



The Department of Justice and Constitutional Development

ANNUAL PERFORMANCE PLAN 2017/2018



the **doj & cd**

Department:
Justice and Constitutional Development
REPUBLIC OF SOUTH AFRICA



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ANNUAL PERFORMANCE PLAN 2017/2018

LIST OF ACRONYMS

ACTT	Anti-Corruption Task Team
ADRM	Alternative Dispute Resolution Mechanism
AFU	Asset Forfeiture Unit
AJPCR	Access to Justice and Promotion of Constitutional Rights
AVR	Audio Visual Remand system
CAO	Community Advice Office
CARA	Criminal Assets Recovery Account
CJSR	Criminal Justice System Review
CPA	Criminal Procedure Act
CSO	Civil Society Organisation
DDG	Deputy Director-General
DG	Director-General
DIRCO	Department of International Relations and Cooperation
DoJ&CD	Department of Justice and Constitutional Development
DoH	Department of Health
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Services and Administration
ENE	Estimates of National Expenditure
ICMS	Integrated Case Management System
ICT	Information and Communication Technology
IJS	Integrated Justice System
IT	Information Technology
JCPS	Justice, Crime Prevention and Security
JMIS	Justice Management Information System
KPI	Key Performance Indicator
LASA	Legal Aid South Africa
LPC	Legal Practice Course
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NAP	National Action Plan
NDP	National Development Plan
NOC	National Operations Centre
NPA	National Prosecuting Authority

NRSO	National Register for Sex Offenders
OCSLA	Office of the Chief State Law Adviser
OSD	Occupation-specific Dispensation
PAIA	Promotion of Access to Information Act
PAJA	Promotion of Administrative Justice Act
PCLU	Priority Crimes Litigation Unit
PDI	Previously Disadvantaged Individual
PEAS	Paperless Estate Administration System
PFMA	Public Finance Management Act
POCA	Prevention of Organised Crime Act
PRVG	Promotion of the Rights of Vulnerable Groups
SAARF	South African Audiences Research Foundation
SAHRC	South African Human Rights Commission
SALRC	South African Law Reform Commission
SAPS	South African Police Service
SASSETA	Safety and Security Sector Education Training Authority
SCCU	Specialised Commercial Crimes Unit
SEIAS	Socio-Economic Impact Assessment System
SEJA	Socio-Economic Justice for All
SITA	State Information Technology Agency
SIU	Special Investigations Unit
SMART	Specific, Measureable, Attainable, Relevant and Time-bound
SMS	Senior Management Service
SOCA	Sexual Offences and Community Affairs Unit
SSA	State Security Agency
TCC	Thuthuzela Care Centre
TPF	Third Party Fund
TRC	Truth and Reconciliation Commission
UN	United Nations

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OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- a. was developed by the management of the Department of Justice and Constitutional Development, under the guidance of the Minister of Justice and Correctional Services, Tshililo Michael Masutha (Adv), MP;
- b. was developed in line with the current Strategic Plan of the Department of Justice and Constitutional Development;
- c. accurately reflects the performance targets that the Department of Justice and Constitutional Development will endeavour to achieve given the resources made available in the budget for 2017/18; and
- d. is aligned with the National Development Plan 2030 and the Medium-Term Strategic Framework.

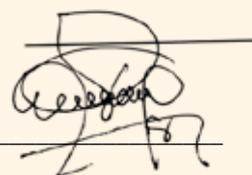
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Minister of Justice and Correctional Services

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PART A: STRATEGIC OVERVIEW

1. INTRODUCTION

The remaining half of the MTSF 2015/20 period will focus on strengthening efforts to transform the justice system through the development and implementation of policies that will bring about improved access to justice. In addition, this period will focus on the turnaround of State Legal Services to strengthen the capability of State to manage litigation and to protect the interest of vulnerable and marginalized people.

The planning process began with a two-day brainstorming session during the month of May 2016, and a follow-up session was held in July 2016. The final planning sessions took place during the months of August and November 2016. Four transformational themes were identified and included in this Annual Performance Plan (APP).

Theme 1: Transformation of the legal profession and mechanisms for access to justice for all

The Legal Practice Act of 2014 provides a process towards the establishment of a single professional body for the legal profession by 2018 (Legal Practice Council). Once established, the Legal Practice Council will undertake further transformative initiatives, including improved accessibility to legal careers by people from disadvantaged communities and implementation of a compulsory community service by law graduates to help address the lack of access to legal services. Targets and milestones towards the finalisation of the establishment of the Legal Practice Council have been included.

Other mechanisms for access to justice include an investigation into the use of indigenous languages within the court environment and legislative steps to introduce major reforms in both the civil and criminal justice systems. Targets towards the finalisation of policies are included in the Annual Performance Plan.

Theme 2: Transformation of State Legal Services

The transformation towards a law firm of choice for the State will be undertaken through the implementation of outstanding provisions of the State Attorney Amendment Act of 2014. These include the appointment of a Solicitor-General to oversee state litigation, and finalisation of policies that will culminate in the lowering of costs of litigation and the building of capacity to handle complex legal matters and establish well-run offices of the State Attorney. These policy documents planned for finalisation include the Briefing Policy, the Tariff Policy and the Mediation Policy, among others. Targets on the finalisation of these policies as well as the appointment of the Solicitor-General are included in the APP.

Theme 3: Entity oversight and institutional arrangements

There is a need for improved coordination between entities and departments reporting to the Ministry of Justice and Correctional Services. A new forum has been established for this purpose. It is envisaged that in the 2017/18 financial year, this forum will be strengthened to deliver on the transformational imperatives of justice systems. The Department will furthermore strengthen the Department's entity oversight function, in line with public service norms.

Theme 4: Transformation of the criminal justice system and restoring public confidence

In an effort to improve public confidence in the criminal justice system, the Department will move to strengthen its victim-centred approach. Included in the APP is an objective on the victim-centred approach, as well as accompanying performance targets for finalisation of the victim-centred policy as well as for the monitoring of the implementation of the already existing Victims' Charter.

The Department will continue to monitor performance against mandated and funded programmes, which include support of the courts to finalise civil, criminal and family matters, finalisation of matters handled by the Master of the High Court, legal opinions finalised through the Office of the Chief State Law Advisor and implementation of programmes linked to Constitutional Development. Performance targets for these programmes are included in this APP.

With regards to youth, all programmes of the Department will be underpinned by youth involvement and empowerment. In addition to this undertaking, specific targets regarding implementation of learnerships, internships, exchange programmes and youth procurement have been included in the APP.

Efforts to implement programmes aligned with the National Development Plan 2030 through the JCPS Cluster will continue. This includes improving court processes to increase efficiency in the finalisation of criminal cases and the usage of systems such as Audio-Visual Remand. A major focus for the Department includes overseeing the implementation of the Integrated Justice System for monitoring the performance of the criminal justice system.

2. UPDATED SITUATIONAL ANALYSIS

This section presents a summary of the changes that took place in the external and internal environment since the Strategic Plan and the Annual Performance Plan were tabled in Parliament in March 2016. The changes are explained in terms of how they will affect the performance of the department.

2.1 PERFORMANCE DELIVERY ENVIRONMENT

2.1.1 ECONOMIC VARIABLES

a. Economy

Real gross domestic product contracted by 1.2% in the first quarter of 2016, following an increase of 0.4% in the fourth quarter of 2015. The largest negative contributor to growth in GDP in the first quarter was mining and quarrying, which fell by 18.1% and contributed -1.5 percentage points to GDP growth. The negative growth was not in line with the National Treasury projected economic growth of 0.9% as announced during the 2016 Budget speech. If the slow growth in the economy persists, there will be a shortfall between collected revenue and government's expenditure needs.

b. Inflation

Annual consumer price inflation was 6.0% in July 2016, down from 6.3% in June 2016. The consumer price index increased by 0.8% month-on-month in July 2016. If inflation grows beyond the highest inflation target of 6% it will become more expensive for the Department to provide services to its clients.

c. Unemployment

The unemployment rate in South Africa increased to 26.7% in the first three months of 2016, rising from 24.5% in the previous quarter, and climbing above market expectations of 25.3%. This was the highest recorded unemployment rate since September 2005. This persistent problem of a high unemployment rate means that the Department will continue to process a large number of default judgments due to defaults in debt payments. In addition to this, a high unemployment rate increases the risk of people committing crimes for survival.

d. South Africa's credit ratings

Standard & Poor's and Moody's announced in June 2016 that credit ratings for South Africa remained at BBB- and Baa2 respectively, with a negative outlook. During the same period, Fitch's credit rating downgraded South Africa's international credit rating from BBB to BBB- with a stable outlook in June 2016. According to Fitch, the reason for the downgrade was primarily due to the fact that GDP growth performance had weakened further, while various government policies had weakened business confidence. Credit ratings are used by sovereign wealth funds, pension funds and other investors to gauge the credit worthiness of South Africa, thus having a great impact on the country's borrowing costs. If South Africa is downgraded further, it will become more expensive for the country to service credit it acquired to fund government expenditures.

e. Debt, liquidation and insolvencies

According to the South African Reserve Bank Quarterly Bulletin for December 2015, the household debt-to-disposable-income ratio was 77.8% in the second quarter of 2015. The Statistics South Africa (Stats SA) report on civil cases for debt, released in August

2016, indicated that the actual number of judgements against defaulting debtors fell by 6.8%. Over the same period the number of summons issued for debt also fell by 12.8%.

2.1.2 SOCIAL VARIABLES

a. Demographics

In Stats SA's 2016 mid-year estimate report the population of South Africa was estimated as 55.91 million. The estimates show that population has grown by 1.7%, from 54.961 million reported in the 2015 mid year population estimate to 55.912 million reported in the 2016 mid year estimate. Life expectancy at birth for 2016 is estimated at 59.7 years for males and 65.1 years for females. The continued changes in demographic structures will result in added administrative tasks for courts and other justice service delivery points. As a result of these, the Department will have to continue to develop more infrastructure to ease the pressure that is experienced at service delivery points.

b. Abuse of drugs and alcohol³

World Health Organization reports on alcohol consumption per capita indicated that South Africans consumed alcohol at a rate of 11.5 litres per capita per year in 2015. This figure was 0.5 litres higher than the 11.0 litres reported in 2014. The abuse of alcohol is one of the world's leading health risks. Beyond these negative health risks, the abuse of alcohol can also lead to drug use and substance related problems, such as crime and social harm. These situations might compel the Department of Justice and Constitutional Development to assist other departments with the development of additional regulations on alcohol consumption.

2.1.3 POLITICAL

a. Violent public protests

According to Municipality IQ, there have been at least 70 service delivery protests in the country between January and April 2016. The organisation further identified 10 hotspot areas, three in Gauteng, three in KwaZulu-Natal, three in the Eastern Cape and one in the Western Cape.

Among the four provinces listed above as having the highest number of service delivery protests, Gauteng has shown the highest increase in protests, with a 26% increase in protests reported followed by the Eastern Cape with 24% increase reported.

The #FeesMustFall campaign is a student-led protest movement that began at the University of Witwatersrand in October 2015 in response to rising costs of higher education at South African universities. The protests rapidly spread to other universities across the country. Protest resumed in August 2016 due to a further increase in fees. In response to the protests the South African government increased budget for higher education by R17 billion over the MTEF period and universities' subsidies by 10.9% a year. This had major impact on budget allocation for other government departments. For the Department of Justice and Constitutional Development, reprioritisation of programmes was undertaken.

¹ Statistics South Africa. 2011 *National Census* available at <http://www.statssa.gov.za> (accessed on 28 July 2015).

² Statistics South Africa. 2015. *Population Mid-year Estimate 2015* Available at <http://www.statssa.gov.za> (accessed on 28 July 2015)

³ businessstech.co.za/news/lifestyle/.../south-africa-alcohol-consumption-vs-the-world/

The impact of the unprotected strikes has contributed to the vandalism of public buildings, courts or state property. This has put pressure on security services to safeguard the court infrastructure and state property to ensure that they are not burned or vandalised. Criminal offences relating to protests lead to additional pressure on the justice system.

2.2 ORGANISATIONAL CONTEXT

2.2.1 SAFETY AND SECURITY

The safety and security incidents throughout all justice service delivery points require the implementation of appropriate counter-measures, such as security infrastructure. The protective measures are necessary to increase vigilance and to reduce potential attacks and threats occurring both inside and outside of our courthouses which are declared gun-free zones. In this regard, the Department will continue to review the resourcing required to capacitate the security of its service delivery points.

The focus over the next five years will be on delivering effective and efficient safety and security services within budget limitations. The priority areas of focus will include, among others:

- Ensuring the improvement and maintenance of security infrastructure and the protection of the judiciary, prosecution and employees;
- Installation of advanced technological security infrastructure to courts and other departmental infrastructure that are identified as high risk areas;
- Assist to maintain internal order and discipline in courts including provisioning of rapid response to all heightened trial cases;
- Ensuring the management and provision of timeous, valuable safety and security incident management systems to assist in decision making around issues of public safety and security within justice service delivery points.

2.2.2 SERVICE DELIVERY IMPROVEMENT PROGRAMME

Outcome 12 requires a government to work towards “an effective, efficient and development-orientated public service.” The 2016 Public Service Regulations seek to institutionalise the operations management framework, the Service Delivery Charter and the Service Delivery Improvement Plans within departments. The provisions of the operations management framework seek to improve the effectiveness and efficiency of service delivery as envisaged by the NDP.

As outlined above, many different interventions will be implemented to shift the Department to a new trajectory of efficiency and development-orientation. The interventions will include the following, among others:

- Development of Service Delivery Models to ensure alignment of services;
- Development of business processes and standard operating procedures (SOPs) for all services provided;
- Review of service standards in line with approved Service Delivery Models; and
- Continue with the facilitation of the implementation of the departmental Integrated Complaints Management Framework.

During the 2017-2020 MTSF period, the Department will review its Service Delivery Charter and monitor the implementation thereof.

2.2.3 MASTERS' SERVICES

During the 2018/19 financial year, the rollout of PEAS to all remaining service points of the Master will be undertaken. This will also ensure that the whole country receives the same quality of Master's services within Magistrates Courts.

Furthermore, the integration system with the Department of Home Affairs, which allows the offices to extract details from a deceased person directly from the database of Home Affairs is well entrenched within the Masters' environment. This ensures that details are captured correctly and curbs any fraudulent activities. This relieves the work pressure on officials of the Masters' offices with regards to handling of estate enquiries, as well as curbs fraud and the loss of documents, as all documents are scanned before being processed. Interested parties will be able to view all relevant information at any given time on the Master's Portal, which will be available on the website.

2.2.4 INFORMATION TECHNOLOGY

During the 2016-2020 MTSF period, the department will continue its modernisation programme to improve the delivery of justice services. A number of projects have already been started and will undergo enhancements, while others will be initiated and completed in different financial years within the current MTSF period. These initiatives are detailed below:

a) State Attorney Management System (SAMS)

One of the Department's key priorities is to transform the State Attorney environment in order to improve its administrative effectiveness and efficiency. This is in line with the departmental mission of providing transparent, responsive and accountable justice services. This transformation will require the improvement of processes and the implementation of a supporting administrative ICT solution. The State Attorney System, planned for full implementation by end of 2018/19 will enable the Department to adequately and accurately account for the work done in relation to state litigation and conveyancing, optimise debt collection, optimise diary and task management, track and efficiently report on legal opinions, properly account for the use of service providers, and optimise billing and expenditure.

b) Implementation of Digital Filing Solution for civil modernisation

This solution will enable the electronic filing of civil matters by legal practitioners. The system is now fully developed and ready to undergo a "Pilot Testing Exercise" with the identified pilot courts. The main aim of this exercise is to thoroughly test the new civil system and gather more baseline information/inputs with regards to system shortcomings and/or areas of improvement when operated in the real world environment. Full implementation is expected by the end of the 2019/20 financial year.

c) Implementation of Court Recording Technology (CRT)

The key mandate of the Department is to support the administration of justice and to uphold the Constitution. This is supported by providing an effective and efficient court administration system. Implementation of CRT systems began during the 2016/17 financial year and is expected to be completed by the end of the 2017/18 financial year.

Below are some of the capabilities and benefits to be realised:

- Audio records, stored at the central servers, will be accessed through a web portal for transcription and other purposes;
- The web portal must serve as a platform for any correspondence, between the Department and the transcriber, regarding the audio recording;
- The web portal must be accessible through the Department's Intranet (for Departmental internal authorised users) and the Internet.

d) Case tracking and scheduling solution

The modernisation of justice systems and processes will enable the Department and the Judiciary to decrease the cost of service, improve service efficiency, reporting, and the monitoring of services. Efficient and effective case flow management is of critical importance for administration of justice, therefore all systems in support of the case flow management process need to be in an optimal state. The objectives of developing case tracking and scheduling are to mitigate all the current business challenges through:

- Reduced manual labour intensive administrative business processes, through streamlining and automation of business process;
- Proactive, relevant and real-time information to all the stakeholders within JCPS through integration;
- Improved visibility and transparency of all cases to manage case flow and case load via case scheduling and statistical reporting.

The following are solutions envisaged to be completed by the end of 2018/19 financial year:

e) Implementation of the NRSO electronic vetting and expungement process

The NRSO register has been developed as a module of the Integrated Case Management System (ICMS) and allows for delegated officials to capture and approve additions to the register. This register is currently in use by the Department. The objective of Phase 2 is to enable the vetting of parties who work with children and mentally disabled people against the register. This project will also include the enhancement of the registration process and cater for a clearance certificate to be provided as part of the vetting process.

f) Guardian's Fund management solution

The success of the MojaPay project, which has seen that improvement in payments to the vulnerable groups is facilitated through technology, will be extended to improve service delivery to beneficiaries of the Guardian's Fund. In addition, the system as well as improved processes will work towards decreasing incidents of fraud and improving the speed of service delivery.

g) Deployment of Paperless Estate Administration System (PEAS) to service points

The increase in the number of service points that process deceased estates with significantly reduced use of paper will improve efficiency and service delivery for the most vulnerable of our society. During the current MTEF period, we aim to deploy the system to all service points.

h) Corporate video conferencing solution

The corporate video conferencing solution is aimed at achieving significant cost reduction on travel and accommodation. It will also enable the efficient running of the Department operations, enabling officials to do more with their time.

2.2.5 TRANSFORMATION OF STATE LEGAL SERVICES

During this MTSF period, the improvement of the State Legal Service will remain a priority. The Department will commence the implementation of a policy framework for the efficient management of state litigation in the 2017/18 financial year. The policy frameworks cover the following key areas: alternative dispute resolution, briefing patterns and tariffs and enhancing the capacity of the Office of the State Attorney. The implementation of these policies will assist in addressing the imbalances of the past and improving the State Legal Services by establishing uniform procedures and a framework to be followed by State Attorneys when litigating on behalf of the State, as well as managing the appointment of previously disadvantaged individuals, particularly female advocates, contributing to a pool of potential candidates for the judiciary.

The appointment of the Solicitor-General is expected to be finalised during the 2017/18 financial year. This official will be responsible for transforming State Attorneys into a law firm of choice for the State. This will include an overhaul in systems and processes as well as put measures in place to attract and keep the best legal practitioners.

2.2.6 HUMAN RESOURCES

The challenging economic environment have continually exerted pressure on state coffers, and have required Departments to reduce spending. In this regard, a vigorous programme of capping departmental remuneration commenced and the following strategies will continue into the 2017/18 planning cycle:

- A robust ongoing consultation between the Department and organised labour on how to work together in implementing cost cutting measures that will assist in improving efficiencies, retaining jobs and safeguarding the service delivery;
- The reorganisation of the departmental structure where each function of the structure is interrogated to determine its value proposition and duplications eradicated.

The 2012/17 Human Resource Plan (HRP) will be reviewed to ensure alignment with the Departmental MTSF and also to focus on the following areas: substantially reduce and/or eliminate audit queries emanating from HR administration processes; finalise grievances and disciplinary cases within the prescribed time-frame; ensure that HR services end-users achieve all prescribed targets in line with employment equity (EE) prescripts; and fully implement the workplace skills plan among end-users.

Human Resources Development as an integral part of HR will be faced with the training and reskilling needs of officials as identified by the organisational repositioning project to cap the departmental wage bill. The Department will also implement the government's youth development programme by recruiting 400 and 450 unemployed youth for the 2017/18 and 2018/19 performance cycle respectively. HRD will embark on a mentorship, coaching and training programme to support the various internship and learnership projects.

3. REVIEW OF MANDATES

No revision to legislations and other mandates since the Department tabled its Strategic Plan in March 2016.

4. OVERVIEW OF THE 2017/18 BUDGET AND MTEF ESTIMATES

4.1 EXPENDITURE ESTIMATES

The budget for the Department, as detailed in the Estimates of National Expenditure (ENE) for the 2017/18 Medium-Term Expenditure Framework (MTEF) period, is shown below.

Table 1: Justice and Constitutional Development budget

Administration

Sub-programme

R million	Audited outcome			Adjusted Appropriation	Medium-term Expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Administration	1 744.3	1 819.3	1 804.1	2 130.9	2 129.3	2 187.2	2 321.0
Court Services	4 754.9	5 235.3	5 667.3	6 061.6	6 276.8	6 635.7	7 076.9
State Legal Services	877.6	927.7	1 008.6	1 126.5	1 221.2	1 285.7	1 379.1
National Prosecuting Authority	3 068.2	3 254.1	3 374.3	3 557.5	3 684.3	3 836.8	4 116.3
Auxiliary and Associated Services	2 596.0	2 973.4	3 108.8	3 164.2	3 475.2	3 698.1	3 905.2
Subtotal	13 041.0	14 209.8	14 963.1	16 040.7	16 786.8	17 643.7	18 798.6
Direct charge against the National Revenue Fund	1 510.0	1 622.4	1 721.8	1 880.6	2 140.5	2 264.7	2 435.4
Magistrates' salaries	1 510.0	1 622.4	1 721.8	1 880.6	2 140.5	2 264.7	2 435.4
Total	14 551.0	15 832.2	16 685.0	17 921.4	18 927.3	19 908.4	21 233.9
Change to 2015 budget estimate					(196.4)	(201.5)	(223.4)
R million	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Economic classification							
Current payments	11 731.7	12 467.4	13 263.3	14 415.3	15 016.9	15 769.3	16 870.0
Compensation of employees	7 919.5	8 523.0	9 250.2	9 910.7	10 578.0	11 067.6	11 908.7
Goods and services of which:	3 812.2	3 944.4	4 013.1	4 375.1	4 439.0	4 701.6	4 961.2
Computer services	519.8	728.7	718.4	574.2	626.2	695.2	724.1
Agency and support/outsourced services	185.4	220.9	237.6	321.0	304.5	300.0	322.7
Consumables: Stationery, printing and office supplies	262.6	233.9	243.3	226.8	247.5	256.3	277.6
Operating leases	703.6	739.1	726.6	820.8	851.3	889.0	938.6

Property payments	889.3	805.7	849.6	1 117.5	1 095.9	1 186.6	1 242.0
Travel and Subsistence	369.5	396.8	412.4	355.4	394.9	416.5	442.3
Transfers and subsidies	2 069.5	2 259.1	2 259.1	2 449.9	2 717.7	2 875.3	3 036.5
Provinces and municipalities	0.5	0.5	0.5	0.5	0.6	0.6	0.7
Departmental agencies and accounts	2 005.0	2 157.2	2 246.4	2 334.7	2 599.6	2 750.3	2 904.3
Foreign governments and international organisations	11.2	23.9	15.8	15.2	16.0	16.9	17.9
Households	52.8	77.5	75.3	99.5	101.5	107.4	113.5
Payments for capital assets	733.0	1 066.5	1 066.5	972.3	1 195.2	1 263.7	1 327.5
Buildings and other fixed structures	398.8	722.9	722.9	721.1	769.3	819.7	855.0
Machinery and equipment	334.1	328.9	328.9	459.8	425.9	444.0	472.5
Software and other intangible assets	0.1	14.9	14.9	0.0			
Payments for financial assets	16.6	39.1	1.8	4.6	–	–	–
Total	14 551.0	15 832.2	16 685.0	17 921.4	18 927.3	19 908.4	21 233.9

4.2 EXPENDITURE TRENDS

The National Development Plan (NDP) sets the long-term goal that, by 2030, South Africans should feel safe at home, at school and at work, and enjoy a community life free of fear. A well-functioning criminal justice system in which the police, prosecution, judiciary and correctional services work together to ensure that suspects are apprehended, prosecuted, and, if found guilty, convicted, incarcerated, rehabilitated and reintegrated into communities is necessary for this goal to be realised. Outcome 3 (all people in South Africa are and feel safe) of government's 2014-2019 medium-term strategic framework sets out the overarching strategic approach over the period to build towards this future. The focus of the Department of Justice and Constitutional Development over the medium term will be on strengthening efforts to transform the justice system through developing and implementing policies that bring about improved access to justice, transforming State Legal Services to strengthen the capability of the State to manage litigation, protecting vulnerable and marginalised people, and safeguarding personal information.

The administration of justice is labour intensive, and compensation of employees remains the main cost driver in the Department, with expenditure expected to increase from R10 billion in 2016/17 to R11.9 billion in 2019/20. The number of posts is expected to decrease from 24 109 in 2016/17 to 22 499 in 2019/20, as the department aligns its personnel establishment to accommodate Cabinet-approved cuts on spending on compensation of employees of R429 million in 2017/18 and R671 million in 2018/19. The Department is committed to staying within the set ceiling on compensation of employees through filling only critical posts and sharing services such as support personnel wherever possible.

