profession	-	-	20% Completed: Draft Policy	40% To obtain Ministerial approval	40% Approval by Minister, Cabinet and Parliament	100%	Page 36 Page 79
17.5	Percentage on the completion of the Civil Justice Review	-	Terms of reference for the review of the Civil Justice System approved by Cabinet	20% Audit of the civil justice system commenced in High Courts in North Gauteng High Court for completion in 2011/12.	40%	80%	100%	Page 36 Page 80
17.6	Number of legislative instruments completed by target date	Research publications: <b>100%</b>  Bills: <b>11</b>  Subordinate legislation: 18	Research publications: <b>89%</b>  Bills: <b>133%</b> 16 out of 12  Subordinate legislation: <b>185%</b> 26 out of 14*	Research publications: <b>120 %</b> (18 out of 15)  Bills: <b>125%</b> (15 out of 12)  Subordinate legislation <b>343%</b> (48 out of 14)*	14	3	1	Page 36 Page 80

\* The target of 14 was intended for rules and regulations. However the figure of 48 now also includes other subordinate legislative instruments such as proclamations and notices. (19 rules and regulations were prepared).

### 7.3 Quarterly Targets for 2011/12

Objective 13: Improved service delivery at the Master's service points							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
13.1	Implement a project to develop ICMS (IT) modules to enhance service delivery	Monthly	100% completion	25%	50%	75%	100%
13.2	Provision of up to date Insolvency Practitioner to the public	Monthly	100% completion	25%	50%	75%	100%
13.3	Tabling of the Insolvency Bill to parliament by target date*	-	-	-	-	-	-

\*There are no activities for this indicator for 2011/12

The Master's turnaround project will help rebrand the Master's services to deliver a highly professional service. Among others the project will:

- Build a strong service ethos, which include, among others, identification tags, uniforms and contact details of senior managers;
- Identify and up-skill frontline staff to handle a wide range of enquiries (indicator 3.5); and
- Maximise the IT systems that have been implemented;

Objective 14: Increased efficiency in the provision of services to beneficiaries of the Guardian's Fund, trusts, insolvent and deceased estates							
Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
14.1	Percentage of large estates (> R 125 000) administered to a stage where heirs and creditors could receive their dues within 12 months	Monthly	90%	90%	90%	90%	90%
14.2	Percentage of small estates (< R 125 000 where creditors and heirs are placed in a position to obtain their dues within 4 months	Monthly	90%	90%	90%	90%	90%
14.3	Percentage of beneficiaries in receipt of services within 40 days (Guardian Fund)	Monthly	90%	90%	90%	90%	90%
14.4	Percentage of liquidation cases finalised within 15 months of registration	Monthly	90%	90%	90%	90%	90%
14.5	Percentage of insolvency cases finalised within 15 months of registration	Monthly	90%	90%	90%	90%	90%
14.6	Turnaround time for finalisation of Trusts	Monthly	90%	90%	90%	90%	90%

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## Objective 15: Promote Constitutional Development and strengthen participatory democracy to ensure respect for fundamental human rights

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
15.1	Percentage implementation of the project for improved access to justice, including restorative justice mechanisms for vulnerable and marginalised groups	Monthly	100%	48%	66%	83%	100%
15.2	Percentage implementation of the project to increase awareness and knowledge of constitutional rights for vulnerable and marginalised groups	Monthly	100%	47%	65%	82%	100%
15.3	Percentage implementation of the project to enhance participatory democracy through public policy dialogue and strengthening the capacity of community-based organisations	Monthly	100%	50%	66%	83%	100%
15.4	Number of activities towards the improvement in PAJA implementation	Monthly	7	1	2	2	2
15.5	Tabling and Implementation of the National Action Plan for strengthening national cohesion by promoting programmes aimed at eliminating all forms of racism, racial discrimination, xenophobia and related intolerance	Monthly	NAP tabled	25% completion of the NAP	50% completion of the NAP	75% completion of the NAP	100% completion of the NAP
15.6	Development of Policy Framework for Hate Crimes Legislation	Monthly	4 for the year	1 of 4	2 of 4	3 of 4	4 of 4

## Objective 16: Improved provision of legal services to the state organs

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
16.1	Increased number of briefs in value to be allocated to PDI's	Monthly	70%	70%	70%	70%	70%
16.2	Reduction of legal costs against the state by target date	Monthly	15% decrease	15% q-on-q	15% q-on-q	15% q-on-q	15% q-on-q
16.3	Percentage of complicated legal opinions finalised within 15 days of their date of entry	Monthly	70%	70%	70%	70%	70%
16.4	Percentage of preliminary opinions on draft bills for cabinet's consideration completed within 15 days	Monthly	85%	85%	85%	85%	85%
16.5	Percentage of Bills and other legislative instruments scrutinised or certified within 20 days of receipt	Monthly	85%	85%	85%	85%	85%

**Objective 16: Improved provision of legal services to the state organs**

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
16.6	Percentage of translations finalised within stipulated days	Monthly	100% within 65 days	100% within 65 days	100% within 65 days	100% within 65 days	100% within 65 days
16.7	Quarterly reports on PAIA Compliance completed within stipulated time frames	Quarterly	-	Q1 report within 2 months	Q2 report within 2 months	Q3 report within 2 months	Q4 report within 2 months
16.8	Level of compliance with PAIA by DOJCD	Monthly	Full compliance	Full compliance	Full compliance	Full compliance	Full compliance
16.9	Reduction in turnaround time for preparation and approval of requests for extradition (notification) and mutual legal assistance in criminal matters	Monthly	100% within 3 weeks	100% within 3 weeks	100% within 3 weeks	100% within 3 weeks	100% within 3 weeks
16.10	Completion of the Litigation Management Blueprint	Monthly	Finalised document	Tabling in Cabinet	50% completion of public consultations	100% completion of public consultations	Final document

**Objective 17: Improved policy and legislative framework for effective and efficient delivery of justice services**

Output Indicators		Reporting period	Annual target	Quarterly Targets			
				Q1	Q2	Q3	Q4
17.1	Policy Framework on the transformation of the Judiciary and the Rationalisation of the Superior Courts (Ministerial approval)	Monthly	100%	25%	50%	75%	100%
17.2	The Rationalisation of the Lower Courts' Areas of Jurisdiction Blueprint (Ministerial approval)	Monthly	100%	25%	50%	75%	100%
17.3	Review of the Policy Framework for the alignment of Traditional Courts with the Constitution	Monthly	100%	25%	50%	75%	100%
17.4	Policy Framework on the Transformation of the Legal Profession (Ministerial approval)	Monthly	100%	25%	50%	75%	100%
17.5	Percentage on the completion of the Civil Justice Review	Monthly	100%	25%	50%	75%	100%
17.6	Completion of the Civil Justice Review	Monthly	100%	25%	50%	75%	100%

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## 7.4 Reconciling performance information with the Budget and MTEF

The programme budget, as detailed in the ENE document, is shown below.

State Legal Services							
Sub programme							
R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
State Law Advisors	22 867	30 068	33 936	46 849	48 133	50 241	52 481
Litigation and Legal Services	146 675	198 100	215 300	239 225	257 695	270 399	284 007
Legislative Development and Law Reform	26 351	29 896	36 577	53 120	55 806	58 328	60 961
Master of the High Court	186 631	267 208	251 135	317 375	324 361	341 203	359 281
Constitutional Development	7 760	12 099	11 616	65 491	64 657	61 981	49 398
<b>Total</b>	<b>390 284</b>	<b>537 371</b>	<b>548 564</b>	<b>722 060</b>	<b>750 652</b>	<b>782 152</b>	<b>806 128</b>
Change to 2010 Budget estimate				51 829	44 319	40 328	23 504
Economic classification							
Current payments	385 164	531 860	540 477	712 622	745 093	776 281	799 934
Compensation of employees	296 912	394 316	445 845	577 062	607 476	647 599	669 230
Goods and services	88 252	137 544	94 084	135 560	137 043	128 078	130 069
of which:							
Administrative fees	354	391	67	5 452	7 572	7 878	8 312
Advertising	1 874	2 556	2 486	28 413	25 524	26 753	28 010
Assets less than the capitalisation threshold	3 749	3 135	3 881	7 641	6 701	6 409	6 356
Bursaries: Employees	–	(11)	–	–	–	–	–
Catering: Departmental activities	356	611	530	1 386	928	723	602
Communication	10 135	11 094	12 664	21 891	31 736	23 701	23 738
Computer services	651	477	627	7 500	4 135	2 546	1 538
Consultants and professional services: Business and advisory services	13 562	257	181	136	143	150	159
Consultants and professional services: Infrastructure and planning	28	–	12	–	–	–	–
Consultants and professional services: Legal costs	13 206	21 206	20 359	408	427	449	472

State Legal Services (continued)

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Current payments							
Contractors	4 743	2 086	2 952	1 825	1 917	2 224	2 344
Agency and support / out-sourced services	–	49 687	9 079	10 112	8 249	8 896	9 385
Entertainment	22	7	51	10	10	10	11
Fleet services (including government motor transport)	–	–	7	–	–	–	–
Inventory: Food and food supplies	–	–	4	22	23	25	37
Inventory: Fuel, oil and gas	–	–	1	–	–	–	–
Inventory: Learner and teacher support material	–	–	–	40	42	44	46
Inventory: Materials and supplies	–	39	91	31	33	35	37
Inventory: Medical supplies	–	–	26	37	38	40	31
Inventory: Other consumables	19	245	222	1 750	1 050	679	467
Inventory: Stationery and printing	5 469	7 643	10 240	10 404	12 327	12 896	14 209
Lease payments	3 013	3 774	3 088	3 943	4 157	4 364	4 604

Property payments	1 396	253	469	389	411	431	454
Transport provided: Departmental activity	–	20	1	1 269	1 204	1 262	1 356
Travel and subsistence	25 167	26 193	19 192	21 376	19 865	18 480	18 555
Training and development	617	597	741	3 864	3 351	2 334	2 075
Operating expenditure	2 497	6 204	6 891	6 705	6 197	6 745	6 063
Venues and facilities	1 394	1 080	222	956	1 003	1 004	1 208
Interest and rent on land	–	–	548	–	574	604	635
Transfers and subsidies	1 150	1 740	2 533	1 060	1 298	1 384	1 461
Provinces and municipalities	–	–	5	–	–	–	–
Households	1 150	1 740	2 528	1 060	1 298	1 384	1 461
Payments for capital assets	3 921	3 706	5 554	8 378	4 261	4 487	4 733
Machinery and equipment	3 793	3 688	5 488	8 378	4 261	4 487	4 733
Software and other intangible assets	128	18	66	–	–	–	–
Payments for financial assets	49	65	–	–	–	–	–
<b>Total</b>	<b>390 284</b>	<b>537 371</b>	<b>548 564</b>	<b>722 060</b>	<b>750 652</b>	<b>782 152</b>	<b>806 128</b>
<b>Details of transfers and subsidies</b>							
Households							
Households social benefits							
Current	1 150	1 740	2 528	1 060	1 298	1 384	1 461
Employee social benefits	1 150	1 740	2 528	1 060	1 298	1 384	1 461
Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	–	–	5	–	–	–	–
Regional Services Council levies	–	–	5	–	–	–	–

### Performance and expenditure trends:

The spending focus over the MTEF period will be on capacitating the new Constitutional Development subprogramme, implementing the United in Diversity presidential initiative and further improving access to and control over the Guardian's Fund.

