



Department of Justice
and Constitutional
Development

Medium-Term

Strategic Framework

2010 - 2014



the doj & cd

Department:
Justice and Constitutional Development
REPUBLIC OF SOUTH AFRICA

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Strategic Framework

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**Programme 1:
Administration**

**Programme 2:
Court Services**

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State Legal Services**

Part 1

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- 1.4 Stakeholder Factors*
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1.1 Introduction

The Department of Justice and Constitutional Development's Strategic Plan (also referred to as the Medium Term Strategic Framework) serves as a primary reference manual for the strategic direction and initiatives to be implemented to administer justice and deliver justice services in the country from the Financial Year 2010/11 up until 2014/15. The Strategic Plan is financially supported through the Medium Term Expenditure Framework as contained in Vote 23 in the national budget.

A functioning justice system constitutes an important foundation on which to build a just and democratic society. Invariably, most countries' justice systems aim to ensure safety, guard against human rights abuses, protect property, assert legal rights, mediate differences among citizens, organisations and government agencies, and prosecute offenders. The South African justice system is not different from most, well-developed democracies. Yet, owing to the difficult history of the country, it has its own distinct challenges that are still confronting the country.

The main challenges concern eradicating apartheid legacies, building a society founded on a constitutional democracy which realises human rights, protects people from violence and intimidation, and ensures that everyone – the vulnerable - have equal access to justice. In the case of South Africa, the justice system has to contend with the fact that many poor neighbourhoods, in particular townships and informal settlements experience high crime levels. The impact of crime on the poor and vulnerable groups can be particularly serious. Those who are vulnerable can be pushed deeper into poverty by the loss of scarce resources, violent crimes can result in hospitalisation, loss of productivity, which in turn can easily result in significant repercussions for those who rely on the victims for support.

The Department's Strategic Plan provides an attempt to deal with these social factors. It recognises that the South African context is complex and inherent to racial, socio-economical and political realities of the nation's history.

In Part 1, the Plan will attempt to explore the legislative mandate of the Department and define the Department's key stakeholder factors. The Plan will also explain the Department's vision, mission and aspirations.

In Part 2, the Plan will detail the strategic outcomes the Department has adopted. This part will start by providing a high-level exploration of the Vote 23, and

details the five departmental programmes contained in the Department's Estimate of National Expenditure. This is followed by a tabulated presentation of each programme, its outcome, measurable objectives, outputs and key performance indicators (KPI). Each KPI lifespan is dated to ensure a valid measure of its implementation.

1.2 The Strategic Planning Process

The Department's previous MTSF 2006/07 -2009/10 main strategic thrust was about improving access to justice, with a special emphasis towards the poor and the vulnerable communities living in rural, informal settlements and township areas. Improving access to justice is, and will always be, an essential part of the country's democratic aspirations. The strategy is a first step at a Department level to follow an outcomes-based model of planning as adopted by the Cabinet in the 2010 January Cabinet Lekgotla. It has become necessary for the Department to adopt an outcomes based model, which provides the best prospects for success, and would be easier and cost effective to measure and improve in the long run. In face of frugal and steady cuts in public finances, there has been a need to reconsider what will work better and adopt a vision, mission and strategic objectives that recognise the country's stage of democracy. This will assist the Department to continue to administer justice, align its strategy with those of its Justice, Crime Prevention and Security Cluster partners, and focus on providing safety and security and building public confidence in the justice system.