Improving access to justice

The department's legislative mandate provides for a high court in every province. With the exception of Mpumalanga, all provinces have at least one high court building. The construction of the Mpumalanga High Court is set to be completed in 2017/18, at an estimated cost of R945.8 million. Other court infrastructure projects prioritised for completion over the medium term at a total projected cost of R2.8 billion are located in: Port Elizabeth, Cape Town (Justitia building), Mamelodi, Port Shepstone, Plettenberg Bay, Dimbaza, Johannesburg (Booyens magistrate's court), Chatsworth and Bityi. Building more courts will be supplemented by aligning the districts and jurisdiction of magistrates' courts with municipal boundaries to ensure that all people have equitable access to justice wherever they live. Despite the Cabinet-approved cuts, spending on buildings and other fixed structures is set to grow from R769 million in 2017/18 to R855 million in 2019/20, at an average annual rate of 5.8% over the medium term. The number of courtrooms adapted in line with the sexual offences model, which is the provision of the infrastructure that is victim friendly, is projected to increase from 8 in 2016/17 to 15 in 2019/20, while the conviction rate on sexual offences is set to remain at no lower than 69 % over the same period.

Transforming State Legal Services

The Department plans to transform State Legal Services by finalising policies that lower the cost of litigation, establish capacity to handle complex legal matters, and establish well-run offices of the State Attorney. This includes the appointment of a Solicitor-General to oversee State litigation. The capacitation of State Legal Services is expected to increase the number of state attorneys trained in trial advocacy from 100 in 2016/17 to 200 in 2019/20, enabling the Department to increase the percentage of High Court matters presented by state attorneys from 9 % in 2016/17 to 40 % in 2019/20. These initiatives will drive expenditure in the State Legal Services programme, which is set to grow from R1.2 billion in 2017/18 to R1.4 billion in 2019/20, at an average annual rate of 7.3% over the medium term.

Protecting vulnerable groups

The Department is committed to combatting intolerance such as racism and xenophobic attacks, and protecting vulnerable groups such as women, and lesbian, gay, bisexual, transsexual, and intersex persons. Over the medium term, the Department plans to roll out the National Action Plan to combat Racism, Racial Discrimination, Xenophobia and Related Intolerances, and conduct provincial dialogues in 70 municipalities each year from 2016/17 to 2019/20. This is expected to increase the percentage of people who are aware of the Constitution from 63% in 2017/18 to 68% in 2019/20. The implementation of these measures is expected to result in an increase in spending of 7%, from R81 million in 2017/18 to R91.4 million in 2019/20, in the Constitutional Development sub-programme over the medium term.

Safeguarding personal information

The Information Regulator, which is to be established in terms of the Protection of Personal Information Act (2013), will deepen the constitutional right of individuals to privacy. Amounts of R25 million in 2017/18, R27 million in 2018/19 and R28 million in 2019/20 have been set aside for the Regulator, resulting in a projected increase in spending in the *Legislative Development and Law Reform* sub-programme of 12.6% over the period. The Regulator is mandated with ensuring that institutions safeguard personal information they hold on behalf of individuals and use it only for its intended purpose.

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

Alignment of the Annual Performance Plan with the NDP and the MTSF

The NDP sets out a long-term vision that South Africans should feel safe at home, at school and at work and enjoy a community life free of fear by 2030. This vision could be achieved through a well-functioning criminal justice system in which the police, prosecution, judiciary and correctional services work together to ensure that suspects are caught, prosecuted, convicted if guilty, and incarcerated. This is one of the five priorities that underpin government’s programme of action and is directly attributed to the JCPS Cluster. This priority has been translated into Chapter 3 of MTSF: “All people in South Africa are and feel safe”. Other government priorities that affect the Department are dealt with in Chapters 5, 11, 12, and 14 of the MTSF. The MTSF is used as a tool to implement the NDP as it outlines the actions departments should do over the five-year term until the 2018/19 financial year.

Table 2 indicates how the Department has aligned this Annual Performance Plan with the NDP and various chapters of the MTSF that directly or indirectly affect it:

Table 2: Alignment of the Department’s Annual Performance Plan with the NDP and MTSF

Objective No.	Department Objectives	Department goals	Linkages to the NDP	Linkages to the MTSF	Performance Indicators included	Programme
1	Increased compliance with prescripts to achieve and sustain an unqualified audit opinion	Strategic Goal 1: Optimise the deployment of people, processes and technology to meet service delivery and good governance requirements	Chapter 13: Building a capable state		Indicator 1, 1.1 to 1.2	Programme 1
2	Efficient and effective criminal justice that contributes to the realisation of Outcome 3: All people in South Africa are and feel safe	Strategic Goal 2: People-centred justice services that are accessible, reliable and efficient	Chapter 12: Building safer communities Chapter 14: Promoting accountability and fighting corruption	Sub-outcome 2 of Outcome 3: Efficient and effective criminal justice system	Indicators 2, 2.1 to 2.4	Programme 2

Objective No.	Department Objectives	Department goals	Linkages to the NDP	Linkages to the MTSF	Performance Indicators included	Programme
3	Efficient and effective victim and witness support system	Strategic Goal 2: People centred justice services that are accessible, reliable and efficient	Chapter 12: Building safer communities		Indicators 3, 3.1 to 3.2	Programme 2
4	Enhanced and integrated family law services	Strategic Goal 2: People centred justice services that are accessible, reliable and efficient	Chapter 11: Social protection	-	Indicators 4, 4.1 to 4.3	
5	Increased access to justice services for historically marginalised communities	Strategic Goal 2: People centred justice services that are accessible, reliable and efficient	Chapter 12: Building safer communities	-	Indicators 5, 5.1 to 5.3	
6	Efficient and effective civil justice system	Strategic Goal 3: Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 13: Building a capable State	-	Indicators 6, 6.1 to 6.2	Programme 3
7	Transformation of the South African legal system enhanced	Strategic Goal 3: Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 13: Building a capable State	-	Indicators 7, 7.1 to 7.3	
8	Provision of quality court-based protection services	Strategic Goal 3: Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 13: Building a capable State		Indicators 8 8.1 to 8.7	
9	Improved State litigation services	Strategic Goal 3: Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 13: Building a capable State		Indicators 9 9.1 to 9.6	

Objective No.	Department Objectives	Department goals	Linkages to the NDP	Linkages to the MTSF	Performance Indicators included	Programme
10	Transformed Legal Profession/ Legal Practice Council function	Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 13: Building a capable State		Indicators 10 10.1 to 10.3	Programme 3
11	Provision of quality legal advisory services that pass Constitutional muster	Strategic Goal 3: Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 13: Building a capable State		Indicators 11 11.1 to 11.6	
12	Increased compliance with international treaty obligations by the Department	Strategic Goal 4: Promote constitutionalism, human rights and commitment to international legal relations	Chapter 13: Building a capable State	Sub-outcome 2 of Outcome 14: Equal opportunity, inclusion and redress Sub-outcome 4 of outcome 3: Secure cyber space	Indicators 12, 12.1 to 12.3	
13	Development of legislative instruments which are consistent with the Constitution	Strategic Goal 4: Promote constitutionalism, human rights and commitment to international legal relations	Chapter 15: Transforming society and uniting the country	Sub outcome 4 of outcome 3: Secure cyber space	Indicators 13, 13.1 to 13.4	
14	Promotion of broad-based knowledge on and support for values of equality, human dignity and fundamental human rights and corresponding responsibilities	Strategic Goal 4: Promote constitutionalism, human rights and commitment to international legal relations	Chapter 15: Transforming society and uniting the country	Sub-outcome 1,2,4,5 and 7 of Outcome 14	Indicators 14, 14.1 to 14.6	

Objective No.	Department Objectives	Department goals	Linkages to the NDP	Linkages to the MTSF	Performance Indicators included	Programme
15	Increased successful prosecution	Strategic Goal 2: People centred justice services that are accessible, reliable and efficient	Chapter 12: Building safer communities	Sub-outcome 1,2,4,5 and 7 of Outcome 3	Indicators 15, 15.1 to 15.10	Programme 4
16	Ensure that profit is removed from crime				Indicators 16, 16.1 to 16,7	
17	Ensure vulnerable and intimidated witnesses are successfully protected	Strategic Goal 3: Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 12: Building safer communities	Sub-outcome 1,2,4,5 and 7 of Outcome 3	Indicators 17, 17.1	
18	Functional integrated electronic Criminal Justice System (CJS) established to monitor the performance of the criminal justice system	Strategic Goal 3: Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State	Chapter 12: Building safer communities	Sub-outcome 2: An efficient and effective criminal justice system	Indicators 18, 18.1 to 18.3	Programme 5

5. PROGRAMME 1: ADMINISTRATION

The purpose of the programme is to provide strategic leadership, management and support services to the Department. Strategic objectives under this programme are the following:

- i. Increased compliance with prescripts to achieve and sustain an unqualified audit opinion;

This programme comprises the following sub-programmes:

- i. Ministry: Provide leadership and policy direction to the DoJ&CD;
- ii. Management: Provide overall management of the DoJ&CD's operations and resources;
- iii. Corporate Services: Provide strategic support to the Department and integrated business solutions in human resource management, information and communication technology, public education and communications and capacity building of the Department's personnel;
- iv. Financial Administration: Provide support to the DoJ&CD with respect to financial resource allocation and management, to aid in the fulfilment of the Department's goals and objectives;
- v. Internal Audit: Assist the accounting officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency and develop recommendations for enhancement or improvement;
- vi. Office Accommodation: Provide for accommodation charges, leased agreements and municipal rates.

5.1 STRATEGIC OBJECTIVE 1: INCREASED COMPLIANCE WITH PRESCRIPTS TO ACHIEVE SUSTAINED AND UNQUALIFIED AUDIT OPINIONS

5.1.1 Strategic objectives and annual targets for 2017/18

Table 4: Strategic objectives and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective indicator	5 year Strategic Plan target	Audited performance			Estimated performance 2016/17	Medium-term-targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1. Unqualified audit opinion achieved and sustained on financial statements and predetermined objectives	Unqualified: Vote, Guardian's Fund and President Fund, Predetermined objectives and TPF	Unqualified: Vote, CARA, Guardian's Fund and President Fund Qualified: TPF:	Unqualified: Vote, CARA Fund, Guardian's Fund and President Fund Qualified: TPF	Unqualified: Vote, CARA Fund, Guardian's Fund and President Fund Qualified: TPF	Unqualified: Vote, Guardian's Fund and President Fund, Predetermined objectives Qualified: TPF	Unqualified without significant findings: Vote, Guardian's Fund and President Fund, Predetermined objectives Unqualified with significant findings: TPF	Unqualified without significant findings: Vote, Guardian's Fund and President Fund, Predetermined objectives and TPF	Unqualified without significant findings: Vote, Guardian's Fund and President Fund, Predetermined objectives and TPF

5.1.2 Programme performance indicators annual targets for 2017/18

Table 5: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Medium-term targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
1.1 Number of audit projects completed by Internal Audit	281	281	304	280	282	284	286	Internal Audit
1.2 Percentage of significant findings resolved on key specific areas	-	-	-	-	60%	70%	80%	Management

5.1.3 Programme performance indicators and quarterly targets for 2017/18

Table 6: Programme performance indicators and quarterly targets

Performance indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1 Number of audit projects completed by Internal Audit	Monthly	282	35	100	180	282
1.2 Percentage of significant findings resolved on key specific areas	Quarterly	60%	-	20%	40%	60%

5.2 RECONCILING PERFORMANCE WITH THE BUDGET AND MTEF

The budget for Programme 1, as detailed in the Estimates of National Expenditure (ENE) for MTEF, is shown below.

Table 7: Administration budget

Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
R million							
Ministry	30.8	29.6	32.6	34.9	36.6	38.1	40.7
Management	107.9	112.2	156.1	128.0	141.9	148.9	159.6
Corporate Services	430.7	441.8	400.6	456.8	421.9	406.4	433.9
Financial Administration	171.7	183.4	159.8	194.6	202.7	201.2	214.7
Internal Audit	62.2	66.5	82.2	86.6	97.5	92.8	99.4
Office Accommodation	958.2	1,002.7	987.9	1,230.1	1,228.6	1,299.9	1,372.7
Total	1,761.5	1,836.2	1,819.2	2,130.9	2,129.3	2,187.2	2,321.0
Change to 2016 Budget estimate				2,130.9	2,129.3	2,187.2	2,321.0
Economic classification							
Current payments	1,744.8	1,801.5	1,790.6	2,100.9	2,098.6	2,157.4	2,289.5
Compensation of employees	417.6	453.5	494.3	552.3	572.7	563.9	606.8
Goods and services	1,327.1	1,348.0	1,296.2	1,548.6	1,525.8	1,593.5	1,682.8
<i>of which:</i>							
<i>Advertising</i>	17.1	12.0	24.4	21.3	18.2	18.6	19.6
<i>Audit costs: External</i>	49.9	40.3	35.5	48.0	46.0	49.4	52.2
<i>Communication</i>	17.9	13.7	14.5	17.9	17.0	18.9	20.0
<i>Operating leases</i>	679.6	715.5	686.4	767.6	824.0	860.1	908.2
<i>Property payments</i>	278.9	287.1	302.4	463.6	406.7	441.9	466.6
<i>Travel and subsistence</i>	104.3	110.8	99.6	93.4	95.8	101.0	106.2
Transfers and subsidies	7.8	2.3	21.5	15.8	15.8	16.8	17.7
Provinces and municipalities	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Departmental agencies and accounts	5.8	-	20.0	14.6	15.5	16.4	17.4
Foreign governments and international organisations	0.8	-	-	-	-	-	-
Households	1.2	2.3	1.5	1.1	0.3	0.3	0.3
Payments for capital assets	7.3	15.2	6.6	13.8	14.9	13.0	13.8
Machinery and equipment	7.2	15.1	6.6	13.8	14.9	13.0	13.8
Software and other intangible assets	0.1	0.1	0.0	-	-	-	-

Payments for financial assets	1.7	17.2	0.5	0.4	-	-	-
Total	1,761.5	1,836.2	1,819.2	2,130.9	2,129.3	2,187.2	2,321.0
Proportion of total programme expenditure to vote expenditure	13.5%	12.9%	12.2%	13.3%	12.7%	12.4%	12.3%

Details of transfers and subsidies

Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	5.8	-	20.0	14.6	15.5	16.4	17.4
Safety and Security Sector Education and Training Authority	5.8	-	20.0	14.6	15.5	16.4	17.4
Foreign governments and international organisations							
Current	0.8	-	-	-	-	-	-
International Criminal Court	0.8	-	-	-	-	-	-
Provinces and municipalities							
Municipalities							
Municipal bank accounts							
Current	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vehicle licences	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Households							
Social benefits							
Current	1.1	2.3	1.5	1.1	0.3	0.3	0.3
Employee social benefits	1.1	2.3	1.5	1.1	0.3	0.3	0.3
Households							
Other transfers to households							
Current	0.1	-	-	-	-	-	-
Employee social benefits	0.1	-	-	-	-	-	-
Other transfer to households	-	-	-	-	-	-	-

EXPENDITURE TRENDS

The spending focus under this programme is mainly on personnel, audit fees, operating leases, property payments, and travel and subsistence. The number of posts in this programme is expected to grow to 1 411 by 2019/20.

6. PROGRAMME 2: COURT SERVICES

The purpose of this programme is to facilitate the resolution of criminal and civil cases, and family law disputes by providing accessible, efficient and quality administrative support to the lower courts and to manage court facilities. Strategic objectives under this programme are the following:

- i. Efficient and effective criminal justice system that contributes to the realisation of Outcome 3: “All people in South Africa are and feel safe”;
- ii. An efficient and effective victim and witness support system;
- iii. Enhanced and integrated family law services;
- iv. Increased access to courts to historically marginalised communities;
- v. Efficient and effective civil justice system;
- vi. Transformation of the judicial system aligned to the constitution.

The programme consists of the following sub-programmes:

- i. **Lower Courts** focus on the activities and operations of regional and district courts;
- ii. **Family Advocate** makes recommendations to the court where there is litigation and mediation affecting children;
- iii. **Magistrates Commission** makes recommendations on the appointment and tenure of magistrates;
- iv. **Government Motor Transport** provides vehicles for departmental officials;
- v. **Facilities Management** focuses on the provision of accommodation (building and upgrading) for courts and justice service delivery points;
- vi. **Administration of Lower Courts** focuses on the management of courts’ administration and performance evaluation in national offices and 9 regional offices.

6.1 STRATEGIC OBJECTIVE 2: AN EFFICIENT AND EFFECTIVE CRIMINAL JUSTICE SYSTEM THAT CONTRIBUTES TO THE REALISATION OF OUTCOME 3: "ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE"

6.1.1 Strategic objectives and annual targets for 2017/18

Table 8: Strategic objective and annual performance target for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2. Number of criminal cases on the backlog roll in lower courts	28 827	34 926	27 582	29 480	31 942	30 344	28 827	-

6.1.2 Programme performance indicators and annual targets for 2017/18

Table 9: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
2.1 An integrated Criminal Justice Strategy finalised by target date	-	-	-	-	31 March 2018	-	-	Lower Courts
2.2 Percentage of indicators on CJS business plan achieved	-	-	-	-	100%	100%	100%	
2.3 Percentage of criminal cases postponed due to unavailability of court administration staff	-	-	<0.3%	<0.3%	<0.3%	<0.3%	<0.3%	
2.4 Number of case backlog courts converted into permanent courts	-	-	-	-	17	15	15	

6.1.3 Programme performance indicators and quarterly targets for 2017/18

Table 10: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1 An integrated Criminal Justice Strategy finalised by target date	Monthly	31 March 18	-	-	-	31 March 2018
2.2 Percentage of indicators on CJS business plan achieved	Quarterly	100%	-	-	-	100%
2.3 Percentage of criminal cases postponed due to unavailability of court administration staff	Quarterly	<0.3%	<0.3%	<0.3%	<0.3%	<0.3%
2.4 Number of case backlog courts converted into permanent courts	Quarterly	17	-	-	-	17

6.2 STRATEGIC OBJECTIVE 3: AN EFFICIENT AND EFFECTIVE VICTIM AND WITNESS SUPPORT SYSTEM

6.2.1 Strategic objectives and annual targets for 2017/18

Table 11: Strategic objective and annual target for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3. Percentage of victims satisfied with the lower court-based support services	60%	-	-	-48%	48%	50%	55%	60%

6.2.2 Programme performance indicators and annual targets for 2016/17

Table 12: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
3.1 Number of courtrooms adapted in line with the sexual offences model	-	-	-	-	17	15	15	
3.2 Percentage of child justice preliminary inquiries finalised within 90 days after first appearance	-	-	-	-	55%	60%	65%	

6.2.3 Programme Performance indicators and quarterly targets for 2017/18

Table 13: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1 Number of court rooms adapted in line with the sexual offences model	Quarterly	17	4	9	13	17
3.2 Percentage of child justice preliminary inquiries finalized within 90 days after first appearance	Quarterly	55%	55%	55%	55%	55%

6.3 STRATEGIC OBJECTIVE 4: ENHANCED AND INTEGRATED FAMILY LAW SERVICES

6.3.1 Strategic objectives and annual targets for 2017/18

Table 14: Strategic objective and annual target for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
4. Percentage of integrated family law matters finalized	60%	-	-	-	-	50%	55%	60%

6.3.2 Programme performance indicators and annual targets for 2016/17

Table 15: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
4.1 Percentage of maintenance matters finalized within 90 days from date of proper services of process	-	90%-	85%	60%	50%	55%	60%	Lower Courts/ Administration of Courts
4.2 Percentage of Family Advocate reports filed within 6 month from the date of opening the matter	-	-	-	-	50%	55%	60%	
4.3 Percentage of family law backlog cases finalised	-	-	-	-	55%	55%	55%	

6.3.3 Programme Performance indicators and quarterly targets for 2017/18

Table 16: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1 Percentage of maintenance matters finalized within 90 days from date of proper services of process	Quarterly	50%	50%	50%	50%	50%
4.2 Percentage of Family Advocate reports filed within 6 month from the date of opening the matter	Quarterly	50%	50%	50%	50%	50%
4.3 Percentage of family law backlog cases finalised	Quarterly	55%	55%	55%	55%	55%

6.4 STRATEGIC OBJECTIVE 5: INCREASED ACCESS TO COURTS FOR HISTORICALLY MARGINALISED COMMUNITIES

6.4.1 Strategic objectives and annual targets for 2017/18

Table 17: Strategic objective and annual target for 2017/18 (Detailed information on the indicators has been provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
5. Percentage of clients perceiving an increase in access to justice services	-70	-	-	-	56%	60%	65%	70%

6.4.2 Programme performance indicators and annual targets for 2017/18

Table 18: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
5.1 Number of provinces where magisterial districts are aligned with municipal boundaries	-	2	2	2	2	1	-	Administration of Lower Courts
5.2. Number of new court buildings completed	-	-	-	-	2	3	1	
5.3 Number of divisions of High Courts aligned with provincial boundaries	-	-	-	-	2	2	-	

6.4.3 Programme performance indicators and quarterly targets for 2017/18

Table 19: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.1 Number of provinces where magisterial districts are aligned with municipal boundaries	Annually	2	-		-	2
5.2. Number of new court buildings completed	Quarterly	2	-	-	-	2
5.5 Number of divisions of High Courts aligned with provincial boundaries	Quarterly	2	-	-	-	2

6.5 STRATEGIC OBJECTIVE 6: EFFICIENT AND EFFECTIVE CIVIL JUSTICE SYSTEM

6.5.1 Strategic objectives and annual targets for 2017/18

Table 20: Strategic objective and annual target for 2017/18 (Detailed information on the indicators has been provided in Annexure A.)

Objective indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
6. Percentage of annexed civil cases mediated	70%	-	-	-		50%	60%	70%

6.5.2 Programme performance indicators and annual targets for 2017/18

Table 21: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance indicator	Audited performance			Estimated performance 2016/17	Targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
6.1 Number of courts providing court annexed mediation	-	-	-	12	30	40	50
6.2. Percentage of unopposed taxations processed within 14 working days from the date the matter is set down (district courts)	90%	93%	98%	95%	98%	99%	99%

6.5.3 Programme performance indicators and quarterly targets for 2017/18

Table 22: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
6.1 Number of courts providing court annexed mediation	Quarterly	30	7	8	15	30
6.2 Percentage of unopposed taxations processed within 14 working days from the date the matter is set down(district courts).	Quarterly	98%	98%	98%	98%	98%

6.6 STRATEGIC OBJECTIVE 7: TRANSFORMATION OF THE SOUTH AFRICA LEGAL SYSTEM ENHANCED

6.6.1. Strategic objectives and annual targets for 2017/18

Table 23: Programme performance indicators and quarterly targets

Objective indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
7. Number of transformational policies developed	3	-	-	-	-	2: Policy that forms the basis for the Lower Court Bill; Policy on the design of the Judicial and Court Administration Model	1: Policy for the overhaul of the South African legal system	-

6.6.2 Programme performance indicators and annual targets for 2017/18

Table 24: Programme performance indicators and quarterly targets

Performance indicator	Audited performance			Estimated performance 2016/17	Targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
7.1 Policy that forms the basis for the Lower Court Bill finalised	-	-	-	-	Minister's approval by 28 February 2018	-	-
7.2 Policy on the design of the Judicial and Court Administration Model finalised	-	-	-	-	Submission to Cabinet by 28 February 2018	-	-

Performance indicator	Audited performance			Estimated performance 2016/17	Targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
7.3 Policy for the overhaul of the South African legal system developed	-	-	-	-	Draft policy finalised by 28 February 2018	Minister's approved policy by 28 February 2019	-

6.6.3 Programme performance indicators and quarterly targets for 2017/18

Table 25: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
7.1 Policy that forms basis for the Lower Court Bill finalised	Quarterly	Minister's approval by 28 February 2018	-	Draft discussion document for consultation	-Report on the evaluation of submissions	Minister's approval by 28 February 2018
7.2 Policy on the design of the Judicial and Court Administration Model finalised	Quarterly	Submission to Cabinet by 28 February 2018	Approve report on the assessment of decisions of Constitutional Court and Supreme Court of Appeal	Expert advice on draft report	Finalisation of policy document	Submission to Cabinet by 28 February 2018
7.3 Policy for the overhaul of the South African legal system developed	Quarterly	Draft policy finalised by 28 February 2018	-	Draft discussion document for consultation	Report on the evaluation of submissions	Draft policy finalised by 28 February 2018

6.7 RECONCILING PERFORMANCE WITH THE BUDGET AND MTEF

The budget for Programme 2, as detailed in the ENE for 2016/17, is shown below.

