



Independent Projects Trust

## **KZN Criminal Justice Strengthening Project: January - December 2005**

### **Background to the IPT**

The Independent Projects Trust (IPT), founded in 1990, is a leading non-government organisation in KwaZulu-Natal engaged in “change management” and organisational development processes. Much of this effort has been focussed on the South African public service sector. Through research, facilitation and training we seek to assist organisations to deal with the challenges arising from South Africa’s political transformation and the impact on institutional culture.

IPT was established in 1990 in response to the internecine political conflict between supporters of the African National Congress and the Inkatha Freedom Party that gripped the province in the late 1980s and early 1990s. We set up a number of conflict-resolution projects, targeting the youth and women’s formations of the antagonists. We also worked among traditional leaders in the north of the province to promote peace and democratic processes. We established and worked from four satellite offices in areas most affected by political violence.

After 1996, levels of overt political violence in the province declined and we shifted the focus of our work to schools. We have run a number of peer mediation projects among scholars, promoted good governance and democratic processes in schools and are currently engaged in a “safe schools” programme, to combat criminal and gender-related violence in schools in the Durban region. This work has been supported by a number of crime prevention projects, which have included an audit of crime prevention initiatives in the province and the ongoing facilitation of a local crime prevention forum.

More recently the focus of our work has been change management. A 1998/1999 policing project provided facilitation for an exchange between the SAPS and the Royal Ulster Constabulary (RUC) in order to share learning around large-scale organisational transformation. In 1999 another police project focussed on supporting change within the SAPS to enable police members to provide victim-centred service.

Since 2000 we have continued to expend a substantial amount of our effort working within the criminal justice sector, both with national, provincial and local government departments. This work has included interventions around social crime prevention, improved service delivery within both the SAPS and Prosecuting Authorities as well as working with the Department of Justice and Constitutional Development and the Durban Metro Safer City programmes.

### **Background to the Criminal Justice Strengthening Project**

This is the third year of the Atlantic funded Criminal Justice Strengthening Project which emerged from a 2001/2 pilot project run in partnership with the KwaZulu-Natal Prosecuting Authority aimed at improving service via increased management capacity within the High Court offices.

The CJSP is a multi sectoral initiative and was based on information gathered during an evaluation of the pilot project during which it became apparent that the creation of an enabling environment for victims was dependent on the cooperation and coordination of the various criminal justice stakeholders and that one department, alone, had little chance of success.

Following a feasibility study conducted in late 2002 a series of objectives for this project were as follows:

- **an improved capacity amongst managers to manage performance within the Criminal Justice Sector (CJS), which would be measured through improved customer satisfaction and through the achievement of each department's internal targets.**
- To improve the level of service being delivered to members of the public in the court environment. Key indicators of this would be that case turnover and completion rates should improve over the two years of the project; court hours would show an increase and case management will improve with greater integration and communication between the relevant role players.
- That courts within KwaZulu-Natal become functional centres ensuring access to justice.

While no respondents considered that a reduction in actual crime could be considered a measurable outcome of such an initiative, an effective and efficient justice system was seen as one key component to reducing crime.

A change in the public's perception of the criminal justice sector was seen as being the most important long-term impact of such an intervention, since any negative experience of justice impacts seriously on people's sense of satisfaction

## **Project Activities**

A number of activities were identified as being key to contributing to the achievement of the projects objectives and over the previous three years we have been able to complete the majority of the activities envisioned. We were also able to participate in a number of additional activities and initiatives which arose during the course of the project. The one area of anticipated activity which was not completed was work with the SAPS. As the initiative emerged there was a shift to incorporating police members into workshops and interventions for the other sector role players rather than on doing specific work with SAPS members alone.

Details of these initiatives are described below and for the sake of clarity we have segmented them according to the recipient groups i.e. KZNPA, Magistrates and Department of Justice. (An overview of which is attached as Addendum B).

## **KwaZulu Natal Prosecuting Authority: Activities 2004**

Over the last four years the KwaZulu Natal Prosecuting Service (KZNPS) has been actively focused on becoming a strategy driven organisation. During this time the IPT has provided ongoing support in the form of facilitation and training around strategy and strategic planning.