The changes in the executive leadership of the Department presented the Department with a new opportunity to review its strategic direction, and refocus the Department towards the national priority outcomes. On the 22 November 2009, the Minister of Justice and Constitutional Development, The Hon. MP J.T Radebe, convened a Strategic Review Conference to define the new vision and priorities for the future. The Conference resolved that the Department should:

1. Elevate and strengthen its role in constitutional development,
2. Strengthen the Office of the Chief Justice, develop policy and legislative framework for the establishment of the Court Administration Agency,
3. Improve internal control systems to achieve unqualified audit reports in all areas of financial and human resources management,

4. Strengthen governance and entity oversight,
 5. Provide sound leadership of the JCPS cluster,
 6. Implement the 7 Point Plan of the Criminal Justice System Review, as per annexure
 7. Review the Civil Justice System,
 8. Develop a Service Delivery Charter,
 9. Improve delivery of the services in the Master of High Court
 10. Improve the Department's Monitoring and Evaluation System,
 11. Implement the Recommendation of the Truth and Reconciliation Committee, and
 12. Ensure readiness to provide justice services during the FIFA World Cup 2010.
- a. and criminals;
 - b. The National Prosecuting Agency prosecutes offenders, seize offenders' asset and protects witnesses,
 - c. The Legal Aid of South Africa provides legal assistance to the indigent;
 - d. The Judiciary adjudicates cases;
 - e. Correctional Services control the incarcerated;
 - f. The other JCPS Cluster constituents, the South African National Defence Force, National Intelligence Agency, Department of Home Affairs, National Treasury, The Presidency, Department of Social Services and Government Communications and Information Systems collaborate to work in one way or another to maintain security in the country, and to ensure the safety of the citizens.

Four of these priorities provided the Department with the most far-reaching policy shift. Thus, the Department resolved that it would be appropriate to review its structure and add on its high-level organisational establishment three components (Constitutional Development, Communication, and Entity Oversight), and to provide policy and legislation that will help establish court administration agency.

1.3 Legislative Mandate of the Department

The Department of Justice and Constitutional Development is an organ of the South African Government. Its mandate is to uphold and protect the Constitution and the rule of law. The Department is responsible for overseeing the administration of justice in the interests of a safer and more secure South Africa.

The core functions of the Department are ensuring equitable access to justice services; protecting and promoting the rights of children, women, the aged and people with (physical and mental) disabilities; improving the efficiency of the courts; developing legislation and promoting the Constitution; administering deceased and insolvent estates and the Guardian's Fund; providing prosecution and legal aid services, providing legal advisory services and protecting the organs of the state from damaging litigation. The Department does this through collaboration with the Justice, Crime Prevention and Security Cluster (JCPS). Thus, the Department is a partner in the fight against crime. It does not directly perform law enforcement, but works with different national departments and other agencies to fight against crime and antisocial behaviour:

- a. The Police prevent, detect and arrest offenders

Make the public feel and be safe

The Department leads the JCPS cluster, and thus has to direct and oversee the integration and coordination of the diverse, but interrelated programmes that will make the public feel and be safe. A functioning justice system is essential for the rule of law, and a crucial pillar in a fight against crime. The mandate of the Department is at the heart of these matters

The JCPS cluster's approved outcomes is, 'make the public feel and be safe.' Thus, the cluster aims at building a society in which all people are and feel safe. The cluster collaborates in coordinating the implementation of programmes of constituent departments through an integrated approach in a manner that creates synergy for the best outputs. The following outputs have been identified:

- Addressing the overall levels of crime;
- Improving effectiveness and ensuring integration of the CJS;
- Combat Corruption within the CJS cluster to enhance its effectiveness and its ability to serve as deterrent against crime;
- Manage perception of crime among the population;
- Combating of cyber crime;
- Effectiveness and integration of border management; and
- Secure the identity and status of citizens.

Justice Oversight Mandate

The Department's vote programmes, Vote 23, by and large defines the Department's oversight mandate, which includes oversight on its policies and legislative development, court administration, legal support for other state organs, administration of probate, insolvency and company liquidation services, prosecuting services, legal aid services (for the indigent), and administration of the Represented Political Party fund, the President's Fund, Third Party Funds, CARA Fund, and the Guardian's Fund. The Department is answerable to Cabinet, Parliament and other relevant agencies on the management of allocated resources to these programmes and initiatives.