Expenditure increased from R390.3 million in 2007/08 to R722.1 million in 2010/11, at an average annual rate of 22.8 per cent and is expected to increase to R806.1 million, at an average annual rate of 3.7 per cent over the medium term. The growth between 2007/08 and 2010/11 can be attributed to additional allocations for improved access to Guardian's Fund, including deceased and insolvent estates services, as well as increased capacity in the master's and state attorney offices.

Between 2007/08 and 2010/11, expenditure in the Constitutional Development subprogramme increased from R7.8 million to R65.5 million, at an average annual rate of 103.6 per cent, due to the additional allocations in 2010/11 for the United in Diversity presidential initiative. Spending in the Master of the High Court subprogramme grew from R186.6 million to R317.4 million between 2007/08 and 2010/11, at an average annual rate of 19.4 per cent, mainly due to the appointment of a large number of additional personnel to facilitate access to deceased and insolvent estates services. Over the medium term, growth in this subprogramme is projected to increase to R359.3 million, at an average annual rate of 4.2 per cent.

Expenditure on compensation of employees grew from R296.9 million in 2007/08 to R577.1 million in 2010/11, at an average annual rate of 24.8 per cent. The growth was largely the result of the implementation of the occupation specific dispensation for legally qualified professionals. Spending on compensation of employees is expected to reach R669.2 million over the medium term, at an average annual rate of 5.1 per cent.

## PART C: LINKS TO OTHER PLANS

### 8. LONG-TERM INFRASTRUCTURE PLAN

Over the MTEF period a number of large departmental projects will be completed including:

- Polokwane High Court: New High Court,
- Johannesburg High Court: Additional Accommodation
- Ntuzuma Magistrate Office: New Magistrate's Court and
- Katlehong Magistrate Court: New Magistrate's Court

Provision has also been made to continue with the Department's accessibility programme for people with disabilities in 2012/13. Construction will commence for new court facilities in Nelspruit High Court, Port Shepstone, Orlando, Mamelodi, Richard's Bay, Plettenberg Bay, Jan Kempdorp, Garies, Bityi, Dimbaza and extensions to existing court facilities at Soshanguve, Port Elizabeth High Court, Humansdorp, Calvinia, KwaMbonambi, Mthatha, Whittlesea, Riversdale and Umbumbulu, amongst others.

### 9. CONDITIONAL GRANTS

No conditional grants were issued by the department.

### 10. PUBLIC ENTITIES AND CONSTITUTIONAL INSTITUTIONS

There are 4 entities (shown under 5.5) funded through the Department of Justice's vote account, two of which are Chapter 9 institutions, namely the South African Human Rights Commission and the Office of the Public Protector and the other two are public entities reporting to the Minister, namely Legal Aid South Africa and the Special Investigating Unit (Programme 5). These are fully independent and are mandated through legislation and the Constitution. For this reason, they perform their duties independently of the Department of Justice and Constitutional Development and are evaluated by the Parliament of the Republic.

### 11. PUBLIC-PRIVATE PARTNERSHIPS

No Private-Public Partnerships are presently funded by the Department.

Table 15: Long-term infrastructure plan

Project name R thousand	Type of infrastructure <sup>1</sup>	Service delivery outputs <sup>2</sup>	Current project stage <sup>3</sup>	SCOA item	Total project cost	Medium-term expenditure estimates		
						2011/12	2012/13	2013/14
1	2	3	4	5	6	11	12	13
<b>1 Mega projects (over R330 million per year for a minimum of three years, or R1 billion total project cost)</b>					-	-	-	-
<b>2 Large projects (cost between R330 and R70 million per year within a given MTEF)</b>					<b>1 863 359</b>	<b>353 578</b>	<b>426 704</b>	<b>420 717</b>
Nelspruit High Court	High Court	New High Court building in the province	Design	Non-residential buildings	406 315	-	129 305	217 197
Polokwane High Court	High Court	New High Court building in the province	Construction	Non-residential buildings	478 602	201 718	100 000	-
Ntuzuma Magistrate's Office	Magistrate Office	New magistrate office building	Construction	Non-residential buildings	267 879	89 601	18 773	-
Port Shepstone Magistrate's Office	Magistrate Office	New magistrate office building	Design	Non-residential buildings	226 796	-	66 318	123 501
Johannesburg High Court	High Court	Extensions to the existing building	Construction	Non-residential buildings	333 767	62 259	37 308	
Accessibility Programme: Phase 2	Magistrate Office	Provision of accessibility to court facilities	Feasibility	Non-residential buildings	150 000	-	75 000	80 019
<b>3 Small projects (cost less than R70 million per annum)</b> 45 different courts					<b>1 966 421</b>	<b>244 937</b>	<b>507 737</b>	<b>561 918</b>

## ANNEXURES

### ANNEXURE A: MISSION, VISION AND VALUES OF THE DEPARTMENT

#### **Vision**

*A transformed and accessible justice system, which promotes and protects social justice, fundamental human rights and freedoms.*

#### **Mission**

*We commit to providing transparent, responsive and accountable justice for all.*

#### **Principles and Values**

- *Commitment to constitutional values and a culture of human rights;*
- *Promotion of the Rule of Law;*
- *Batho Pele;*
- *Good governance;*
- *Ubuntu;*
- *Professionalism and continuous improvement;*
- *Transparency.*

## ANNEXURE B: STRATEGIC GOALS OF THE DEPARTMENT

The four strategic goals of the Department are:

<b>Goal 1</b>	Increased accountability, effectiveness and efficiency of the Department of Justice and Constitutional Development
<b>Goal statement</b>	Improved compliance with legal and good practice requirements in respect of governance across all branches and structures of the department towards an unqualified audit.

<b>Goal 2</b>	Improved effectiveness and efficiency in the delivery of justice services
<b>Goal statement</b>	Courts and justice service points supported to improve the finalisation rates, efficiencies and backlogs in respect of all criminal, civil and family matters.

<b>Goal 3</b>	Transformed legal services to protect and advance the interests of Government and citizens and promote constitutional development
<b>Goal statement</b>	The exposure of Government to legal risk is reduced, citizens have access to quality guardian and probate services, the state has access to legal advice and services and constitutional development is promoted.

<b>Goal 4</b>	Effective leadership of the JPCS Cluster in the delivery of Outcome 3
<b>Goal statement</b>	Provision of effective leadership of the Cluster to enable the achievement of the 8 Outputs that will result in the successful delivery of Outcome 3: All people in South Africa are and feel safe.

## ANNEXURE C: INDICATOR DESCRIPTIONS

### Objective 1: Increased compliance with prescripts to achieve and sustain an unqualified audit.

INDICATOR TITLE	1.1 PERCENTAGE COMPLETION OF ACTIVITIES ON THE APPROVED AUDIT ACTION PLAN TOWARDS AN UNQUALIFIED AUDIT
Source / Collection of data	<ul style="list-style-type: none"> <li>Exco Approved Audit Action Plan document;</li> <li>Monthly spreadsheet showing performance against activities and progress percentage</li> <li>Internal audit reports to confirm whether matters are resolved</li> </ul>
Method of calculation	<p>Status on every activity, building towards a percentage for the whole department</p> <p>Q1: Approval of the document            Q2: Reporting on progress (target 33% towards completion)            Q3: Reporting on progress (target 66% towards completion)            Q4: Reporting on progress (target 100% towards completion)</p>
Data Limitations	None
Type of indicator	Activity
New indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Progress on the resolution audit finding.
Indicator Responsibility	Chief Financial Officer
Reporting Responsibility	David Zuma

INDICATOR TITLE	1.2 COMPLETION OF KEY OUTPUTS TO ADDRESS THE THIRD PARTY FUNDS AUDIT
Purpose/Importance	Address the audit qualification on Third Party Funds for improved service delivery (maintenance) and improved management of state resources (monies in trusts: bail, maintenance, etc )
Source / Collection of data	Project reports
Method of calculation	<p>Simple count.            Activities identified:</p> <ol style="list-style-type: none"> <li>Project (concept) approval: 30 May 2011</li> <li>Human capacitating: 31 October 2011</li> <li>Accounting –Baseline Financial Reporting: 31 October 2011</li> <li>Business Process re-engineering: 31 January 2012</li> <li>Systems upgrade and enhancement: 31 March 2012</li> <li>Legislative review and stakeholder management: 31 March 2013</li> </ol>
Data Limitations	None
Type of indicator	Output
New Indicator	Yes
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	On target
Indicator Responsibility	Chief Director: Third Party Funds
Reporting Person (name and surname)	Nico Van Harmelen

<b>Indicator title</b>	<b>1.3 PERCENTAGE OF THE APPROVED AUDIT PLAN COMPLETED BY INTERNAL AUDIT</b>
Purpose/Importance	To assist the department to identify areas of weakness and identify corrective action. This will help the department to achieve better audit outcomes.
Source / Collection of data	Audit Plan approved by the Director-General; Audit reports approved by the Director-General.
Method of calculation	(Number of audit projects completed/Number of audit project) X 100
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Making progress against the action plan
Indicator Responsibility	Chief Audit Executive
Reporting person	Azwifaneli Mulaudzi

<b>INDICATOR TITLE</b>	<b>1.4 CORPORATE RISK MITIGATION PLANS DEVELOPED BY TARGET DATE</b>
Purpose/Importance	To identify key corporate risks and draw mitigation plans
Source / Collection of data	Risk Register; Mitigation Plans; Minutes of the Executive Committee meeting
Method of calculation	Reporting against the following milestones Q1: Analysis of audit report: 33% progress Q2: Risk profile reviews finalised: 66% progress Q3: Risk mitigation Plan document finalised by Nov 2011: 100% Q4: Implementation of risk mitigation plans
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Adoption of the risk mitigation plan by target date
Indicator Responsibility	Chief Director: Risk Management
Reporting person	Venile Mahlangu

<b>INDICATOR TITLE</b>	<b>1.5 DISTRIBUTION OF CARA FUNDS TO BENEFICIARY ORGANIZATIONS BY TARGET DATE</b>
Purpose/Importance	To ensure that funds that have been accumulating in the Criminal Asset Recovery Fund are distributed to organizations that deal in crime prevention and assist victims of crime
Source / Collection of data	Cabinet Memorandum recommending distribution of funds; Confirmation Letter from the Minister showing approval of the distribution; and Memorandum to National Treasury requesting movement of funds.
Method of calculation	Not Applicable
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	Distribution process completed by target date
Indicator Responsibility	Chief Financial Officer
Reporting person	Suresh Bhikha

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INDICATOR TITLE	1.6 COMPLETION OF THE MONITORING REPORT OF ALLOCATED CARA FUNDS BY TARGET DATE
Purpose/Importance	To ensure that the funds allocated to beneficiary organizations are used as intended
Source / Collection of data	Annual Report
Method of calculation	Not applicable
Data Limitations	None
Type of indicator	Activity
New Indicator	Yes
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	Completion of the annual report on time
Indicator Responsibility	Chief Financial Officer
Reporting person	Suresh Bhikha

## Objective 2. Improved management of fraud and corruption cases.

INDICATOR TITLE	2.1 NUMBER OF FRAUD AND CORRUPTION STAFF AWARENESS WORKSHOPS CONDUCTED
Purpose/Importance	To sensitise staff on fraud and corruption and to capacitate them to deal effectively with these cases
Source / Collection of data	Attendance Registers
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Activity output
New indicator	No
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	Approximately 7 sessions per quarter
Indicator Responsibility	Chief Director: Risk Management
Reporting Responsibility	Venile Mahlangu, Kgomotso Motsilanyane