Sub-programme

R million	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Lower Courts	3,657.0	3,799.2	4,143.2	4,353.2	4,599.1	4,856.6	5,193.9
Family Advocate	148.7	177.9	198.7	211.4	224.2	234.3	251.6
Magistrate's Commission	10.1	11.4	13.9	18.1	17.8	18.7	20.0
Facilities Management	480.0	760.7	812.4	920.1	852.8	905.7	945.8
Administration of Lower Courts	459.0	486.1	499.1	558.9	583.0	620.5	665.6
Total	4,754.9	5,235.3	5,667.3	6,061.6	6,276.8	6,635.7	7,076.9
Change to 2016 Budget estimate				6,061.6	6,276.8	6,635.7	7,076.9

Economic classification

Current payments	4,206.8	4,380.6	4,791.0	5,153.6	5,377.0	5,681.0	6,075.9
Compensation of employees	2,867.7	3,097.9	3,382.0	3,573.4	3,797.8	4,008.5	4,313.1
Goods and services	1,339.2	1,282.7	1,409.0	1,580.2	1,579.2	1,672.5	1,762.8
of which:							
<i>Communication</i>	100.9	97.0	100.3	85.5	95.3	99.5	105.5
<i>Agency and support/outsourced services</i>	156.9	152.3	180.1	158.4	161.2	163.8	173.8
<i>Consumables: Stationery, printing and office supplies</i>	193.3	173.9	196.6	181.6	181.9	187.3	204.7
<i>Property payments</i>	464.5	418.8	468.7	567.9	587.6	636.8	661.3
<i>Travel and subsistence</i>	181.8	186.3	189.7	186.5	189.3	199.6	211.1
<i>Operating payments</i>	78.8	76.6	83.1	128.4	124.9	132.9	141.2
Transfers and subsidies	19.6	31.9	21.8	23.4	25.7	27.3	29.0
Provinces and municipalities	0.5	0.5	0.5	0.5	0.5	0.6	0.6
Departmental agencies and accounts	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Households	19.1	31.3	21.3	22.9	25.2	26.7	28.3
Payments for capital assets	524.9	813.5	835.0	881.8	874.1	927.5	972.0
Buildings and other fixed structures	387.6	712.3	739.5	721.1	769.3	819.8	855.0
Machinery and equipment	137.2	101.2	95.5	160.7	104.8	107.7	117.0
Software and other intangible assets	-	0.0	0.1	-	-	-	-
Payments for financial assets	3.6	9.3	19.4	2.8	-	-	-
Total	4,754.9	5,235.3	5,667.3	6,061.6	6,276.8	6,635.7	7,076.9
Proportion of total programme expenditure to vote expenditure	36.4%	36.8%	37.9%	37.8%	37.4%	37.6%	37.6%

Details of transfers and subsidies

Departmental agencies and accounts**Departmental agencies (non-business entities)**

Current	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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Communication	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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Provinces and municipalities**Municipalities****Municipal bank accounts**

Current	0.5	0.5	0.5	0.5	0.5	0.6	0.6
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Vehicle licences	0.5	0.5	0.5	0.5	0.5	0.6	0.6
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Households**Social benefits**

Current	19.1	31.1	21.3	21.4	24.1	25.0	26.6
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Employee social benefits	19.1	31.1	21.3	21.4	24.1	25.0	26.6
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Households**Other transfers to households**

Current	-	0.2	0.0	1.5	1.1	1.7	1.8
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Claims against the state	-	0.2	0.0	1.5	1.1	1.7	1.8
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EXPENDITURE TRENDS

The spending focus of this programme is mainly court infrastructure, implementation of legislation, medical services for psychiatric observation, as well as security services for courts. This programme's spending grew significantly between 2013/14 and 2015/16 in terms of employee compensation due to the ongoing implementation of the occupation-specific dispensation (OSD) for legally qualified professionals.

The decrease in expenditure in the Facilities Management sub-programme between 2013/14 and 2014/15 can be attributed to delays in the implementation of capital works projects.

The programme's allocation amount increased to R20 billion over the MTEF period. Over the medium term, these allocations will allow the Department to direct the spending focus towards enhancing the administration of courts, building new courts and refurbishing existing courts.

The number of posts in this programme is expected to grow to 12 619 by 2019/20.

7. PROGRAMME 3: STATE LEGAL SERVICES

The aim of this programme is to provide legal and legislative services to government, supervise the registration of trusts, the administration of deceased and insolvent estates and estates undergoing liquidation, manage the Guardian's Fund, facilitate constitutional development and undertake research.

Strategic objectives for this programme are the following:

- i. Increased efficiency in the provision of Masters' services to all beneficiaries thereof;
- ii. Improved State litigation services;
- iii. A transformed legal profession;
- iv. Provision of quality state legal advisory services that pass the Constitutional muster;
- v. Increased compliance with international treaty obligations by the Department;
- vi. Development of legislative instruments which are consistent with the Constitution;
- vii. Promotion of broad-based knowledge on and support for values of equality, human dignity and fundamental human rights and corresponding responsibilities.

The programme consists of the following sub-programmes:

- i. **State Law Advisors** provide legal advisory services to the executive, all state departments, state-owned enterprises and autonomous government bodies;
- ii. **Litigation and Legal Services** provides attorney, conveyancing and notary services to the executive, all state departments, state-owned and other government bodies through the 11 offices of the State Attorneys, and provides legal support to the Department and the Ministry;
- iii. **Legislative Development and Law Reform** conducts research and prepares and promotes new and amending legislation;
- iv. **Master of the High Court** supervises the administration of deceased and insolvent estates, trusts, curatorships and the Guardian's Fund;
- v. **Constitutional Development** conducts research, coordinates the implementation of constitutionally mandated legislation such as the Promotion of Equality and Prevention of Unfair Discrimination Act (2000) and Promotion of Administrative Justice Act 2000.

7.1 STRATEGIC OBJECTIVE 8: INCREASED EFFICIENCY IN THE PROVISION OF MASTERS' SERVICES TO ALL BENEFICIARIES THEREOF

7.1.1 Strategic objectives and annual targets for 2017/18

Table 26: Strategic objective indicators and annual targets for 2017/18 (Detail information on the indicators has been provided in Annexure A.)

Objective indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
8. Number of cases handled by the Master of the High Court	305 606	256 238	271 527	273 527	279 673	288 063	296 705	305606

7.1.2 Programme performance indicators and annual targets for 2017/18

Table 27: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators have been provided in Annexure A.)

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
8.1 Percentage of letters of appointment issued in deceased estates within 15 days from receipt of all required documents	94% of 106 727 letters	89% of 117 133	92%	92%	92%	93%	94%	Master of the High Court
8.2 Percentage of liquidation and distribution accounts in large estates (>R250 000) examined within 15 days from receipt of all required documents	90% of 49 564 accounts	90% of 51 454	92%	93%	93%	94%	95%	

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
8.3 Percentage of beneficiaries in receipt of services within 40 days from receipt of all required documents (Guardian's Fund)	77% of 37 484 beneficiaries ⁴	92% of 45 887	93%	92%	92%	92%	93%	Master of the High Court
8.4 Percentage of certificates of appointment issued in all bankruptcy matters within 10 days from receipt of all required documents	85% of 12 306 matters	89% of 11 279	91%	91%	91%	92%	93%	
8.5 Percentage of liquidation and distribution accounts in bankruptcy matters examined within 15 days from receipt of all required documents	94% of 81 38 matters	93% of 9089	96%	95%	95%	96%	97%	
8.6 Percentage of letters of authority issued in trusts within 14 days from receipt of all required documents	85% of 26 140 letters	79% of 37 142	87%	90%	90%	91%	92%	
8.7 Percentage of new deceased estates registered on the Paperless Estate Administration System (PEAS) in the Master's offices	65%	87%	96%	95%	95%	100%	100%	

⁴ This is the audited information as per the Annual Report for 2013/14 financial year

7.1.3 Programme performance indicators and quarterly targets for 2017/18

Table 28: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
8.1 Percentage of letters of appointment issued in deceased estates within 15 days from receipt of all required documents	Monthly	92%	92%	92%	92%	92%
8.2 Percentage of liquidation and distribution accounts in large estates (> R250 000) examined within 15 days from receipt of all required documents	Monthly	93%	93%	93%	93%	93%
8.3 Percentage of beneficiaries in receipt of services within 40 days from receipt of all required documents (Guardian's Fund)	Monthly	92%	92%	92%	92%	92%
8.4 Percentage of certificates of appointment issued in all bankruptcy matters within 10 days from receipt of all required documents	Monthly	91%	91%	91%	91%	91%
8.5 Percentage of liquidation and distribution accounts in bankruptcy matters examined within 15 days from receipt of all required documents	Monthly	95%	95%	95%	95%	95%
8.6 Percentage of letters of authority issued in trusts within 14 days from receipt of all required documents	Monthly	90%	90%	90%	90%	90%
8.7 Percentage of new deceased estates registered on the Paperless Estate Administration System (PEAS) in the Masters offices	Monthly	95%	95%	95%	95%	95%

7.2 STRATEGIC OBJECTIVE 9: IMPROVED STATE LITIGATION SERVICES

7.2.1 Strategic objectives and annual targets for 2017/18

Table 29: Strategic objective indicators and annual target for 2017/18 (Detailed information on the indicators is provided in Annexure B)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated Performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
9. Number of projects implemented to transform the state litigation services	6	-	-	-	-	6	-	-

7.2.2 Programme performance indicators and annual targets for 2017/18

Table 30: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
9.1 Number of cases settled through mediation	-	-	-	-	24	24	24	Chief Litigation Officer
9.2 Percentage value of briefs allocated to previously disadvantaged individuals (PDI)	75%	76%	77%	77%	80%	80%	80%	
9.3 Number of High Court matters presented in court by State Attorneys	-	-	-	-	60	60	60	
9.4 Success rate in medical negligence, unlawful arrest, immigration and labour related matters	-	-	-	-	50%	50%	50%	

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
9.5 Percentage of briefs allocated to female counsel	--	-	-	40%	40%	40%	40%	Chief Litigation Officer
9.6 Percentage reduction in cost paid by the State Attorney	-	-	-	-	5%	5%	5%	

7.2.3 Programme performance indicators and quarterly targets for 2017/18

Table 31: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
9.1 Number of cases settled through mediation	Quarterly	24	6	12	18	24
9.2 Percentage value of briefs allocated to previously disadvantaged individuals (PDI)	Quarterly	80%	80%	80%	80%	80%
9.3 Number of High Court matters presented in court by State Attorneys	Monthly	60	15	15	15	15
9.4 Success rate in medical negligence unlawful arrest, immigration and labour related matters	Quarterly	50%	50%	50%	50%	50%
9.5 Percentage of briefs allocated to female counsel	Quarterly	40%	40%	40%	40%	40%
9.6 Percentage reduction in cost paid by the State Attorney	Quarterly	5%	5%	5%	5%	5%

7.3 STRATEGIC OBJECTIVE 10: A TRANSFORMED LEGAL PROFESSION/LEGAL PRACTICE COUNCIL FUNCTION

7.3.1 Strategic Objectives Annual Targets for 2017/18

Table 32: Strategic objective indicator and annual target for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated Performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
10. Legal Practice Council functional by target date	All planned targets completed by 28 February 2018	-	-	Committees set up and committee meetings held to finalise resolutions on recommendations to the Minister	All recommendations finalised	28 February 2018	-	-

7.3.2 Programme performance indicators and annual targets for 2017/18

Table 33: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators have been provided in Annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2014/14	2014/15	2015/16		2017/18	2018/19	2019/20	
10.1 Legal Practice Regulations published in the Government Gazette	-	-	-	-	31 July 2017	-	-	
10.2 Council members appointed by target date	-	-	-	-	31 December 2017	-	-	
10.3 Transfer of assets from Law Societies to LPC	-	-	-	-	28 February 2018	-	-	

7.3.3 Programme performance indicators and quarterly targets for 2017/18

Table 34: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
10.1 Legal Practice Regulations published in the Government Gazette by target date	Quarterly	31 July 2017	-	31 July 2017	-	-
10.2 Council members appointed by target date	Quarterly	31 December 2017			31 December 2017	
10.3 Transfer of assets from Law Societies to LPC	Quarterly	28 February 2018				28 February 2018

7.4 STRATEGIC OBJECTIVE 11: PROVISION OF QUALITY LEGAL ADVISORY SERVICES THAT PASS CONSTITUTIONAL MUSTER

7.4.1 Strategic objectives and annual targets for 2017/18

Table 35: Strategic objective indicator and annual target for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective indicator	5 Year Strategic Plan target	Audited performance			Estimated Performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
11. Percentage of legislative International Agreements and legal opinions passed by Parliament and certified by OCSLA successfully challenged in court for constitutionality	<5% constitutional challenges	-	-	-	<5%	<5%	<5%	<5%

7.4.2 Programme performance indicators and annual target⁵ for 2017/18

Table 36: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators have been provided in Annexure A.)

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
11.1 Percentage of legal opinions finalised within 40 days from date of receipt of the instruction	77% of 902 matters	86%	96%	70%	73%	75%	77%	State Law Advisors
11.2 Percentage of preliminary opinions on draft Bills completed within 40 days from date of receipt of the instruction	90%	80%	97%	70%	73%	75%	77%	
11.3 Percentage of suggested Bills and Subordinate Legislation finalised within 40 days from the date of receipt of the instruction	80%	88%	96%	70%	73%	75%	77%	

⁵ The targets have been reduced due to reduced capacity as a result of OSD challenges facing the office, the complexity of the work and an increase in the client base

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
11.4 Percentage of international agreements and accompanying legal opinions finalised within 30 days from the date of receipt of the instruction	-	93%	98%	70%	73%	75%	77%	State Law Advisors
11.5 Percentage of draft Bills approved by Cabinet for introduction finalized within 40 days of receipt of the instruction	-	-	-	75%	76%	77%	79%	
11.6 Percentage of translations finalised within 55 days from date of receipt	100% of 237 translations	89%	93%	83%	85%	86%	87%	

7.4.3 Programme performance indicators and quarterly targets for 2017/18

Table 37: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
11.1 Percentage of legal opinions finalised within 40 days of receipt of the instruction	Monthly	73%	73%	73%	73%	73%
11.2 Percentage of preliminary opinions on draft Bills finalised within 40 days of receipt of the instruction	Monthly	73%	73%	73%	73%	73%
11.3 Percentage of preliminary Bills, Regulations, and Proclamations finalised within 40 days from the date of receipt of the instruction	Monthly	73%	73%	73%	73%	73%
11.4 Percentage of international agreements and accompanying legal opinions finalised within 30 days from the date of receipt of the instruction	Monthly	73%	73%	73%	73%	73%
11.5 Percentage of draft Bills approved by Cabinet for introduction finalized within 40 days of receipt of the instruction	Monthly	76%	76%	76%	76%	76%
11.6 Percentage of translations finalised within 55 days of receipt of the instruction	Monthly	85%	85%	85%	85%	85%

7.5 STRATEGIC OBJECTIVE 12: INCREASED COMPLIANCE WITH INTERNATIONAL TREATY OBLIGATIONS BY THE DEPARTMENT

7.5.1 Strategic objectives and annual targets for 2017/18

Table 38: Strategic objective indicators and annual target for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
12. Percentage of compliance with treaties and international obligations	80%	-	-	-	Baseline information report	80%	80%	80%

7.5.2 Programme 7.5.2 Programme performance indicators and annual targets for 2017/18

Table 39: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance Indicators	Audited performance				Estimated performance	Targets			Sub-programme
	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20	
12.1 Number of country reports submitted to DIRCO for treaty bodies	-	2 country reports	3 country reports 1 ratification	2 country reports	4 country reports	-	2 country reports	Constitutional Development	
12.2 Percentage of valid requests for extradition and mutual legal assistance in criminal matters processed within 25 days (notification)	87.2%	82% of 98 requests	95% of 93 requests	90%	91%	92%	93%		

Performance Indicators	Audited performance			Estimated performance	Targets			Sub-programme
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
12.3 Number of Memoranda of Understanding on mutual legal assistance signed	-	-	2	2	2	2	2	Constitutional Development

7.5.3 Programme performance indicators and quarterly targets for 2017/18

Table 40: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
12.1 Number of country reports submitted to DIRCO for treaty bodies	Monthly	4 country reports	-	-	-	4 country reports
12.2 Percentage of valid requests for extradition and mutual legal assistance in criminal matters processed within 25 days (notification)	Monthly	91%	91%	91%	91%	91%
12.3 Number of Memoranda of Understanding on mutual legal assistance signed	Bi-annual	2	-	1	-	2

7.6 STRATEGIC OBJECTIVE 13: DEVELOPMENT OF LEGISLATIVE INSTRUMENTS WHICH ARE CONSISTENT WITH THE CONSTITUTION

7.6.1 Strategic objectives and annual targets for 2017/18

Table 41: Strategic objective indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated Performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
13. Percentage of legislative instruments successfully challenged in court for constitutionality	<5% instruments successfully challenged in court	-	<5%	<5%	<5%	<5%	<5%	<5%

7.6.2 Programme performance indicators and annual targets for 2017/18

Table 42: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
13.1 Number of legislative instruments submitted to the Minister for approval	20	36 ⁶	25	25	20	15	12	Legislative Development and Law Reform
13.2 Number of research papers completed	5	9	20	15	15	10	12	
13.3 Number of court rules completed	6	21	10	13	13	13	13	

⁶ The target has jumped from 4 to 20 and from 9 to 36 in past two financial years because "Number of legislative instruments" only measures Bills submitted to the Minister. In future this target will include Bills and regulations promulgated, published notices in the Government Gazette, and proclamations submitted to the President.

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
13.4 Number of Socio-Economic Impact Assessments submitted to DPME for sign-off	-	-	-	15	15	15	15	Legislative Development and Law Reform

7.6.3 Programme performance indicators and quarterly targets for 2017/18

Table 43: Programme performance indicators and quarterly targets (Detailed information on the indicators is provided in Annexure A.)

Performance indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
13.1 Number of legislative instruments submitted to the Minister for approval	Quarterly	20	6	12	20	-
13.2 Number of research papers completed	Quarterly	15	3	8	15	-
13.3 Number of court rules completed	Quarterly	13	5	10	13	-
13.4 Number of Socio-Economic Impact Assessments submitted to DPME for sign off	Quarterly	15	5	10	15	-

7.7 STRATEGIC OBJECTIVE 14: PROMOTION OF BROAD-BASED KNOWLEDGE ON AND SUPPORT FOR VALUES OF EQUALITY, HUMAN DIGNITY AND FUNDAMENTAL HUMAN RIGHTS AND CORRESPONDING RESPONSIBILITIES

7.7.1 Strategic objectives and annual targets for 2017/18

Table 44: Strategic objective indicators and annual targets for 2017/18 (Detailed information on the indicators has been provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
14. Percentage of people with awareness of the Constitution	68%	45%	46%	46%	59%	N/A	65%	N/A

7.7.2 Programme performance indicators and annual targets for 2017/18

Table 45: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators have been provided in Annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
14.1 Number of people reached by multi-media campaigns to raise awareness and Knowledge of the Constitution	-	3 million	5 million	4 million	2 million	-	-	Constitutional Development
14.2 Number of programmes implemented to sustain increased awareness and knowledge of constitutional rights implemented	-	9	9	14	6	-	-	

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
14.3 Number of sustainability grants awarded to civil society organizations working in the human rights sector	-	-	65	185	60	-	-	Constitutional Development
14.4 Number of research programmes (including programme reviews and research outcomes) conducted on the implementation of socio-economic rights	-	-	1	2	2	-	-	
14.5 Number of platforms for policy dialogues held with stakeholders in the human rights sector	-	-	3 research programmes	2	2	-	-	
14.6 Number of sustained and visible anti-xenophobia campaigns conducted	-	-	-	6	6	6	-	

7.7.3 Programme performance indicators and quarterly targets for 2017/18

Table 46: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
14.1 Number of people reached by multi-media campaigns to raise awareness and knowledge of the Constitution	Bi-annually	2 million	-	2 million	-	2 million
14.2 Number of programmes implemented to sustain increased awareness and knowledge of constitutional rights implemented	Bi-annually	6	-	5	-	6
14.3 Number of sustainability grants awarded to civil society organizations working in the human rights sector	Bi-annually	60	-	30	-	60
14.4 Number of research programmes (including programme reviews and research outcomes) conducted on the implementation of socio-economic rights	Bi-annually	2	-	1	-	2
14.5 Number of platforms for policy dialogues held with stakeholders in the human rights sector	Bi-annually	2	-	1	-	2
14.6 Number of sustained and visible anti-xenophobia campaigns conducted	Quarterly	6	1	3	5	6

7.8 Reconciling performance information with the Budget and MTEF

The budget for State Legal Services, as detailed in the ENE for the 2016 MTEF, is shown below.

Table 47: State Legal Services budget

Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million							
State Law Advisors	57.5	56.4	59.0	69.3	72.9	77.2	83.0
Litigation and Legal Services	332.8	346.9	395.0	433.4	474.8	503.5	539.5
Legislative Development and Law Reform	47.0	51.2	55.9	69.3	88.5	92.2	98.9
Master of the High Court	385.0	401.3	436.7	479.5	504.1	527.2	566.3
Constitutional Development	45.7	63.2	55.6	74.9	80.8	85.5	91.4
Total	868.1	919.0	1,002.2	1,126.5	1,221.2	1,285.7	1,379.1
Change to 2016 Budget estimate				1,126.5	1,221.2	1,285.7	1,379.1
Economic classification							
Current payments	830.0	862.6	968.0	1,092.7	1,186.7	1,249.4	1,340.8
Compensation of employees	713.2	749.7	831.3	960.0	1,022.0	1,071.5	1,152.9
Goods and services	116.8	112.9	136.8	132.8	164.6	177.9	187.8
of which:							
Communication	13.7	13.5	13.9	13.3	15.4	16.4	17.3
Legal services	39.9	39.5	-	38.4	39.7	42.3	44.6
Consumables:							
Stationery, printing and office supplies	13.6	13.1	12.9	12.7	15.5	16.8	17.7
Travel and subsistence	23.3	26.3	40.5	30.0	15.0	14.3	18.1
Training and development	0.9	0.7	1.8	9.3	33.3	38.9	40.7
Operating payments	8.7	6.0	7.8	10.1	9.9	10.7	11.3
Transfers and subsidies	20.7	36.0	23.6	20.0	17.8	18.8	19.9
Provinces and municipalities	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Departmental agencies and accounts	-	0.0	0.0	0.0	0.0	0.0	0.0
Foreign governments and international organisations	10.4	23.9	15.8	15.2	16.0	16.9	17.9
Households	10.2	12.1	7.7	4.7	1.8	1.9	2.0
Payments for capital assets	14.7	8.7	10.6	13.8	16.8	17.5	18.5
Machinery and equipment	14.7	8.7	10.6	13.8	16.8	17.5	18.5
Software and other intangible assets	-	-	-	0.0	-	-	-
Payments for financial assets	2.7	11.7	0.0	0.0	-	-	-
Total	868.1	919.0	1,002.2	1,126.5	1,221.2	1,285.7	1,379.1

Expenditure trends

The spending focus of this programme is mainly employee compensation, legal costs and claims against the State. This programme's spending increased significantly between 2013/14 and 2014/15 due to the implementation of the OSD for legally qualified professionals, as well as the capacitation of the Office of the State Attorney.

The Information Regulator, which is to be established in terms of the Protection of Personal Information Act (2013), will deepen the constitutional right of individuals to privacy. Amounts of R25 million in 2017/18, R27 million in 2018/19 and R28 million in 2019/20 have been set aside for its establishment, resulting a projected increase in spending in the *Legislative Development and Law Reform* sub-programme of 12.6% over the period. The Regulator is mandated with ensuring that institutions safeguard the personal information they hold on behalf of individuals and use it only for its intended purpose.

The number of posts in this programme is expected to be 2 088 by 2019/20.

8. PROGRAMME 4: NATIONAL PROSECUTING AUTHORITY

The aim of the programme is to provide a coordinated prosecuting service that ensures justice is delivered to the victims of crime through general and specialized prosecutions, removes the profit from crime, and protects certain witnesses.

Strategic objectives for this programme are the following:

- i. Increased successful prosecution;
- ii. Ensure that profit is removed from crime;
- iii. Ensure vulnerable and intimidated witnesses and related persons are successfully protected.

The programme consists of the following sub-programmes:

- i. **National Prosecutions Service** is primarily responsible for general and specialised prosecutions and the appeals that might follow, which include resolving criminal matters outside of the formal trial process through alternative dispute resolution mechanisms, settling admissions of guilt for minor offences and considering dockets brought by the police where persons have not been charged. This sub-programme further deals with priority crimes litigation, sexual offences and community affairs and specialised commercial crime;
- ii. **Assets Forfeiture Unit** seizes assets that are the proceeds of crime or have been part of the offence through a criminal or civil process;
- iii. **Office of Witness Protection** provides for protection, support and related services to vulnerable, intimidated witnesses and related persons in judicial proceedings in terms of the Witness Protection Act(1998)

8.1 STRATEGIC OBJECTIVE 15: INCREASED SUCCESSFUL PROSECUTION

8.1.1 Strategic objectives and annual targets for 2017/18

Table 48: Strategic objective indicators and annual target for 2017/18 (Detail information on the indicators has been provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
15. Conviction rate ⁷ in courts	High Courts 87%	88.8% (911)	91% (890)	90% (910)	87% (897)	87%	87%	87%
	Regional Courts 74%	76% (27 246)	76.6% (25 591)	78.4% (24 958)	74% (26 660)	74%	74%	74%
	District Courts 88%	93.6% (273 641)	94.2% (268 127)	94.7% (263 377)	88% (258 488)	88%	88%	88%

8.1.2 Programme performance indicators and annual targets for 2017/18

Table 49: Programme performance indicators and annual targets for 2017/18(Detailed information on the indicators have been provided in annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
15.1 Conviction rate in complex commercial crimes	93.94% (1 099)	94.3% (1 069)	94.1% (951)	93% (937)	93%	93%	93%	
15.2 Conviction rate in organised crimes	88.9% (394)	92.2% (474)	88.9% (359)	90% (435)	90%	90%	90%	
15.3 Conviction rate in sexual offences	67.1% (5 484)	69% (5 084)	70.1% (4 978)	69% (5 753)	69%	69%	69%	

⁷ Values under the conviction rate throughout the tables represent the number of cases against which convictions were either obtained (Audited performance) or projected (Estimated performance)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
15.4 Conviction rate in trio crimes	84.1% (1 597)	82% (1 453)	82.2% (1 391)	85% (1 647)	85%	85%	85%	
15.5 Conviction rate in violent protests and industrial actions prosecuted	n/a	72.7% (8)	68.4% (73)	74% (65)	74%	74%	74%	
15.6 Number of persons convicted of corruption or offences related to corruption where the amount involved is more than R5 million	n/a	23 (23)	25 (48) ⁸	25 (73)	33	26	26	
15.7 Number of government officials convicted for corruption or offences related to corruption	532	130 (662)	206 (868) ⁹	90 (958)	210	210	210	
15.8 Conviction rate in cybercrime prosecution	94.8% (211)	95.1% (232)	95.7% (244)	74% (161)	74%	74%	74%	
15.9 Number of operational Thuthuzela Care Centres (TCC)	38	44	55	55	55	55	55	
15.10. Conviction rate at TCC reported cases	65.9% (1 554)	65% (1 426)	66% (1 454)	67% (1 482)	67%	67%	67%	

⁸ The numbers in brackets represent a cumulative value by the reporting year

⁹ Cumulative figure since the beginning of the 2014-19 MTFS

8.1.3 Programme performance indicators and quarterly targets for 2017/18

Table 50: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
15.1 Conviction rate in complex commercial crimes	Quarterly	93%	93%	93%	93%	93%
15.2 Conviction rate in organised crimes	Quarterly	90%	90%	90%	90%	90%
15.3 Conviction rate in sexual offences	Quarterly	69%	69%	69%	69%	69%
15.4 Conviction rate in trio crimes	Quarterly	85%	85%	85%	85%	85%
15.5 Conviction rate in violent protests and industrial action	Quarterly	74%	74%	74%	74%	74%
15.6 Number of persons convicted of corruption or offences related to corruption where the amount involved is more than R5 million	Quarterly	33	8	16	25	33
15.7 Number of government officials convicted for corruption or offences related to corruption	Quarterly	210	53	103	157	210
15.8 Conviction rate in cybercrime prosecution	Quarterly	74%	74%	74%	74%	74%
15.9 Number of operational TCCs	Quarterly	55	-	-	-	55
15.10. Conviction rate at TCC reported cases.		67%	67%	67%	67%	67%

8.2 STRATEGIC OBJECTIVE 16: ENSURE THAT PROFIT IS REMOVED FROM CRIME

8.2.1 Strategic objectives and annual targets for 2017/18

Table 51: Strategic objective indicators and annual targets for 2017/18 (Detailed information on the indicators has been provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
16 a Percentage of completed forfeiture cases ¹⁰	450	390	463	420	96% (430/450)	96%	96%	96%
16 b Value of completed forfeiture cases	R400m	R296.4m	R1 939m	R349.5m	R230m	R245m	R282m	R311m

8.2.2 Programme performance indicators and annual targets for 2017/18

Table 52: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators have been provided in Annexure A.)