In addition, the Department oversees the work of the South African Law Reform Commission, the Rules Board, the Board of the Sheriffs, the Council for Debt Collectors, the Office for the Control of Interception and Monitoring of Communication, the President's Fund, and the Represented Political Parties' Fund, the Magistrates Commission and participates in the work of the Judicial Services Commission. It also required by law to support the work of the Special Investigating Unit, and to ensure, among others, the independence of its Constitutional bodies (also called Chapter 9 Institutions), the South African Human Rights Commission and the Office of the Public Protector.

To manage its diverse and cross-cutting mandate, the Department aims to reconfigure its organisational structure to enable it to

- strengthen its governance;
- execute oversight mandate and cluster leadership;
- support the judiciary as a separate, independent branch of government, and;
- strengthen its constitutional development functions.

The Department's Strategic Plan demonstrates how all these diverse, cross-cutting functions are integrated and linked to support its programmes and outcomes. The strategic outcomes and programmes of the Department reflect its legislative mandates, and focus on its strategic priorities and resources.

1.4 Stakeholder Factors

As stated above, the Department works with a host of diverse stakeholders who are eager to support its mandate and to oversee its functions to successfully deliver its justice services to the people of South Africa. These stakeholders can rate the Department as either

successful or unsuccessful on how well it has,

- 1.4.1. Complied with the various statutory measures governing its mandate and functions;
- 1.4.2. Displayed sound management of its human, financial, information and capital resources;
- 1.4.3. Promoted constitutional development to ensure effective citizenship and community empowerment;
- 1.4.4. Developed and implemented justice policies and legislation;
- 1.4.5. Expanded justice to ensure access and proximity to communities living in rural and township areas;
- 1.4.6. Oversaw the transformation of the justice and the judicial system in the country;
- 1.4.7. Administered courts to ensure fair and effective resolution of conflicts;
- 1.4.8. Protected and promoted the rights of the vulnerable groups (children, women, the aged, and the disabled);
- 1.4.9. Administered deceased and insolvent estates, the Guardian's Fund, trusts and curatorship
- 1.4.10. Collaborated with Cluster partners to prevent, control and fight crime;
- 1.4.11. Supported NPA in its provision of prosecution against charged offenders;
- 1.4.12. Supported Legal Aid Board in its provision of legal support for the indigent;
- 1.4.13. Provided advisory and litigation services to protect state from damaging legal actions; and
- 1.4.14. Provided administrative support to the South African Human Rights Commission and the Public Protector.

1.5 Strategic Vision and Mission of the Department

VISION: A transformed and accessible justice system which promotes and protects social justice, fundamental human rights and freedom.

MISSION: We commit to provide transparent, responsive and accountable justice for all.

1.6 The Strategic Thrust

- Improve the administration of justice through special emphasis on good governance and accountability;
- Provide effective and efficient justice services through facilitating the resolution of criminal, civil and family law disputes;
- Provide transformed legal services that advance the interests of government and the people of South Africa.

personal well-being of all employees. The Department recognises the need for continuous improvement and will reward all committed efforts to improve the quality of its services.

OPEN COMMUNICATION: The Department communicates and shares information openly and timely with all relevant stakeholders in order to ensure participative and informed decision-making.

1.7 Principles, Values and Aspirations

COMMITMENT TO CONSTITUTIONAL VALUES AND TO A CULTURE OF HUMAN RIGHTS: The Department recognises the supremacy of the Constitution and the rule of law and apply all laws fairly and uniformly to ensure equal protection of human dignity, achievement of equality and the advancement of human rights and freedoms, non-racialism and non-sexism for the people of the Republic of South Africa.

BATHO PELE: The Department provides quality services to both our internal and external customers by meeting and exceeding their needs and expectations.

GOOD GOVERNANCE: The Department adheres to the highest standards of ethical behaviour that are transparent and promote accountability, based on sound internal controls. The Department is committed to serve as effective and responsible stewards of the taxpayers' resources that are entrusted to it. The Department is results-driven and efficient in conducting its business. The Department measures and reports on progress in pursuit of its goals.