INDICATOR TITLE	2.2 PERCENTAGE FINALISATION OF NEW FORENSIC INVESTIGATIONS (< 1 YEAR)
Purpose/Importance	To reduce incidents of fraud and corruption by finalising forensic investigations timeously.
Source / Collection of data	Forensic Investigation database (MS Excel)
Method of calculation	Old cases: Cases originating in previous financial years Number of cases finalised/(number of outstanding cases + number of cases loaded)
Data Limitations	Insufficient controls on the Excel database
Type of indicator	Output
New Indicator	Yes
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	On target
Indicator Responsibility	Chief Director: Enterprise Risk Management
Reporting Person	Paul Nel

INDICATOR TITLE	2.3 PERCENTAGE FINALISATION OF OLDER FORENSIC INVESTIGATIONS (> 1 YEAR)
Purpose/Importance	To improve management of fraud and corruption by finalising forensic investigations timeously.
Source / Collection of data	Forensic Investigation database (MS Excel)
Method of calculation	New Cases (current financial year): Number of cases finalised/(number of outstanding cases + number of cases loaded)
Data Limitations	Insufficient controls on the Excel database
Type of indicator	Output
New Indicator	Yes
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	On target
Indicator Responsibility	Chief Director: Enterprise Risk Management
Reporting Person	Paul Nel

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INDICATOR TITLE	2.4 PERCENTAGE COMPLETION OF INTEGRITY COMPETENCY OF SENIOR MANAGEMENT (VETTING)
Purpose/Importance	Management of risk and compliance to prescripts
Source / Collection of data	Acknowledgement letters sent to applicants; Proof of receipt from National Intelligence Agency;
Method of calculation	Number of Level 13 – 16 Z204 forms submitted to NIA/Total number of Level 13 – 16 members (Persal) on 1 April of each year;
Data Limitations	None
Type of indicator	Activity Indicator
New Indicator	Yes
Calculation type	Cumulative over three years
Reporting cycle	Monthly
Desired performance	Sixty acknowledgement letters sent out per quarter.
Indicator Responsibility	Chief Director: Risk Management
Reporting Person	Kgomotso Motsilanyane

### Objective 3. Improved human resources service delivery

INDICATOR TITLE	3.1 VACANCY RATE
Purpose/Importance	To ensure sufficient capacity for the department by filling vacant posts
Source / Collection of data	Persal Report;
Method of calculation	(Number of vacant posts/number of establishment) on the last day of month
Data Limitations	None
Type of indicator	Activity indicator
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	Stay within the target vacancy rate
Indicator Responsibility	Chief Director: Human Resources Policy and Strategy
Reporting Person	Sylvia Mekwa

INDICATOR TITLE	3.2 PERCENTAGE OF GRIEVANCE CASES FINALISED
Purpose/Importance	To finalise grievance cases to improve the labour relations environment
Source / Collection of data	Grievance database (MS Excel)
Method of calculation	(Number of cases finalised/(number of cases outstanding + new cases received)) X 100
Data Limitations	Insufficient controls on the Excel database
Type of indicator	Activity indicator
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Stay within the target finalisation
Indicator Responsibility	Chief Director: Human Resources Policy and Strategy
Reporting Person	Sylvia Mekwa

INDICATOR TITLE	3.3 PERCENTAGE OF MISCONDUCT CASES FINALISED
Purpose/Importance	To improve discipline in the workplace
Source / Collection of data	Misconduct database (MS Excel)
Method of calculation	(Number of cases finalised/(number of cases outstanding + new cases received)) X 100
Data Limitations	Insufficient controls on the Excel database
Type of indicator	Activity indicator
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Stay within the target finalisation
Indicator Responsibility	Chief Director: Human Resources Policy and Strategy
Reporting Person	Sylvia Mekwa

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INDICATOR TITLE	<b>3.4 NUMBER OF PEOPLE TRAINED IN LINE WITH DEPARTMENTAL OBJECTIVES</b>						
Purpose/Importance	To track the number of people trained in support of organisational objectives						
Source / Collection of data	Signed attendance registers						
Method of calculation	Compare number of people trained against targets						
	<b>Indicators</b>	<b>Strategic Objective</b>	<b>Targets</b>				
			<b>Annual</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	Anti-corruption, fraud and dishonesty	2	190	0	50	90	50
	Maintenance (all staff)	8	510	200	190	60	60
	Sexual Offences Training	9	680	240	330	75	35
	Domestic Violence Training	9	360	120	90	90	60
	Child Law Training	9	545	290	175	30	50
	Service Excellence	8, 13	735	160	220	190	165
	Foundational management	8, 13	270	90	90	60	30
	Quasi-judicial services	12	2698	703	850	775	370
	Masters training	13	60	0	60	0	0
	<b>Total</b>		<b>6048</b>	<b>1803</b>	<b>2055</b>	<b>1370</b>	<b>820</b>
	Cash management and financial management training will be arranged through the Office of the Chief Financial Officer						
Data Limitations	None						
Type of indicator	Activity indicator						
New Indicator	No						
Calculation type	Cumulative						
Reporting cycle	Monthly						
Desired performance	In line with targets						
Indicator Responsibility	Head: Justice College						
Reporting Person	Hans Scheepers						

#### Objective 4. Increased optimisation of systems (automated and manual).

INDICATOR TITLE	4.1 NUMBER OF APPROVED AUTOMATION SYSTEMS PILOTED BY TARGET DATE
Purpose/Importance	Modernization of justice systems will enable the department to decrease the cost of service, improve service efficiency, reporting and the monitoring of services.
Source / Collection of data	Signed off status reports, project schedules, project meetings
Method of calculation	<p>Indicator is calculated by counting the number of approved systems which are developed, tested and signed off for deployment.</p> <p>Systems are to be developed in accordance with the systems development life cycle.</p> <p><b>Milestones to be achieved as per the project plan are as follows:</b>            Q1: Project Planning stage, User Requirements Definition stage            Q2: System Design stage, System Development stage            Q3: Alpha (User Acceptance)            Q4: Testing: Beta (Site Piloting) stage, Handover to Deployment stage, Project Closure stage</p> <p><b>2011/12 systems to be developed:</b></p> <ul style="list-style-type: none"> <li>• ICMS Criminal ( District, Regional, High, Child Justice Courts ) - NPA Integration</li> <li>• ICMS Civil ( Regional Courts) – Phase 1</li> <li>• ICMS Civil ( District Courts) – Phase 2</li> <li>• ICMS Civil ( High Courts) – Phase 2</li> <li>• ICMS Small Claims (District Courts) – Phase 2</li> </ul> <p>There are other systems planned for the 2012/13 and 2013/14 financial years.</p>
Data Limitations	None
Type of indicator	Activity indicator
New Indicator	Yes
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	Meet the milestones on time
Indicator Responsibility	Chief Director: Systems Management and Optimisation
Reporting person	Larry Singh

INDICATOR TITLE	4.2 PERCENTAGE OF COURTS WITH CASE MANAGEMENT SYSTEMS (ICMS) DEPLOYED AND SUPPORTED
Purpose/Importance	To ensure that systems that have been implemented are fully utilised for better service delivery
Source / Collection of data	ICMS Usage Report
Method of calculation	$(\text{Number of courts utilising ICMS} / \text{Total number of courts}) * 100$
Data Limitations	Report depend on uptime of networks
Type of indicator	Activity
New Indicator	Yes
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	On target
Indicator Responsibility	Chief Director: Court Performance
Reporting person	Mahomed Dawood

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### Objective 5. Increased percentage of outstanding Truth and Reconciliation Commission victims who qualify for reparations per TRC recommendations.

INDICATOR TITLE	<b>5.1 NUMBER OF OUTSTANDING LIVING TRC VICTIMS GIVEN ACCESS TO THE PRESIDENT'S FUND IN TERMS OF INDIVIDUAL REPARATIONS.</b>
Purpose/Importance	To finalise the number of living victims qualifying for reparations
Source / Collection of data	List of victims; Proof of payment from the President's Fund.
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Output indicator
New Indicator	No
Calculation type	Cumulative over two years
Reporting cycle	Monthly
Desired performance	25% of victims paid every quarter
Indicator Responsibility	Chief Director: TRC Unit
Reporting Person	Vivia Jacobs; Thapelo Mokhushane

INDICATOR TITLE	<b>5.2 NUMBER OF RIGHTFUL NEXT-OF-KIN OF OUTSTANDING DECEASED TRC VICTIMS GIVEN ACCESS TO THE PRESIDENT'S FUND IN TERMS OF INDIVIDUAL REPARATIONS.</b>
Purpose/Importance	To finalise the number of deceased victims whose next-of-kin qualify for reparations
Source / Collection of data	List of victims; Proof of payment from the President's Fund.
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Output indicator
New indicator	No
Calculation type	Cumulative over two years
Reporting cycle	Monthly
Desired performance	25% of victims paid every quarter
Indicator Responsibility	Chief Director: TRC Unit
Reporting Responsibility	Vivia Jacobs; Thapelo Mokhushane

INDICATOR TITLE	<b>5.3 NUMBER OF REGULATIONS FOR PROVIDING ASSISTANCE TO THE TRC VICTIMS GAZETTED</b>
Purpose/Importance	Regulations aimed at implementing TRC recommendations
Source / Collection of data	Government Gazette
Method of calculation	Completion of the following milestones: Q1: Two draft regulations completed: 25% Q2: Regulations approved by DG: 50% Q3: Approval by the minister: 75% Q4: Two regulations gazette: 100%
Data Limitations	None
Type of indicator	Activity
New Indicator	No
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	According to the target
Indicator Responsibility	Chief Director: TRC Unit
Reporting Person (name and surname)	Vivia Jacobs; Thapelo Mokhushane

**Objective 6. Improved coordination of the JCPS Cluster towards the delivery of Outcome 3.**

<b>INDICATOR TITLE</b>	<b>6.1 NUMBER OF CLUSTER REPORTS FINALISED</b>
Purpose/Importance	To compile and finalise all quarterly reports as required
Source / Collection of data	Signed off-reports; Minutes of the cluster meeting
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Activity
New Indicator	Yes
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	All reports to be collated and submitted on time
Indicator Responsibility	Director: Office of the Director General
Reporting Person (name and surname)	Bongani Mlambo

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### Objective 7. Improved finalisation of activities in support of outputs of Outcome 3.

