

Sub-programme 4: Support Services



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Purpose

Support Services provides both governance and resourcing support services to the core function of the NPA and consists of various service centres covering wide and diverse areas.

Introduction

Support Services in the NPA provides the following support services to the NPA:

- o Strategy and Risk Management.
- o Programme and Project Management.
- o Integrity Management.
- o Communications.
- o Finance and Procurement.
- o Human Resource Management and Development.
- o Security Management.
- o Information Management and Technology.
- o Research and Policy Development Management.

Enterprise Risk Management (ERM)

The NPA identified the following top organisational risks through the ERM:

Table 12: The NPA Top Risks

Risk	Action taken
Poor financial control and management within the NPA	An audit action plan managed by the Audit Coordinator has been developed to address areas of concern. The NPA has been working with the National Treasury to develop a Strategic Support Plan (SSP) to address the following focus areas a) asset management; b) goods and services; c) systems security; d) compensation of employees; e) liability management and f) revenue management.
None and or partial compliance with all applicable legislation, regulations policies and procedures.	The governance component in the Integrity Management Unit monitors on an ongoing basis the level of compliance across the organisation.
Absence of land or poor stakeholder and partner management.	Currently, all DPPs actively manage the relationships with their respective stakeholders and partners.
Poor and or non-delivery of service leading to the non-achievement of objectives and the mandate of the NPA and its business units.	A service delivery Improvement plan has been developed.
Absence of land or poor information security management.	The information security project was put on hold. However, the Information and Management Service Centre (IMSC) ensures as part of its daily operations the integrity of the NPA network against possible attacks. The Security and Risk Management Unit monitors and ensures the physical security of information.

Programme Management Office (PMO)

The focus of the PMO in 2010/11 was to strengthen in-house project management capacity in order to reduce over-reliance on sub-contractors, facilitate closure of projects and identify new strategic initiatives. Due to then pending integration of Corporate Services the following five projects were put on hold: Lean Thinking, Corporate Services Decentralisation, Information Security, Loss Control and Change Management. The process of resuscitating some is underway.



The Optimal Capacity Model (OCM) project is on schedule and will be closed during the first quarter of the new financial year. The main aim of OCM is to provide the NPA with a scientifically valid capacity forecasting and planning tool.

The PMO is also responsible for the external and internal audit facilitation. The following strategic projects have been initiated in order to address audit findings and work towards achieving an unqualified status:

- Asset Management turnaround Project: The objective of this project is to implement measures that will ensure compliance with legislation and policies. To date, the deliverables are Asset Management Strategy, Asset Management Policy, updated asset register as well as furniture and equipment norms and standards.
- Document Management Project: The objective of this project is to have a reliable, secure and effective records management environment that will allow for proper filing, search, storage and retrieval of documents. This project is at initiation phase.

Integrity Management Unit (IMU)

The IMU continued to focus on three programmes in order to foster integrity in the NPA, namely, Organisational Integrity Strengthening (OIS), Employee Integrity Enhancement (EIS) and Integrity Promotion.

Three managers' guides were developed to assist managers with compliance issues highlighted in internal and external audit reports and the Unit is currently in the process of printing the guides. The Compliance Process Map has been finalised and it is ready for publishing. In addition, an Electronic Compliance Monitoring System (TROUX) was configured; this will assist with monitoring compliance levels.

The IMU, in collaboration with United Nations Office on Drugs and Crime, commissioned the services of Ethics Institute of South Africa to train 92 staff members on professional ethics and integrity in the Lower Courts. The Unit commemorated the International Anti-Corruption day on the 9th of December 2010 at a Primary School in Winterveldt. At this event the Whistle Blowing Policy was also launched. A total of 1 770 copies of the policy were distributed to various stakeholders.

As part of creating awareness on Batho Pele principles, the Unit distributed over 100 posters throughout the organisation and held a training session in Cape Town on how these principles can improve service delivery and how to monitor and measure the regional performance in respect of the principles.

The roll out of value institutionalisation programme is underway. A total of 65 value champions were recruited to form part of the programme. The IMU continued to conduct extensive integrity promotion workshops which focused on ethics and values. The IMU in collaboration with the DPSA conducted the Anti-Corruption training sessions across the organisation.