UBUNTU: The Department upholds human dignity and ensures equal opportunities and fairness in its interactions, in order to engender a spirit of trust and unity. The Department promotes tolerance and respect for the diversity of its employees and the peoples of this country and draw strength from such diversity.

PROFESSIONALISM AND CONTINUOUS IMPROVEMENT: The Department recognises that people are its most important resource for accomplishing our mission. The Department is committed to the professional development, self-actualisation and



**Programme 1:
Administration**

**Programme 2:
Court Services**

**Programme 3:
State Legal Services**

Part 2

Vote 23 Programmes

2.1 Departmental Programmes

2.2 Key Priorities

2.3 Key Performance Indicators and Targets

Programme 1 – Administration

Programme 2 – Court services

Programme 3 – State legal services

VOTE 23 PROGRAMS

The Department has the following programmes:-

2.1 Departmental Programmes

PROGRAMME 1: ADMINISTRATION

This programme deals with the administrative functions, and aims to enhance corporate governance and improve internal control systems in the Department. This involves ensuring sound management of the vote's entire programmes, including the Department's resources – its staff, finances, assets, capital infrastructure, information and knowledge processes and systems. The programme focuses on the Department's policies and strategies that enhances operational efficiency.

Recognising the challenges the Department has had in its internal control systems, it has been necessary to adopt a strategic goal that has a particular focus towards improving the effectiveness and the efficiency of delivering a modern criminal and civil justice system. It is essential that the Department accounts and complies with all national and international regulatory requirements. Hence, the outcome of this programme is to provide strategic leadership and improve internal control systems to enhance compliance and accountability.

This Outcome is supported by the following measurable objectives:

- 2.1.1. Improve corporate governance to comply with PFMA and other relevant legislation and prescripts;
- 2.1.2. Manage Priority Projects aimed at improving internal control systems,
- 2.1.3. Provide sound management of state resources (human, finance, information technology, capital assets);
- 2.1.4. Expand justice infrastructure and service to people living in townships and rural areas;
- 2.1.5. Provide strategic leadership to Justice, Crime and Security Cluster and strengthen oversight mandate;
- 2.1.6. Increase public understanding of justice issues; and
- 2.1.7. Intervene to protect victims from the impact of Apartheid and crime.

PROGRAMME 2: COURT SERVICES

This programme deals with the provision and management of courts, the facilitation of criminal, civil and family law matters, including the administration of justice services at provincial levels. This programme also includes working in collaboration with other government departments to promote and protect the rights of children, women, the aged, the disabled, and

other vulnerable groupings in the country.

In essence, this programme outlines one of the fundamental aspirations of the South African Government. Its intentions are to address the historical, social and legal injustice of the apartheid era which entrenched racism, tribalism and sexism. The objectives of the Department are to bring justice services closer to the communities previously discriminated against, to ensure their access to justice services as required by the Constitution and the Bill of Human Rights. Thus, the Department aims to build courts, manage the courts to provide all required justice services to people (especially people living in townships and rural areas). This includes improving the quantity and quality of justice services, providing justice to people's indigenous languages, (including Braille and sign language), educating the public about their rights and transforming courts to comply with their Constitutional mandate as self-sufficient and trusted arbiter of individual and societal conflicts.

The Department's recent policy in this programme is to strengthen the Office of the Chief Justice and enhance the independence of the Judiciary. Hence, there are two interconnected outcomes for this programme: To provide effective support to court administration and to strengthen the Office of the Chief Justice.

The Outcome to strengthen the Office of the Chief Justice and enhance the independence of the judiciary is supported by the following measurable objectives:

- 2.1.8. Provide sound support to judiciary as a separate arm of government;
 - 2.1.9. Review Criminal and Civil Justice Systems; and
 - 2.1.10. Ensure qualitative, quantitative and timely justice services.
- The other Outcome dealing with the provision of administrative support to court services is supported by the following measurable objectives:
- 2.1.11. Provide sound administrative support and guidance to Regional Offices;
 - 2.1.12. Improve delivery of services to comply with Batho Pele Principles; and
 - 2.1.13. Execute initiatives aimed at protecting and promoting the rights of vulnerable groups (children, women, the aged, the poor, and the disabled).