INDICATOR TITLE	7.1 NUMBER OF CASES ON THE BACKLOG ROLL
Purpose/Importance	To monitor and reduce case backlogs
Source / Collection of data	Court data from the National Prosecuting Authority
Method of calculation	Simple count. Backlog defined as: <ul style="list-style-type: none"> <li>• District court: Case on the roll for 6 months or longer</li> <li>• Regional Court: Case on the roll for 9 months or longer</li> <li>• High Court: Case on the roll for 12 months or longer</li> </ul>
Data Limitations	There is a risk of disparity of information at court level
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Decrease in backlog cases within target
Indicator Responsibility	Chief Director: Court Services (CJSR)
Reporting Person	Paul Marx

## Objective 8. Improved delivery of maintenance services

INDICATOR TITLE	8.1 IMPROVED DELIVERY OF MAINTENANCE SERVICES
Purpose/Importance	To improve service delivery in maintenance services by implementing a Maintenance Turnaround Project
Source / Collection of data	1. Approved concept document on the turnaround strategy; 2. Monthly progress reports
Method of calculation	Progress against the project plan: On track, delayed, no progress.
Data Limitations	Possibility of inaccuracy in data provided
Type of indicator	Output Indicator
New Indicator	No
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	On track with all the activities
Indicator Responsibility	Chief Director: Promotion of the Rights of the Vulnerable Groups
Reporting Person	Adv Praise Kambula

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## Objective 9. Increased protection of the rights of vulnerable groups

INDICATOR TITLE	9.1 NUMBER OF KEY ACTIVITIES FOR THE IMPLEMENTATION OF CRIMINAL LAW (SEXUAL OFFENCES AND RELATED MATTERS) AMENDMENT ACT
Purpose/Importance	To finalise legislation to improve the rights of vulnerable groups
Source / Collection of data	Approved documentation by the Inter-Departmental Committee
Method of calculation	<p><b>Finalised activities for 2010/11:</b>  <i>Activity 1:</i> National Policy Framework;  <i>Activity 2:</i> Draft Inter-Departmental Plan submitted to the Minister</p> <p><b>Activity for 2011/12:</b>  <i>Activity 3:</i> Approval and Implementation of the Inter-Departmental Plan            Q1: Draft Inter-Departmental Plan (IDP) signed off by the Minister 10%            Q2: 30% implementation of the IDP            Q3: 60% implementation of the IDP            Q4: 100% implementation of the IDP</p> <p><b>2012/13:</b>  <i>Activity 4:</i> Development and Implementation of the Memorandum of Understanding with the National House of Traditional Leaders</p>
Data Limitations	None
Type of indicator	Output Indicator
New Indicator	Yes
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	Activities finalised on time
Indicator Responsibility	Chief Director: PRVG
Reporting Person	Adv Praise Kambula

INDICATOR TITLE	9.2 PERCENTAGE UTILISATION OF THE NRSO BY THE COURTS
Purpose/Importance	To ensure that the National Register for Sexual Offences is kept up to date to assist with cases of repeat sexual offences.
Source / Collection of data	ICMS NRSO monthly reports; Submission of Form 5 orders.
Method of calculation	(Number of courts using NRSO/ Total number of courts) X 100
Data Limitations	Usage depends on IT systems availability
Type of indicator	Activity
New Indicator	Yes
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Per target
Indicator Responsibility	Chief Director: PRVG
Reporting Person	Adv Praise Kambula

<b>INDICATOR TITLE</b>	<b>9.3 PERCENTAGE COMPLETION OF IMPLEMENTATION OF NRSO PHASE 2</b>
Purpose/Importance	To ensure that the National Register for Sexual Offences is updated with historical information.
Source / Collection of data	NRSO Monthly Reports
Method of calculation	Activities for finalisation for 2011/12 : Historic Information completed: % completion Vetting Process finalised: % completion Issuing of clearance certificates: % completion  Add weighted percentages to make up the 40% for 2011/12.
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Director: PRVG
Reporting Person	Adv Praise Kambula

<b>INDICATOR TITLE</b>	<b>9.4 NUMBER OF ADDITIONAL ONE-STOP CHILD JUSTICE CENTRES DESIGNATED</b>
Purpose/Importance	To designate safe centres for children as stipulated in the Child Justice Act
Source / Collection of data	Project Reports; Government Gazette
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Output Indicator
New Indicator	Yes
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Two centers for the year
Indicator Responsibility	Chief Director: PRVG
Reporting Person	Adv Praise Kambula

<b>INDICATOR TITLE</b>	<b>9.5 COMPLETION OF THE DRAFT NATIONAL POLICY FRAMEWORK ON PREVENTION AND COMBATING OF TRAFFICKING IN PERSONS BY TARGET DATE</b>
Purpose/Importance	To promote legal mechanisms to combat human trafficking
Source / Collection of data	Draft document for discussion; Signed attendance registers for consultative workshops
Method of calculation	Milestones reached per quarterly targets Q1: Completion of the Discussion document on the NPF on the Prevention and Combating of Trafficking in Persons: 7% Q2: Completion of the draft document for the National Policy Framework: 14% Q3: Completion of two consultative workshops on the outline of the Draft National Policy Framework: 21% Q4: Completion of a further two consultative workshops on the outline of the Draft National Policy Framework: 30%
Data Limitations	None
Type of indicator	Output
New Indicator	Yes
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Milestones reached per quarterly targets
Indicator Responsibility	Chief Director: PRVG
Reporting Person	Adv Praise Kambula

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INDICATOR TITLE	9.6 PERCENTAGE OF FAMILY LAW CASES FINALISED PER YEAR
Purpose/Importance	To ensure finalisation of family law cases in the interest of improved service delivery
Source / Collection of data	Monthly case report from the Principal Family Advocate of each region. Consolidate report from the Chief Family Advocate.
Method of calculation	For each family advocate office: No of cases finalised/ (Number of cases pending + Number of new cases) for each month;
Data Limitations	None
Type of indicator	Output Indicator
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	33% finalisation
Indicator Responsibility	Chief Family Advocate
Reporting Person	Adv Petunia Seabi

INDICATOR TITLE	9.7 FINALISATION OF APPROVED LEGISLATIVE PRIORITIES INDICATED FOR VULNERABLE GROUPS
Purpose/Importance	To ensure finalisation of legislation for people at risk of human rights abuses
Source / Collection of data	<b>Bills and subordinate legislative instruments:</b> Memoranda to the Minister or role players; Cabinet Memoranda; Government Gazette <b>Rules:</b> Emails and memoranda sent to the Rules Board; minutes of meetings. <b>Research Paper:</b> Agendas of the SALRC and covering letters sent to government departments in respect of Statutory Law Revision.
Method of calculation	<b>Definition of finalisation:</b> <b>Bills:</b> Bills prepared for consultation or submitted to the minister; <b>Subordinate legislation:</b> Subordinate legislative instruments prepared for consultation or submitted to the minister; <b>Rules:</b> Rules or rule amendments prepared for submission to the Rules Board for Courts of Law <b>Research papers:</b> Research papers submitted to the South African Law Reform Commission

INDICATOR TITLE	9.7 FINALISATION OF APPROVED LEGISLATIVE PRIORITIES INDICATED FOR VULNERABLE GROUPS						
	<b>List of legislative instruments:</b>						
	Activity	Indicator	Chief Directorate	Quarterly Targets			
				Q1	Q2	Q3	Q4
	Develop legislative framework to deal with the Prevention and Combating of Trafficking in Persons	Regulations facilitating implementation of Act finalised by March 2012	Legislative Development	25%	50%	75%	100%
	Develop legislative framework to provide protection to harassment victims	Regulations facilitating implementation of Act finalised by March 2012	Legislative Development	25%	50%	75%	100%
	Develop legislative framework to provide for statutory recognition of Muslim marriages	Tabling of the Bill in Parliament by March 2012	Legislative Development	25%	50%	75%	100%
	Develop legislative framework to criminalise hate speech and related intolerance	Tabling of the Bill in Parliament by March 2012	Legislative Development	25%	50%	75%	100%
	Conduct an investigation into assisted decision-making: adults with impaired decision-making capacity	Submit report on assisted decision-making: adults with impaired decision-making capacity to SA Law Reform Commission for approval by March 2012	SA Law Reform Commission	25%	50%	75%	100%
	Review High Court Rule 17 (3) and other corresponding rules, to amend the requirement for litigants to append an address within 8 kilometres of the court registrar's office on summonses and other pleadings or notices	Submit draft rule amendments to Rules Board for approval by March 2012	Rules Board	25%	50%	75%	100%
Data Limitations	None						
Type of indicator	Activity Indicator						
New Indicator	Yes						
Calculation type	Cumulative for the year						
Reporting cycle	Monthly						
Desired performance	Submission of documents per the schedule provided						
Indicator Responsibility	Deputy Director-General: Legislative Development						
Reporting Person	Ronel van Zyl; Michael Palumbo						

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## Objective 10. Increased access to justice services by under-served communities

INDICATOR TITLE	10.1 NUMBER OF NEW COURT BUILDINGS COMPLETED
Purpose/Importance	To improve access to justice service points, particularly in townships and rural areas
Source / Collection of data	Practical Completion Certificate
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Activity
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Director: Facilities Management
Reporting Person	Fuma Ndwane

INDICATOR TITLE	10.2 NUMBER OF BRANCH COURTS CONVERTED TO FULL-SERVICE COURTS
Purpose/Importance	Increase the number of services offered in branch courts to improve access to justice services
Source / Collection of data	Proclamation in the Government Gazette
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Output Indicator
New Indicator	No
Calculation type	Cumulative over two years
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Director: Policy Development
Reporting Person	Esser Allers

INDICATOR TITLE	10.3 PERCENTAGE COMPLETION OF THE PROCESS OF ALIGNMENT OF MAGISTERIAL DISTRICT BOUNDARIES WITH LOCAL MUNICIPAL BOUNDARIES
Purpose/Importance	To enable communities to access justice services in their local municipality
Source / Collection of data	<b>Consultation:</b> Publications; Workshop reports; Minutes. <b>Framework:</b> Approval memos <b>Bill:</b> Cabinet Memorandum enclosing the bill
Method of calculation	<b>2011/12:</b> Percentage completion Q1 & Q2: Consultation process (Draft policy and draft bill): <b>50%</b> Q3: Approval of policy framework and bill process – DG, Minister, Cabinet <b>55%</b> Q4: Begin Parliamentary Process <b>60%</b>  <b>2012/13:</b> Approval of the alignment by parliament: in 2012/13
Data Limitations	No
Type of indicator	Output Indicator
New Indicator	No
Calculation type	Cumulative over three years
Reporting cycle	Monthly
Desired performance	Reach project milestones stipulated above
Indicator Responsibility	Chief Director: Policy Development
Reporting Person	Esser Allers

<b>INDICATOR TITLE</b>	<b>10.4 FORMAL ESTABLISHMENT OF A SMALL CLAIMS COURT IN EVERY MAGISTERIAL DISTRICT</b>
Purpose/Importance	To increase access to Small Claims Court, particularly in rural areas
Source / Collection of data	Proclamation in the Government Gazette
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Output Indicator
New Indicator	No
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	At least five per quarter
Indicator Responsibility	Chief Director: Court Services (CJRP)
Reporting Person	Adv du Rand

<b>INDICATOR TITLE</b>	<b>10.5 IMPLEMENTATION OF THE COMMUNICATION STRATEGY WITH SPECIAL FOCUS ON DEPARTMENTAL PRIORITIES</b>
Purpose/Importance	To increase awareness of Masters' and maintenance services in communities
Source / Collection of data	Marketing materials; Publications.
Method of calculation	<p>A simple count of a number of activities completed by deadline:</p> <p><b>Quarter 1 (April - June 2011)</b></p> <ol style="list-style-type: none"> <li>1. Evaluation of previous initiatives and internal repositioning of Master's Offices</li> <li>2. Evaluation of previous initiatives and repositioning and staff engagement</li> </ol> <p><b>Quarter 2 (July – September 2011)</b></p> <ol style="list-style-type: none"> <li>1. Conduct awareness raising campaign for Master's</li> <li>2. Revive Operation Isondlo campaign highlighting new developments/initiatives</li> <li>3. Public Participation Programmes</li> </ol> <p><b>Quarter 3 (October – December 2011)</b></p> <ol style="list-style-type: none"> <li>1. Conduct a multi-pronged education campaign - Phase I (Masters')</li> <li>2. Public Participation Programmes</li> <li>3. Conduct an education campaign (Maintenance)</li> </ol> <p><b>Quarter 4 (January – March 2012)</b></p> <ol style="list-style-type: none"> <li>1. Continue with a multi-pronged education campaign</li> <li>2. Public Participation Programmes (how many?)</li> <li>3. Publicise achievements/improvements</li> </ol>
Data Limitations	None
Type of indicator	Activity
New Indicator	Yes
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Head: Communications
Reporting Person	Natasja De Groote; Malentswe Tsheole