These objectives identified for 2004/5 included:

- Contributing to increased public confidence through improved customer relations, better communication and higher levels of service to victims and witnesses
- Improvement of case management systems and processes
- Improved internal communication
- Efficient and effective management and use of financial resources in compliance with the Public Finance Management Act
- Developing a performance driven organisation with committed, motivated, competent and professional staff
- Impacting on crime levels through targeted prosecutions

In order to monitor and evaluate this strategy an in-house strategy unit, based at the Director of Public Prosecution's office, was established to work in partnership with the IPT.

Since the start of the project in January 2003 a number of projects and processes have been initiated in response to the various

objectives which have required both new processes as well as new paradigms. In particular, the objective "to impact on crime levels through targeted prosecutions" required a substantial shift from just providing a reactive case processing service to developing a more proactive response to crime. This resulted in a range of initiatives within each cluster in the province to actively identify and drive investigations and prosecution around specific priority crimes. Within a number of clusters this has been very successful for example a Housebreaking project in Empangeni and a Drug Court in Durban.

2005 also saw the establishment of two Community Court pilot projects, one in Durban's Point Area and the other in KwaMashu. These courts were intended to provide a faster, more community orientated service with a focus on quality of life infringements. These courts, are essentially district courts, but both have a community location within the local police station building and have been allocated dedicated magistrates. Both these courts have shown great potential for responding to community needs and have shown the possible value that is generated when the various sectors of the Criminal Justice System co operate.

As noted previously since 2003 the KZNPS has also held an annual strategic review as part of the effort to become more strategically driven and to allow the provincial management team to reflect on the previous year. This information is also used to refine the implementation plan for the coming year. Each year this has resulted in some shifts in both activities and metrics. At the most recent strategy review session, held on the 26th July 2005 and facilitated by IPT there was substantial debate around the "targeted prosecutions" objective which concluded in the agreement that experience over the last two years had led prosecutors to believe that there was a need to provide a more flexible, community driven response to crime. It had become very obvious that each geographic region had very specific needs and expectations and that if the KZNPS was to provide an appropriate service to these communities there would have to be a change in operating and reporting procedures

In the discussion a number of issues emerged around the need to make justice more visible and accessible to communities, as well as the need to develop more flexible and proactive responses to the increasing number of juveniles within the system. Many prosecutors had seen a positive impact from school visits and community interaction, although it was consistently noted that this should be the work of a specialised component or job category since it was difficult to do both liaison work and be in court. Most clusters also noted that there was a need to educate and inform communities around the

workings of the criminal justice system since most communities took very little responsibility for crime prevention or detection.

It was during this July strategy review that Adv Batohi, Director of Public Prosecutions KZNPS was to give a presentation on her attendance at a community prosecution conference in Oregon, USA which included visits to community prosecution sites in Washington DC and New York City. Adv Batohi had felt some concern that the prosecutors would not be open to the possible advantages of community prosecution. However from the discussion that had preceded it became clear that the prosecutors themselves had identified some of the methods of "community prosecution" as appropriate tools in the fight against crime. The group was therefore very receptive to the presentation and found that many of the lessons learnt could be of value in defining their own strategic direction.

This development has led us to providing support for community prosecution both locally and at a national level since late 2005. It is a particularly exciting development since it is completely in line with our objectives of improved access to justice and greater responsiveness to the needs of victims and their communities. (This will also be the focus of a substantial part of our work in 2006. In addition to the funding allocation from Atlantic Philanthropies we have also been able to secure Danish funding for sites in other provinces).

### ***Sexual Offences Courts - Project Oversight Committee Activities***

Since 2003 we have provided administrative support to KwaZulu Natal Project Oversight Committee (POC), a multi agency forum with a focus on ensuring the successful prosecution of sexual offences against children. This is achieved through the provision information and training to the various sectoral role players. The role-players involved in the POC include:

*SAPS; Dept of Health; Dept of Welfare; Childline; Dept of Education; Victim Empowerment; Social Workers; CRISP; Legal Aid Board; university students; Correctional Services; Lifeline/Rape Crisis; Public Works; Justice College*

The KZN POC had identified multi-disciplinary training as the most important single action that was required to improve the sectors capacity to deliver and we were able to support this by facilitating the arrangement of a regular series of workshops.