PROGRAMME 3: STATE LEGAL SERVICES

This programme is mainly aimed at transforming Justice, State and Society. It deals with four functions:

- Constitutional development,
- Legislative development, including conducting legal

research;

- Provision of legal advisory services to other organs of state, including Parliament;
- Providing litigation services to protect the organs of state; and
- Provision of probate services, administration of Guardian's Fund, and regulation of insolvency and liquidation systems.

In the past 15 years, the achievements have been mainly about developing legislation aimed at transforming justice, the state and society. There are still challenges towards ensuring that the legislation impact directly on every-day lives of ordinary South Africans. This involves advancing participatory democracy by promoting the Constitution and empowering the people to participate in their national and local government policies.

This programme also deals with the provision of legal services to the state organs, such as legal advisory and litigation services. The other major role of this programme refers to improving the provision of probate services in all magisterial districts.

As this programme carries a variety of multifaceted justice initiatives, its Outcome statement shows the multiplicity of its aims. The Outcome is to provide legal advisory and litigation services; to supervise the administration of deceased and insolvent estates and Guardians' Fund; to prepare and promote legislation; and to facilitate Constitutional Development.

This outcome is supported by the following measurable objectives:

- 2.1.14. Promote Constitutional Development and strengthen participatory democracy;
- 2.1.15. Improve provision of legal services to the state organs;
- 2.1.16. Administer deceased and insolvent estates, the Guardian's Fund, trusts and curatorship; and
- 2.1.17. Develop and promote legislation.

PROGRAMME 4: NATIONAL PROSECUTION AUTHORITY

This programme deals with the provision of prosecution services, including protecting victims of sexual violence, conviction of sexual offenders, investigation and combating of serious, organised crimes, removal of profit from crime and the protection of state and prosecution witnesses.

PROGRAMME 5: AUXILIARY AND ASSOCIATED SERVICES

This programme deals with the provision of auxiliary services associated with the Department's aims, including transfer

payments to the South African Human Rights Commission, the Public Protector, the Commission on Gender Equality, the Legal Aid Board, the Special Investigating Unit, the Represented Political Parties' Fund, and the management of the President's Fund. The main aim of this programme is to ensure the independence and the integrity of the constitutional bodies responsible for the management of justice in the country.

2.2 Key Priority Projects

The following projects form the Department's priority areas:

1. Elevate and strengthen its role in constitutional development,
2. Strengthen the Office of the Chief Justice, develop policy and legislative framework for the establishment of the Court Administration Agency,
3. Improve internal control systems to achieve unqualified audit reports in all areas of financial, human resources management,
4. Strengthen governance on entity oversight,
5. Provide sound leadership of the JCPS cluster,
6. Implement the 7 Point Plan of the Criminal Justice System Review,
7. Review the Civil Justice System,
8. Develop a Service Delivery Charter,
9. Improve delivery of the Master of High Court services,
10. Improve the Department's Monitoring and Evaluation System,
11. Implement the Recommendations of the Truth and Reconciliation Commission, and
12. Ensure readiness to provide justice services during the FIFA World Cup 2010.