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INDICATOR TITLE	<b>10.6 NUMBER OF COMMUNICATION ACTIVITIES IN LINE WITH THE COMMUNICATION STRATEGY</b>
Purpose/Importance	To increase awareness of justice services in communities
Source / Collection of data	Marketing materials; Publications.
Method of calculation	<b>Simple count of completed activities completed by deadline:</b>  <b>Quarter 1 (April - June 2011)</b> 1. Children's month focus project (May 2011) 2. Child Protection Week (30 May – 5 June 2011) 3. Youth Month focus (June 2011)  <b>Quarter 2 (July - September 2011)</b> 1. Women's Month Focus (August 2011) 2. Heritage Month (September 2011) 3. Public Participation Programmes  <b>Quarter 3 (October - December 2011)</b> 1. Restorative Justice Week (31 Oct - 4 Nov 2011) 2. Public Service Week (Nov 2011) 3. Public Participation Programmes 4. 16 Days of Activism (25 Nov - 10 Dec 2011)  <b>Quarter 4 (January – March 2012)</b> 1. State of the Nation Address (February 2012) 2. Human Rights Month (March 2012) 3. Public Participation Programm
Data Limitations	None
Type of indicator	Activity
New Indicator	Yes
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Head: Communications
Reporting Person	Natasja De Groote; Malentswe Tsheole

## Objective 11. Improved functionality of justice service points

INDICATOR TITLE	11.1 NUMBER OF PRIORITY COURTS IMPROVED THROUGH RAMP
Purpose/Importance	To ensure that court facilities are renovated and to improve accessibility for people with disabilities
Source / Collection of data	Specification document; Close-out report
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Director: Facilities management
Reporting Person	Fuma Ndwane

INDICATOR TITLE	11.2 NUMBER OF PRIORITY COURTS TO WHICH THE INTEGRATED SECURITY SYSTEM IS ROLLED OUT
Purpose/Importance	To ensure security infrastructure in high risk courts
Source / Collection of data	Close-out reports
Method of calculation	Simple count
Data Limitations	None
Type of indicator	Activity
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Director: Risk Management
Reporting Person	Norman Thobane

INDICATOR TITLE	11.3 NUMBER OF SAFETY AND SECURITY INCIDENTS
Purpose/Importance	To manage the security risk, particularly in the courts
Source / Collection of data	Security service providers and court managers give reports through the electronic Occurrence Book on all incidences; Consolidated report will be submitted to the Strategy Unit
Method of calculation	Simple count
Data Limitations	Incidences not reported.
Type of indicator	Activity Indicator
New Indicator	No
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	Drop in security incidences as a result of increased security infrastructure.
Indicator Responsibility	Chief Director: Risk Management
Reporting Person	Bloemerus Miller; Norman Thobane

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INDICATOR TITLE	11.4 IMPLEMENTATION OF THE BUSINESS CONTINUITY PROGRAMME
Purpose/Importance	
Source / Collection of data	Approved business continuity programme; Test results of an implemented business continuity plan for a region;
Method of calculation	Project Milestones: Q1: Half of submissions received 25% Q2: Finalisation of inputs from role players 50% Q3: Approved business continuity programme 75% Q4: 50% Implementation of BCP in region 1 100%
Data Limitations	None
Type of indicator	Activity indicator
New Indicator	Yes
Calculation type	Cumulative for the year
Reporting cycle	Monthly
Desired performance	Reaching project milestones; The plan depends on co-operation with different stakeholders.
Indicator Responsibility	Chief Director: Risk
	Bloemerus Miller

## Objective 12. Improved delivery of services at the courts

INDICATOR TITLE	12.1 APPROVAL OF KEY QUASI-JUDICIAL INDICATORS AND BASELINES BY TARGET DATE
Purpose/Importance	To ensure that all the services offered in courts conform to minimum standards
Source / Collection of data	Approved indicators and five year targets
Method of calculation	Completion of the following milestones: Q1: Project initiation: 25% Q2: Consultation: 50% Q3: Finalisation and approval in Dec 2011: 75% Q4: Inclusion of indicators in the 2012/13 plans: 100%
Data Limitations	Accuracy of data from the courts
Type of indicator	Activity
New Indicator	Yes
Calculation type	-
Reporting cycle	Monthly
Desired performance	Approval of the set of indicators by target date
Indicator Responsibility	Chief Director: Court Services
Reporting Person	Adv Du Rand

INDICATOR TITLE	12.2 PERCENTAGE OF PRESIDENTIAL HOTLINE CASES FINALISED WITHIN 30 DAYS
Purpose/Importance	To track resolution of service delivery cases lodged with the department
Source / Collection of data	Monthly report from ITSM 7 system
Method of calculation	Case finalisation calculations are automatically generated by ITMS
Data Limitations	None
Type of indicator	Activity
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Director: Programme Support
Reporting Person	Siziwe Kengqu

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## Objective 13. Improved service delivery at the Master's service points

INDICATOR TITLE	13.1 IMPLEMENT A PROJECT TO DEVELOP ICMS (IT) MODULES TO ENHANCE SERVICE DELIVERY											
Purpose/Importance	To improve service delivery through information technology											
Source / Collection of data	Project Reports											
Method of calculation	<p><b>Project milestones</b> Milestones to be achieved as per the project plan is as follows: Q1: Project Planning stage, User Requirements Definition stage Q2: System Design stage, System Development stage Q3: Alpha (User Acceptance) Q4: Testing: Beta (Site Piloting) stage, Handover to Deployment stage, Project Closure stage</p> <p><b>Modules and target deadlines:</b></p> <table><tr><th>Module</th><th>Completion date</th></tr><tr><td>Integrate the ICMS and Guardian Funds system and provide workflow for processing Guardians Fund claims</td><td>March 2012</td></tr><tr><td>Deceased, Trusts, and Insolvencies information reported on the ICMS system for the public</td><td>March 2012</td></tr><tr><td>Develop ICMS to provide for electronic workflow for processing Trusts</td><td>March 2013</td></tr><tr><td>Develop ICMS to provide for electronic workflow for processing Insolven- cies</td><td>March 2014</td></tr></table>		Module	Completion date	Integrate the ICMS and Guardian Funds system and provide workflow for processing Guardians Fund claims	March 2012	Deceased, Trusts, and Insolvencies information reported on the ICMS system for the public	March 2012	Develop ICMS to provide for electronic workflow for processing Trusts	March 2013	Develop ICMS to provide for electronic workflow for processing Insolven- cies	March 2014
Module	Completion date											
Integrate the ICMS and Guardian Funds system and provide workflow for processing Guardians Fund claims	March 2012											
Deceased, Trusts, and Insolvencies information reported on the ICMS system for the public	March 2012											
Develop ICMS to provide for electronic workflow for processing Trusts	March 2013											
Develop ICMS to provide for electronic workflow for processing Insolven- cies	March 2014											
Data Limitations	None											
Type of indicator	Activity											
New indicator	Yes											
Calculation type	Cumulative											
Reporting cycle	Monthly											
Desired performance	Project milestones reached on-time											
Indicator Responsibility	Acting Chief Master											
Reporting Person	Lester Basson											

INDICATOR TITLE	<b>13.2 PROVISION OF UP TO DATE INSOLVENCY PRACTITIONER INFORMATION TO THE PUBLIC</b>	
Purpose/Importance	To promote transparency within the Master's environment	
Source / Collection of data	Project reports	
Method of calculation	<p><b>Project milestones</b>  Milestones to be achieved as per the project plan is as follows:  Q1: Project Planning stage, User Requirements Definition stage 25%  Q2: System Design stage, System Development stage: 25%  Q3: Alpha (User Acceptance): 25%  Q4: Piloting and Implementation: 25%</p>	
Data Limitations	None	
Type of indicator	Output	
New Indicator	Yes	
Calculation type	Cumulative	
Reporting cycle	Monthly	
Desired performance	Project milestones reached on time	
Indicator Responsibility	Acting Chief Master	
Reporting Person	Lester Basson	

<b>INDICATOR TITLE</b>	<b>13.3 TABLING OF THE INSOLVENCY BILL TO PARLIAMENT BY TARGET DATE</b>
Purpose/Importance	To improve legislation for the management of insolvent estates
Source / Collection of data	Parliamentary Tabling Report;
Method of calculation	Not applicable
Data Limitations	None
Type of indicator	Activity
New Indicator	Yes
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	Tabling by target date
Indicator Responsibility	Acting Chief Master; Chief Litigation Officer
Reporting Person	Lester Basson

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### Objective 14. Increased efficiency in the provision of services to beneficiaries of the Guardian's Fund, trusts, insolvent and deceased estates

INDICATOR TITLE	<b>14.1 PERCENTAGE OF LARGE ESTATES ( &gt; R 125 000) ADMINISTERED TO A STAGE WHERE HEIRS AND CREDITORS COULD RECEIVE THEIR DUES WITHIN 12 MONTHS</b>
Purpose/Importance	To monitor turnaround times of the Masters' services
Source / Collection of data	ICMS report
Method of calculation	Calculation automated by the system
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	All cases finalised within 12 months
Indicator Responsibility	Acting Chief Master
Reporting Person	Lester Basson

INDICATOR TITLE	<b>14.2 PERCENTAGE OF SMALL ESTATES (&lt;R 125 000 WHERE CREDITORS AND HEIRS ARE PLACED IN A POSITION TO OBTAIN THEIR DUES WITHIN 4 MONTHS</b>
Purpose/Importance	To monitor turnaround times of the Masters' services
Source / Collection of data	ICMS report
Method of calculation	Calculation automated by the system
Data Limitations	None
Type of indicator	Output
New indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	All cases finalised within 4 months
Indicator Responsibility	Acting Chief Master
Reporting Responsibility (Name and Surname)	Lester Basson

INDICATOR TITLE	<b>14.3 PERCENTAGE OF BENEFICIARIES IN RECEIPT OF SERVICES WITHIN 40 DAYS (GUARDIAN FUND)</b>
Purpose/Importance	To monitor turnaround times of the Masters' services
Source / Collection of data	ICMS report
Method of calculation	Calculation automated by the system
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	All cases finalised within 12 months
Indicator Responsibility	Acting Chief Master
Reporting Person (name and surname)	Lester Basson

<b>INDICATOR TITLE</b>	<b>14.4 PERCENTAGE OF LIQUIDATION CASES FINALISED WITHIN 15 MONTHS OF REGISTRATION</b>
Purpose/Importance	To monitor turnaround times of the Masters' services
Source / Collection of data	ICMS report
Method of calculation	Calculation automated by the system
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	All cases finalised within 12 months
Indicator Responsibility	Acting Chief Master
	Lester Basson

<b>INDICATOR TITLE</b>	<b>14.5 PERCENTAGE OF INSOLVENCY CASES FINALISED WITHIN 15 MONTHS OF REGISTRATION</b>
Purpose/Importance	To monitor turnaround times of the Masters' services
Source / Collection of data	ICMS report
Method of calculation	Calculation automated by the system
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	All cases finalised within 15 months
Indicator Responsibility	Acting Chief Master
	Lester Basson