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
16.1 Percentage of freezing orders obtained	363	342	321	324 ¹¹	100%	100%	100%	Asset Forfeiture Unit (AFU)
16.2 Value of freezing orders	R701.5m	R2 756m	R1.1bn	R1.1bn	R789m	R993.4m	R1bn	
16.3 Value of freezing orders obtained relating to corruption where the amount involved more than R5 million	R451.6m	R2. 235bn	R238.6m (2.473.6bn)	R600m (3. 073.6bn)	R195m	R198m	R202m	

¹⁰ Target adapted from a number to percentage measurement in 2016/17

¹¹ Target adapted from a number to percentage measurement in 2016/17

Performance Indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
16.4 Value of recoveries in terms of Prevention of Organised Crime Act (POCA)	R182.8m	R130m	R441.5m	R170.m	R190m	R210m	252m	Asset Forfeiture Unit (AFU)
16.5 Litigation success rate	94.2% (423)	95.1% (442)	96% (393/411)	93% (400)	93%	93%	93%	
16.6 Value of recoveries obtained relating to corruption where the amount involved is more than R5 million (proceeds of crime and government losses)	n/a	R1.553bn	R154.8m (R1.707.8bn)	R50m (R1.757.8bn)	R60m	R70m	R80m	
16.7 Value of recoveries for government officials convicted of corruption and other related offences (proceeds of crime and government losses)	n/a	R11.1m	R1.3m (12.4m)	R300 000 (R12.7m)	R400 000	R500 000	R600000	

8.2.3 Programme performance indicators and quarterly targets for 2017/18

Table 53: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
16.1 Percentage of freezing orders obtained	Quarterly	100%	100%	100%	100%	100%
16.2. Value of freezing orders	Quarterly	R789m	R197m	R387m	R592m	R589m
16.3 Value of freezing orders obtained relating to corruption where the amount involved is more than 5 million Rand	Quarterly	R195m	R49m	R96m	R146m	R195m
16.4 Value of recoveries in terms of POCA	Quarterly	R190m	R48	R93	R142	R190
16.5 Litigation success rate	Quarterly	93%	93%	93%	93%	93%
16.6 Value of recoveries obtained relating to corruption where the amount involved is more than R5 million (proceeds of crime and government losses)	Quarterly	R60m (R1.703bn)	R15m	R29m	R45m	R60m
16.7 Value of recoveries for government officials convicted of corruption and other related offences (proceeds of crime and government losses)	Quarterly	R400 000	R100 000	R196 000	R300 000	R400 000

8.3 STRATEGIC OBJECTIVE 17: ENSURE VULNERABLE AND INTIMIDATED WITNESSES AND RELATED PERSONS ARE SUCCESSFULLY PROTECTED

8.3.1 Strategic objectives and annual targets for 2017/18

Table 54: Strategic objective indicators and annual target for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
17. Number of witnesses and related persons harmed, threatened or killed whilst on the Witness Protection Programme	-	-	-	-	-	-	-	-

8.3.2 Programme performance indicators and annual targets for 2017/18

Table 55: Programme performance indicators and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Performance Indicators	Audited performance			Estimated Performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
17.1 Percentage of witnesses and related persons that walked off the Witness Protection Programme	3.7% (12)	1.2% (4)	1.5%	1.5%	1.5%	1.5%	1.5%	Office of Witness Protection (OWP)

8.3.3 Programme performance indicators and quarterly targets for 2017/18

Table 56: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/2018	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
17.1 Percentage of witnesses and related persons that walked off the witness protection programme	Quarterly	1.5%	1.5%	1.5%	1.5%	1.5%

8.4 RECONCILING PERFORMANCE INFORMATION WITH THE BUDGET AND MTEF

The budget for Legal Services, as detailed in the ENE for 2016 is shown below.

Table 57: National Prosecuting Authority budget

Table 21.12 National Prosecuting Authority expenditure trends and estimates by sub-programme and economic classification

Sub-programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average expenditure/ Total: (%)	Medium-term expenditure estimate			Average growth rate (%)	Average expenditure/ Total: (%)
	2013/14	2014/15	2015/16				2016/17	2013/14 - 2016/17	2017/18		
R million											
National Prosecutions Service	2,225.2	2,413.6	2,625.5	2,799.1	7.9%	75.9%	2,897.0	3,011.3	3,236.4	5.0%	78.6%
Asset Forfeiture Unit	179.8	133.6	133.1	127.1	-10.9%	4.3%	131.9	137.6	147.7	5.1%	3.6%
Office for Witness Protection	146.5	160.7	183.7	169.5	5.0%	5.0%	175.7	184.2	196.3	5.0%	4.8%
Support Services	516.7	546.2	432.0	461.7	-3.7%	14.8%	479.7	503.7	535.9	5.1%	13.0%
Total	3,068.2	3,254.1	3,374.3	3,557.5	5.1%	100.0%	3,684.3	3,836.8	4,116.3	5.0%	100.0%
Change to 2016 Budget estimate				3,557.5			3,684.3	3,836.8	4,116.3		
Economic classification											
Current payments	2,998.3	3,175.4	3,298.9	3,494.3	5.2%	97.8%	3,623.7	3,773.5	4,049.5	5.0%	98.3%
Compensation of employees	2,431.5	2,623.1	2,836.0	3,007.5	7.3%	82.2%	3,111.2	3,229.2	3,474.6	4.9%	84.4%
Goods and services	566.8	552.3	462.9	486.9	-4.9%	15.6%	512.5	544.3	574.8	5.7%	13.9%
of which:											
<i>Computer services</i>	57.9	88.2	38.6	51.8	-3.6%	1.8%	74.4	78.1	81.9	16.5%	1.9%
<i>Consumables: Stationery, printing and office supplies</i>	48.6	35.9	15.4	18.7	-27.3%	0.9%	36.3	38.5	40.7	29.7%	0.9%
<i>Operating leases</i>	23.5	23.4	38.3	52.5	30.7%	1.0%	26.1	27.6	29.1	-17.8%	0.9%
<i>Property payments</i>	144.9	96.7	77.6	84.9	-16.3%	3.0%	99.2	105.4	111.5	9.5%	2.6%
<i>Travel and subsistence</i>	63.7	73.5	82.5	45.0	-11.0%	2.0%	80.8	86.5	91.6	26.7%	2.0%
<i>Operating payments</i>	45.1	58.6	71.3	67.1	14.2%	1.8%	74.0	78.4	82.8	7.2%	2.0%
Transfers and subsidies	11.2	16.3	36.8	16.1	13.1%	0.6%	16.9	17.9	18.9	5.5%	0.5%
Departmental agencies and accounts	9.3	7.9	7.2	8.6	-2.6%	0.2%	9.0	9.5	10.0	5.5%	0.2%
Households	1.9	8.4	29.6	7.6	58.8%	0.4%	7.9	8.4	8.9	5.5%	0.2%

Payments for capital assets	54.5	61.5	38.3	45.6	-5.8%	1.5%	43.6	45.4	47.9	1.7%	1.2%
Buildings and other fixed structures	11.2	10.6	-	-	-100.0%	0.2%	-	-	-	-	-
Machinery and equipment	43.3	51.0	38.3	45.6	1.7%	1.3%	43.6	45.4	47.9	1.7%	1.2%
Payments for financial assets	4.3	0.9	0.3	1.4	-30.3%	0.1%	-	-	-	-100.0%	-
Total	3,068.2	3,254.1	3,374.3	3,557.5	5.1%	100.0%	3,684.3	3,836.8	4,116.3	5.0%	100.0%
Proportion of total programme expenditure to vote expenditure	23.5%	22.9%	22.5%	22.2%	-	-	21.9%	21.7%	21.9%	-	-

Details of transfers and subsidies

Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	9.3	7.9	7.2	8.6	-2.6%	0.2%	9.0	9.5	10.0	5.5%	0.2%
Communication	0.0	-	0.0	-	-100.0%	-	-	-	-	-	-
Safety and Security Sector Education and Training Authority	9.3	7.9	7.2	8.6	-2.5%	0.2%	9.0	9.5	10.0	5.5%	0.2%
Households											
Social benefits											
Current	1.9	8.4	8.7	7.6	58.8%	0.2%	7.9	8.4	8.9	5.5%	0.2%
Employee social benefits	1.9	8.4	8.7	7.6	58.8%	0.2%	7.9	8.4	8.9	5.5%	0.2%
Households											
Other transfers to households											
Current	-	-	20.9	-	-	0.2%	-	-	-	-	-
Claims against state	-	-	20.9	-	-	0.2%	-	-	-	-	-

Expenditure trends

The programme's allocation of R11.6 billion over the MTEF period will enable it to continue to ensure that perpetrators of crime are charged and held responsible for their criminal actions. Key areas of focus for the MTEF include increasing the annual intake in the Aspirant Prosecutor Programme, and increasing the number of operational TCCs and the number of persons convicted of corruption for amounts higher than R5 million.

The spending focus over medium term will be on finalising cases in support of realising the outcome that all people of South Africa are and feel safe (Outcome 3). The National Prosecution Service sub-programme will continue to be allocated more of the budget over the MTEF period.

The number of posts in this programme is expected to grow to 4 473 by 2019/20.

9. PROGRAMME 5: AUXILIARY AND ASSOCIATED SERVICES

The purpose of this programme is to provide a variety of auxiliary services associated with the Department's goals, fund transfer payments to the South African Human Rights Commission (SAHRC), the Office of the Public Protector, Legal Aid South Africa (LASA), the Special Investigating Unit (SIU), and the President's Fund.

Strategic objective under this programme:

- Functional integrated electronic Criminal Justice System (CJS) established to monitor the performance of the criminal justice system.

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

- Justice Modernisation** designs and implements IT infrastructure and networks, and re-engineers, automates and integrates business processes for the administration of civil and criminal justice in the integrated justice system;
- President's Fund** provides funding for reparations flowing from the findings of the Truth and Reconciliation Commission.

Table 66 shows the strategic objective, indicators and targets for work that will be implemented within the DoJ&CD.

9.1 STRATEGIC OBJECTIVE 18: FUNCTIONAL INTEGRATED ELECTRONIC CRIMINAL JUSTICE SYSTEM (CJS) ESTABLISHED TO MONITOR THE PERFORMANCE OF THE CRIMINAL JUSTICE SYSTEM

9.1.1 Strategic objectives and annual targets for 2017/18

Table 58: Strategic objective indicator and annual targets for 2017/18 (Detailed information on the indicators is provided in Annexure A.)

Objective Indicator	5 Year Strategic Plan target	Audited performance			Estimated Performance 2016/17	Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
18 Number of KPIs reported on the Integrated Criminal Justice System	28	-	-	14	18	22	26	28

9.1.2 Programme performance indicators and annual targets for 2017/18

Table 59: Programme performance indicators⁴ and annual targets for 2017/18 (Detailed information on the indicator is provided in Annexure A.)

Performance indicators	Audited performance			Estimated performance 2016/17	Targets			Sub-programme
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
18.1 Number of Government departments and entities exchanging information electronically	-	-	-	-	7	8	9	Modernisation
18.2 Number of KPI data uploaded to the IJS data warehouse	-	-	14	18	22	26	28	
18.3 Total number of IJS department applications that form part of integrated Test Lab process	-	-	-	-	3	6	9	

⁴ The MTSF indicator "Percentage of integrated person-related information system developed" will be in the 2015/16 financial year and expected to be developed by the South African Police Service (SAPS). Other departments will indicate the Person Architecture in the 2016/17 financial year subject to the successful implementation of the Person Strategy by the SAPS.

9.1.3 Programme performance indicators and quarterly targets for 2017/18

Table 60: Programme performance indicators and quarterly targets

Performance Indicators	Reporting period	Annual target 2017/18	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
18.1 Number of Government Departments and entities exchanging information electronically	Quarterly	7	5	6	7	7
18.2 Number of KPI data uploaded to the IJS data warehouse	Quarterly	22	18	18	18	22
18.3 Total number of IJS department applications that form part of integrated Test Lab process	Quarterly	3	1	2	2	3

9.2 Reconciling performance information with the Budget and MTEF

The budget for **Auxiliary and Associated Services**, as detailed in the ENE for 2016 MTEF, is shown below.

Table 61: Auxiliary and Associated budget

Sub-programme	Audited outcome			Adjusted	Medium-term expenditure		
	2013/14	2014/15	2015/16	appropriation	estimate		
R million	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Legal Aid South Africa	1,375.4	1,504.7	1,523.0	1,577.2	1,754.4	1,856.1	1,960.1
Special Investigating Unit	295.9	296.8	304.5	316.7	346.2	366.3	386.8
Public Protector of South Africa	199.3	217.6	245.4	264.1	301.1	318.5	336.4
South African Human Rights Commission	119.3	130.1	146.4	153.5	173.4	183.4	193.7
Justice Modernisation	606.1	824.2	889.6	852.7	900.1	973.8	1,028.3
President's Fund	-	-	-	0.0	0.0	0.0	0.0
Total	2,596.0	2,973.4	3,108.8	3,164.2	3,475.2	3,698.1	3,905.2
Change to 2016				3,164.2	3,475.2	3,698.1	3,905.2
Budget estimate							
Economic classification							
Current payments	470.1	656.6	716.7	626.7	654.3	713.4	753.0
Goods and services	470.1	656.6	716.7	626.7	654.3	713.4	753.0
of which:							
Minor Assets	9.4	3.8	0.7	2.0	2.1	2.2	6.3
Computer services	441.3	619.3	672.8	504.8	533.2	597.2	621.1
Contractors	2.3	0.9	0.0	0.3	0.4	0.4	0.4
Agency and support/outsourced services	6.8	28.3	36.9	114.3	115.5	110.3	121.7
Consumables: Stationery, printing and office supplies	0.0	0.2	5.0	2.6	2.1	2.2	2.3
Training and development	0.0	0.5	0.0	0.7	0.7	0.8	0.8
Transfers and subsidies	1,989.9	2,149.2	2,219.3	2,311.5	2,575.0	2,724.4	2,876.9
Departmental agencies and accounts	1,989.9	2,149.2	2,219.3	2,311.5	2,575.0	2,724.4	2,876.9
Payments for capital assets	131.7	167.6	172.9	226.0	245.8	260.4	275.4
Machinery and equipment	131.7	152.8	132.5	226.0	245.8	260.4	275.4
Software and other intangible assets	-	14.8	40.4	-	-	-	-
Payments for financial assets	4.4	-	-	-	-	-	-
Total	2,596.0	2,973.4	3,108.8	3,164.2	3,475.2	3,698.1	3,905.2

Proportion of total programme expenditure to vote expenditure	19.9%	20.9%	20.8%	19.7%	20.7%	21.0%	20.8%
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Details of transfers and subsidies

Departmental agencies and accounts							
Departmental agencies (non-business entities)							
Current	1,989.9	2,149.2	2,219.3	2,311.5	2,575.0	2,724.4	2,876.9
Legal Aid South Africa	1,375.4	1,504.7	1,523.0	1,577.2	1,754.4	1,856.1	1,960.1
Special Investigating Unit	295.9	296.8	304.5	316.7	346.2	366.3	386.8
Public Protector of South Africa	199.3	217.6	245.4	264.1	301.1	318.5	336.4
South African Human Rights Commission	119.3	130.1	146.4	153.5	173.4	183.4	193.7
President's Fund	-	-	-	0.0	0.0	0.0	0.0

Expenditure trends

The spending focus of this programme is mainly transfers to public entities, as well as constitutional institutions and the modernisation of the justice system. The significant spending between 2013/14 and 2015/16 is a result of additional funding to increase personnel capacity in the entities and constitutional institutions, as well as additional allocations for the modernisation and revamping of the criminal justice system.

Expenditure increased mainly on computer services, and agency and support services between 2013/14 and 2014/15, which was a result of the investment made in the ICT systems of the JCPS Cluster and an increase in the number of external service providers for computer-related services.

The budget for the CJS/IJS project was reduced by R20 million in 2017/18 to fund the Commission of Inquiry into Higher Education and Training (the Fees Commission).

The programme's allocation amounted to R11 billion. This will allow the Department to enhance support to public entities and constitutional entities, and to modernise and revamp the criminal justice system.

PART C: LINKS TO OTHER PLANS

10. LONG-TERM INFRASTRUCTURE PLAN

Table 62: Construction projects for the MTEF period

Table 7.B Summary of expenditure on infrastructure

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
Departmental infrastructure										
Mega projects (total project cost of at least R1 billion over the project life cycle)										
Soweto Magistrate's Court (formally referred to as Orlando Magistrate's Court)	New building	Identification	1,264.2	-	-	-	10.2	-	-	19.1
Large projects (total project cost of at least R250 million but less than R1 billion over the project life cycle)										
Nelspruit High Court	New building for the province	Construction	945.8	60.2	150.4	333.5	60.5	34.0	1.0	-
Polokwane High Court	New building for the province	Complete	1,011.4	130.2	318.7	72.7	28.2	0.7	1.0	-
Ntuzuma Magistrate's Office	New building	Complete	274.3	9.0	-	-	-	-	-	-
Port Shepstone Magistrate's Office	New building	Construction	362.1	4.9	13.8	61.3	50.0	130.0	-	-
South Gauteng High Court	Extensions to existing building	Construction	492.9	62.8	23.1	55.4	33.0	-	-	-
Katlehong Magistrate's Office	New building	Complete	332.2	0.5	8.3	-	-	-	-	-
Boosens Magistrate's Office	New building	Construction	262.4	4.3	-	-	56.6	111.0	22.9	140.5

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Durban High Court	Additional accommodation	Design	618.8	-	-	3.0	25.0	5.0	-	-
Small projects (total project cost of less than R250 million over the project life cycle)										
Accessibility programme (phase 2)	Accessibility to court facilities	Ongoing	105.9	-	20.6	36.9	15.6	20.7	8.1	13.3
Mamelodi Magistrate's Office	New building	Construction	146.7	0.4	15.6	26.9	34.4	32.5	2.4	34.5
Plettenberg Bay Magistrate's Office	New building	Construction	298.0	19.8	13.6	18.3	42.0	105.0	41.1	43.4
Richards Bay Magistrate's Office	New building	Design	207.1	3.3	3.5	8.4	16.8	2.4	56.5	59.7
Kagiso Magistrate's Office	New building	Hand over	110.6	7.5	6.2	-	-	-	-	-
Jan Kempdorp Magistrate's Office	New building	Design	45.0	-	-	-	5.0	0.1	6.6	5.9
Hankey Magistrate's Office	New building	Handed over	32.2	1.3	-	-	-	-	-	-
Tsakane Magistrate's Office	New building	Handed over	16.2	0.4	0.6	-	-	-	-	-
Nkomazi Magistrate's Office	New building	Construction	0.8	-	-	0.3	-	0.1	1.0	-
Garies Magistrate's Office	New building	Design	86.8	-	-	-	3.0	-	5.3	25.6
Lothair Periodical Court	New building	Design	31.7	0.3	-	-	5.0	0.1	9.7	10.3
Boksburg Magistrate's Office	Upgrading of electricity	Design	243.0	-	-	-	-	0.1	1.0	0.5
Bityi Periodical Court	New building	Design	142.3	0.4	2.1	0.7	20.0	45.5	53.7	20.0
Dimbaza Periodical Court	New building	Construction	110.2	1.1	4.6	26.1	32.9	32.8	6.2	6.5
Supreme Court of Appeal (Bloemfontein)	Extensions to existing building	Handed over	129.8	7.2	0.7	0.8	-	-	-	-

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Pietermaritzburg Master's Office: Old Colonial Building	Extensions to existing building	Handed over	138.5	1.7	-	-	-	0.3	40.0	-
Butterworth Magistrate's Office	Extensions to existing building	Handed over	52.5	0.3	-	-	-	-	-	-
Stanger Magistrate's Office	Extensions to existing building	Handed over	52.8	0.5	1.1	-	-	-	-	-
Soshanguve Magistrate's Office	Extensions to existing building	Design	53.5	-	-	-	2.0	0.1	20.1	31.3
Port Elizabeth High Court	Extensions to existing building	Construction	194.8	5.3	25.7	11.5	31.9	46.2	31.2	42.9
National Prosecuting Authority building (Pietermaritzburg)	Extensions to existing building	Design	75.0	0.1	-	-	5.0	5.3	21.4	22.6
Humansdorp Magistrate's Office	Extensions to existing building	Design	19.7	-	-	-	1.5	-	2.2	2.3
Oberholzer Magistrate's Office	Upgrading of security measures	Construction	8.7	-	-	0.4	0.9	0.6	1.0	-
Kwambonambi Periodical Court	Extensions to existing building	Design	61.4	-	-	-	2.0	-	2.8	0.2
Umtata Magistrate's Office	Extensions to existing building	Design	162.4	8.2	0.9	-	20.0	6.0	22.2	43.5
Cala Magistrate's Office	Extensions to existing building	Design	12.2	-	-	-	1.5	-	2.2	2.3
Tarkastad Magistrate's Office	Extensions to existing building	Handed over	9.4	1.1	6.3	-	-	-	-	-
Schweizer-Reneke Magistrate's Office	Extensions to existing building	Handed over	11.3	2.1	4.8	0.1	-	-	-	-

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Calvinia Magistrate's Office	Extensions to existing building	Design	17.4	-	-	-	-	-	1.0	-
Nyoni Periodical Court	Extensions to existing building	Design	23.0	0.5	2.6	0.5	2.0	-	2.8	0.3
Wolmaransstad Magistrate's Office	Extensions to existing building	Design	29.9	-	-	-	1.0	-	1.6	6.7
Bisho High Court	Extensions to existing building	Feasibility	28.3	0.0	12.9	-	1.0	-	0.6	11.5
Mount Ayliff Magistrate's Office	Extensions to existing building	Design	55.6	-	-	-	1.0	-	1.6	1.7
Barkley East Magistrate's Office	Extensions to existing building	Design	6.6	-	-	-	1.0	-	1.6	1.7
Whittlesea Magistrate's Office	Extensions to existing building	Design	68.5	-	1.4	1.0	9.0	-	32.3	25.2
Christiana Magistrate's Office	Extensions to existing building	Design	18.2	0.2	-	-	1.4	-	2.1	2.2
Fraserburg Magistrate's Office	Extensions to existing building	Design	9.6	0.1	-	1.2	1.0	19.6	1.6	1.7
Polokwane Magistrate's Court	Refurbishment	Design	90.0	-	-	-	10.0	-	20.0	-
Umbumbulu Magistrate's Office	Extensions to existing building	Construction	48.3	1.3	11.3	13.9	5.5	1.7	5.2	5.5
Thohoyandou High Court	Extensions to existing building	Design	1.7	-	-	0.1	1.0	-	-	-
Gelvandale Magistrate's Office	Extensions to existing building	Handed over	54.1	0.9	0.8	-	-	-	-	-
Goodwood Magistrate's Office	New building	Pre-feasibility	451.8	-	-	-	7.0	1.1	0.2	2.3
Tshilwavhusiku Magistrate's Office	New building	Design	100.0	0.1	0.1	0.0	7.0	-	7.4	7.8