The Multi-Sectoral Training Programme for 2005 included the following sessions:

18-Feb	1. Multi - disciplinary approach to the management of sexual offences 2. Crime Scene: investigation the collection of exhibits
18-Mar	1. Dept of Education: Role, Functions and Procedures 2. Dept of Social Welfare: Role Functions and Procedures 3. Child Welfare: Role, Function and Procedures 4. SAPS: Role, Function and Procedures 5. Legal-Aid: Role
15-Apr	1. Food for Thought: Leon Grové - Psychologist 2. The Child Care Act including children's rights, Legal-Aid and Form 4 3. Domestic Violence
20-May	1. Law applicable to sexual offences and child witnesses 2. Bail and accused's rights 3. Evaluation of evidence and sentencing in child abuse cases
24-Jun	1. Basic Do's and Don'ts in general counselling and counselling children 2. Current trends in dealing with trauma including secondary abuse to role-players 3. Suicide amongst sexually abused teenagers (Prof Anthony Pillay)
15-Jul	1. Interviewing the child witness 2. Preparing children for court, supporting them through the process and secondary abuse to victims
19-Aug	1. Custom and Culture. The impact on child abuse and cross - cultural investigations (Panel Discussion) 2. Dept of Correctional Services as a Societal Responsibility
16-Sep	1. Medical exam of pre pubertal children: Dr Neil McKerrow 2. Medical exam of adolescents: Dr Sagie Naidoo Including the body of the victim and accused as a crime scene
21-Oct	1. Statement taking 2. Statement analysis
18-Nov	1. Child's memory 2. Patterns of disclosure

As in previous years the workshops continue to be well presented and very well attended. Over the course of the year approximately >> have attended these workshops

#### Department of Justice; Court Services: Activities 2005

As with the Prosecuting Authority our work with Court Services had as its focus in the implementation of the strategy developed in late 2004 and which included the following objectives:

- Increase public confidence through improved customer relations, better communication and higher levels of service to victims and witnesses.
- To impact significantly on crime levels through effective and efficient support to the Judiciary and Prosecutors.
- To develop a performance driven organisation with committed motivated, competent and professional staff.

Since the Department of Justice had also adopted the Balanced Scorecard (BSC) as its strategic implementation tool we began the year with a BSC workshop. This was held at the request of management who were being asked to utilise templates and processes related to the BSC but were feeling out of their depth. The workshop was well received and built a sense of confidence amongst the management team.

This was followed on July 6<sup>th</sup> with a review of the Durban Magistrates court strategy. At this workshop there was some discussion around the impact IPT's training and interventions have had on the DoJ at Durban Magistrate's Court. It was an ideal opportunity because they were also discussing the impact of Reagwa Boswa, the Departments internal transformation programme. We began with a review the various training that had been provided:

- **Chairing Disciplinary Hearings:** Management felt they had benefited from the workshop as they gained skills and were now able to respond appropriately to various disciplinary matters. The Acting Court Manager at the time said that this training helped her in her position. It was also noted that the workshop format had allowed them to receive help with problems they were currently experiencing.
- **Managing Incapacity:** After the workshop the facilitator began to work directly with individuals, coaching them in actual disciplinary enquiries. Management has found this very informative and helpful. They said previously in the Department there was no follow through. Staff would do something wrong, be called in and spoken to and the staff knew that there will be no consequences.
- **Conflict Management:** This was a two-day conflict management course that cut across the staff component. Staff looked at the way they deal with conflict in their personal lives as well as at work. Because the main clients of DoJ are the public, a time was spent looking at "difficult customers". At the beginning staff said they had to swear at the public one day because they were not listening. At the end of the workshop this person felt that they would and could definitely deal differently with people.

Because the nature of DoJ deals with negative situations such as maintenance, divorce, child abuse etc, participants felt it was very easy to treat one another inappropriately. After the workshop a participant said that they had made a conscious effort to change their behaviour and the way they speak to people. The workshop helped

them see that the way they were behaving sometimes made the situation worse.

It was also noted that the relationship between interpreters and Prosecutors has improved with one supervisor noting that now interpreters come back from court with a note saying how well the interpreter did. It was also acknowledged that the lower court Case Flow Management meetings have brought all stakeholders together and problems can be discussed and solved.

