



## Transforming the NPA

Envisioned within the Constitution, a single National Prosecuting Authority (NPA) was created on 1 August 1998 to institute criminal proceedings on behalf of the State and to carry out functions incidental to such proceedings. Despite many successes since its establishment, the NPA acknowledged that it still fell short of delivering on its mandate and making a greater impact in society. Among others, the NPA was not making an impact on crime and on efficacy of the criminal justice system.

This highlighted the need for the NPA to develop a long-term strategy to become more outcomes-focused. The need to adapt and innovate to meet the challenges of a 21st century society and an organisation in a Constitutional, democratic state served as a guiding principle. Thus, during 2004 the NPA formally committed itself on the road to fundamental change with the launch of an ambitious transformation programme: the Serurubele Transformation Programme. It aims to improve the overall functioning of the NPA through solution design and implementation across the areas of governance, delivery and resourcing.

The name Serurubele, the Sesotho word for Butterfly, was chosen to symbolise the kind of constant change and agility required of organisations in today's fast-paced environment. The programme aims to:

- Achieve optimal levels of governance.
- Create a best-in-class customer management capability.
- Achieve optimal levels of cooperation with the organisation's partners in the Criminal Justice System.
- Engineer organisational processes so that they deliver excellent services to customer requirements.
- Create a best-in-class operations management capability.
- Ensure that the management of people enables the organisation to become an employer of choice.

The Serurubele Transformation Programme is already making a visible impact in the NPA and is set to change the traditional approach in addressing crime management. Serurubele consists of four distinct phases (Figure 2):

### **Mobilise Phase**

The Mobilize Phase (November 2003 to August 2004) entailed the gathering and positioning of resources to undertake the transformation programme. It included the awarding of tenders for the transformation programme and its project management, as well as seconding NPA staff to the programme.

### **Understand Phase**

The Understand Phase (September 2004 to August 2005) produced a comprehensive assessment of the current state of the NPA, the Criminal Justice System and crime experienced in the country. The assessment covered four areas, namely: the macro-environment, the micro-environment (Criminal Justice System), the stakeholder environment, and the internal functioning of the NPA.

### **Design Phases I and II**

The findings of the Understand Phase informed the Design Phases (Phase I - May 2005 to December 2006; Phase II – January– December 2007), which seeks to design solutions and plans to address the challenges identified in the Understand Phase. Most organisations are concerned with being well governed and managed, delivering services and providing/securing resources to support these two functions. Likewise, the findings of the Understand Phase and challenges to be addressed could be categorised into these three broad areas. In order to ensure the required focus on these areas during solution design, the Design Phase has been structured into three design streams:

- **Governance:** This area incorporates all governance-related aspects, including stakeholder analysis, strategy, macro-structure, governance and management standards, processes and methodology.
- **Delivery:** Taking its queue from Governance, the area of Delivery will comprise all processes and systems aimed at service delivery to customers of the NPA: victims, complainants and witnesses.
- **Resourcing:** This area will entail the design of all resources required to support Delivery and Governance, and typically include people, facilities and technology.

### **Create Phase**

The Create Phase is the final phase of the transformation programme, yet runs parallel to the design phase (January 2006 – December 2008). Its purpose is to implement the plans created in the Design Phase in order to achieve the objectives of transformation.

## **TRANSFORMATION PROGRAMME ACHIEVEMENTS: 2005/6 – 2006/07**

### **Understand Phase (September 2004 to August 2005)**

The Understand Phase was finalised and its recommendations informed the developing of project plans for the two Design Phases of the Programme.

The NPA's first Crime and Criminal Justice public survey was completed. This work will assist in measuring the NPAs impact on society in terms of reducing crime, contributing to civic morality and increasing confidence in the Criminal Justice System. The Survey Report produces the findings and recommendations on the six areas surveyed:

- The experiences of freedom and security in South African and the NPA's contribution to enhancing these.
- The culture of civic morality in South African and the NPA's role in advancing civic morality in the country.
- Levels of public confidence in the Criminal Justice system and the NPA's contribution to enhancing public confidence.
- The system throughput of the Criminal Justice System in relation to levels of victimisation and the NPA's role in reducing crime and victimisation.
- CJS Partner perspectives on the nature and extent of the NPA's cooperation with the broader criminal justice system.
- An attempt to develop a model to estimate the size of the criminal economy in order to inform the NPA's efforts to take the profit out of crime.

The NPA's first ever formal engagement with stakeholder groups across the board was conducted with great success. A stakeholder segmentation was completed to final draft and a draft customer services plan was developed.

### **Design Phase I (May 2005 to March 2006)**

A set of 250 governance processes were designed to enhance governance in the NPA.

A long-term strategy, the NPA Strategy 2020, was developed for the NPA, with supporting strategic plans for governance, delivery and resourcing. Strategic initiatives for 2006/07 and 2007/08 were identified based on the new strategy of the NPA.

A policy segmentation and a Policy on Policies was developed.

### **Design Phase II (April 2006 – December 2007)**

Business unit annual plans were developed to implement the Strategy 2020 according to a standardised template that ensured horizontal and vertical integration.

Enterprise risk management and enterprise performance management was enhanced.

All priority delivery processes were designed and validated.

Design of priority resourcing processes commenced, and included a significantly enhanced recruitment process.

Work commenced on a macro-structure redesign for the NPA.

Hosting of the NPA Stakeholder Conference 2007.

### **Create Phase (April 2006 – December 2008)**

Execution of the NPA Strategy 2020 commenced.

Designed priority governance, delivery and resourcing processes commenced roll-out to standardise and enhance governance, operations and service delivery to customers.

Implementation of a new recruitment process for the NPA.

Implementation of an automated procure-to-pay (P2P) process for the NPA.

Roll-out of a set of 23 strategic projects launched to commence execution of the Strategy 2020.