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Tsineng Magistrate's Office	New building	Identification	49.2	-	-	-	0.1	-	1.2	0.6
Second Gelvandale Magistrate's Office	Upgrading of various offices	Handed over	6.8	4.2	1.8	-	-	-	-	-
Odendaalsrus Magistrate's Office	Extensions to existing building	Feasibility	7.5	-	-	-	-	-	0.0	0.0
Villiers Magistrate's Office	Extensions to existing building	Feasibility	8.8	-	-	-	0.1	-	0.0	0.0
Bultfontein Magistrate's Office	Extensions to existing building	Feasibility	1.7	-	-	-	0.1	-	-	-
Bloemfontein High Court	Extensions to existing building	Design	1.6	-	-	-	-	-	1.0	-
Kroonstad Magistrate's Office	Extensions to existing building	Design	2.6	-	-	-	0.1	-	-	-
Welkom Magistrate's Office	Extensions to existing building	Design	23.3	-	0.7	4.7	6.6	8.6	1.3	1.3
Caledon Magistrate's Office	Extensions to existing building	Hand over	19.1	2.8	0.8	0.2	-	-	-	-
Ladismith Magistrate's Office (Western Cape)	Extensions to existing building	Design	3.1	0.7	0.4	-	1.0	-	0.5	0.5
Grabouw Magistrate's Office	Extensions to existing building	Design	8.5	2.2	5.7	0.9	0.8	-	-	-
Clanwilliam Magistrate's Office	Extensions to existing building	Design	9.4	2.8	7.3	1.5	-	-	-	-
Cape Town Magistrate's Office	Extensions to existing building	Design	24.2	0.8	12.7	1.1	4.2	-	3.3	3.5
Justitia Building (Cape Town)	Extensions to existing building	Construction	192.7	1.8	7.3	41.6	4.3	52.8	100.2	2.5
Msinga Magistrate's Office	Extensions to existing building	Design	85.0	0.3	0.4	-	1.7	-	1.9	0.4

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Umzimkulu Magistrate's Office	Extensions to existing building	Design	176.0	12.7	2.3	0.1	3.0	-	3.3	0.4
Ixopo Justice Cluster	Extensions to existing building	Design	53.1	1.3	0.4	-	3.0	-	2.3	-
Ingwavuma Justice Cluster	Extensions to existing building	Design	42.6	1.5	-	0.5	2.0	-	2.2	0.2
Kranskop Justice Cluster	Extensions to existing building	Design	11.3	-	-	-	1.0	-	1.1	0.1
Greytown Justice Cluster	Extensions to existing building	Design	26.7	-	-	-	1.9	-	2.1	0.1
Bergville Justice Cluster	Extensions to existing building	Design	37.8	1.2	0.0	-	2.0	-	2.8	0.1
Paulpietersburg Justice Cluster	Extensions to existing building	Design	37.3	0.3	0.5	0.1	1.6	-	2.3	0.3
Magudu Justice Cluster	Extensions to existing building	Design	22.6	-	-	0.1	1.7	-	2.4	0.5
Sundumbili Magistrate's Office	Extensions to existing building	Design	16.5	-	-	-	2.0	-	2.8	2.9
Newcastle Magistrate's Office	Extensions to existing building	Design	128.6	4.8	0.2	2.2	1.0	-	1.6	0.7
Chatsworth (Durban) Magistrate's Office	Extensions to existing building	Tender	204.5	6.0	1.0	3.0	2.5	58.1	3.3	13.5
Vulamehlo Magistrate's Office	Extensions to existing building	Design	40.4	0.8	1.4	-	1.0	-	1.6	1.7
Pofadder Magistrate's Office	Extensions to existing building	Design	232.5	-	0.4	1.2	0.5	-	1.1	1.1
Hopetown Magistrate's Office	Extensions to existing building	Design	34.0	-	-	-	1.0	-	1.6	1.7
Kakamas Magistrate's Office	Extensions to existing building	Design	95.0	-	0.1	-	8.1	-	20.1	11.2

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Keimos Magistrate's Office	Construction of new Court	Design	19.1	0.0	0.7	-	3.0	-	3.9	4.1
Mankwe Magistrate's Office	Extensions to existing building	Hand over	2.4	2.3	0.8	-	-	-	-	-
Klerksdorp Magistrate's Office	Extensions to existing building	Design	29.8	-	0.5	1.4	3.0	-	3.8	4.1
Evander Magistrate's Office	Extensions to existing building	Design	75.0	1.1	-	1.2	3.5	-	2.1	2.2
Tzaneen Magistrate's Office	Extensions to existing building	Design	85.0	0.0	-	-	10.0	-	4.5	4.8
Dzanani Magistrate's Office	Extensions to existing building	Design	182.0	0.2	1.5	0.8	10.0	0.5	11.1	11.7
Naboomspruit Magistrate's Office	Extensions to existing building	Design	30.8	-	-	0.3	5.0	-	4.5	5.9
Ezibeleni Magistrate's Office	Extensions to existing building	Design	17.9	0.2	0.1	-	0.8	-	1.1	1.2
King William's Town Magistrate's Office	Extensions to existing building	Design	6.4	0.6	0.1	0.1	1.5	-	2.2	2.3
Grahamstown Magistrate's Office	Extensions to existing building	Design	5.1	-	-	-	0.8	-	1.5	1.5
Seymour Magistrate's Office	Extensions to existing building	Design	22.1	-	0.2	0.0	2.3	-	3.9	4.1
Middelburg Magistrate's Office (Eastern Cape)	Extensions to existing building	Design	47.4	-	-	0.2	4.0	-	7.8	8.2
Port Elizabeth Magistrate's Office	Extensions to existing building	Design	58.3	0.1	0.0	-	4.0	-	26.7	28.2
Bedford Magistrate's Office	Extensions to existing building	Design	12.8	-	-	-	1.3	-	1.5	1.5
Odi Magistrate's Office	Extensions to existing building	Design	165.7	-	-	-	10.0	-	61.8	81.2

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Palace of Justice (Pretoria)	Extensions to existing building	Construction	53.0	-	8.4	1.5	-	2.0	-	-
Rustenburg Magistrate's Office	Extensions to existing building	Design	182.5	2.8	6.4	1.8	10.5	-	47.6	37.4
Virginia Magistrate's Office	Extensions to existing building	Design	4.0	-	-	-	-	-	1.0	0.0
Henneman Magistrate's Office	Extensions to existing building	Design	8.5	-	-	-	-	-	1.0	0.0
Gariepdam Magistrate's Office	Extensions to existing building	Design	7.4	-	-	-	-	-	1.0	0.0
Bothaville magistrate's office	Extensions to existing building	Design	5.0	-	-	-	-	-	1.0	0.0
Beaufort West Magistrate's Office	Central air conditioning	Construction	4.7	-	-	0.2	3.0	0.0	-	-
Kuils Rivier Magistrate's Office	New Building	Feasibility	196.0	-	-	-	5.0	-	-	0.2
Hermanus Magistrate's Office	New Building	Feasibility	179.0	-	-	-	5.0	-	-	0.2
Philippi Magistrate's Office	New Building	Feasibility	200.0	-	-	-	5.0	-	-	0.2
Darling Magistrate's Office	Extensions to existing building	Feasibility	30.0	-	-	-	-	-	-	0.0
Somerset West Magistrate's Office	Extensions to existing building	Feasibility	30.0	-	-	-	-	-	-	0.0
Worcester Magistrate's Office	Extensions to existing building	Feasibility	40.0	-	-	-	-	-	-	0.0
Umzumbe Magistrate's Office	Installation of air conditioners	Construction	0.8	-	-	-	0.3	-	-	-
Sundumbili Magistrate's Office	Extensions to existing building	Design	40.4	-	-	-	-	-	-	0.5
Ulundi Magistrate's Office	Security measures	Design	6.4	-	-	-	-	-	-	0.3

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Mahlabathini Magistrate's Office	Security measures	Design	10.1	-	-	-	-	-	-	0.0
Dannhauser Magistrate's Office	Security measures	Design	8.9	-	-	-	-	-	-	0.0
Ubombo magistrate's office	Additional accommodation	Design	50.0	-	-	-	-	-	-	0.0
Gingindlovu Magistrate's Office	Additional accommodation	Design	3.5	-	-	-	-	-	-	0.0
Ngome Magistrate's Office	New Building	Design	20.0	-	-	-	-	-	-	0.0
Izingolweni Magistrate's Office	installation of generator	Design	1.0	-	-	-	-	-	-	0.0
Louwsburg Magistrate's Office	Upgrading and refurbishment	Design	0.7	-	-	-	-	-	-	0.0
Vryheid Magistrate's Office	Installation of air conditioners	Design	1.2	-	-	-	-	-	-	0.0
Verulum Magistrate's Office	Installation of air conditioners	Design	5.3	-	-	-	-	-	-	0.0
Colonial Building Magistrate's Office	Additional accommodation	Design	178.1	-	-	-	-	-	-	0.1
Nongoma Magistrate's Office	Installation of air conditioners	Design	0.5	-	-	-	-	-	-	0.0
Ladysmith Magistrate's Office	Installation of air conditioners	Design	0.2	-	-	-	-	-	-	0.0
Howick Magistrate's Office	Security measures	Design	4.0	-	-	-	-	-	-	0.0
Pongola Magistrate's Office	Repairs and renovations	Design	1.2	-	-	-	-	-	-	0.0
Durban MTN	Upgrading and refurbishment	Design	195.0	-	-	-	-	-	-	0.2
Kudumane Magistrate's Office	Extensions to existing building	Design	6.8	-	-	-	-	-	-	-

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million										
Various Magistrate Offices: Installation of Standby Generator.	Installation of generators	Design	3.0	-	-	-	10.0	5.0	-	-
Various Magistrate offices: Installation of Air Conditioners	Installation of air conditioners	Design	-	-	-	-	10.0	10.0	5.0	-
Various Magistrate Offices: Installation of water tanks	Water tanks	Design	-	-	-	-	10.0	10.0	10.0	-
Fort Beaufort Magistrate's Office	Upgrading of electricity	Construction	1.5	-	-	0.8	-	0.2	1.0	-
Jamestown Magistrate's Office	Extensions to existing building	Design	3.1	-	-	-	-	-	1.0	-
New Brighton Magistrate's Office	Extensions to existing building	Design	22.7	-	-	-	-	-	1.0	-
Sibasa regional court	Refurbishment	Design	4.1	-	-	-	-	-	1.0	-
Rouxville Magistrate's Office	Additional accommodation	Construction	10.7	-	-	-	-	0.1	-	0.1
Vanrhynsdorp Magistrate's Office	Extensions to existing building	Hand over	2.9	-	-	1.1	-	-	-	0.0
Libode Magistrate's Office	Extensions to existing building	Design	1.2	-	-	-	-	-	1.0	-
Mqanduli Magistrate's Office	Extensions to existing building	Design	3.9	-	-	-	-	0.1	1.0	15.0
Indwe Magistrate's Office	Extensions to existing building	Design	10.4	-	-	-	-	-	1.0	-
Elliot Magistrate's Office	Extensions to existing building	Design	4.7	-	-	0.3	-	-	1.0	-
Vulindlela(Taylor's Halt)	New building	Identification	0.6	-	-	-	-	-	-	-

Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
				2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
R million				2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Lichtenburg Magistrate's Office	Extensions to existing building	Design	200.0	-	-	-	1.0	1.0	10.0	5.0
Vryburg Magistrate's Office	Extensions to existing building	Design	0.9	-	-	-	-	-	1.0	-
Mount Fletcher Magistrate's Office	Upgrading and refurbishment	Design	1.8	-	-	-	-	-	-	-
Mthatha High Court	Upgrading	Design	75.3	-	-	-	-	17.5	-	-
Upington Magistrate's Office	Additional accommodation	Feasibility	100.0	-	-	-	-	0.5	-	-
KwaMhlanga Magistrate's Office	Additional accommodation	Feasibility	100.0	-	-	-	-	0.5	-	-
Lephalale Magistrate's Office	Additional accommodation	Feasibility	100.0	-	-	-	-	0.5	-	-
Klerksdorp Magistrate's Office	Additional accommodation	Feasibility	100.0	-	-	-	-	0.5	-	-
Middelburg Magistrate's Office (Mpumalanga)	Additional accommodation	Feasibility	100.0	-	-	-	-	0.5	-	-
Total			13,808.7	387.6	712.3	739.5	721.1	769.3	819.8	855.0

11. CONDITIONAL GRANTS

No conditional grants were issued by the Department.

12. PUBLIC ENTITIES AND CONSTITUTIONAL INSTITUTIONS

Four entities are funded through the vote account of the DoJ&CD. Two of these entities are Chapter 9 institutions: the SAHRC and the Public Protector of South Africa. The other two are public entities reporting to the Minister: LASA and the SIU (Programme 5). These are fully independent entities and are mandated through legislation and the Constitution. For this reason, they perform their duties independently of the DoJ&CD and are evaluated by the Parliament of South Africa.

13. PUBLIC-PRIVATE PARTNERSHIPS

No public-private partnerships are presently funded by the Department.

14. ANNEXURE A:

Vision

Justice for all in South Africa

Mission

To administer an efficient and a responsive justice system

Values

- Commitment to constitutional values and a culture of human rights
- Rule of law
- Excellence
- Responsiveness
- Accountability
- Good governance

The Department's four strategic goals:

Goal 1	Optimisation of the deployment of people, processes and technology to meet service delivery and good governance requirements
Goal statement	Invest in and develop people, processes and technology to ensure continued compliance with legislative and regulatory requirements and sustained public confidence
Goal 2	People-centred justice services that are accessible, reliable and efficient
Goal statement	Justice services which place victims, vulnerable persons and other court users at the centre of the justice system
Goal 3	Corporatized, cost-effective and integrated quality legal services to protect the best interest of the State
Goal statement	A transformed and integrated State Legal Service is achieved that offers quality, efficient and cost-effective service
Goal 4	Promotion of constitutionalism, human rights and commitment to international legal relations
Goal statement	Compliance by government departments with the Promotion of the Administrative Justice Act (PAJA) is substantially improved, citizens are better informed on how to exercise their constitutional rights, public engagement with relevant stakeholders, civil society organisations and community-based organisations is improved by public participatory forums and constitutional development is promoted

15. ANNEXURE B: INDICATOR DESCRIPTIONS

STRATEGIC OBJECTIVE 1: INCREASED COMPLIANCE WITH PRESCRIPTS TO ACHIEVE AND SUSTAIN THE UNQUALIFIED AUDIT OPINION

Indicator title	1. Unqualified audit opinion achieved and sustained on financial statements and predetermined objectives
Short definition	The indicator tracks the Auditor-General's audit opinions on financial statements and predetermined objectives reports achieved year after year
Purpose/importance	To assist the Department to achieve better audit outcomes and therefore improve governance through the 2014-19 MTSF period
Source/collection of data	Final audit reports from the Auditor-General
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	The Department to sustain and improve unqualified audit opinion in all financial reports
Reporting cycle	Annually
Indicator responsibility	Chief Financial Officer
Reporting responsibility	Chief Financial Officer
Type of information to be extracted from the source data	Final audit opinion on vote account, Guardian's Fund, predetermined objectives and Third Party Fund
Source data capturing frequency	Annually

Indicator title	1.1 Number of audit projects completed by Internal Audit
Short definition	This is the number of audited projects from the approved internal audit plan completed during the reporting period
Purpose/importance	To assist the Department in identifying areas of weakness and corrective actions, which will help it to achieve better audit outcomes
Source/collection of data	a. Audit plan approved by the Audit Committee b. Progress reports signed off by the Chief Audit Executive c. Project reports
Method of calculation	Simple count
Data limitations	None

Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All projects on the approved audit plan completed during the reporting period
Indicator responsibility	Chief Audit Executive
Reporting person	Azwifaneli Mulaudzi
Type of information to be extracted from the source data	Audit plans, progress reports and project reports
Source data capturing frequency	Audit plans captured annually and progress reports produced against this plan

Indicator title	1.2 Percentage of significant findings resolved on key specific areas
Short definition	This indicator measures the percentage of significant findings resolved on key specific areas. Key specific areas include Contingent liability, Asset management, Procurement management, TPF, Recovery of legal fees and Reliability of performance information
Purpose/importance	To assist the Department to develop corrective action to address audit findings, thereby helping it to achieve better audit outcomes
Source/collection of data	Audit action plan approved by the Director-General
Method of calculation	Percentage = (number of audit findings addressed divided by the total number of audit findings) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All audit findings addressed
Indicator responsibility	CFO
Reporting person	Shereen Bansi
Type of information to be extracted from the source data	a. Date on which the planned interventions to address the findings were completed b. Number of interventions completed c. Number of planned interventions
Source data capturing frequency	Monthly

STRATEGIC OBJECTIVE 2: AN EFFICIENT AND EFFECTIVE CRIMINAL JUSTICE SYSTEM THAT CONTRIBUTES TO THE REALISATION OF OUTCOME 3

Indicator title	2. Number of criminal cases on the backlog roll in lower courts
Short definition	Number of criminal cases on the backlog roll in district and regional courts
Purpose/importance	To monitor and reduce case backlogs
Source/collection of data	Court data from ICMS
Method of calculation	Simple count
Data limitations	There is a risk of disparity of information at court level
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Decrease in backlog cases within target
Indicator responsibility	Chief Director: Court Services (CJSR)
Reporting person	Adv P Du Rand
Type of information to be extracted from the source data	<p>1. Numbers and list of all backlog cases in the following courts</p> <p>a. District courts</p> <p>b. Regional courts</p> <p>2. Dates on which cases were heard for the first time in court</p> <p>Backlog defined as:</p> <p>a. District court: Case on the roll for six months or longer</p> <p>b. Regional court: Case on the roll for nine months or longer</p>
Source data capturing frequency	Daily

Indicator title	2.1 An integrated Criminal Justice Strategy finalised by target date
Short definition	Integrated CJS Strategy finalised during the 2017/18 reporting period Finalised means approval of the Strategy by the Minister
Purpose/importance	Integration of strategic plans/policies/interventions across the CJS value chain is critical to ensure an efficient and transformed CJS
Source/collection of data	Approved Criminal Justice Strategy by the Minister
Method of calculation	n/a

Data limitations	n/a
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	Strategy finalised by target date
Indicator responsibility	Chief Director: Court Performance
Reporting person	Adv PA Du Rand
Type of information to be extracted from the source data	a. Date which the strategy was approved
Source data capturing frequency	Monthly

Indicator title	2.2 Percentage of indicators on CJS Business Plan achieved
Short description	The indicators measures the percentage of indicators on the CJS business plan achieved during the reporting period
Purpose/importance	To monitor and facilitate the implementation of the CJS business plan by departments in the criminal justice value chain
Source/collection of data	Approved CJS Business Plan CJS business performance report
Method of calculation	$(\text{Number of indicators completed} / \text{total number of indicators on the CJS Business Plan}) \times 100$
Data limitations	None
Type of indicator	Output
New indicator	Yes
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	All indicators on the CJS business Plan to be completed
Indicator responsibility	CJR
Reporting person	Adv. P Du Rand
Type of information to be extracted from the source data	<ul style="list-style-type: none"> • Number of indicators completed • Total number of indicators on the CJS Business Plan)x100
Source data capturing frequency	Monthly

Indicator title	2.3 Percentage of criminal cases postponed due to the unavailability of court administration staff
Short description	This indicator measures the percentage of criminal cases on the roll that were postponed due to the unavailability of administration staff
Purpose/ importance	To reduce the percentage of cases postponed due to the unavailability of court administration staff and to monitor the availability of court administration staff for court sittings
Source/collection of data	Court record (charge sheets)
Method of calculation	Percentage = (number of cases postponed due to the unavailability of court administration staff divided by the total number of cases postponed) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	Adequate availability of court administration staff for court sittings
Indicator responsibility	Chief Director: Court Performance
Reporting person	Mandy Janse van Rensburg
Type of information to be extracted from the source data	a. Number of cases postponed due to the unavailability of court administration staff b. Total number of cases postponed
IT systems/tools used to capture extracted data	ICMS for Criminal Lower Courts
Source data capturing frequency	Daily

Indicator title	2.4 Number of case backlog courts converted into permanent courts
Short definition	The indicator measures the number of case backlog courts that will be converted into permanent court in this financial year
Purpose/importance	Providing additional capacity to deal with criminal case backlog reduction
Source/collection of data	Proclamation in the Government Gazette
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Backlog courts mainstreamed
Indicator responsibility	Chief Director: Court Performance
Reporting person	Adv PA Du Rand
Type of information to be extracted from the source data	a. Number and name of of backlog courts phased in/out mainstreamed
Source data capturing frequency	Quarterly

STRATEGIC OBJECTIVE 3: AN EFFICIENT AND EFFECTIVE VICTIM AND WITNESS SUPPORT SYSTEM.

Indicator title	3. Percentage of victims satisfied with the lower court-based support services.
Short definition	The indicator measures the percentage of victims who are satisfied with the support services offered at the courts
Purpose/importance	To determine whether victims are satisfied with the court-based support services that are offered at the courts Court-based support services will include information, intermediary, in-camera proceedings, private waiting and witness fees services
Source/collection of data	Victims' satisfaction survey report on court-based support services
Method of calculation	Victims' satisfaction survey report
Data limitations	Resistance of victims' participation in the survey
Type of indicator	Impact
New indicator	Yes
Calculation type	Cumulative
Desired performance	Improve satisfaction of victims with court-based support services
Reporting cycle	Annually
Indicator responsibility	Court Services Branch
Reporting person	Adv JB Skosana
Type of information to be extracted from the source data	a. Number of victims with positive responses on court-based support services b. Total number of people who participated in the survey
Source data capturing frequency	Quarterly

Indicator title	3.1 Number of courtrooms adapted in line with the Sexual Offences Courts Model
Short definition	The number of sexual offences courtrooms adapted in line with the Sexual Offences Model during the reporting period
Purpose/importance	To improve support services to victims of sexual offences
Source/collection of data	A letter signed by the Regional Head or any designated person confirming the upgrading of the regional court into a Sexual Offences Court and its compliance with the Sexual Offences Courts Model
Method of calculation	Simple count
Data limitations	None

Type of indicator	Output
New indicator	No
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	To reduce the secondary traumatisation of victims of sexual offences
Indicator responsibility	Chief Director: PRVG
Reporting person	Adv Praise Kambula
Type of information to be extracted from the source data	a. Number and names of Sexual Offences Courts upgraded into Sexual Offence Courtrooms b. Name and date on which the letter was signed
Source data capturing frequency	Quarterly

Indicator title	3.2 Percentage of child justice preliminary inquiries finalized within 90 days after first appearance
Short definition	This is the monitoring of the prompt finalisation of preliminary inquiries in terms of the Child Justice Act Finalised refers matter concluded by magistrate or probation officer or prosecutor depending on the outcome of the case.
Purpose/importance	To comply with the guiding principles of the Child Justice Act and Regulations
Source/collection of data	ICMS Child Justice
Method of calculation	Percentage of preliminary inquiries finalised within 90 days from date of first appearance [Number of matters finalised within 90 days/Total number of matters finalised] x 100.
Data limitations	Utilisation of the ICMS Child Justice System
Type of indicator	Impact based
Calculation type	Percentage
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	55%
Indicator responsibility	Chief Director: Court Performance
Reporting person	Adv PA Du Rand
Type of information to be extracted from the source data	a. Number of matters finalised within 90 days b. Total number of matters finalised
Source data capturing frequency	Daily/Monthly

STRATEGIC OBJECTIVE 4: ENHANCED AND INTEGRATED FAMILY SERVICES.

Indicator title	4. Percentage of integrated family law matters finalised
Short definition	This is the percentage of family law matters that are finalised within the current financial year. Matters will include those received in the current financial year and the carried over from the previous financial year. Finalisation will mean all matters concluded by family advocate.
Purpose/Importance	To enhance an integrated family law services by promoting and protecting the best interests of children and ensuring the preservation of family cohesion through mediation services.
Source/collection of data	Case registers
Method of calculation	Percentage = (Total number of family law matters finalised/Total number of family law matters received) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	All family law related matter reported finalised
Indicator responsibility	Chief Family Advocate
Reporting person	Adv Petunia Seabi-Mathope
Type of information to be extracted	a. Total number of family law matters finalised b. Total number of family law matters received
Source data capturing frequency	Monthly

Indicator title	4.1 Percentage of maintenance matters finalized within 90 days from date of proper services of process
Short definition	This is the number of maintenance matters finalised within 90 days from date of proper service of process on the respondent (or maintenance defaulter) Finalisation refers to matters concluded by margistrate or the maintenance officer.
Purpose/importance	To alleviate poverty and promote the rights of children enshrined in section 28(C) of the Constitution of the Republic of South Africa, 1996 To enhance the maintenance recovery service/system
Source/collection of data	Case register
Method of calculation	Percentage of maintenance matters finalised within 90 days from date of proper service of process = [Number of matters finalised within 90 days/Total number of matters finalised] x 100.
Data limitations	Other maintenance sites not capturing information on NOC system ·NOC down time
Type of indicator	Outcome

Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All maintenance matters finalised within 90 days from date of proper service of process
Indicator responsibility	Chief Family Advocate
Reporting person	Adv P Seabi-Mathope
Type of information to be extracted from the source data	a. Number of cases opened b. Number of cases finalised c. Dates on which cases were registered and finalised d. Total number of matters finalised within 90 days e. Number of children assisted through the maintenance recovery system
Source data capturing frequency	Monthly

Indicator title	4.2 Percentage of Family Advocate reports filed within 6 months from the date of opening the matter
Short definition	This is the number of litigated matters for which the Family Advocates have to finalise the matters and file Family Advocates Reports within 6 months from the date of opening of the file/matter
Purpose/importance	To give effect to the provisions of the Children's Act of 2005 (Act 38 of 2005) which provides for the speedy finalisation of cases involving children as well as other statutory provisions aimed at protecting the rights and welfare of children
Source/collection of data	Case register
Method of calculation	Percentage = (Number of reports files within 6 months from the date of opening/Total number of Family Advocates Reports filed) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Family Advocates matters finalised and Family Advocates Reports filed within 6 months from the date of opening of the file.
Indicator responsibility	Chief Family Advocate
Reporting person	Adv P Seabi-Mathope

Type of information to be extracted from the source data	<ul style="list-style-type: none"> a. Number of children assisted through the intervention b. Number of Family Advocate's Reports filed within 6 months from the date of opening of file c. Total number of Family Advocates matters finalised and Reports filed d. Dates on which enquiries were registered and completed
Source data capturing frequency	Monthly

Indicator title	4.3 Percentage of family law backlog cases finalised
Short definition	This is the number of non-litigation, litigation family law matters and maintenance recovery matters older than 6 months from the date of opening of the file and the date of the proper service of process, respectively Finalisation will mean all matters concluded by family advocate
Purpose/importance	To monitor and reduce case backlog
Source/collection of data	Court data and case data, respectively
Method of calculation	Percentage = (Total number of non-litigation, litigation family law matters and maintenance recovery matters older than 6 months from the date of opening finalised/Number of the number of non-litigation, litigation family law matters and maintenance recovery matters older than 6 months from the date of opening) x 100
Data limitations	Risk of disparity of information
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Speedy finalisation of cases Decrease in backlog cases
Indicator responsibility	Chief Family Advocate
Reporting person	Adv P Seabi-Mathope
Type of information to be extracted from the source data	<ul style="list-style-type: none"> a) Dates on which files were opened and registered b) Number of all backlog cases
Source data capturing frequency	Monthly

STRATEGIC OBJECTIVE 5: INCREASED ACCESS TO JUSTICE SERVICES TO HISTORICAL MARGINALISED COMMUNITIES.