<b>INDICATOR TITLE</b>	<b>14.6 TURNAROUND TIME FOR FINALISATION OF TRUSTS</b>
Purpose/Importance	To monitor turnaround times of the Masters' services
Source / Collection of data	ICMS report
Method of calculation	Calculation automated by the system
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	All cases finalised within 12 months
Indicator Responsibility	Acting Chief Master
	Lester Basson

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**Objective 15. Promote Constitutional Development and strengthen participatory democracy to ensure respect for fundamental human rights.**

INDICATOR TITLE	<b>15.1 IMPROVED ACCESS TO JUSTICE, INCLUDING RESTORATIVE JUSTICE MECHANISMS FOR VULNERABLE AND MARGINALISED GROUPS</b>					
Purpose/Importance	Implement programmes aimed at improving access to justice in South Africa.					
Source / Collection of data	Work plan DOJ&CD – Access To Justice and Promotion of Constitutional Rights Programme and Reports					
Method of calculation		<b>Year 2 targets</b>	<b>Quarterly targets (Year 2)</b>			
			<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
1 .New community advice offices established in townships/rural areas	45	11	11	11	11	12
2. Service level agreements signed with existing advice offices based organisations in order to improve capacity	50	11	13	13	13	13
3. New equality courts established nationally	61	15	15	15	15	16
4. Development of a national programme to promote PEPUDA	100% completion	44	63	81	100	100
5. Number of new cases diverted to Alternative Dispute Resolution	7600	1900	1900	1900	1900	1900
Data Limitations	Insufficient baseline information					
Type of indicator	Output					
New indicator	Yes					
Calculation type	Cumulative over 2 years					
Reporting cycle	Quarterly					
Desired performance	1. To establish 15 new community advice offices (year 1) and 45 (year 2) in townships/rural areas 2. To enter into 20 Service level agreements (year 1) and 50 with existing advice offices / based organisations in order to improve capacity 3. Development of a national programme to promote PEPUDA 4. Number of new cases diverted to alternative dispute resolution					
Indicator Responsibility	Chief Directorate: Constitutional Development					
Reporting Responsibility	Adv O M Sewpaul					

INDICATOR TITLE	<b>15.2 GREATER AWARENESS AND KNOWLEDGE OF CONSTITUTIONAL RIGHTS FOR VULNERABLE AND MARGINALISED GROUPS</b>
Purpose/Importance	Implement activities aimed at increasing knowledge of Constitutional Rights
Source / Collection of data	Work plan DOJ&CD – Access To Justice and Promotion of Constitutional Rights Programme and Reports; Project Report

INDICATOR TITLE	15.2 GREATER AWARENESS AND KNOWLEDGE OF CONSTITUTIONAL RIGHTS FOR VULNERABLE AND MARGINALISED GROUPS					
Method of calculation		Year 2 targets	Quarterly targets (Year 2)			
			Q1	Q2	Q3	Q4
	1. New audience reached by constitutional rights awareness programme	2 000 000	500 000	500 000	500 000	500 000
	2. Service level agreements signed with community based organisations to implement constitutional rights programmes	120	30	30	30	30
	3. Number of refugees, asylum seekers and undocumented migrants having benefited from support services	35000	8750	8750	8750	8750
Data Limitations	Insufficient baseline information					
Type of indicator	Output					
New indicator	Yes					
Calculation type	Cumulative over 2 years					
Reporting cycle	Quarterly					
Desired performance	1. One million new audience reached by constitutional rights awareness programme (year 1) and 2 million by year 2 2. Service level agreements signed with community based organisations to implement constitutional rights programmes 60 (year 1) and 120 year 2. 3. Number of refugees, asylum seekers and undocumented migrants having benefitted from support services 10 000 year 1 and 35 000 year 2					
Indicator Responsibility	Chief Director: Constitutional Development					
Reporting Responsibility (Name and Surname)	Adv O M Sewpaul					

INDICATOR TITLE	15.3 ENHANCED PARTICIPATORY DEMOCRACY THROUGH PUBLIC POLICY DIALOGUE AND STRENGTHENING THE CAPACITY OF COMMUNITY-BASED ORGANISATIONS					
Purpose/Importance	Activities aimed at enhancing participatory democracy in South Africa.					
Source / Collection of data	Work plan DOJ&CD – Access To Justice and Promotion of Constitutional Rights Programme and Reports					
Method of calculation		Year 2 targets	Quarterly targets (Year 2)			
			Q1	Q2	Q3	Q4
	1. Number of forums between CSOs and government on human rights issues	9	2	2	2	3
	2. Number of CSOs benefiting from capacity building	2400	600	600	600	600
	3. Number of CSOs participating in public policy dialogues	150	36	38	38	38
Data Limitations	Insufficient baseline survey					
Type of indicator	Output					
New indicator	Yes					
Calculation type	Cumulative over 2 years					
Reporting cycle	Quarterly					

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INDICATOR TITLE	<b>15.3 ENHANCED PARTICIPATORY DEMOCRACY THROUGH PUBLIC POLICY DIALOGUE AND STRENGTHENING THE CAPACITY OF COMMUNITY-BASED ORGANISATIONS</b>
Desired performance	1. Number of forums between CBOs and government on human rights issues 4 in year 1 and 9 in year 2 and the National Forum. 2. Number of CBOs benefit ting from capacity building 1200 year 1 and 2400 year 2 3. Number of CBOs participating in public policy dialogues 80 in year 1 and 150 in year 2
Indicator Responsibility	Chief Directorate: Constitutional Development
Reporting Responsibility (Name and Surname)	Adv O M Sewpaul

INDICATOR TITLE	<b>15. 4 IMPLEMENTATION OF THE PAJA</b>
Purpose/Importance	To improve compliance with the PAJA, thereby resulting in the performance and delivery of public services in an open transparent and accountable manner.
Source / Collection of data	Delivery Agreement (G&A Cluster Output 3.5 of Output3 under Outcome 12)
Method of calculation	Reports to Governance and Administration Cluster
Data Limitations	None
Type of indicator	Output
New Indicator	New
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	<p><b>Activities for 2011/12:</b></p> <ol style="list-style-type: none"> <li>1. Implementation of the PAJA Strategy.</li> <li>2. Facilitate meetings of the Inter-departmental Working Group.</li> <li>3. Implementation of the practical tool to analyse business processes (workflow analysis tool).</li> <li>4. Establish pilot institutions in all spheres of government as a target of focus.</li> <li>5. Launch the PAJA Code of Good Administrative Conduct.</li> <li>6. Facilitate the mainstreaming of the PAJA into relevant identified initiatives.</li> <li>7. Facilitate the first meeting of the PAJA Training Project as a multi-stakeholder engagement to build the capacity of the Public Service.</li> </ol> <p><b>Activities for 2012/13:</b></p> <p>Review of the PAJA Strategy.</p> <ol style="list-style-type: none"> <li>1. Facilitate meetings of the Inter-departmental Working Group.</li> <li>2. Work with Pilot Institutions as a target of focus.</li> </ol> <p><b>Activities for 2013/14:</b></p> <ol style="list-style-type: none"> <li>1. Review of the Pilots and prepare for a roll-out in the Public Service.</li> <li>2. Facilitate meetings of the Inter-departmental Working Group.</li> </ol>
Indicator Responsibility	Chief Director: Constitutional Development
Reporting Person (name and surname)	Adv O.M Sewpaul

<b>INDICATOR TITLE</b>	<b>15.5 TABLING AND IMPLEMENTATION OF THE NATIONAL ACTION PLAN FOR STRENGTHENING NATIONAL COHESION BY PROMOTING PROGRAMMES AIMED AT ELIMINATING ALL FORMS OF RACISM, RACIAL DISCRIMINATION, XENOPHOBIA AND RELATED INTOLERANCE</b>
Purpose/Importance	Implement programmes relating to the elimination of Racism, Racial Discrimination, Xenophobia and Related Intolerance
Source / Collection of data	Minutes and Reports of EXCO and Steering Committee Meetings; Cabinet Memoranda;
Method of calculation	Completion of ten activities during 2011/12: <ol style="list-style-type: none"> <li>1. Reconstitute the Inter-Ministerial Committee (IMC) to give an oversight on the NAP.</li> <li>2. Submit NAP to Cabinet for approval to commence consultations with all the relevant stakeholders including members of the public for purposes of getting inputs to finalise the draft NAP.</li> <li>3. Conduct bilateral consultations with all the relevant stakeholders on the Draft NAP (National Government Department (local and Provincial); IMC; DGs Social Cluster; Social Cohesion Task Team; Civil Society; Labour; Business; Media; Faith Based Organisations, etc.</li> <li>4. Coordinate meetings of the National Steering Committee</li> <li>5. Facilitate the process of adopting the NAP</li> <li>6. Assist the Department of International Relations and Co-operation (DIRCO) to reconvene the Inter Governmental Committee (IGC) to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerances meetings to elicit inputs on the NAP from Government.</li> <li>7. Develop the Implementation Strategy for the NAP.</li> <li>8. Submit the finalised NAP to Cabinet for approval.</li> <li>9. Table the finalised NAP to the UN.</li> <li>10. Co-ordinate and facilitate implementation of the NAP.</li> </ol>
Data Limitations	None
Type of indicator	Output
New indicator	Yes
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Completion of all activities according to plan
Indicator Responsibility	Chief Directorate: Constitutional Development
Reporting Responsibility (Name and Surname)	Adv O M Sewpaul

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<b>INDICATOR TITLE</b>	<b>15.6 DEVELOP POLICY FRAMEWORK FOR HATE CRIME LEGISLATION</b>
Purpose/Importance	To criminalise Racism, Racial Discrimination, Xenophobia and Related Intolerances
Source / Collection of data	Draft Policy, Research Documents, Draft Bill and Reports
Method of calculation	Completion of the following activities 1. Conduct research on hate speech and hate crimes including a international comparative study (Q1) 2. Finalise the Draft Policy on prevention and combating racism, xenophobia, hate speech and related intolerance (Q2) 3. Conduct consultation workshops on the draft policy document (Q3) 4. Finalise policy framework (Q4)
Data Limitations	None
Type of indicator	Output
New Indicator	New
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	1. Conduct research on hate speech and hate crimes including a international comparative study 2. Finalise the Draft Policy on prevention and combating racism, xenophobia, hate speech and related intolerance 3. Conduct consultation workshops on the draft policy document 4. Finalise policy framework
Indicator Responsibility	Chief Directorate: Constitutional Development

## Objective 16. Improved provision of legal services to the state organs

INDICATOR TITLE	16.1 INCREASED NUMBER OF BRIEFS IN VALUE TO BE ALLOCATED TO PDI'S
Purpose/Importance	To increase skill and capacity of previously disadvantaged lawyers
Source / Collection of data	State Attorney Monthly reports (through the National Operations Centre)
Method of calculation	(Value of briefs given to PDI/Total value of briefs) X 100 PDI: Firms which have Africans, Indians or Coloureds as majority shareholders
Data Limitations	Risk in completeness of data
Type of indicator	Activity
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Litigation Officer
Reporting Person	Kalayvani Pillay