In reviewing how many objectives had been achieved a number of successes were discussed;

- Mentoring was taking place on an informal basis via supervisors and colleagues.
- A transformation committee was in place and although they felt it was very difficult to measure transformation most people felt that they were being involved in the different "celebrations" such as Gender issues, Child Protection Week, International Drug Awareness day etc, and this has not happened in the past.
- The training committee (now called the Education, Training and Development Committee) were able to complete a training needs analysis, but not all training needs could be catered for due to both budget and time constraints.
- Communication remained a problem in the office but management agreed that this was an extremely important issue and will visit each section and address the staff.
- The newsletter which was only published twice but was much enjoyed by staff as well as the public.
- One of the participants said that the supervisors and management really has changed with regard to their open door policy and it is very easy to speak to them about a problem.
- The Social Committee has achieved the objective of getting people together. A common room where people can sit and have lunch and tea together is still to be established.
- The Health and Safety Committee's objectives have been partly achieved. A handyman and a lift operator have been appointed and at the meeting two people from security and someone who has previous nursing experience volunteered to join the committee.

Over the year we ran a number of workshops related to issues which were included in the strategic objectives. In May a workshop was run to assist managers in Charing Disciplinary Enquiries since managing staff performance had been identified as a key objective.

Following the strategy review in July we also completed a large scale perception survey amongst the staff of Durban magistrates court on the request of the Court Manager. This stemmed from the discussion around the

continuing concerns around poor communication amongst staff and between staff and management. Since this was seen as an issue which impacted on both morale and performance we agreed to conduct a climate survey in an attempt to identify underlying issues.

The survey was completed and presented to Joey Manuel, the Provincial Manager and Cyril Mncwabe, Court Manager of Durban Magistrates Court in early August. This was followed by a presentation of the findings at a Supervisors meeting on the 26 August at which meeting there was discussion around how to respond to the issues raised. These issues included communication in the organisation as well as individual sections, staff felt that they were not part of decisions, recognition and rewards and organizational structure – many staff feel that sections tend to operate in isolation and little or no understanding exists of how they fit into one another to ensure quick turn around times and improved customer service. These issues will provide a focus for intervention in 2006.

In addition we were able to facilitate the development of Supervisors Performance Agreements and a substantial portion of this work was used in the development of these agreements at a National level.

During 2005 the Victims Charter was also adopted by the Department and IPT provided support and facilitation at training sessions for the Victim's Charter Training held on Saturdays between the 6<sup>th</sup> and 27<sup>th</sup> August 2005. Each session was attended by approximately 40 participants.

### **Magistrates: Activities 2005**

2005 saw our continued support of KZNJETCom (KZN Judicial Education and Training Committee) and the Peer Learning Process which had been initiated in 2004. Two further peer learning workshops were held in April and September, the second workshop being primarily facilitated by a magistrate on the training committee. This was part of our endeavour to ensure that the process would be sustainable over time.

Over the course of the year it has become apparent that Peer Learning is a practical and effective mechanism to ensure ongoing judicial education and a number of achievements were identified as a result of the process thus far:

- Queries from Magistrates around some difficult issues have decreased following peer learning discussions
- Relationships have been built and there is greater interaction amongst magistrates themselves
- Improved working relationships with other role players i.e. SAPS
- The fact that the initial participants have continued to meet is one indicator of the achievements made. In other words there has been

sustained interest and commitment to cooperating on training and development.

- From the field practice reports, it is clear that in many centres there have been positive developments in a number of courts – one cluster held a capacity building meeting due to very low disposal rates and by March 2005 had reduced outstanding cases from 160 to 46.
- 30 plus items of material on peer learning have been developed and are available to others in the judicial environment
- The KZNJETCom has a better sense of what resources are available in the environment (human and other)
- Better use of IT – using email to enhance learning and communicating more effectively
- Individuals have become more self aware around facilitation of learning and have improved their own skills in the process
- A report form has been developed to allow all training activities to be reported on regularly (end of September and March) through Cluster Heads
- The identification of further training needs via quality assurance reports
- The KZNJETCom has been able to source training in response to needs identified. For example, a series of workshops addressing Judicial Stress

Between September and November 2005 we were also able to provide a series of stress workshops for magistrates at each of the five clusters within the province. An evaluation of these workshops is attached as addendum X.

### **Provincial Integrated Justice Forum (PIJF)**

This year saw the continued growth of the PIJF as well as the establishment of two sub committees, the Child Justice Sub-Committee and the Monitoring Sub-Committee. These two sub committees were important as they demonstrated a move towards real problem solving and a commitment to achieving a measurable impact within the sector.