Indicator title	5. Percentage of clients perceiving an increase in access to justice services
Short definition	This indicator measures the perception improvement in access to justice service points Clients are victims, offenders and general members of the public
Purpose/importance	To increase access to justice, particularly in rural areas
Source/collection of data	A survey report on access to justice services
Method of calculation	A survey report on access to justice services
Data limitations	None
Type of indicator	Outcome
Desired performance	Increase access to justice services for historically disadvantaged people
New indicator	Yes
Calculation type	Cumulative
Desired performance	To increase access to courts with special emphasis on rural communities
Reporting cycle	Annually
Indicator responsibility	Chief Director: Service Delivery
Reporting person	Mr M Mosala
Type of information to be extracted from the source data	a) Number of clients perceiving an increase in access b) The total number of clients surveyed
Source data capturing frequency	Annually

Indicator title	5.1 Number of provinces where magisterial districts are aligned with municipal boundaries
Short definition	This indicator measures number of provinces where magisterial districts are aligned with municipal boundaries
Purpose/importance	To improve access to justice services for historically marginalised communities
Source/collection of data	Proclamation in the Government Gazette
Method of calculation	Simple count

Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	All magisterial districts aligned with municipal boundaries
Indicator responsibility	DDG: Court Services
Reporting person	Adv J B Skosana
Type of information to be extracted from the source data	a. Number and names of the provinces where magisterial districts are aligned with municipal boundaries b. Date on which proclamation was done
Source data capturing frequency	Annually

Indicator title	5.2 Number of new court buildings completed
Short definition	The number of completed new court buildings in during the financial year
Purpose/importance	To expand justice infrastructure footprints for purposes of bringing justice services to the people in rural and previously disadvantaged areas
Source/collection of data	Completion certificate
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Completed infrastructure fit to serve the intended purpose
Indicator responsibility	Chief Director: Facilities Management
Reporting person	Ms Pheladi Kadiaka
Type of information to be extracted from the source data	a) Number and names of courts completed b) Date which the completion certificate was issued
Source data capturing frequency	Quarterly

Indicator title	5.3 Number of divisions of high courts aligned with provincial boundaries
Short definition	This indicator measures the number of divisions of high courts that are aligned with municipal boundaries during the reporting period
Purpose/importance	To improve access to justice
Source/collection of data	Proclamation in the Government Gazette
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	All divisions of high courts aligned to provincial boundaries
Indicator responsibility	Chief Director: Policy Development
Reporting person	Adv J B Skosana
Type of information to be extracted from the source data	a) Number and names of divisions of high courts aligned to provincial boundaries b) Date on which proclamation was done
Source data capturing frequency	Annually

STRATEGIC OBJECTIVE 6: AN EFFICIENT AND EFFECTIVE CIVIL JUSTICE SYSTEM

Indicator title	6. Percentage of annexed civil cases mediated
Short definition	This indicator measures percentage of annexed civil cases mediated in the proclaimed courts during the financial year.
Purpose/importance	To monitor finalisation of annexed civil cases
Source/collection of data	ICMS Civil (phase 2)
Method of calculation	Percentage = (Total number of annexed civil cases mediated/ Total number of civil cases referred for mediation) x 100
Data limitations	None
Type of indicator	Outcome indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	To increase percentage of annexed civil matters mediated
Indicator responsibility	DDG :Court Services
Reporting person	Adv. JB Skosana
Type of information to be extracted from the source data	a) Number of annexed cases mediated b) Number of all civil cases referred for mediation.
Source data capturing frequency	Quarterly - should this not be monthly collected

Indicator title	6.1 Number of additional courts providing court annexed mediation
Short definition	This indicator measures number of courts providing annexed mediation
Purpose/importance	To increase number of courts that provides annexed mediation
Source/collection of data	Proclamation on Government Gazette
Method of calculation	Simple count
Data limitations	No
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes

Desired performance	Annual target achieved
Indicator responsibility	DDG: Court Services
Reporting person	Adv J B Skosana
Type of information to be extracted from the source data	Date which courts providing annexed mediation and name of the courts providing annexed mediation was proclaimed
Source data capturing frequency	Quarterly

Indicator title	6.2 Percentage of unopposed taxations processed within 14 working days from the date the matter is set down (district courts)
Short description	To measure the turnaround time of the administrative process conducted by the Clerk of the Court in the performance of his or her quasi-judicial function related to the consideration of unopposed taxations
Purpose/importance	To improve the delivery of quasi-judicial services offered in the Department
Source/collection of data	Lower courts will provide data through the NOC court registers held at court level
Method of calculation	Percentage = (number of unopposed taxation matters concluded within 14 days/the total number of unopposed tax matters concluded) x 100 Number of days taken = Date of completion minus date the matter was set down, excluding weekends and public holidays
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All unopposed tax matters completed within 14 days
Indicator responsibility	Chief Director: Court Performance
Reporting person	Mahomed Dagwood
Type of information to be extracted from the source data	Number of unopposed taxation matters set down Number of unopposed taxation matters finalised Number of unopposed taxation matters finalised within 14 days
IT systems/tools used to capture extracted data	ICMS
Source data capturing frequency	Monthly

STRATEGIC OBJECTIVE 7: TRANSFORMATION OF THE SOUTH AFRICAN LEGAL SYSTEM ENHANCED

Indicator title	7. Number of transformational policies developed.
Short definition	This indicator measures the number of policies that will be implemented to promote transformation in the criminal justice systems
Purpose/importance	To measure the implementation of policies that will transform and align the judicial system to the Constitution
Source/collection of data	Policies approved by the Minister
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All the transformational policies implemented fully
Indicator responsibility	DDG: Court Services
Reporting person	Adv J B Skosana
Type of information to be extracted from the source data	Number of transformational policies developed Dates which the minister approved Date in which the policies were submitted to the parliament
Source data capturing frequency	Progress reports

Indicator title	7.1 Policy that forms basis for the Lower Court Bill finalised by target date
Short definition	This indicator measures the progress on the finalisation of the Policy Framework that forms the basis for the Lower Courts Bill Finalisation means submission of the policy to the Minister for approval
Purpose/importance	To inform what is to be covered on the Lower Courts Bill
Source/collection of data	Policy approved by the Minister
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Quarterly
New indicator	New
Desired performance	Policy framework finalised as planned
Indicator responsibility	DDG: Court Services
Reporting person	Adv J B Skosana
Type of information to be extracted from the source data	Date which the framework was finalised
Source data capturing frequency	Quarterly

Indicator title	7.2 Policy framework on the design of Judicial and Court Administration Model finalised by target date
Short definition	This indicator measures progress on the finalisation of the Policy Framework on the design of the Judicial and Court Administration Model Finalisation mean submission of the policy to the Cabinet for approval
Purpose/importance	Policy Framework intends to inform the design of the Judicial and Court Administration Model
Source/collection of data	Policy approved by the Minister
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Policy framework approved
Indicator responsibility	DDG: Court Services
Reporting person	Adv J B Skosana
Type of information to be extracted from the source data	Date which the policy was approved by the Minister
Source data capturing frequency	Quarterly

Indicator title (performance indicator)	7.3 Policy for the overhaul of the South African legal system finalised by target date
Short definition	This indicator measures the progress on the finalisation of the policy for the overhaul of the South African legal system Finalisation means submission of the policy to the Exco for approval
Purpose/importance	Policy intends to overhaul the South African legal system
Source/collection of data	Policy to overhaul the South African legal system
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Policy framework approved
Indicator responsibility	DDG: Court Services
Reporting person	Adv J B Skosana
Type of information to be extracted from the source data	Date which the Policy Framework was approved by the Minister
Source data capturing frequency	Annually

STRATEGIC OBJECTIVE 8: INCREASED EFFICIENCY IN THE PROVISION OF MASTERS SERVICES TO ALL BENEFICIARIES THEREOF

Indicator title	8. Number of cases handled by the Master of the High Court
Short definition	Number of cases attended to by the Master of the High Court during the reporting period (Cases included deceased appointments, examination of deceased accounts, bankruptcy appointments, examination of bankruptcy accounts, issuing of trust appointments and Guardian's Fund applications)
Purpose/importance	To monitor if the services offered by the Master's Offices are extended to more beneficiaries
Source/collection of data	Office reports and register
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All cases are handled by the Masters' Offices within the required turnaround time
Indicator responsibility	Chief Master
Reporting person	Adv Lester Basson
Type of information to be extracted from the source data	Number of cases handled by Master of the High Court
Source data capturing frequency	Captured daily, collected monthly

Indicator title	8.1 Percentage of letters of appointment issued in deceased estates within 15 days from receipt of all required documents
Short definition	Issuing of letters of executorship and letters of authority in deceased estates to enable the estate administrator to proceed with the administration of the estate of the deceased within 15 days after the applicant has lodged all necessary documents
Purpose/importance	To monitor turnaround times of Masters' services
Source/collection of data	Office reports and registers
Method of calculation	Percentage of letters issued = (number of cases where letters were issued within the time frame (15 days)/the total number of letters issued) x 100 Number of days to issue = date of issue of a letter minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day

Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All letters of appointment issued in the deceased estates within 15 days from receipt of all required documents
Indicator responsibility	Chief Master
Reporting person	Adv Lester Basson
Type of information to be extracted from the source data	As explained in the Chief Master's Directive: Total number of letters issued Total number of letters issued within 15 days Time frame within which matters have been finalised
Source data capturing frequency	Captured daily, collected monthly

Indicator title	8.2 Percentage of liquidation and distribution accounts in large estates (> R250 000) examined within 15 days from receipt of all required documents
Short definition	Examining of liquidation and distribution accounts lodged by the executors in deceased estates within 15 days after the account has been lodged with the Master, and thus issuing the executor with a query sheet with which he or she needs to comply in the further administration of the estate
Purpose/importance	To monitor turnaround times of Masters' services
Source/collection of data	Office reports and registers
Method of calculation	Percentage accounts examined within 15 days = (number of accounts examined within 15 days/the total number of accounts examined) x 100 Number of days to examine = date of examination minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All liquidation and distribution accounts in large estates (> R250 000) examined within 15 days from receipt of all required documents

Indicator responsibility	Chief Master
Reporting responsibility	Adv Lester Basson
Type of information to be extracted from the source data	As explained in the Chief Master's Directive: Total number of accounts examined within 15 days Total number of accounts examined Time frame within which matters have been examined
Source data capturing frequency	Captured daily, collected monthly

Indicator title	8.3 Percentage of beneficiaries in receipt of services within 40 days from receipt of all required documents (Guardian's Fund)
Short definition	Percentage of beneficiaries who received payment on their application within 40 days from lodging all the required documents to enable the Master to proceed with the payment
Purpose/importance	To monitor turnaround times of Masters' services
Source/collection of data	Office reports and the Guardian's Fund system
Method of calculation	Percentage achieved (percentage of beneficiaries in receipt of service) = (number of payments made within 40 day/the total number of payments made) x 100 Number of days to payment = date of payment minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All beneficiaries of the Guardian's Fund receive services within 40 days
Indicator responsibility	Chief Master
Reporting person	Adv Lester Basson
Archiving of source data	In terms of the Chief Master's Directive 2 of 2011 and Chief Master's Directive
Type of information to be extracted from the source data	As explained in the Chief Master's Directive: Total number of payments made Total number of payments made within 40 days Time frame within which payments have been made
Source data capturing frequency	Captured daily, collected monthly

Indicator title	8.4 Percentage of certificates of appointment issued in all bankruptcy matters within 10 days from receipt of all required documents
Short definition	Issuing of appointment certificates to curators and liquidators in bankrupt estates to enable the appointee to proceed with the administration of the estate of the insolvent person or company, etc. within 10 days after the applicant has lodged all the necessary documents
Purpose/importance	To monitor turnaround times of Masters' services
Source/collection of data	Office reports and registers
Method of calculation	Percentage of certificates issued within 10 days = (number of certificates issued within 10 days divided by the total number of certificates issued) x 100 Number of days to issue = Date of issue of a certificate minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All certificates of appointment issued in all bankruptcy matters within 10 days from receipt of all required documents
Indicator responsibility	Adv Lester Basson
Type of information to be extracted from the source data	As explained in the Chief Master's Directive: Number of certificates issued Number of certificates issued within 10 days Time frame within which certificates have been issued
Source data capturing frequency	Captured daily, collected monthly

Indicator title	8.5 Percentage of liquidation and distribution accounts in bankruptcy matters examined within 15 days from receipt of all required documents
Short definition	Examining of liquidation and distribution accounts lodged by the curators or liquidators in bankrupt estates within 15 days after the account has been lodged with the Master of the High Court, and thus issuing the appointee with a query sheet with which he or she needs to comply in the further administration of the estate
Purpose/importance	To monitor turnaround times of Masters' services
Source/collection of data	Office reports and registers

Method of calculation	Percentage of accounts examined within 15 days = (number of accounts examined within 15 days/the total number of accounts examined) x 100 Number of days to examine = Date of examination minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All liquidation and distribution accounts in bankruptcy matters are examined within 15 days of receipt of all required documents
Indicator responsibility	Adv Lester Basson
Type of information to be extracted from the source data	As explained in the Chief Master's Directive: a) Number of accounts examined and number of accounts examined within 15 days b) Time frame within which matters have been finalised
Source data capturing frequency	Captured daily, collected monthly

Indicator title	8.6 Percentage of letters of authority issued in trusts within 14 days of receipt of all required documents
Short definition	Issuing of letters of authority to appoint trustees of registered trusts to enable the appointee to proceed with his other duties as trustee within 14 days after the applicant has lodged all the necessary documents
Purpose/importance	To monitor turnaround times of Masters' services
Source/collection of data	Office reports and registers
Method of calculation	Percentage = (number of letters issued within 14 days/the total number of letters issued) x 100 Number of days to issue = date of issue of a letter minus date of receipt of all required documentation, public holidays and weekends excluded, inclusive of the first and last day
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No

Desired performance	<ul style="list-style-type: none"> a) All letters of authority issued in trusts within 14 days of receipt of all required documents b) All letters of authority issued in trusts after receipt of all required documents
Indicator responsibility	Adv Lester Basson
Type of information to be extracted from the source data	As explained in the Chief Master's Directive: <ul style="list-style-type: none"> a) Number of letters issued b) Time frame within which letters have been issued
Source data capturing frequency	Captured daily, collected monthly

Indicator title	8.7 Percentage of new deceased estates registered on the PEAS in the Masters' Offices
Short definition	The number of new deceased estates registered captured on the PEAS in the Masters' Offices, as a percentage of all new deceased estates registered in the Masters' Offices
Purpose/importance	To monitor the implementation of the PEAS
Source/collection of data	JMIS
Method of calculation	Percentage = (number of matters registered on PEAS in the Masters' offices/the total number of matters in the Masters' offices) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All deceased estates in the Masters' Offices are registered on PEAS
Indicator responsibility	Chief Master
Reporting responsibility	Adv Lester Basson
Type of information to be extracted from the source data	<ul style="list-style-type: none"> a) JMIS monthly report
Source data capturing frequency	Captured daily, collected monthly

STRATEGIC OBJECTIVE 9: IMPROVED STATE LITIGATION SERVICES

Indicator title	9. Number of projects implemented to transform the state litigation services
Short definition	This indicator measures the number of projects implemented to transform state litigation services
Purpose/importance	To improve state litigation services though implementing compliance with the State Attorney
Source/collection of data	Office of the Chief Litigation Officer and State Attorney Office quarterly reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All projects aimed at transforming state litigation services implemented
Indicator responsibility	Acting Chief Litigation Officer
Reporting person	Ms M O Phahlane
Type of information to be extracted from the source data	Number of projects implemented
Source data capturing frequency	Monthly

Indicator title	9.1 Percentage of cases settled through mediation
Short definition	This indicator measure the number of cases settled through mediation by the state attorneys
Purpose/importance	To reduce the litigation costs incurred by the state
Source/collection of data	Office of the Chief Litigation Officer and State Attorney Office quarterly reports
Method of calculation	Percentage = (total number of litigation cases settled through mediation/Total number of cases finalised) x 100
Data limitations	Risk in completeness of data
Type of indicator	Activity
Calculation type	Cumulative

Indicator title	9.1 Percentage of cases settled through mediation
Reporting cycle	Monthly
New indicator	Yes
Desired performance	Increase number of cases finalised through mediation
Indicator responsibility	Acting Chief Litigation Officer
Reporting person	Ms M O Phahlane
Type of information to be extracted from the source data	Total number of litigation cases settled through mediation Total number of cases finalised*
Source data capturing frequency	Monthly

Indicator title	9.2 Percentage of value of briefs allocated to Previously Disadvantaged Individuals (PDIs)
Short definition	This indicator measures the percentage of the monetary value of briefs allocated to PDI counsels during the reporting period
Purpose/importance	To increase the skill and capacity of counsel who are PDIs
Source/collection of data	State Attorney monthly reports
Method of calculation	Percentage = (total value of briefs paid to PDI counsel/The total value of briefs) x 100 PDI counsel = counsel who are African, Indian, Coloured and white females
Data limitations	Risk in completeness of data
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Increase value of briefs allocated to PDI counsel
Indicator responsibility	Acting Chief Litigation Officer
Reporting person	Ms M O Phahlane
Type of information to be extracted from the source data	Value of briefs allocated to PDI counsel Number of briefs allocated to females
Source data capturing frequency	Monthly

Indicator title	9.3 Percentage of High Court matters presented in court by State Attorneys
Short definition	This indicator measures the number of cases handled by Attorneys who have right of appearance and who run trial in High Court.
Purpose/importance	To measure the effectiveness of the Office of the State Attorney in reducing the contingency liability of the state To avert litigation or finalised matters without outsourcing
Source/collection of data	State Attorney monthly reports
Method of calculation	Percentage = (Total number of high court matter presented by State Attorneys/number of cases involving the State in the High Court) x 100
Data limitations	Risk in completeness of data
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Continue savings on damages claims on behalf of the State and efficiency in the State Attorney Offices Reduce contingency liability of the State Increased number of cases represented by State Attorney in the High Court
Indicator responsibility	Acting Chief Litigation Officer
Reporting person	Ms M O Phahlane
Type of information to be extracted from the source data	Number of Attorneys who run trials in the High Court
Source data capturing frequency	Monthly

Indicator title	9 4 Success rate in medical negligence, unlawful arrest, immigration and labour matters
Short definition	This indicator measures the rate of success in specific matters (medical negligence, unlawful arrest, immigration and labour) presented by State Attorneys in High Courts where court orders were granted in favour of the state
Purpose/importance	To provide an overall indication of the ability of the State Attorneys to deal with complicated litigation matters successfully
Source/collection of data	State Attorney quarterly reports
Method of calculation	Percentage = (Total number of specific cases (medical negligence, unlawful arrest, immigration and labour) presented by State Attorneys in High Courts successfully concluded / total number of specific cases (medical negligence, unlawful arrest, immigration and labour) presented by State Attorneys in High Courts finalised) x 100

Data limitations	Risk in completeness of data. Late submission of reports by State Attorney Offices
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase number of specific matters successfully concluded by the State Attorneys
Indicator responsibility	Acting Chief Litigation Officer
Reporting person	Ms MO Phahlane
Type of information to be extracted from the source data	Total number of specific matters where court order was granted in favour of the state Total number of withdrawals Total number of finalised specific matters
Source data capturing frequency	Monthly

Indicator title	9.5 Percentage of briefs allocated to female counsels
Short definition	The indicators measure percentage of briefs allocated to female counsels
Purpose/importance	a. To transform the legal profession in court appearances b. Transfer of skills to previously disadvantaged individuals
Source/collection of data	Statistics of number of females appearances in court on behalf of the State
Method of calculation	Percentage = (total number of briefs allocated to female Counsels/ total number of briefs allocated) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	More female appearances in the Constitutional Court and Supreme Court Appeal on behalf of the State
Indicator responsibility	Acting Chief Litigation Officer
Reporting person	Ms M O Phahlane
Type of information to be extracted from the source data	a) Total number of briefs allocated to female counsels b) Total number of briefs
Source data capturing frequency	Monthly

Indicator title	9.6 Percentage reduction in cost paid by the State Attorney
Short definition	The indicators measure the number of policies implemented in terms of Section 3(4) and (5) of the State Attorney Amendment Act, which relate to the functions of the offices of State Attorney.
Purpose/importance	1. Section 3(4) and (5) of the State Amendment Act determine policy relating to the functions of the offices of State Attorney. 2. To transform the office of the State Attorney
Source/collection of data	State Attorney Office Reports; BAS Report
Method of calculation	For annual performance $\text{Percentage} = (\text{Legal fees paid in the current year} - \text{Legal fees paid in the previous year}) / \text{Legal fee paid in the previous year} \times 100$ For quarterly performance: $\text{Percentage} = (\text{Legal fees paid in the current quarter} - \text{Legal fees paid in the previous quarter}) / \text{Legal fee paid in the previous quarter} \times 100$
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% policy implemented (Briefing Policy, Tariff Policy, Mediation and State Legal Representation Policy)
Indicator responsibility	Acting Chief Litigation Officer
Reporting person	Ms M O Phahlane
Type of information to be extracted from the source data	Legal fees paid in the current year Legal fees paid in the previous year
Source data capturing frequency	Monthly

STRATEGIC OBJECTIVE 10: A TRANSFORMED LEGAL PROFESSION

Indicator titles	10 Legal Practice Council functional by target date
Short definition	The indicator measure whether the established council is functional in terms of appointment of the council members, regulation finalised and transfer of assets.
Purpose/importance	To ensure the Legal Practice Council is established and commence with the work of transforming the legal profession.
Source/collection of data	Appointment letters of Council members Government Gazette Minutes of the meetings
Method of calculation	N/A
Data limitations	None
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	The target
Indicator responsibility	Ms Charity Mhlungu
Reporting person	Ms Charity Mhlungu
Type of information to be extracted from the source data	Date which the council becomes functional
Source data capturing frequency	Quarterly

Indicator title	10.1 Legal Practice Regulations Published by target date
Short definition	Legal Practice Regulations prepared and submitted to the Minister for consideration and approval with the view to publishing notices in the Government Gazette
Purpose/importance	To ensure the efficient implementation of Legal Practice Act
Source/collection of data	Gazetted Legal Practice regulations
Method of calculation	N/A
Data limitations	None
Type of indicator	Output
Calculation type	Non cumulative
Reporting cycle	Quarterly

Indicator title	10.1 Legal Practice Regulations Published by target date
New indicator	Yes
Desired performance	All regulations developed as planned
Indicator responsibility	Ms Charity Mhlungu
Reporting person	Ms Charity Mhlungu
Type of information to be extracted from the source data	Name of regulations submitted to the Minister for approval. Date which regulations were published in Gazette.
Source data capturing frequency	Quarterly

Indicator title	10.2 Appointment of Council members
Short definition	The indicator measure progress regarding the appointment of Council Members
Purpose/importance	To ensure that the council is fully staffed.
Source/collection of data	Appointment letters
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All council members appointed as planned
Indicator responsibility	Ms Charity Mhlungu
Reporting person	Ms Charity Mhlungu
Type of information to be extracted from the source data	a. Name of people appointed b. Date which the members were appointed
Source data capturing frequency	Quarterly

Indicator title	10.3 Transfer of Assets from Law Societies to LPC
Short definition	The indicator measures the process of transferring the assets from different law society to legal practise council
Purpose/importance	To ensure that the council is fully staffed
Source/collection of data	Signed declaration
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All assets from various law societies are transferred to the Legal Practice Council
Indicator responsibility	Ms Charity Mhlungu
Reporting person	Ms Charity Mhlungu
Type of information to be extracted from the source data	a. Details of the assets transferred b. Date which the assets were transferred
Source data capturing frequency	Quarterly