2.3 Key Performance Indicators & Targets

Programme 1: Administration: <i>Manage the Department, and develop strategies and policies for the efficient administration of justice</i>			
OUTCOME 1: Provide strategic leadership and improve internal control system to ensure compliance and accountability			
MEASURABLE OBJECTIVE	OUTPUT	KEY PERFORMANCE INDICATOR	TIME
Improve corporate governance to comply with PFMA requirements	OP1: Improve Enterprise Risk Management systems in the Department	1.1. Resolve 90% of Top 5 Corporate Risks.	2010
	OP2: Improve Strategic Planning and internal controls to comply with PFMA requirements	2.1 Achieve unqualified audit report on performance information management.	2010
		2.2. Complete 80% of approved audit plans.	2010
	OP3: Increase conviction rate in fraud and corruption cases to reduce fraud and corruption in the Criminal Justice System	3.1: Ensure 25% of fraud and corruption practices discovered in 2010 in JCPS Cluster are trial ready.	2010
		3.2: Conduct at least 10 staff awareness raising sessions.	2010
		3.3: All new forensic cases finalised in 2 months, and old cases finalised within 6 months.	2010
Manage Priority Projects aimed at improving internal Control Systems	OP4: Ensure unqualified audit on Asset and Supply Chain Management	4.1: Ensure no repeat of audit findings.	2010
		4.2: 100% of assets accurately captured.	2010
		4.3: Produce 4 Quarterly reports on the performance of the service providers.	2010
	OP5: Improve filing management and records keeping in all identified priority courts	5.1: 100% of lost records tracked and restored in identified priority courts.	2010
	OP6: Improve Human Resource's records management	6.1: All leave forms filed and retrievable within 20 days of receiving them.	2010
Provide sound management of state resources (human, finance, information technology, capital assets);	OP7: Improve human capital management	7.1: Reduce vacancy rate from 14% to 5%	2012
		7.2: 50% of staff trained by Justice College in identified priority areas.	2012
		7.3: Finalise 60% of disciplinary cases and 70% of grievance cases within 60 days of their registration.	2011
	OP8: Improve business productivity through IT	8.1: Ensure 95% uptime of network.	2010
		8.2: Rollout ICMS to 250 prioritised Lower Courts, and 3 High Courts.	2011
	OP9: Ensure unqualified audits on financial reports	9.1: Implement Financial Turnaround Strategy.	2010
		9.2: Achieve unqualified financial statements.	2010
	OP10: Maintain and secure justice infrastructure	10.1: Roll out integrated security systems to 150 prioritised courts.	2011
		10.2: Improve the conditions of 50 priority courts through RAMP	2013

Programme 1: Administration: <i>Manage the Department, and develop strategies and policies for the efficient administration of justice</i>			
OUTCOME 1: Provide strategic leadership and improve internal control system to ensure compliance and accountability			
MEASURABLE OBJECTIVE	OUTPUT	KEY PERFORMANCE INDICATOR	TIME
Expand justice infrastructure and service to people living in townships and rural areas	OP11: Improve justice proximity to communities	11.1: Complete 7 court buildings	2013
		11.2: Open 3 courts in rural and township areas	2010
		11.3: Provide 1 Magisterial Court per Municipality district	2012
		11.4: Convert 20% of Branch Courts to become Main Courts	2011
Provide strategic leadership to JCPS and strengthen oversight mandate	OP12: Strengthen international relations and cooperation	12.1: Implement signed cooperation agreements within agreed timeframes	2010
		12.2: Provide technical support to SADC and other identified African countries	2010
	OP13: Strengthen component to support oversight mandate	13.1: Develop and engage entities on oversight framework	2010
Increase public understanding of justice and demonstrate service delivery	OP14: Educate the public on justice and Constitutional matters	14.1: Develop and implement Communication Strategy	2012
		14.2: Conduct surveys to show at least 60% of people have confidence in the criminal justice system	2011
		14.3: Develop Service Delivery Charter	2010
		14.4: Respond to 100% of Presidential Hotline inquiries and finalized 60% within 30 days of receiving them	2010
Intervene to protect victims from the impact Apartheid and crime	OP15: Monitor and report on government implementation of TRC Recommendations	15.1: Ensure outstanding 30% of identified TRC victims have access to the President's Fund	2011
		15.2: Finalise regulations aimed at providing assistance to the TRC Victims	2010
	OP16: Provide support to victims of crime	16.1: 60% of victims of crime made aware of their rights and have access to court	2012
		16.2: Ensure 30% of identified cases are dealt with through justice restorative interventions	2011

Programme 2: COURT SERVICES : To support and facilitate the resolution of criminal, civil and family law disputes through providing accessible, effective and efficient court services

OUTCOME 2. Strengthen the office of the Chief Justice and support judicial functions as a separate branch of government.