INDICATOR TITLE	16.2 REDUCTION OF LEGAL COSTS AGAINST THE STATE
Purpose/Importance	To contain legal costs by ensuring implementation of activities to reduce costs
Source / Collection of data	State Attorney Monthly reports (through the National Operations Centre)
Method of calculation	% change month-on-month % change quarter-on-quarter
Data Limitations	Accuracy and completeness to be checked by the National Operations Centre
Type of indicator	Activity
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	In line with targets
Indicator Responsibility	Chief Litigation Officer
Reporting Person	Kalayvani Pillay

INDICATOR TITLE	16.3 PERCENTAGE OF LEGAL OPINIONS FINALISED WITHIN 15 DAYS OF THEIR DATE OF ENTRY
Purpose/Importance	To increase service levels in legal opinions offered to public entities.
Source / Collection of data	Legal Opinion Register showing Opinion Number, Department (Client), date received, date finalised
Method of calculation	For each opinion requested, calculate the time taken to finalise and classify as either on target (within 15 days) or off target. Calculate the number of on-target opinions as a percentage of the total opinions
Data Limitations	None
Type of indicator	Output indicator
New Indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	According to the indicator
Indicator Responsibility	Chief State Law Advisor
Reporting Person	Mbulaheni Mphidi

## Annual Performance Plan 2011/2012

<b>INDICATOR TITLE</b>	<b>16.4 PERCENTAGE OF PRELIMINARY OPINIONS ON DRAFT BILLS FOR CABINET'S CONSIDERATION COMPLETED WITHIN 15 DAYS</b>
Purpose/Importance	To improve turnaround times for services offered to client departments
Source / Collection of data	Register for Bills and Other Legislative Instruments
Method of calculation	For each opinion requested, calculate the time taken to finalise and classify as either on target (within 15 days) or off target. Calculate the number of on-target opinions as a percentage of the total opinions
Data Limitations	None
Type of indicator	Output
New Indicator	New
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	Performance according to indicator
Indicator Responsibility	Chief State Law Advisor

<b>INDICATOR TITLE</b>	<b>16.5 PERCENTAGE OF BILLS AND OTHER LEGISLATIVE INSTRUMENTS SCRUTINISED OR CERTIFIED WITHIN 20 DAYS OF RECEIPT</b>
Purpose/Importance	To improve turnaround times for services offered to client departments
Source / Collection of data	Register for Bills and Other Legislative Instruments
Method of calculation	For each opinion requested, calculate the time taken to finalise and classify as either on target (within 20 days) or off target. Calculate the number of on-target bills as a percentage of the total bills concluded
Data Limitations	None
Type of indicator	Output
New Indicator	New
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	Performance according to indicator
Indicator Responsibility	Chief State Law Advisor

<b>INDICATOR TITLE</b>	<b>16.6 PERCENTAGE OF TRANSLATIONS FINALISED WITHIN STIPULATED DAYS</b>
Purpose/Importance	To improve translation services for legal documents
Source / Collection of data	Register of translations
Method of calculation	For each translation requested, calculate the time taken to finalise and classify it as either on-target (within stipulated days) or off-target. Calculate the number of on-target opinions as a percentage of the total number of translations performed
Data Limitations	None
Type of indicator	Output indicator
New indicator	No
Calculation type	Non-cumulative
Reporting cycle	Monthly
Desired performance	According to the indicator
Indicator Responsibility	Chief State Law Advisor
Reporting Responsibility (Name and Surname)	Mbulaheni Mphidi

<b>INDICATOR TITLE</b>	<b>16.7 BIENNIAL REPORTS ON PAIA COMPLIANCE BY STATE ENTITIES COMPLETED WITHIN STIPULATED TIME FRAMES</b>
Purpose/Importance	To enhance government's compliance with the Act
Source / Collection of data	Department's Deputy Information Officers and the Human Rights Commission
Method of calculation	Produce biannual report on the number of departments that are compliant with PAIA. Note: Compliance has been defined as having appointed a Deputy Information Officer; published annually revised PAIA Manual, and submitted the Section 32 Report to the Human Rights Commission
Data Limitations	None
Type of indicator	Output
New Indicator	Yes
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Reports produced within the stipulated time frames
Indicator Responsibility	Deputy Information Officer
Reporting Person (name and surname)	Ms. Marilyn Raswiswi

<b>INDICATOR TITLE</b>	<b>16.8 LEVEL OF COMPLIANCE WITH PAIA BY DOJCD</b>
Purpose/Importance	To ensure compliance to the act by DOJCD
Source / Collection of data	Case Registers;
Method of calculation	100% compliance means all PAIA-related cases finalised within 60 days of receipt.
Data Limitations	None
Type of indicator	Output
New Indicator	Yes
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% compliance
Indicator Responsibility	Deputy Information Officer
Reporting Person (name and surname)	Ms. Marilyn Raswiswi

<b>INDICATOR TITLE</b>	<b>16.9 REDUCTION IN TURNAROUND TIME FOR PREPARATION AND APPROVAL OF REQUESTS FOR EXTRADITION (NOTIFICATION) AND MUTUAL LEGAL ASSISTANCE IN CRIMINAL MATTERS</b>
Purpose/Importance	To assist with extradition and mutual legal assistance in line with Government obligations and policy
Source / Collection of data	Case Register; Accompanying reports/documentation
Method of calculation	For each case requested, calculate the time taken to finalise and classify as either on target (within 15 days) or off target. Calculate the number of on-target cases as a percentage of the total cases
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Non -cumulative
Reporting cycle	Monthly
Desired performance	All cases prepared within stipulated time frames
Indicator Responsibility	Chief Director: International Legal Relations
Reporting Person	Herman van Heerden

## Annual Performance Plan 2011/2012

<b>INDICATOR TITLE</b>	<b>16.10 COMPLETION OF THE LITIGATION MANAGEMENT BLUEPRINT</b>
Purpose/Importance	To manage litigation costs of the department
Source / Collection of data	Cabinet Memoranda; Attendance Registers, Approved documents
Method of calculation	Achieve milestones stipulated
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	In line with project milestones
Indicator Responsibility	Chief Litigation Officer
Reporting Person	Kalayvani Pillay

## Objective 17. Improved policy and legislative framework for effective and efficient delivery of justice services

INDICATOR TITLE	17.1 PROMOTE THE TRANSFORMATION OF THE JUDICIARY AND THE RATIONALISATION OF THE HIGH COURTS
Purpose/Importance	To provide a policy framework for the Bills that seek to transform the judiciary and the rationalization of the Superior Courts
Source / Collection of data	<b>Policy Framework</b> that accompanies the Bills for consideration and approval by Cabinet and Parliament respectively <b>Research Papers</b> providing comparative studies and policy options <b>Comments and analysis</b> from commentators
Method of calculation	<b>Output at the at the different policy development stage, namely</b> <b>Stage 1:</b> Research/Draft Position Paper/ Discussion Document <b>Stage 2:</b> An analysis report on comments made on the draft Position Paper Discussion Document <b>Stage 3:</b> Draft Policy Framework <b>Stage 4:</b> Cabinet's approved Policy Framework
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Submission of document at each of the above 4 policy development stages
Indicator Responsibility	Chief Director: Policy Development
Reporting Person	JB Skosana

INDICATOR TITLE	17.2 THE RATIONALISATION OF THE LOWER COURTS' AREAS OF JURISDICTION BLUE PRINT (MINISTERIAL APPROVAL)
Purpose/Importance	To provide a policy framework for the Bills that seek to transform the judiciary and the rationalization of the Lower Courts (Magistrates' Courts)
Source / Collection of data	<b>Policy Framework</b> that will form the basis of the Lower Courts Bill for consideration and approval by Cabinet and Parliament respectively <b>Research Papers</b> providing comparative studies and policy options <b>Comments and analysis</b> from commentators
Method of calculation	<b>Output at the at the different policy development stage, namely</b> <b>Stage 1:</b> Research/Draft Position Paper/ Discussion Document <b>Stage 2:</b> An analysis report on comments made on the draft Position Paper /Discussion Document <b>Stage 3:</b> Draft Policy Framework <b>Stage 4:</b> Cabinet's approved Policy Framework
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Submission of document at each of the above 4 policy development stages
Indicator Responsibility	Chief Director: Policy Development
Reporting Person	JB Skosana

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INDICATOR TITLE	<b>17.3 REVIEW THE POLICY ON THE ALIGNMENT OF TRADITIONAL COURTS WITH THE CONSTITUTION</b>
Purpose/Importance	To provide a policy framework for the Traditional Courts Bill that seeks to transform the Traditional Courts
Source / Collection of data	Policy Framework that accompanies the Bills for consideration and approval by Cabinet and Parliament respectively Report of the Parliamentary Hearings on the Traditional Courts Bill Research Papers providing comparative studies and policy options Comments and analysis from commentators
Method of calculation	Output at the at the different policy development stage, namely Stage 1: Revised Policy Framework on Traditional Courts Stage 2: An analysis report on comments made during Parliamentary Hearings Stage 3: Draft Revised Policy Framework on Traditional Courts Stage 4: Cabinet's approved Policy Framework and revised Bill for introduction in the NCOP
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Submission of document at each of the above 4 policy development stages
Indicator Responsibility	Chief Director: Policy Development
Reporting Person	JB Skosana

INDICATOR TITLE	<b>17.4 POLICY FRAMEWORK ON THE TRANSFORMATION OF THE LEGAL PROFESSION (MINISTERIAL APPROVAL)</b>
Purpose/Importance	To provide a policy framework for the Legal Practice Bill that seek to transform the legal profession
Source / Collection of data	Policy Framework that forms the basis of the Legal Practice Bill and policy options Comments and analysis from commentators
Method of calculation	Output at the different policy development stages, namely Stage 1: Research/Draft Position Paper/ Discussion Document Stage 2: An analysis report on comments made on the draft Position Paper /Discussion Document Stage 3: Draft Policy Framework Stage 4: Cabinet's approved Policy Framework
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Submission of document at each of the above 4 policy development stages
Indicator Responsibility	Chief Director: Policy Development
Reporting Person	JB Skosana

<b>Indicator title</b>	<b>17.5 COMPLETION OF THE CIVIL JUSTICE REVIEW</b>
Purpose/Importance	To improve the efficiency of the civil justice review system
Source / Collection of data	Terms of Reference as approved by Cabinet Cabinet memorandum
Method of calculation	Output at the different review stages, namely Stage 1: Audit Report on the deficiencies of the civil justice system Stage 2: An analysis report on comments made on the Audit Report Stage 3: Draft Programme of Action to address the efficiencies Stage 4: Cabinet's approved Programme of Action & implementation
Data Limitations	None
Type of indicator	Output
New Indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Desired performance	Submission of document at each of the above 4 policy development stages
Indicator Responsibility	Chief Director: Policy Development
Reporting Person	JB Skosana

INDICATOR TITLE	17.6 NUMBER OF LEGISLATIVE INSTRUMENTS COMPLETED BY TARGET DATE							
Purpose/Importance	To report on the implementation of legislation required							
Source / Collection of data	<b>Bills and subordinate legislative instruments:</b> Memoranda to the Minister or role players; Cabinet Memoranda; Government Gazette; Parliamentary Papers. <b>Rules:</b> Emails and memoranda sent to the Rules Board; minutes of meetings. <b>Research Paper:</b> Agendas of the SALRC and covering letters sent to government departments in respect of Statutory Law Revision.							
Method of calculation	Definition of finalisation: <b>Bills:</b> Bills prepared for consultation or submitted to the minister; <b>Subordinate legislation:</b> Subordinate legislative instruments prepared for consultation or submitted to the minister; <b>Rules:</b> Rules or rule amendments prepared for submission to the Rules Board for Courts of Law <b>Research papers:</b> Research papers submitted to the South African Law Reform Commission							
	<b>List of legislative instruments:</b>							
	<b>Activity</b>	<b>Activity Indicator</b>	<b>Chief Directorate</b>	<b>Target Date</b>	<b>Quarterly Targets</b>			
					<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Amendment of the National Prosecuting Authority Act, 1998, to clarify governance and accountability issues	Tabling of the Bill in Parliament by target date	Legislative Development	August 2011	50%	100%	-	-	
Align legislative framework dealing with the South African Human Rights Commission with the Constitution	Tabling of the Bill in Parliament by target date	Legislative Development	July 2011	50%	100%			