STRATEGIC OBJECTIVE 11: PROVISION OF QUALITY LEGAL ADVISORY SERVICES THAT PASS CONSTITUTIONAL MUSTER

Indicator titles	11 Percentage of legislative instruments, international agreements and legal opinions successfully challenged in court for constitutionality
Short definition	The indicator measures the percentage of legislative instruments or international agreements certified and scrutinised from the 2010/11 financial year that were successfully challenged for constitutionality
Purpose/importance	To ensure that legislative instruments and certified or scrutinised international agreements are constitutionally sound
Source/collection of data	Register of requests from clients, and international agreements
Method of calculation	Percentage = (number of legislative instruments and international agreements successfully challenged in the Constitutional Court/ the number of legislative instruments and international agreements certified or scrutinised from the 2010/11 financial year onwards) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	All legislative instruments and international agreement pass constitutional muster
Indicator responsibility	Chief State Law Advisor
Reporting person	Mbulaheni Mphidi
Type of information to be extracted from the source data	Name and number of legislative instruments and international agreements scrutinised from the 2010/11 financial year successfully challenged Number of all legislative instruments and international agreements certified or scrutinised from 2010/11 financial successfully challenged
Source data capturing frequency	Annually

Indicator title	11.1 Percentage of legal opinions finalised within 40 days of the date of receipt of the instruction
Short definition	This is the percentage of requests for legal opinions from clients that were finalised during the reporting period Finalised refers to when legal opinions are signed-off by the Chief State Law Adviser and dispatched to the client
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 and date finalised

Indicator title	11.1 Percentage of legal opinions finalised within 40 days of the date of receipt of the instruction
Method of calculation	Percentage = (number of legal opinions finalised within 40 days/the total number of legal opinions finalised) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All requests for legal opinions from clients finalised within 30 days of date of entry
Indicator responsibility	Chief State Law Advisor
Reporting person	Mbulaheni Mphidi
Type of information to be extracted from the source data	Number of legal opinions finalised within 30 days Number of legal opinions finalised Date on which legal opinions were registered and finalised
Source data capturing frequency	Monthly

Indicator title	11.2 Percentage of preliminary opinions on draft Bills and opinions on subordinate legislation completed within 40 days from date of receipt of the instruction
Short definition	This is the percentage of requests for preliminary opinions to be completed within 40 days during the reporting period Completed refers to when preliminary opinions on draft Bills are signed-off and dispatched to the client
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	Percentage = (number of preliminary opinions finalised within 40 days/the total number of preliminary opinions finalised) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All requests for preliminary opinions to be completed within 40 days of date of receipt
Indicator responsibility	Chief State Law Advisor

Indicator title	11.2 Percentage of preliminary opinions on draft Bills and opinions on subordinate legislation completed within 40 days from date of receipt of the instruction
Reporting person	Mbulaheni Mphidi
Type of information to be extracted from the source data	a. Number of preliminary opinions finalised within 40 days b. Number of preliminary opinions finalised c. Date on which preliminary opinions were registered and finalised
Source data capturing frequency	Monthly

Indicator title	11.3 Percentage of suggested Bills and subordinate legislation finalised within 40 days from the date of receipt of the instruction
Short definition	This is the percentage of Bills and subordinate legislation requests that were finalised within 40 days during the reporting period. Completed refers to when suggested Bills and subordinate legislation are signed-off by the Chief State Law Adviser and dispatched to the client.
Purpose/importance	To improve turnaround time for services offered to client departments
Source/collection of data	Register for Bills and other legislative instruments
Method of calculation	Percentage = (number of Bills and subordinate legislation scrutinised or certified within 40 days/the total number of Bills and subordinate legislation scrutinised or certified) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All Bills and subordinate legislation scrutinised or certified within 40 of days of date of receipt
Indicator responsibility	Chief State Law Advisor
Reporting person	Mbulaheni Mphidi
Type of information to be extracted from the source data	a. Number of Bills and subordinate legislation scrutinised or certified within 40 days of date of receipt b. Total number of Bills and subordinate legislation scrutinised or certified c. Date on which Bills and subordinate legislation were scrutinised or certified
Source data capturing frequency	Monthly

Indicator title	11.4 Percentage of international agreements and accompanying legal opinions finalised within 30 days of the date of receipt of the instruction
Short definition	This is the percentage of international agreements and accompanying legal opinions requests that are scrutinised or provided within 30 days during the reporting period Finalisation refers to when international agreements and accompanying legal opinions are signed-off by the Chief State Law Adviser and dispatched to the client
Purpose/importance	To improve turnaround times for services offered to client departments
Source/collection of data	Register for international agreements and accompanying legal opinion requests
Method of calculation	Percentage = (number of international agreements and accompanying legal opinions scrutinised or provided within 30 days/ the total number of international agreements and accompanying legal opinions scrutinised or provided) x 100
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All international agreements and accompanying legal opinions scrutinised or provided within 30 days of date of receipt
Indicator responsibility	Chief State Law Advisor
Reporting person	Mbulaheni Mphidi
Type of information to be extracted from the source data	a. Number of international agreements and accompanying legal opinions scrutinised or provided within 30 days of date of receipt b. Total number of international agreements and accompanying legal opinions to be scrutinised or provided c. Date on which international agreements and accompanying legal opinions are received and scrutinised or provided
Source data capturing frequency	Monthly

Indicator title	11.5 Percentage of draft Bills approved by Cabinet for introduction finalised within 40 days of receipt of the instruction
Short definition	This is the percentage of requests for preliminary opinions on draft bills for Cabinet's consideration to be completed within 40 days during the reporting period Finalisation refers to draft Bills approved by Cabinet for introduction are signed-off by the Chief State Law Adviser and dispatched to the client
Purpose/importance	To improve turnaround time for services offered to client departments

Indicator title	11.5 Percentage of draft Bills approved by Cabinet for introduction finalised within 40 days of receipt of the instruction
Source/collection of data	Register for Bills and other legislative instruments
Method of calculation	Percentage = (number of draft Bills finalised within 40 days/the total number of draft bills finalised) x 100
Data limitations	None
Type of indicator	Output
Desired performance	All requests for draft Bills for Cabinet consideration should be completed within 40 days from the date of instruction
New indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly
Indicator responsibility	Chief State Law Advisor
Reporting responsibility	Mbulaheni Mphidi
Type of information to be extracted from the source data	a. Number of draft Bills finalised within 40 days b. Date on which draft Bills were registered and finalised
Source data capturing frequency	Monthly

Indicator title	11.6 Percentage of translations finalised within 55 days from the date of receipt
Short definition	This is the percentage of requests for translations that will be finalised within 55 days during the reporting period Finalisation refers to when translations are signed-off by the Chief State Law Adviser and dispatched to the client
Purpose/importance	To improve translation services of legal documents
Source/collection of data	Register of translations
Method of calculation	Percentage = (number of translations finalised within 55 days/the total number of translations finalised) x 100
Data limitations	None
Type of indicator	Output
Desired performance	All translation requests finalised within 55 days
New indicator	No
Calculation type	Cumulative
Reporting cycle	Monthly

Indicator title	11.6 Percentage of translations finalised within 55 days from the date of receipt
Indicator responsibility	Chief State Law Advisor
Reporting responsibility	Mbulaheni Mphidi
Type of information to be extracted from the source data	a. Number of requests for translations finalised within 55 days b. Number of requests for translations finalised c. Date on which translations were received and finalised
Source data capturing frequency	Monthly

STRATEGIC OBJECTIVE 12: INCREASED COMPLIANCE WITH INTERNATIONAL TREATY OBLIGATIONS BY THE DEPARTMENT

Indicator title	12. Percentage compliance with treaties and international obligations
Short definition	The indicator helps to determine percentage compliance with internally set standards for upholding international treaty obligations
Purpose/importance	To assist the Department with monitor the efficiency and effectively of its set standards for upholding international treaty obligations
Source/collection of data	Ministerial approved standards
Method of calculation	Percentage= (Treaties and international obligations complied with/ total number of treaties and obligations that the department must comply with) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The Department to improve compliance with international obligations
Indicator responsibility	Chief Director: International Legal Relations
Reporting responsibility	Chief Director: International Legal Relations
Type of information to be extracted from the source data	a. Number of obligations complied with b. Total number of obligations to be complied with
Source data capturing frequency	Quarterly

Indicator title	12.1 Number of country reports tabled to treaty bodies
Short definition	This indicator measures the number of international agreements that are ratified or acceded to and the timeous compilation and deposition of country reports to the United Nations and African Union
Purpose/ importance	To comply with South Africa's international obligations in terms of ratified treaties
Source/ collection of data	a. Country report b. Ratification instrument
Method of calculation	Simple count

Data limitations	Departments not responding on time or the information provided irrelevant
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	All reports and ratifications prepared and submitted to the United Nations and the African Union on the expected date of submission after approval by Cabinet and Parliament respectively
Indicator responsibility	Chief Director: International Legal Relations
Reporting person	John Makhubele
Type of information to be extracted from the source data	a. Name of the treaty ratified and date of ratification b. Name and number of periodic reports submitted to the United Nations and African Union c. Dates on which the report were submitted to the United Nations and African Union
Source data capturing frequency	Annually

Indicator title	12.2 Percentage of valid requests for extradition and mutual legal assistance in criminal matters processed within 25 days (notification)
Short definition	This is the percentage of valid requests for extradition and mutual and legal assistance in criminal matters processed and submitted to the Director-General and/or the Minister within 25 days of the date of receipt (notification). It entails processing and/or evaluating the validity of the request and preparing a memorandum to the Director-General and/or the Minister.
Purpose/importance	To assist with extradition and mutual legal assistance in line with government's obligations and policies
Source/collection of data	a. Case register b. Accompanying reports/documentation
Method of calculation	Percentage = (number of valid requests for extraditions processed with 25 days/the number of valid requests for extraditions processed) x 100 Days = normal working days, excluding weekends and holidays
Data limitations	None
Type of indicator	Output

Indicator title	12.2 Percentage of valid requests for extradition and mutual legal assistance in criminal matters processed within 25 days (notification)
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All valid requests for extradition and mutual legal assistance in criminal matters processed within two weeks (notification)
Indicator responsibility	Chief Director: International Legal Relations
Reporting person	Herman van Heerden
Type of information to be extracted from the source data	a. Number of requests for extradition and mutual legal assistance in criminal matters approved b. Dates on which the requests were registered and notification made
Source data capturing frequency	Monthly

Indicator title	12.3 Number of memoranda of understanding on mutual legal assistance signed
Short definition	The indicator measures the number of of memoranda of understanding on mutual legal assistance signed within the MTSF period.
Purpose/importance	To enable cooperation in respect of criminal matters
Source/collection of data	Signed memoranda of understanding
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Biannually
New indicator	Yes
Desired performance	All bilateral agreements negotiated in time
Indicator responsibility	Chief Director: International Legal Relations
Reporting person	Adv Elisabeth Piccara
Type of information to be extracted from the source data	Number and names of countries with which bilateral agreements were negotiated
Source data capturing frequency	Biannually

STRATEGIC OBJECTIVE 13: DEVELOPMENT OF LEGISLATIVE INSTRUMENTS WHICH ARE CONSISTENT WITH THE CONSTITUTION

Indicator titles	13. Percentage of legislative instruments successfully challenged in court for constitutionality
Short definition	a) The indicator measures the percentage of legislative instruments enacted since the beginning of the 2010/11 financial year, which were successfully challenged for constitutionality during the financial year.
Purpose/importance	To ensure that legislative instruments, policies and research papers developed and enacted are constitutionally sound
Source/collection of data	The Government Gazette, Parliamentary reports, research papers, Rules of Court, emails, minutes of meetings and memoranda to the Minister, Rules Board or South African Law Reform Commission (SALRC), whichever applicable
Method of calculation	Percentage = (number of legislative instruments challenged successfully in the Constitutional Court/the number of legislative instruments developed and enacted since the beginning of 2010/11) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	All legislative instruments and research papers meet constitutional requirements
Indicator responsibility	Deputy Director-General: Legislative Development
Reporting person	Ms K Pillay
Type of information to be extracted from the source data	a. Name and number of legislative instruments challenged b. Number of legislative instruments enacted since the beginning of 2010
Source data capturing frequency	Annually

Indicator titles	13.1 Number of legislative instruments submitted to the Minister for approval
Short definition	Legislative instruments prepared and submitted to the Minister for consideration and approval with the view to: a) introducing a Bill into Parliament; b) obtaining approval from the Minister to subject a legislative instrument to a public consultation process; c) promulgating regulations; d) publishing notices in the Government Gazette; e) submitting proclamations to the President for purposes of authorising investigations in terms of the Special Investigating Units and Special Tribunals Act, 1996, and the commencement of legislation.
Purpose/importance	To ensure the finalisation of legislation and policies required
Source/collection of data	Bills and subordinate legislative instruments: Memoranda to the Minister or role-players, the Government Gazette or Parliamentary papers (whichever is applicable)
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	All Bills, regulations, notices and proclamations developed as planned
Indicator responsibility	Deputy Chief State Law Advisor: Legislative Development
Reporting person	Mr Lawrence Bassett
Type of information to be extracted from the source data	a. Name of legislative instrument submitted to the Minister for approval b. Date on which the legislative instruments were submitted by the Director-General to the Minister for approval
Source data capturing frequency	Quarterly

Indicator titles	13.2 Number of research papers completed
Short definition	Research papers prepared and submitted to SALRC for consideration and approval
Purpose/importance	To ensure finalisation of legislation and policies required
Source/collection of data	Research papers include issue papers, discussion papers, preliminary investigation reports and final reports

Indicator titles	13.2 Number of research papers completed
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All research papers developed as planned
Indicator responsibility	Secretary: SALRC
Reporting person	Mr T N Matibe
Type of information to be extracted from the source data	a. Name of research paper submitted to the Commission for consideration and approval b. Date on which the research paper was submitted to the Commission for consideration and approval c. Date on which a paper was approved by members of the Commission by way of a round robin
Source data capturing frequency	Frequency source data is extracted and captured, i.e. daily, weekly, monthly, quarterly and annually

Indicator titles	13.3 Number of court rules completed
Short definitions	Number of court rules prepared and submitted to the Rules Board for consideration and approval during the reporting period
Purpose / importance	To ensure finalisation of legislation and policies required
Source / collection of data	Rules: Emails and memoranda sent to the Rules Board and minutes of meetings
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
New indicator	No

Indicator titles	13.3 Number of court rules completed
Desired performance	All planned court rules to be completed during the reporting period
Calculation type	Cumulative
Reporting cycle	Monthly
Indicator responsibility	Secretary of the Rules Board for Courts of Law
Reporting person	Raj Daya
Type of information to be extracted from the source data	a. Names of rules submitted to the Rules Board for approval b. Date on which rules were submitted to the Rules Board for approval
IT systems/tools used to capture extracted data	Description of the IT systems, spreadsheets etc. that were used to capture the extracted performance data
Source data capturing	Quarterly

Indicator title	13.4 Number of SEIAS reports and exemption applications submitted to DPME for sign-off
Short definitions	Number of SEIAS reports and exemption applications submitted to the DPME for sign-off during the reporting period
Purpose / importance	To ensure the required finalisation of legislation and policies
Source / collection of data	Letters or emails to the DPME attaching SEIAS reports and exemption applications
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
New indicator	No
Desired performance	All planned SEIAS reports and exemption applications to be completed during the reporting period
Calculation type	Cumulative
Reporting cycle	Monthly
Indicator responsibility	Head of SEIAS Unit
Reporting person	Dr S Govender
Type of information to be extracted from the source data	a. Names of SEIAS reports and exemption applications submitted to the DPME for sign-off b. Date on which SEIAS reports and exemption applications were submitted to the DPME for sign-off
IT systems/tools used to capture extracted data	Description of the IT systems, spreadsheets etc. that were used to capture the extracted performance data
Source data capturing	Quarterly

STRATEGIC OBJECTIVE 14: PROMOTION OF BROAD-BASED KNOWLEDGE ON AND SUPPORT FOR VALUES OF EQUALITY, HUMAN DIGNITY AND FUNDAMENTAL HUMAN RIGHTS AND CORRESPONDING RESPONSIBILITIES

Indicator title	14. Percentage of people with awareness of the Constitution
Short definition	The indicator measures the percentage of people who are aware of the Constitution
Purpose/importance	To empower people with knowledge of constitutional values
Source/collection of data	Survey report
Method of calculation	Percentage = (number of people who participated in the survey who are aware of the Constitution/the total number of people who participated in the survey) x 100
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To empower people with a knowledge of the rights contained in the Constitution
Indicator responsibility	Chief Director: Constitutional Implementing Unit
Reporting person	Adv O M Sewpaul
Type of information to be extracted from the source data	a. Number of people with an understanding of the Constitution b. Number of people who participated in the survey
Source data capturing frequency	Annually

Indicator title	14.1 Number of people reached by multi-media campaigns to raise awareness and knowledge of the Constitution
Short definition	This indicator measures how many members of the public were reached by programmes to raise awareness and knowledge of the Constitution with an emphasis on socio-economic rights and vulnerable and marginalised groups.
Purpose/importance	To improve knowledge and understanding of constitutional rights among vulnerable and marginalised groups and to improve collaboration among government, Chapter 9 Institutions and civil society to improve democracy in South Africa
Source/collection of data	Annual reports and relevant data from partners and stakeholders, including SAARF data and contracts with providers
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Biannually
New indicator	No
Desired performance	All activities towards increasing awareness and knowledge of the Constitution implemented

Indicator title	14.1 Number of people reached by multi-media campaigns to raise awareness and knowledge of the Constitution
Indicator responsibility	Chief Director: Constitutional Implementing Unit
Reporting person	Adv O M Sewpaul
Type of information to be extracted from the source data	Count of people reached by programmes to increase awareness of the Constitution
Source data capturing frequency	Biannually

Indicator title	14.2 Number of programmes implemented to sustain increased awareness and knowledge of constitutional rights implemented
Short definition	The indicator measures the number of programmes developed and implemented to increase awareness and knowledge of constitutional rights in schools, marginalised and vulnerable groups, civil society organisations and other stakeholders, as well as the corporate sector
Purpose/importance	To improve participatory democracy in South Africa
Source/collection of data	Programme reports submitted by partners
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	All programmes towards meeting the target completed
Indicator responsibility	Adv O M Sewpaul
Reporting person	Contracts signed with grantees
Type of information to be extracted from the source data	Programme reports
Source data capturing frequency	Annually

Indicator title	14.3 Number of sustainability grants awarded to civil society organisations working in the human rights sector
Short definition	This is the number of grants awarded to civil society organisations that work in the human rights sector, including community advice offices (CAOs) and other community-based organisations during this financial year
Purpose/importance	To support the work of CSOs in the human rights sector to promote awareness and access to socio-economic rights among vulnerable and marginalised groups
Source/collection of data	Number of grants awarded
Data limitations	None
Method of calculation	Simple count

Indicator title	14.3 Number of sustainability grants awarded to civil society organisations working in the human rights sector
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Biannually
New indicator	Yes
Desired performance	All the activities completed to support the sustainability and effectiveness of the CSO sector
Indicator responsibility	Chief Director: Constitutional Implementing Unit
Reporting person	Adv O M Sewpaul
Type of information to be extracted from the source data	Contracts signed with grantees
Source data capturing frequency	Bi-annually

Indicator title	14.4 Number of research programmes (including programmes reviews and research outcomes) conducted on the implementation of socio-economic rights
Short definition	This indicator measures the number of research programmes to be produced on the implementation of socio-economic rights during the financial year
Purpose/importance	To conduct research on the progressive realisation of economic, social and cultural rights to guide policy formulation
Source/collection of data	Research reports
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	The branch to complete research programmes on the implementation of socio-economic rights
Indicator responsibility	Chief Director: Constitutional Implementing Unit
Reporting person	Adv O M Sewpaul
Type of information to be extracted from the source data	Number of research reports on socio-economic rights
Source data capturing frequency	Annually

Indicator title	14.5 Number of platforms for policy dialogues held with stakeholders in the human rights sector
Short definition	This indicator measures the number of public policy dialogues held with stakeholders in the human rights sector to enhance participatory democracy during this financial year
Purpose/importance	To enhance participatory democracy through public policy dialogues on constitutional rights

Indicator title	14.5 Number of platforms for policy dialogues held with stakeholders in the human rights sector
Source/collection of data	Policy dialogues attendance registers
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	All planned policy dialogues with stakeholders held as scheduled
Indicator responsibility	Chief Director: Constitutional Implementing Unit
Reporting person	Adv O M Sewpaul
Type of information to be extracted from the source data	Number of policy dialogues held with stakeholders
Source data capturing frequency	Biannually

Indicator title/name	14.6 Number of sustained and visible anti-xenophobia campaigns conducted
Short description/definition	The indicator measures the number of campaigns focusing on anti-xenophobia conducted per year
Purpose/importance	To build awareness of the rights of foreign nationals, promote harmonious co-existence and combat xenophobia
Source/collection of data	Attendance register of campaigns
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Six campaigns conducted each year
Indicator responsibility	Chief Directorate: Social Justice and Participatory Democracy
Reporting person	Danaline Franzman
Type of information to be extracted from the source data	Number of anti-xenophobia campaigns held and name and place where the campaigns were held
Source data capturing frequency	Quarterly

STRATEGIC OBJECTIVE 15: INCREASED SUCCESSFUL PROSECUTION

Indicator title	15. Conviction rate in courts
Short definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained in high courts
Purpose/importance	Internationally viewed as an indicator of the success of a prosecution. Also regarded by the South African public as such .
Source/collection of data	Courts include High courts, regional courts, district courts and Specialised Commercial Crimes Unit (SCCU) central data sheets
Method of calculation	The percentage of cases finalised with a guilty verdict (including Section 57A of the Criminal Procedure Act (CPA) of 1977)/the number of cases finalised with a verdict. The conviction rate is measured at the date of sentencing or not-guilty verdict irrespective of the date on which the plea was entered.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Percentage based on cumulative verdict cases for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	An 87% conviction rate in the high courts, 74% in the regional courts and 88% in the district courts
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	a. Number of cases finalised with a verdict in high courts b. Number of cases in high courts
Source data capturing frequency	Monthly

Indicator title	15.1 Conviction rate in complex commercial crimes
Short definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by the South African public as such.
Source/collection of data	High courts, regional courts, district courts and SCCU central data sheets
Method of calculation	The percentage of cases finalised with a guilty verdict (including Section 57A of the CPA)/the number of cases finalised with a verdict. The conviction rate is measured at the date of sentencing or not-guilty verdict, irrespective of the date on which the plea was entered. Only cases dealt with by the organised crime prosecutors are measured.