The primary objective of the PIJF Subcommittee on Child Justice was to drive initiatives to address the issue of high numbers of juvenile prisoners awaiting trial. The committee was composed of those organisations / departments which could add value to the discussions and included:

Childline; NICRO; Department of Health; Department of Education; Child Welfare; Department of Social Welfare; Department of Correctional Services; SAPS; National Prosecuting Service; Department of Justice; Magistracy;

Some of the issues addressed by the subcommittee in its initial conception included:

- Age Assessments to be administered by the Court Manager because many of the “juveniles” within the system are not in fact juveniles
- Finding parents,
- Proper placement and facilities, Lack of existing facilities for juveniles
- Delays in Probation Officers reports and there poor quality
- Resources for outlying areas
- Lack of sentencing options for juveniles

In order to address these matters the Subcommittee developed an ‘Action Plan’ which were achieved with varying degrees of success

- Ensure access to information regarding Department of Social Welfare’s (DSW) areas of operation – list of offices and contact details for each region
- Make available a list of schools (to provide assistance to SAPS and Probation Officer’s in accessing parents and care givers)
- Questionnaire developed and circulated to Senior Public Prosecutor’s to identify current problems.
- Ensure relevant and appropriate stats are received by SAPS from DCS regarding juvenile cases on roll over 6 months and rape cases on the roll for more than 12 months
- Circular distributed via DPP regarding diversion process – no withdrawals until diversion have been completed (excluding sexual offences).
- Begin to develop monitoring mechanism for all juveniles in custody who appeared in court.
- Establish feasibility for overtime service from Probation Officers – stats from Court Services / SAPS and NPS to show juvenile arrests after hours / weekends
- Investigate amendment to CPA regarding the establishment of a “rap sheet” for diversions (this continues to be investigated by Senior SAPS management with their National Legal Support Unit)
- Implement a mechanism to monitor juveniles placed in Diversion programmes – draft proposal
- Identify solutions to age assessment problems with District Surgeons– a new protocol is currently being developed by the Department of Health and will be discussed in early 2006

- Develop mechanism to integrate forums and committees i.e. Provincial Child Justice Forum with this subcommittee where the mandates are duplicated. Recommendation to PIJF to broaden this committees mandate to “Child Justice”

The Monitoring Sub Committee was established to co ordinate the performance management data from the various Departments. The SAPS, the NPA and the Courts all maintain records relating to court hours, case cycles and other indicators of performance. Unfortunately none of this information is shared or checked with other role players rendering it useless as a tool for collaboration. A committee was therefore established to collect this data and provide feedback to the PIJF on the performance of the CJS in KZN as a whole. The first feedback from this committee was at the November meeting during which baseline data was presented. During 2006 we hope that this sub committee will be able to provide evidence of the impact of Case Flow Management.

The website continued to be an important service rendered to the sector with usage increasing steadily throughout the year. It is intended that the monitoring sub committee will also put its statistics on the site to broaden understanding around measuring performance within the sector.

During the course of 2005 a substantial amount of time was spent on facilitation and lobbying around the production of the Case Flow Management Guidelines. We had first become involved in late 2003 when became aware of the attempts within the system to develop Case Flow Management guidelines. A Lower Court Management Committee (LCMC) sub-committee on case flow management had been established with the following terms of reference:

- to sensitise all role players on the implementation of case flow management;
- to discuss the guidelines in order to streamline the processes and to implement bench marks;
- to stimulate partnerships and consensus on case flow management;
- to collect data on barriers and shortfalls for the reduction thereof;
- to compare standards of case flow at different courts and encourage sharing of ideas;
- to encourage uniformity on case flow management at lower court level;
- to introduce training and research on case flow management.

Following a country wide visit of court centres funded by the Department of Justice the LCMC formulated guidelines in consultation with the NPA and DOJ on how case flow management should be implemented in the lower courts. By late 2004 a draft document had been circulated amongst stakeholders but the processes seemed stymied by both lack of funds and by political infighting around ownership and authority.

The development of such a document seemed to be very much in line with our project objectives to improve performance within the CJS since they would provide for the first time standard and broadly agreed standards of performance as well as defined roles and responsibilities for the various players in the system. The lack of clarity around this had allowed many individuals to abdicate their responsibilities – in fact the lack of clarity seemed to be a deliberate ploy to avoid being held responsible rather than real confusion around what each person should be doing, especially since job descriptions existed within each department. The problem was more that no one seemed to be held accountable by either their peers or the system.