MEASURABLE OBJECTIVE	OUTPUT	KEY PERFORMANCE INDICATOR	TIME
Provide sound support to judiciary as a separate branch of government	OP18: Strengthen establishment in the Office of the Chief Justice	18.1: Finalise the structure in the Office of the Chief Justice and appoint 5 critical staff by 2010	2010
	OP19: Provide policy and legislative measures for establishment of a Judicial Authority	19.1: Develop a policy framework and Judicial Authority Bill to establish a judicial arm of government	2011
		19.2: Finalise policy framework on Transformation of the Courts, Superior Courts Bill, the Constitution Nineteenth Amendment Bill and Traditional Court Bill	2011
Review Criminal and Civil Justice Systems	OP20: Ensure effective implementation of the 7 Point Plan	20.1: At least 4 critical staff appointed to the CJS Centre for Statistics	2010
		20.2: Ensure 60% of identified interventions are implemented	2011
	OP21: Improve efficiency of the Civil justice System	21.1: Produce a National Report on the deficiencies in the current Civil Justice System	2010
		21.2: Produce a report assessing the enforcement rate of civil judgments made against the state in past two years	2012
Ensure qualitative and timely justice services	OP22: Increase case finalisation for criminal cases	22.1: Increase matters dealt by admission of guilt fines from 30 115 to 100 000	2011
		22.2: Increase finalisation of lower court criminal cases by 2% in 2010	2010
	OP23: Reduce case backlogs in 42 priority courts and increase diversion	23.1: Increase resolution for case backlogs from 11 500 to 14 815 cases in 2010	2010
		23.2: Increase cases diverted by 40% from current baseline	2012
	OP24: Reduce trial delays and case postponements	24.1: Increase number of cases concluded using prescreening mechanism developed by NPA	2011

Programme 2: COURT SERVICES : *To support and facilitate the resolution of criminal, civil and family law disputes through providing accessible, effective and efficient court services*

OUTCOME 3. Provide administrative support to court services

MEASURABLE OBJECTIVE	OUTPUT	KEY PERFORMANCE INDICATOR	TIME
Provide sound administrative support and guidance to Regional Offices to enable effective and efficient delivery of justice services to the communities	OP25: Improve capability of Regional Offices to improve delivery of justice services	25.1: Manage identified major risks and resolve 90% of Top 5 Risks	2010
		25.2: Achieve 80% implementation of funded Priority Projects aimed at improving internal control systems	2010
	OP26: Provide sound management of resources provided to the Region (Human, Finances, IT and Capital Resources)	26.1: Ensure 65% of staff undergo training on Service delivery, IT and Asset, Financial Operations management	2010
		26.2: Achieve unqualified financial audits	2010
Improve delivery of services to comply with Batho Pele Principles	OP27: Ensure efficient delivery maintenance services	27.1: Ensure 80% of applications are resolved within 20 days of entry date	2011
		27.2: Ensure maintenance client is served within 2 hours of being on queue	2010
	OP28: Improve Management of Court to ensure effective and efficient delivery of justice services	28.1: 100% of lost records tracked and restored in ¼ of identified courts per region.	2010
		28.2: Reduce security incidences by 80%	2011
Protect and promote the rights of vulnerable groups (children, women, the aged, the poor, and the disabled).	OP29: Ensure compliance with Child Justice Act and Children's Act	29.1: Implement the Child Justice Act 2008 and reduce criminal cases involving children through diversion by 12%	2012
		29.2: 50% of family law cases finalised in each office per year	2010
	OP30: Ensure effective resolutions of sexual offences, trafficking in persons, domestic violence and gender hate crimes	30.1: Develop National Strategy for reduction of gender-based offences	2011
		29.2: Finalise Trafficking in Persons Bill	2011