Indicator title	15.1 Conviction rate in complex commercial crimes
Data limitations	Manual system
Type of indicator	Output
Calculation type	Percentage based on cumulative verdict cases for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	A 93% conviction rate in complex commercial crimes
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	Number of cases finalised with a verdict
Source data capturing frequency	Monthly

Indicator title	15.2 Conviction rate in organised crime
Short definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained in organised crime cases
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by South African public as such.
Source/collection of data	High courts, regional courts, district courts and SCCU central data sheets
Method of calculation	The number of cases finalised with a guilty verdict (including Sec 57A of the CPA)/the total number of cases finalised. Conviction rate is measured at the date of sentencing or verdict of not-guilty irrespective of the date when the plea was entered
Data limitations	Manual system
Type of indicator	Output
Calculation type	Percentage based on cumulative verdict cases for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Organised crime: 90%
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	Number of cases finalised with a verdict in organized crime matters Total number of organized crime matters
Source data capturing frequency	Monthly

Indicator title	15.3 Conviction rate in sexual offences
Short definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained in sexual offences matters
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by the South African public as such.
Source/collection of data	High courts, regional courts, district courts and SCCU central data sheets
Method of calculation	The percentage of cases finalised with a guilty verdict (including Section 57A of the CPA)/the number of cases finalised with a verdict. The conviction rate is measured at the date of sentencing or not-guilty verdict, irrespective of the date on which the plea was entered.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Percentage based on cumulative verdict cases for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	A 69% conviction rate on sexual offences matters
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	a. Number of cases finalised with a verdict in sexual offences matters b. Number of sexual offences matters
Source data capturing frequency	Monthly

Indicator title	15.4 Conviction rate in trio crimes
Short definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained on trio crime matters
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by the South African public as such.
Source/collection of data	High courts, regional courts, district courts and SCCU central data sheets
Method of calculation	The percentage of cases finalised with a guilty verdict (including Section 57A of the CPA) /the number of cases finalised with a verdict. The conviction rate is measured at the date of sentencing or not-guilty verdict, irrespective of the date on which the plea was entered.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Percentage based on cumulative verdict cases for the year
Reporting cycle	Quarterly

Indicator title	15.4 Conviction rate in trio crimes
New indicator	No
Desired performance	85%
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	a. Number of trio crime cases finalised with a verdict b. Number of trio crime cases
Source data capturing frequency	Monthly

Indicator title	15.5 Conviction rate in violent protests and industrial actions prosecuted
Short definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained regarding violent protests and industrial actions
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by the South African public as such.
Source/collection of data	High courts, regional courts, district courts and SCCU central data sheets
Method of calculation	The percentage of cases finalised with a guilty verdict (including Section 57A of the CPA)/the number of cases finalised with a verdict. The conviction rate is measured at the date of sentencing or not-guilty verdict, irrespective of the date on which the plea was entered.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Percentage based on cumulative verdict cases for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	A 74% conviction rate on violent protests and industrial action matters
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	a) Number of violent protests and industrial actions cases finalised with a verdict b) Number of violent protests and industrial action cases
Source data capturing frequency	Monthly

Indicator title	15.6 Number of persons convicted of corruption or offences related to corruption where the amount involved is more than R5 million
Short definition	Conviction of persons for the offence of corruption and/or offences relating to corruption where the amount involved exceeds R5 million per case
Purpose/importance	To measure whether the JCPS Cluster successfully deals with serious corruption
Source/collection of data	Corruption Register
Method of calculation	Number of persons convicted of corruption in the reporting period, where the amount involved exceeds R5 million per case
Data limitations	Information is provided manually
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A target of 120 by 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	Number of persons convicted of corruption where the amount involved exceeds R5 million
Source data capturing frequency	Monthly

Indicator title	15.7 Number of government officials convicted of corruption or offences related to corruption
Short definition	Conviction of government officials that committed offences relating to corruption
Purpose/importance	To measure whether serious corruption is being successfully dealt with inside the government sphere
Source/collection of data	NPA's daily court return
Method of calculation	The total number of government officials convicted of corruption in the reporting period
Data limitations	Information is provided manually
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A target of 1 026 by 2018/19

Indicator title	15.7 Number of government officials convicted of corruption or offences related to corruption
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	Number of government officials convicted
Source data capturing frequency	Daily

Indicator title	15.8 Conviction rate in cybercrime prosecution
Short definition	The percentage of cases finalised with a verdict in which a guilty verdict was obtained in cybercrime matters
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by the South African public as such.
Source/collection of data	High courts, regional courts, district courts and SCCU central data sheets
Method of calculation	The percentage of cases finalised with a guilty verdict (including Section 57A of the CPA) /the number of cases finalised with a verdict. The conviction rate is measured at the date of sentencing or not-guilty verdict, irrespective of the date on which the plea was entered.
Data limitations	Manual system
Type of indicator	Output
Calculation type	Percentage based on cumulative verdict cases for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	74%
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	a. Number of cybercrime cases finalised with a verdict b. Number of cybercrime cases
Source data capturing frequency	Monthly

Indicator title	15.9 Number of operational TCCs
Short definition	The number of operational TCCs
Purpose/importance	To measure the availability of the services provided at a TCC
Source/collection of data	TCC operational status verification document
Method of calculation	The total number of TCCs that meet the requirements of an operational TCC on the last date of the reporting period
Data limitations	Manual system
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	A target of 68 by 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	The total number of TCCs that meet the requirements
Source data capturing frequency	Monthly

Indicator title	15.10 Conviction rate at TCC reported cases
Short definition	Percentage of sexual offences matters reported at TCC's prosecuted and finalised with a guilty verdict
Purpose/importance	Internationally viewed as an indicator of the success of the prosecution. Also regarded by South African as such
Source/collection of data	Monthly TCC spread sheet as compiled by TCC case Managers submitted to SOCA Head Office
Method of calculation	Percentage of cases finalised with verdict divided by the number of cases finalised with verdict (excluding diversions)
Data limitations	Manual system
Type of indicator	Output
Calculation type	Non cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A target of 68% (1 511) for 2017/18
Indicator responsibility	Deputy National Director of Public Prosecutions: National Prosecution Service
Reporting persons	Adv Thoko Majokweni
Type of information to be extracted from the source data	The total number of cases reported at TCCs
Source data capturing frequency	Total number of cases finalised
	Monthly

STRATEGIC OBJECTIVE 16: ENSURE THAT PROFIT IS REMOVED FROM CRIME

Indicator title	16.a Number of completed forfeiture cases
Short definition	Number of forfeiture or confiscation orders obtained
Purpose/importance	It measures the reach of the impact that the AFU has by indicating how many cases were dealt with.
Source/collection of data	Case report form that is captured on a central data sheet
Method of calculation	The total number of cases in which a forfeiture or confiscation order was obtained in the reporting period
Data limitations	Manual system
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	A target of 450 by 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	Number of cases in which a forfeiture or confiscation order was obtained
Source data capturing frequency	Monthly

Indicator title	16.b Value of completed forfeiture cases (Rm)
Short definition	Value of the assets of which the person subject to the order is likely to be deprived as a result of the confiscation or forfeiture orders obtained.
Purpose/importance	It measures the amount of proceeds likely to be finally removed from the possession of criminals and provides an indication of the depth of the impact made by the AFU
Source/collection of data	Case report form and data captured on a central data sheet
Method of calculation	The total estimated net market value of all property of which persons are to be deprived as a result of confiscation or forfeiture orders obtained in the reporting period. The value is estimated and counted on the date on which the order is obtained. It includes the value of property recovered from the person by an agreement reached as a result of the litigation in terms of POCA.
Data limitations	Manual System
Type of indicator	Output
Calculation type	Cumulative for the year

Indicator title	16.b Value of completed forfeiture cases (Rm)
Reporting cycle	Quarterly
New indicator	No
Desired performance	R245 million in 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	Number of cases in which a forfeiture or confiscation order was obtained
Source data capturing frequency	Monthly

Indicator title	16.1 Number of freezing orders obtained
Short definition	Total number of freezing orders obtained in the reporting period
Purpose/importance	It measures the reach of the impact of the AFU and indicates in how many cases alleged criminals were affected by its actions.
Source/collection of data	Case report form is captured on a central data sheet
Method of calculation	The total number of cases in which freezing orders were obtained in the reporting period. An order is counted only once for each case, at the time when the initial order was obtained. In complex cases with several legs, the head of the AFU may approve in writing that the legs may be counted separately. Any other orders are not counted (they are counted as other orders). When an obtained order is reversed on the return date or on appeal, this is not counted as a negative order, but will be reflected in AFU's success rate. If an order is refused after litigation, it is counted as finally lost. If it is redone, the new order granted will be counted (see also the definition of the success rate).
Data limitations	Manual system
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A target of 330 in 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	Number of cases in which freezing orders were obtained in the reporting period
Source data capturing frequency	Monthly

Indicator title	16.2 Value of freezing orders
Short definition	Value of assets frozen in freezing orders obtained in the reporting period
Purpose/importance	It measures the total value of the proceeds or instrumentalities of crime removed from the control of criminals, and provides an indication of the depth of the impact of the AFU.
Source/collection of data	Case report form that is captured in a central data sheet
Method of calculation	The total estimated net market value of assets frozen by orders obtained in the reporting period. The value is estimated and counted at the time when the initial order is obtained.
Data limitations	The estimate of the value is made at the time when not all the information is available
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	R1.3 billion by 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	Net market value of assets frozen by orders obtained in the reporting period
Source data capturing frequency	Monthly

Indicator title	16.3 Value of freezing orders relating to corruption where the amount involved is more than R5m
Short definition	Value of the freezing orders relating to the offence of corruption and/or offences related to corruption where the amount involved exceeds R5 million per case.
Purpose/importance	To measure whether the JCPS Cluster successfully deals with serious corruption
Source/collection of data	Monthly office report is captured on the serious corruption register.
Method of calculation	The total estimated net market value of assets frozen in the reporting period, relating to cases involving the offence of corruption and/or offences relating to corruption where the amount involved exceeds R5 million.
Data limitations	Information is provided manually
Type of indicator	Outcome
Calculation type	Cumulative

Indicator title	16.3 Value of freezing orders relating to corruption where the amount involved is more than R5m
Reporting cycle	Quarterly
New indicator	No
Desired performance	R4.735 billion by 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	Net market value of assets frozen by orders obtained in the reporting period
Source data capturing frequency	Monthly

Indicator title	16.4 Value of recoveries in terms of POCA
Short definition	The amount of recoveries including payments paid to CARA or victims of crime in terms of court orders in terms of the POCA
Purpose/importance	It provides an indication of all monies forfeited by the NPA, which is paid either to identified victims who have suffered financial loss due to crime or into a special fund used to fight crime or assist victims of crime (CARA).
Source/collection of data	The proof of payment on the case report form, which is captured on the central data sheet for victims of crime and the CARA bank statement
Method of calculation	The total amount paid or the net market value of property transferred to the victims of crime or paid into CARA during the reporting period, resulting from orders or agreements obtained. This refers to orders obtained as a result of litigation in terms of POCA. Payment to victims is measured only when the proof of payment is received.
Data limitations	Confirmation of payment may be received late from the victims and there may be unidentified deposits.
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	R210 million in 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Mokhatla
Type of information to be extracted from the source data	The total amount paid or the net market value of property transferred to the victims of crime or paid into CARA during the reporting period

Indicator title	16.4 Value of recoveries in terms of POCA
Source data capturing frequency	Monthly

Indicator title	16.5 Success rate
Short definition	The percentage of cases litigated by the AFU in which it was ultimately successful
Purpose/importance	It provides an overall indication of the ability of the AFU and its criminal justice system partners to deal with and litigate AFU matters successfully.
Source/collection of data	The combined figure derived from registers of cases finally won and cases finally lost
Method of calculation	The total number of cases finally won is /all cases that were finally won or lost. Cases are finally won or lost when a final order is obtained in favour of or against the NPA, i.e. after all appeal or other legal processes have been finalised. It is counted at the date when the case became finally won or lost. Cases finally lost include all cases abandoned after an order was obtained. If a lost case is redone, it is not finally lost and the new order will not be counted again.
Data limitations	The data may occasionally be received late when there is a delay in receiving a judgment after it is made.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	93%
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	The total number of cases won or lost
Source data capturing frequency	Monthly

Indicator title	16.6 Value of recoveries relating to corruption where the amount involved is more than R5 million (proceeds of crime and government losses)
Short definition	The amount of recoveries in cases relating to corruption where the amount involved exceeds R5 million per case
Purpose/importance	To measure whether the JCPS Cluster successfully deals with very serious cases of corruption
Source/collection of data	Monthly office reports are captured on the serious corruption register.

Indicator title	16.6 Value of recoveries relating to corruption where the amount involved is more than R5 million (proceeds of crime and government losses)
Method of calculation	The total amount paid or the net market value of property transferred to the victims of crime or CARA during the reporting period resulting from orders or agreements obtained in respect of corruption or related offences where the amount benefitted is more than R5 million per case. This refers to orders obtained as a result of litigation in terms of POCA. It is measured only when the proof of payment is received.
Data limitations	Information is provided manually
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	R1.773 billion by 2018/19
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	The total amount paid or the net market value of property transferred to the victims of crime or CARA
Source data capturing frequency	Monthly

Indicator title	16.7 Value of recoveries for government officials convicted of corruption and other related offences (proceeds of crime and government losses)
Short definition	The amount of AFU recoveries in cases from all government officials in offence of corruption and/or offences related to corruption
Purpose/importance	To measure whether the state is successful in recovering the proceeds of corruption from government officials in cases dealt with by the JCPS Cluster
Source/collection of data	Monthly office reports are captured on the serious corruption register.
Method of calculation	The total amount paid or the net market value of property transferred to the victims of crime or CARA during the reporting period resulting from orders or agreements obtained in respect of corruption or related offences by government officials. This refers to orders obtained as a result of litigation in terms of POCA. It is measured only when the proof of payment is received.
Data limitations	Information is provided manually
Type of indicator	Outcome
Calculation type	Cumulative

Indicator title	16.7 Value of recoveries for government officials convicted of corruption and other related offences (proceeds of crime and government losses)
Reporting cycle	Quarterly
New indicator	No
Desired performance	R12.5 million by 2018/19,
Indicator responsibility	Deputy National Director of Public Prosecutions: AFU
Reporting persons	Adv Nomvula Mokhatla
Type of information to be extracted from the source data	The total amount paid or the net market value of property transferred to the victims of crime or CARA during the reporting period.
Source data capturing frequency	Monthly

STRATEGIC OBJECTIVE 17: ENSURE VULNERABLE AND INTIMIDATED WITNESSES AND RELATED PERSONS ARE SUCCESSFULLY PROTECTED

Indicator title	17. Number of witnesses and related persons harmed, threatened or killed while in the Witness Protection Programme
Short definition	Witnesses and related persons harmed, threatened or killed while in the Witness Protection Programme
Purpose/importance	Measures the effectiveness of the Witness Protection Programme
Source/collection of data	Central datasheet
Method of calculation	The total number of witnesses and related persons that were harmed, threatened or killed during the reporting period by a person or persons from whom they were being protected either directly or through an agent, while on the NPA's Witness Protection Programme
Data limitations	Manual system
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	No witnesses or related person must be harmed, killed or threatened
Indicator responsibility	Deputy National Director of Public Prosecutions: Administration and the Office of Witness Protection
Reporting persons	Dr Silas Ramaite, SC
Type of information to be extracted from the source data	The total number of witnesses and related persons that were harmed, threatened or killed during the reporting period
Source data capturing frequency	Monthly

Indicator title	17.1 Percentage of witnesses and related persons that walked off the Witness Protection Programme
Short definition	Witnesses and related persons that walked off the programme without prior notification
Purpose/importance	Measures the ability of the programme to ensure that witnesses are available to testify in court proceedings where applicable
Source/collection of data	Electronic datasheet

Indicator title	17.1 Percentage of witnesses and related persons that walked off the Witness Protection Programme
Method of calculation	The number of witnesses and related persons that walk off the programme in the reporting period /the total number of witnesses and related persons on the programme
Data limitations	Manual system
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	1.5% and less
Indicator responsibility	Deputy National Director of Public Prosecutions: Administration and the Office of Witness Protection
Reporting persons	Dr Silas Ramaite, SC
Type of information to be extracted from the source data	The number of witnesses and related persons that walk off the programme
Source data capturing frequency	Monthly

STRATEGIC OBJECTIVE 18: FUNCTIONAL INTEGRATED ELECTRONIC CRIMINAL JUSTICE SYSTEM (CJS) TO MONITOR THE PERFORMANCE OF THE CRIMINAL JUSTICE SYSTEM ESTABLISHED

Indicator title	18. Number of KPIs reported on the Integrated Criminal Justice Systems
Short description	The indicator measures the number of KPIs that are on the criminal justice system performance dashboard system.
Purpose/importance	Modernisation of the justice system through applying technology solutions to effectively monitor day-to-day operations from a performance management perspective
Source/collection of data	Signed off reports, project schedules and project minutes IJS
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
New indicator	No
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Achieve all milestone timelines
Indicator responsibility	Chief Director: Office of the Director-General
Reporting person	Godfrey Leseba
Type of information to be extracted from the source data	Date on which the project milestones were achieved and signed off by the chairperson of IJS Board
Source data capturing frequency	Quarterly

Indicator title	18.1 Number of Government Departments and Entities exchanging information electronically
Short description	The indicator measures the number of government department and entities that are connected to the Integrated Justice System to exchange meaningful information and to fulfil the integrated business processes of the Criminal Justice System (CJS)
Purpose/importance	Modernisation of the justice system through applying technology solutions to effectively monitor day-to-day operations from a performance management perspective
Source/collection of data	Signed off reports, project schedules and project minutes
Method of calculation	Simple count
Data limitations	None

Indicator title	18.1 Number of Government Departments and Entities exchanging information electronically
Type of indicator	Output
New indicator	Yes
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Achieve all milestone timelines
Indicator responsibility	Chief Director: Office of the Director-General
Reporting person	Godfrey Leseba
Type of information to be extracted from the source data	Date on which the project milestones were achieved and signed off by the chairperson of IJS Board Name of department and entities connected in the IJS System. Date which the connection was effected
Source data capturing frequency	Quarterly

Indicator title	18.2 Number of KPI data uploaded to the IJS data warehouse
Short description	The indicator measures the number of KPIs that are on the criminal justice system performance dashboard system.
Purpose/importance	Modernisation of the justice system through applying technology solutions to effectively monitor day-to-day operations from a performance management perspective
Source/collection of data	Signed off reports, project schedules and project minutes
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
New indicator	No
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Achieve all milestone timelines
Indicator responsibility	Chief Director: Office of the Director-General
Reporting person	Godfrey Leseba
Type of information to be extracted from the source data	Date on which the project milestones were achieved and signed off by the chairperson of IJS Board
Source data capturing frequency	Quarterly

Indicator title	18.3 Number of IJS Department applications that form part of integrated Test Lab process
Short description	The indicator measures the number of departmental applications that are tested in an integrated fashion in the quality assurance testing lab of the IJS.
Purpose/importance	Modernisation of the justice system through applying technology solutions to effectively monitor day-to-day operations from a performance management perspective
Source/collection of data	Signed off reports, project schedules and project minutes
Method of calculation	Simple Count
Data limitations	None
Type of indicator	Activity
Calculation type	Yes
Reporting cycle	Cumulative
New indicator	Quarterly
Desired performance	Achieve all milestone timelines
Indicator responsibility	Chief Director: Office of the Director-General
Reporting person	Godfrey Leseba
Type of information to be extracted from the source data	Date on which the project milestones were achieved
IT systems/tools used to capture extracted data	Quarterly
Source data capturing frequency	Monthly

10 ANNEXURE B: GLOSSARY OF TERMS

PART A: KEY CONCEPTS

Alternative Dispute Resolution Methods (ADRM): alternative dispute resolution encompasses several methods for the resolution of disputes between the parties. Within the NPA, this includes diversion and informal mediation.

Diversion is one of the alternative ways of delivering justice. It is the process of electing, in suitable and deserving criminal court cases, a manner of disposing of a criminal court case other than through normal court proceedings. (It usually includes the withdrawal of the charges against the accused person, after the accused person has participated in a particular certified programme). After the offender has completed the diversion programme, the social worker submits a report to the prosecutor. If it is clear that the offender has cooperated and benefitted from the programme, the matter is withdrawn and recorded as a diverted case on the daily statistics. These figures are totalled on the last court date of each calendar month. Separate statistics are recorded for children (persons younger than 18 years) and adult diversions. Diversions in terms of the Child Justice Act of 2008 are also included and are totalled on the last court date of each calendar month.

Informal mediation is the process by which a prosecutor, duly authorised thereto and within the ambit of the restorative justice guidelines, while acting as a mediator between the victim and offender, resolves the conflict which resulted in the criminal court case or addresses the harm caused in a manner that does not require formal justice, but seeks to deliver justice. The matter is subsequently withdrawn.

Amount involved in a corruption case of more than R5 million: This refers to a corruption case that has been registered as a priority case by the Anti-corruption Task Team (ACTT) as one where the amount involved in the case is R5 million or more. A case here is defined per project or docket and it is not defined in the same way as "case" hereunder.

CARA: A special fund used to fight crime or assist victims of crime.

Case: In the NPA, a case includes criminal court cases and civil court cases. These concepts are defined below.

A criminal court case is a matter that has been enrolled in a criminal court regardless of the forum, including traffic cases and non-docket cases where the accused appears in a court. Any civil applications, enquiries and *ex parte* applications are excluded. A criminal court case may have multiple counts and/or accusers and can involve multiple police dockets. A single docket may result in multiple court cases.

A **civil court case** is a civil matter that has been enrolled in a court of South Africa regardless of the forum. This includes *ex parte* applications or applications on notice. It includes motion and trial proceedings. Examples are restraint, preservation, forfeiture and confiscation applications. It also includes interlocutory applications relating to living and legal expenses and curators in civil matters.

A **charge** is the specific criminal offence that the accused person is alleged to have committed.

Completed forfeiture cases are cases in which the NPA has obtained a forfeiture or confiscation order in terms of Section 18 or Section 50 of POCA.

Complex commercial crime cases are those cases that require specialised prosecution due to their intricate nature, or due to the high impact they have on the community.

Commercial crimes are crimes against property, involving the unlawful conversion of the ownership of property (belonging to one person) for one's own personal use and benefit. Commercial crimes may involve fraud [cheque, credit card, mortgage, medical, corporate, securities (including insider trading), bank, payment (point of sale), and health care fraud], theft, scams or confidence tricks, tax evasion, bribery, embezzlement, identity theft, money laundering, and forgery and counterfeiting, including the production of counterfeit money and consumer goods.

Contact crimes are defined as crimes against a person such as murder, attempted murder, rape, attempted rape, indecent assault, assault with the intent to inflict grievous bodily harm, common assault, robbery with aggravating circumstances and common robbery.

A **conviction** is a guilty verdict and includes payment made in terms of Section 57A of the CPA.

Corruption should be understood as the misuse of public and private office or position or resources with a corrupt intent, and may include acts of bribery, nepotism, extortion, fraud and theft, and any offences committed in terms of the Prevention and Combating of Corrupt Activities Act of 2004 (Act No. 12 of 2004), either as main charge or where it has been added as the alternative charge.

Court preparation officer: Any officer appointed by the NPA to familiarise a witness with the court environment, legal processes and legal terms at the appropriate level to address their fears and concerns regarding testimony in court, thus contributing towards successful prosecutions and client satisfaction. In addition, the court preparation officers ensure continuum of care for state witnesses, as well as the implementation of victim impact statements.

Cybercrime: Any crime that is facilitated by the use of information technology.

Cyberspace: A domain that is characterised by the use of electronics and the electromagnetic spectrum to store, modify and exchange data via networked systems and associated physical infrastructure.

Decision dockets: In the NPA, decision cases include all criminal matters presented to the NPA to consider the institution of a prosecution recording in a decision register. These exclude dockets recorded in the inquest register and matters directly enrolled.

Dedicated court: A court in which only complex commercial crime cases are dealt with.

District court: A court created by the Minister of Justice and Correctional Services for a district in terms of Section 2 of the Magistrates' Courts Act of 1944 (Act No. 32 of 1944).

Environmental crime cases: Any criminal court cases relating to the importing, exporting, hunting, catching, capturing, killing, gathering, collecting, translocation, selling or trading of any wild animals, birds, plant, fish and marine life, insects, the pollution of water, air, soil, emission of poisons gasses, dumping of waste, and offences relating to environmental permits.

An estimate of the net market value of the assets: This is based on the best available evidence at the time of the estimate based on guidelines issued by the head of AFU from time to time.

Forfeiture orders: The confiscation and forfeiture orders in terms of section 18 and section 50 of POCA.

Freezing orders: Restraint and preservation orders in terms of section 26 and section 38 of POCA.

Government official: this includes all persons employed by a state institution, as well as persons who were employed by a state institution at the time of the commission of the offence. A state institution includes all three tiers of government (national, provincial and municipal), public

entities listed in schedules 2 and 3 of the Public Finance Management Act of 1999 (PFMA) (Act No. 1 of 1999), constitutional institutions listed in Schedule 1 of the PFMA, and Parliament and the provincial legislatures subject to Section 3(2) of the PFMA.

High Court: The High Court of South Africa and its respective divisions referred to in Section 6(1) of the Superior Courts Act of 2013 (Act No. 10 of 2013).

Lower courts: District and regional courts.

Minister: The Minister for the Department of Justice and Correctional Services.

Organised crime: Crime as a person, group of persons or syndicate acting in an organised fashion or in a manner that could result in substantial financial gain for the person, group or persons or syndicate involved. These cases are dealt with or coordinated by specialised prosecutors.

Priority crime: The South African Police Service Act of 1995 (Act No. 68 of 1995) defines priority crimes as organised crime that requires national prevention or investigation or crimes that require specialised skills in their prevention or investigation.

A **priority crime case** is a matter that has been enrolled in a criminal court of South Africa regardless of the forum after a decision has been taken to institute a prosecution. The mandate of the Priority Crimes Litigation Unit (PCLU) to institute prosecutions is limited to the categories of offences specified in the Presidential proclamation or specifically referred to the unit by the National Director of Public Prosecutions.

Prosecuting authority: The National Prosecuting Authority (NPA) consists of the National Director and Deputy National Directors of Public Prosecutions, Directors of Public Prosecutions, prosecutors, and support staff.

Recoveries: The return of property or payment of money to the victim following an order in terms of section 300 of the Criminal Procedure Act of 1977 (CPA) (Act No. 51 of 1977) or following a plea bargain in terms of the CPA.

Regional court: A court created by the Minister for a number of districts in terms of section 2 of the Magistrates' Courts Act of 1944 (Act No. 32 of 1944).

Serious crime: Crimes prosecuted in the regional and high courts.

A **Specialised prosecutor** is a prosecutor with a particular skills set and experience that has been assigned to deal primarily with the prosecution of certain types of crime.

Sexual offences: Any offences committed in terms of the Criminal Law (Sexual Offences and Related Matters) Amendment Act of 2007 (Act No. 32 of 2007). Such offences may include common law rape or indecent assault.

STEEPLE is a tool that is used to review the social, technological, economic, ethical, political, legal and environmental factors mainly in the external environment within which the NPA operates.

Thuthuzela Care Centres (TCCs): Thuthuzela (meaning "comfort" in Xhosa) Care Centres are 24-hour, one-stop service centres where victims have access to all services, including police, counselling, doctors, court preparation and a prosecutor for victims. These centres are aimed at helping victims become survivors and providing comprehensive therapy. The multidisciplinary centres have been established to streamline the process of reporting, care-giving and investigating cases, and the subsequent prosecution of these case. The main objectives for these centres are to eliminate secondary victimisation, reduce case cycle time and increase convictions. TCCs are operational when the following criteria are met:

- A victim-friendly designated space, with a waiting area, counselling room, examination room, ablution facilities and statement-taking room. The TCC is located on the premises of the Department of Health (DoH), either in the hospital building or in a park home facility.
- Two of the three posts (site coordinator, victim assistance officer and case manager) for which the NPA is responsible are filled either on contract or through a permanent appointment.
- All services are rendered, including police, health, psychological and prosecutorial services, whether in-house or on-call. This includes a referral system for 24/7 care and management.
- Protocols between the NPA, SAPS and DoH are in place.
- Training for relevant stakeholders, including induction for staff of the Sexual Offences and Community Affairs Unit (SOCA) at the TCC site, has been conducted.
- Essential equipment and furniture as per the SOCA TCC list has been provided.

Trio crimes are cases in which the charges relate to robbery at residential premises, robbery at business premises and/or vehicle robbery/car hijacking.

Values of recoveries in terms of POCA: The total amount recovered by the AFU, after completion of the matter, i.e. paid into CARA or paid directly to the victim in the case, usually in terms of a POCA order. It can be the result of an agreement obtained by the AFU, or an intervention by the AFU.

Verdict is the judgment given by a court after the conclusion of the court proceedings. In criminal cases, it can only follow after an accused person has pleaded to the charges, and is either a verdict of guilty or not guilty.

Witness: Any person who is or may be required to give evidence, or who has given evidence in any judicial proceedings.

RP89/2017

ISBN: 978-0-621-45288-4

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