To this end we identified ways in which we could support the development of this document. This support included the facilitation of a one-day workshop to draft the KZN contribution to this document. This was followed by the appointment of a graphic designer to provide a layout and samples of the proposed guidelines since there was need to create a better image for this document which was being circulated in badly photocopied or printed format which was difficult to read and didn't look "important".

One of our primary project objectives was that "case management will improve with greater integration and communication between the relevant role players" and the implementation of this manual would be a substantial contributor to this objectives. It aims to provide the various role players with clear guidance around roles and responsibilities and for the first time we would have a nationally sanctioned document which could be utilised as a performance assessment tool.

We have been able to play an integral part in the continuation and perpetuation of Case Flow Management in both the province and the country, by granting much needed guidance, facilitation and resources to promote sustainable development and growth of the Case Flow Management principles and codes. At Durban Magistrates Court where the case flow guidelines have been enthusiastically embraced by both Court Support Services and by Magistrates there have already been substantial improvements both in court hours and in court rolls. For example District Court matters on the role for 6 months or longer have reduced from 771 in August 2004 to 363 in September 2005.

We were also able to facilitate multi-agency case flow management problem solving workshops at a number of sites in KZN over the course of the year including:

- Stanger Magistrates Courts 10/11<sup>th</sup> February
- Empangeni Cluster 4<sup>th</sup> March
- Pietermaritzburg Regional Courts 14<sup>th</sup> September
- Pietermaritzburg District Courts 28<sup>th</sup> September
- Northern Natal Cluster 9<sup>th</sup> December

### **International Networking: Visit from Metropolitan Police**

Having met with Adrian Studd who heads the Safer Clubbing Unit of the Metropolitan Police and given the problems associated with clubs, drugs, bouncers, weapons etc in Durban, and the resultant impact of these matters clogging up the courts, we were able to facilitate a week long visit by Chief Inspector Adrian Studd and Chief Superintendent Bill Tillbrook to South Africa. During this visit, the South African Police Service, Metro Police, Metro Council and other interest groups met to discuss the possible implementation of a similar initiative in Durban. We held a seminar during their stay which was attended by approximately 80 people from the various criminal justice departments and other organisations working with juvenile crime issues in KZN.

This visit was partially supported by funding from Open Society Foundation as part of a youth crime prevention project. ([www.staysafe.co.za](http://www.staysafe.co.za))

### **Monitoring and Evaluation**

Strategy and Tactics have continued to provide monitoring and evaluation support to us and the project recipients. Examples of some comments received during discussion with recipients regarding project performance include:

“IPT has been involved in this for just over a year and during that time we have finalised the case flow management booklet and disseminated it throughout the country. I can guarantee that it would have taken at least three years if it had not been for the assistance of IPT.” *Chief Prosecutor Ray Sansom discussing the support around Case Flow Management*

“Their intervention in getting the PIJF up and running has been a very positive intervention. Also their attempts to get people to become self-sustaining is a positive contribution.” *NPA Deputy Director Rita Blumrick, Sub Committee on Child Justice*

“It is the first time that ordinary prosecutors have met with regional and district court magistrates. They are now much more receptive to the idea that we can work together. They were more willing to come to the table because of the objectivity of IPT” *Chief Prosecutor Sagren Naidoo discussing impact of Case Flow Management workshops*

“A lot of people come in as consultants and don’t have an understanding of what is going on. IPT do have that operational understanding and that helps tremendously. Other key words: Willingness, an enormous will or drive, focus. They’ve got a vision. When they embark on something there’s a will, vision, focus. They are resourceful” *Chief Prosecutor Ray Sansom discussing his perceptions of the project*

“People were willing to listen and IPT acted as a buffer and mediator. Otherwise, people would have been at each other’s throats.” *Participant following a joint problem solving workshop*

“The one thing we have learned is that peer learning works. We’re getting magistrates who are prepared to help each other and this has changed the attitude of a lot of magistrates” *Magistrate Gerhard Van Rooyen, member of training committee discussing Peer Learning*

## **Conclusion**

By the end of 2005, the third year of the project, we continue to have the full political buy-in of both National and Provincial leadership within many of the key departments. Both the Provincial and National Directors of the KZNPS, Adv Shamilla Batohi and Adv Jan Henning, were overtly supportive of the project. In addition there has been widespread support for the project from the Provincial Commissioner of SAPS, Director Ngidi, the Head of Detective Services Ass Commissioner Brown, the National and Regional Heads of Court Services, Ms M Sejoswenge and Mr J Manual as well as the Chief Magistrate Mr Mabaso.