# Annual Performance Plan 2011/2012

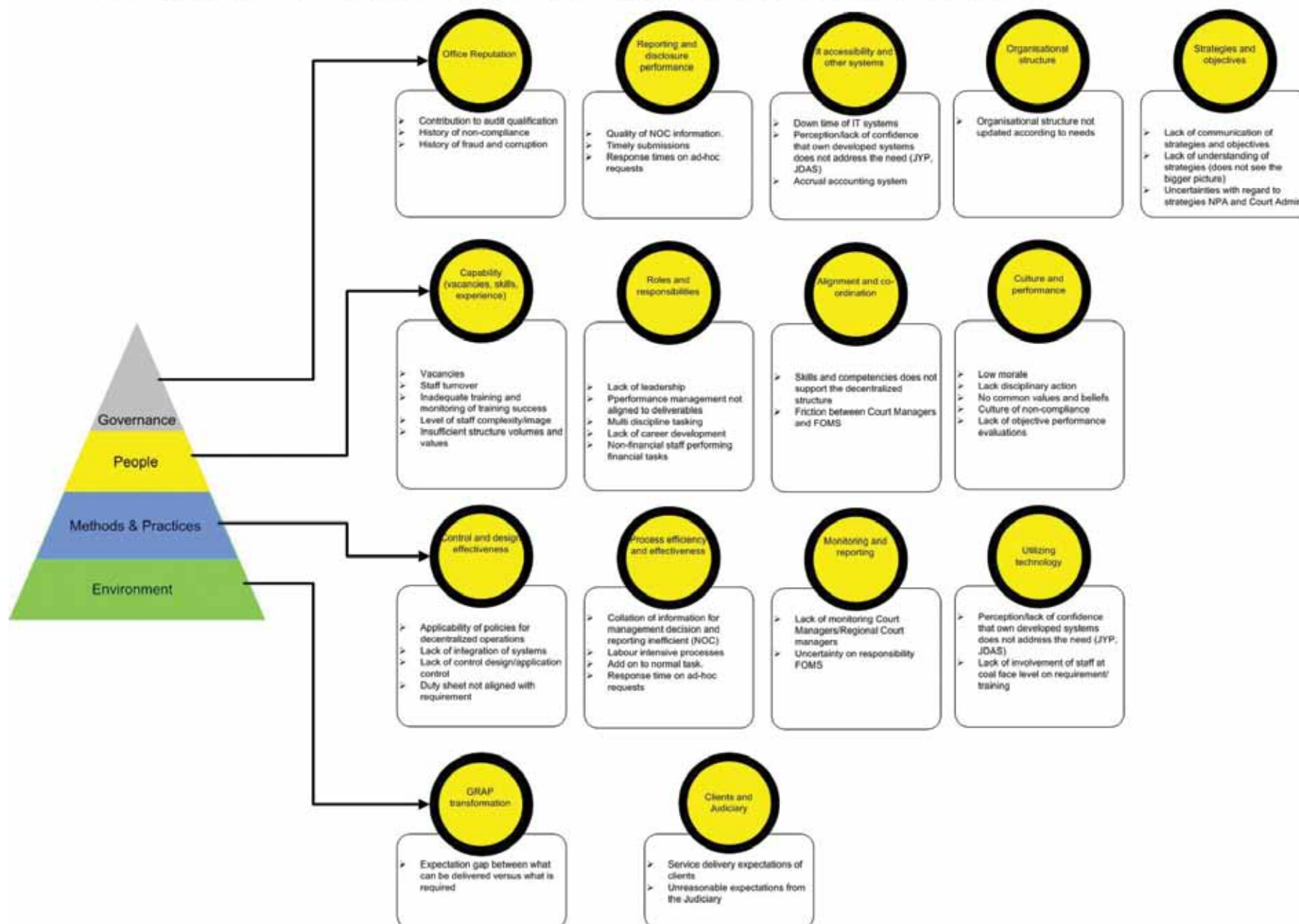
INDICATOR TITLE	17.6 NUMBER OF LEGISLATIVE INSTRUMENTS COMPLETED BY TARGET DATE							
Method of calculation	List of legislative instruments:							
	Activity	Activity Indicator	Chief Directorate	Target Date	Quarterly Targets			
					Q1	Q2	Q3	Q4
	Review of statute book for redundancy, obsolescence and constitutionality (section 9) of legislation	Five Departmental statutes reviewed by target date	SA Law Reform Commission	March 2012	25%	50%	75%	100%
	Develop legislative framework to provide for the proper enforcement of court orders against the State	Legislation put into operation by target date	Legislative Development	August 2011	50%	100%		
	Develop legislative amendments streamlining and improving sheriff services	Tabling of the Bill in Parliament by target date	Legislative Development	June 2011	100%			
	Develop legislative amendments to ensure the provisioning of legal aid to deserving cases and to improve the application of the Act	Tabling of the Bill in Parliament by target date	Legislative Development	March 2012	25%	50%	75%	100%
	Develop legislation giving effect to the RSA's obligations in terms of the Convention against Torture and other cruel and inhuman or degrading treatment or punishment	Tabling of the Bill in Parliament by target date	Legislative Development	March 2012	25%	50%	75%	100%
	Develop legislative amendments to expedite the finalisation of criminal cases	Tabling of the Bill in Parliament by target date	Legislative Development	March 2012	25%	50%	75%	100%

INDICATOR TITLE		17.6 NUMBER OF LEGISLATIVE INSTRUMENTS COMPLETED BY TARGET DATE						
	Activity	Activity Indicator	Chief Directorate	Target Date	Quarterly Targets			
					Q1	Q2	Q3	Q4
	Develop legislative framework rationalising the structures and functioning of the Constitutional Court, the Supreme Court of Appeal and the Higher Courts	Tabling of the Bill in Parliament by target date	Legislative Development	May 2011	100%	-	-	-
	Develop legislative framework to rationalize the legal profession	Tabling of the Bill in Parliament by target date	Legislative Development	May 2011	100%	-	-	-
	Align legislative framework dealing with arrest with the Constitution	Legislation put into operation by target date	Legislative Development	December 2011	33%	66%	100%	
	Develop legislative framework to rationalize the legal profession	Tabling of the Bill in Parliament by target date	Legislative Development	May 2011	100%	-	-	-
	Develop legislative framework to protect personal information in relation to the public	Legislation put into operation by target date	Legislative Development	March 2012	25%	50%	75%	100%
	Align legislative framework dealing with arrest with the Constitution	Legislation put into operation by target date	Legislative Development	December 2011	33%	66%	100%	
	Review High Court Rule 31(5) dealing with granting of default judgments by registrars, to ensure judicial oversight in matters involving primary residences of defendants.	Submit draft rule amendments to Rules Board for approval by target date	Rules Board	October 2011	33%	66%	100%	-
Data Limitations	None							
Type of indicator	Output							
New Indicator	No							
Calculation type	Cumulative							

## Annual Performance Plan 2011/2012

INDICATOR TITLE	17.6 NUMBER OF LEGISLATIVE INSTRUMENTS COMPLETED BY TARGET DATE
Reporting cycle	Monthly
Desired performance	All legislative instruments completed on time
Indicator Responsibility	Deputy Director-General: Legislative Development
Reporting Person	Adv Deon Rudman

# DoJCD: Problem Statement – Root Cause for Qualified Audit Reports for Courts and Sub-offices



## Filling of Posts

## Skills and competencies

## Process automation

## Auto Work Monitoring

## Work Control

## Qualified Audits

		March 2010	April 2010	May 2010	June 2010	July 2010	August 2010	Sept 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Febr 2011	March 2011	April 2011	May 2011	June 2011	July 2011
People Issues	1. Organisational Structure, roles, responsibilities																	
	2. Enforcement policies/Filling of vacancies/performance measurement																	Ongoing
Methods and practices	1. Implementation of control measures																	
	2. Operational issues and compliance																	Ongoing
Annual Financial Statements	1. Compliance																	Ongoing
Oversight and Control	1 Implementation of control activities																	
	2. Operational issues and compliance																	Ongoing
Audit Related matters	2. Operational issues and compliance																	Ongoing

NAQ (New Audits Qualification)

## Courts and sub Offices People Issues

- Perform a skills and capacity audit
- Institute and accelerate disciplinary action for non-compliance and poor performers
- Determine whether organisational structure is sufficient for the Office
- Re-align organisation structure, functions, roles and responsibilities and performance contracts (standardise transversal)
- Compliance and performance measurement, continuous monitoring and reporting
- Enforcement of policies relating to people issues
- Fill vacancies with the appropriate skills

## Methods and practices

## Asset management

- Quarterly asset verifications
- Appointment of asset controllers
- Compliance with policies and directives
- Monitor and address non-compliance
- Identify training needs and provide training

## Expenditure

- Introduce controls to ensure that payments are made within 30 days
- Develop and introduce a checklist to ensure that required substantive documents are attached to payments
- Compliance with policies and directives
- Monitor and address non-compliance
- Introduce measures to ensure that expenditure are authorised at the level delegated
- Identify training needs and provide training
- Monitor and address non-compliance
- Written appointment of relevant role-players (including petty cash)
- Regular clearing of open orders

## Supply Chain Management

- Compliance to policies and directives
- Monitor and address non-compliance
- Irregular expenditure/disciplinary action
- Utilise updated supplier database
- Identify training needs and provide training

## Revenue

- Introduce controls to ensure that Revenue belonging to the State are paid over by TPF on a monthly basis
- Develop and introduce cut-off procedures to identify receivable from TPF at year end
- Compliance with policies and directives
- Monitor and address non-compliance
- Identify training needs and provide training
- Monitor and address non-compliance
- Written appointment of relevant role-players

## Annual Financial Statements

- Compliance with NOC reporting requirements
- Monitor compliance and address non-compliance
- Identify training needs and train
- Pro-actively inform Regional Finance Directors of problem

## Oversight and control

- Introduce unambiguous reporting lines with regard financial matters
- Introduce a system of monitoring and control and define the responsibilities (Court Manager, Area Court Manager, Regional Court Manager)
- Ensure oversight by Regional Finance Directors (Utilising FOMS)
- Define reporting lines, responsibilities and administrative control in respect of FOMS
- Standardise checklist and introduce certification to ensure that all financial aspects are subjected to checking
- Identify training needs and provide training
- Identify non-compliance and take the necessary actions
- Reduce turn around time for forensic audits

## Audit related matters

- Complete action plans against actual progress
- Monitor compliance and address non-compliance
- Pro-actively inform Regional Finance Director of problems

Information Management

Shared Responsibilities / joint accountability

Quality Assurance

Risk Management

Audit Action Plans &amp; Facilitation

Internal Audit / Audit Committee

[illegible]

[illegible]

Department of Justice and Constitutional Development

**ANNUAL PERFORMANCE PLAN 2011/2012**

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