Programme 3: STATE LEGAL SERVICES: To provide legal advisory and litigation services to state organs, supervise the administration of deceased and insolvent estates and Guardian's Fund; prepare and promote legislation, and facilitate constitutional development.			
Outcome 3. Provide legal advisory and litigation services; to supervise the administration of deceased and insolvent estates and Guardians' Fund; to prepare and promote legislation; and to promote Constitutional Development			
MEASURABLE OBJECTIVE	OUTPUT	KEY PERFORMANCE INDICATOR	TIME
Promote Constitutiona I Development and strengthen participatory democracy to ensure respect for fundamental human rights;	OP31: Strengthen participatory democracy and promote Constitution and human rights culture in the country	31.1: Establish a Branch responsible for Constitutional Development and appoint 4 critical staff	2010
		31.2: Sign 60 Service Level Agreements (SLA) with Civil Society Organisations (CSO)	2010
		31.3: Establish 15 new Community Advice Centres (CAC)	2010
		31.4: Enable 80 CSO to participate on public dialogue	2010
		31.5: Sign 20 new SLA to improve capacity of CACs	2010
		31.6: Provide support services to at least 10 000 alien people (refugees, asylum seekers, migrants)	2011
		31.7: Ensure compliance with PAIA Act	2010
Improve provision of legal services to the state organs;	OP32: Conduct Legal Research, prepare and promote justice legislation	32.1: Develop priority legislative instruments to improve access to justice and transform justice in the country	2012
	OP33: Improve provision of legal advisory services to provincial and national departments	33.1: Finalise all requests for legal opinion within 21 days of their date of entry	2010
		33.2: Conduct a survey to show that 60% of the departments are satisfied with the legal advice provided	2011
	OP34: Defend national and provincial departments from negative legal actions	34.1: Implement the Council Briefing policy by ensuring that 65% of the value of briefings are made to PDI and/or firms	2011
		34.2: Develop and implement the Legal Blue-Print Framework to ensure efficient management of state litigation	2013
		34.3: Reduce Department's legal costs by 25% of current value	2013

Programme 3: STATE LEGAL SERVICES: To provide legal advisory and litigation services to state organs, supervise the administration of deceased and insolvent estates and Guardian's Fund; prepare and promote legislation, and facilitate constitutional development.

Outcome 3. Provide legal advisory and litigation services; to supervise the administration of deceased and insolvent estates and Guardians' Fund; to prepare and promote legislation; and to promote Constitutional Development

MEASURABLE OBJECTIVE	OUTPUT	KEY PERFORMANCE INDICATOR	TIME
Administer deceased and insolvent estates, the Guardian's Fund, trusts and curatorship; and	OP35: Improve access to probate services (Wills, trusts, estates, etc)	35.1: Capacitate at least 1 Magisterial Court per district to deliver probate services	2011
		35.2 Finalise all estates files for estates worth R125 000 and less within 4 months, and estates worth more than R125 000 within 12 months	2010
	OP36: Improve provision of Guardians' Fund to the beneficiaries	36.1: 80% of beneficiaries received services within 40 days	2010
		36.2: Sustain unqualified audit findings in the management of Guardians' Fund	2010
	OP37: Improve administration of insolvency and liquidation services	37.1: Finalise all matters within 15 months of registration	2011

1. FOR INFORMATION ON:

Programme 4: (NATIONAL PROSECUTING AUTHORITY) SEE, NPA STRATEGY DOCUMENT

2. FOR INFORMATION ON

Programme 5: (AUXILIARY AND ASSOCIATED SERVICES) SEE, STRATEGY PLANS FOR THE FOLLOWING ORGANISATIONS:

THE SOUTH AFRICAN HUMAN RIGHTS COMMISSION,
 THE PUBLIC PROTECTOR,
 THE COMMISSION ON GENDER EQUALITY, AND
 THE LEGAL AID SOUTH AFRICA AND THE SPECIAL INVESTIGATING UNIT

Department of Justice
and Constitutional
Development

Medium-Term

Strategic Framework

2010 - 2014



the doj & cd

Department:
Justice and Constitutional Development
REPUBLIC OF SOUTH AFRICA