The roll-out of the varied initiatives, both to other courts, and to other departments within the CJS continues to be a major indicator of the value generated by the project.

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## Addendum B (Pg 5)

### Activity List

Planned Activity	Status at end of Project
<p>A phased management development programme based on the two-year pilot project with KZNPA and linked to the Department's strategic objectives. This management development process would include workshops, facilitated sessions, mentoring and coaching, as well as support for new skills as they are operationalised.</p>	<ul style="list-style-type: none"> <li>o Strategic plans for both KZN PA and DOJ Admin Staff have included "management development" as key objectives.</li> <li>o Measures embedded into the strategic plans to allow managers to assess progress against these measures on a monthly basis.</li> <li>o A two day conflict management workshop with DOJ managers and supervisors</li> <li>o Workshops in Managing Incapacity and Disciplinary Enquiries held for DOJ managers in Durban</li> <li>o A series of workshops have been delivered to KZNPA management including an 8-day Management Development Programme delivered by Milpark Business School. A series of workshops for DOJ Admin have been delivered</li> <li>o Mentoring and coaching has been provided for several managers around managing staff performance</li> <li>o A pilot mentorship project has been initiated in two prosecuting authority clusters</li> <li>o Facilitation of monthly Promanco meetings (KZNPA management) to ensure a strategic focus and organisational learning</li> </ul>
<p>Liaison with Justice College to ensure training is coordinated, accredited and supported institutionally. This would also strengthen the capacity of Justice College.</p>	<ul style="list-style-type: none"> <li>o Ongoing discussion with Justice College and Re Aga Boswa<sup>1</sup> Training Stream coordinators</li> <li>o Discussion with SAQA around accreditation of IPT training</li> <li>o Provision of Training to Court Interpreters around various issues i.e. Ballistics, DNA etc</li> </ul>

<sup>1</sup> Re Aga Boswa is the Department of Justice's National Transformation programme which has been piloted in KwaZulu Natal

<p>System wide support for managing employee incapacity following training of managers – this involves the use of a bureau system to capture and analyse absenteeism trends amongst staff as well as its cost.</p>	<ul style="list-style-type: none"> <li>o One-on-one Support provided to all Chief Prosecutors within the province and DOJ managers in the Durban area</li> <li>o HR support provided to the National Prosecuting Authority Corporate Services Department (cost for this support has been covered by the NPA itself)</li> <li>o Implementation of bureau system throughout province with NPA</li> <li>o Implementation of bureau system with Durban Magistrates Court: Court Services DOJ</li> </ul>
<p>In consultation with the KZNPA the Provincial training unit would identify needs and provide supplementary training for prosecutors.</p>	<ul style="list-style-type: none"> <li>o Establishment of a training committee within both the KZNPA and DOJ: Durban Magistrates</li> <li>o Inclusion of training in the provincial strategy</li> <li>o Development of a training plan in line with NQF and SAQA requirements and linked to employment equity</li> </ul>
<p>The attitudes of magistrates play an important role in the fair administration of justice and we would access targeted training around social context issues like gender, and overcoming bias which would enable magistrates to delivery a service to the public in a way that is informed about issues of diversity in post apartheid South Africa.</p>	<ul style="list-style-type: none"> <li>o Establishment of a magistrates training committee</li> <li>o Skills analysis for magistrates</li> <li>o Needs assessment started</li> <li>o Peer Mentoring Project with LRG</li> <li>o Provision of "Laws of Evidence" Seminar</li> <li>o <i>Social Context training delivered to Magistrates by Justice College in partnership with LRG</i></li> </ul>
<p>Provide support for re establishment of the Provincial IJS committee –We would also act as a lobbying and advocacy agency to encourage more "delivery focussed" meetings. This would be followed by the re</p>	<ul style="list-style-type: none"> <li>o Inclusion of this objective in KZNPA strategy for 2003</li> <li>o PIJS committee re-established</li> <li>o Support services provided to PIJF committee</li> <li>o Website for PIJF</li> <li>o Assistance with development of Case Flow Management Manual</li> </ul>

establishment or creation of local meetings identified as necessary.	
IT training for management / supervisors (including basic computer skills, using email and internet)	<ul style="list-style-type: none"><li>o Provision of IT training to management and supervisors</li><li>o IT support for maintenance clerks in DOJ</li></ul>

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