A total of 90 individual integrity assessments were completed. IMU achieved 100% submission rate of the Financial Declarations to the PSC for the first time since the inception of the NPA. In an effort to combat fraud and corruption in the NPA, the IMU continued to investigate all reported cases involving NPA officials. Of the 112 cases registered for 2010/2011 financial year, 82 cases were investigated and finalised. The Unit also conducted 13 verifications in terms of remunerative work outside the NPA policy. The Conflict of Interest Policy document was drafted and approved by the Acting CEO.







Communications Unit

Public Education and Awareness

National Road Shows: The national road shows as part of public education through community outreach were rolled out to seven provinces after the initial event was hosted in Dududu in Kwa-Zulu Natal the previous financial year. Road shows were held at Ga-Matlala (Limpopo), Allanridge (Free State), Tshidilamolo in Mafikeng (North West), Zoar (Western Cape), Cradock and Lusikisiki (Eastern Cape). The NPA and other government departments in the JCPS cluster reached many community members in these rural and peri-urban areas, educating them about the work of the NPA and the JCPS cluster, as well as bringing government services to them. In January 2011, a review of the road show concept was made and a decision to follow up with a second round throughout the country was taken, but at more regular intervals to cater for more audiences than currently reached. Public information material about the law and the work of the NPA was also distributed in all languages during these outreach events.

SABC Radio Public Education Campaign: The planning process for the massive SABC Radio public education campaign was finalised during the final quarter of the year. The campaign will be rolled out in partnership with the radio stations under the SABC Education banner, which include all the Public Broadcasting Service (PBS) stations. The objective of this campaign is to reach the majority of the South African citizens in their respective home languages, and to educate them about the criminal justice system and specifically about the work of the NPA. The national roll-out is scheduled to kick off on 2 May 2011 and is expected to reach over 30m listeners over a 26 week period.

Public Exhibitions: The NPA continued to participate in all major public exhibitions to showcase the work of the NPA and to engage directly with the public. The NPA's exhibition stands won awards at the Rand Show, the Royal Show and the Pretoria Show, for professionalism and educational quality of the material distributed at the stands. A winning combination of these exhibitions is that the NPA stands are always manned by members of the prosecution team to ensure that first hand information is made available at initial contact, supported by communication officials to ensure professional packaging of information and managing brand presence.

Events: The Communication Unit provided event planning and logistical support for many events hosted at national level as well as at the DPP regions. These include Thuthuzela Care Centre (TCC) launches, Human Trafficking Awareness Week (3 – 9 October 2010) as well as Career Awareness Exhibitions at tertiary institutions.

Media Relations

The media relations team continued to feature prominently in the media space, providing information about court cases and their outcomes. The media approach was largely educational, where the court processes and prosecutorial strategies and considerations were clarified, and not just the outcomes. Some of the high profile cases that were prosecuted in our courts brought consistent public and media attention to the work of the NPA and increased the pressure to engage through the media some of the critical issues such as plea and sentence agreements, bail and new strategies / approaches to old challenges. For instance, NDPPs' decision to charge 'Jub Jub' Maarohanye for murder instead of culpable homicide- when a number of learners were killed in a vehicle accident that resulted from his alleged 'drag racing' with his friend – caused a major debating point in the public media space. The successful prosecution of former National Police Commissioner Jackie Selebi also created media activity for the NPA, as did the related 'drug syndicate' cases of Glenn Agliotti and Paparas. The media relations team facilitated media interviews and drafted opinion pieces to explain the NPA's approach to Criminal Procedure Act concepts such as Plea and Sentence Agreements (Section 105A) and Section 204 witnesses, bail and bail conditions and withdrawals. The implementation of the Child Justice Act in April 2010 also presented interesting cases that tested the NPA's approach in the eyes of the media and the public, such as the Jules High School matter.

Regional Communication Managers (RCMs) significantly improved the NPA's capacity to communicate in the regions and DPP offices, which played a significant role in publicising the work of the NPA in all regions.

Internal communications

The internal newsletter, Khasho, has proved to be an important information and news source for the members of the NPA. This year the publication was used increasingly to profile the work of our prosecutors and to give them an opportunity to share their experiences and challenges in specific cases. This approach has proved to be one of the successful strategies for internal information sharing, but some of the information in the newsletter has been widely quoted in external media. Internal events have also bolstered internal staff engagement.



Human Resources Management and Development (HRM&D)

Human Resource Management

The Operation Recruitment Drive (ORD) project was concluded in December 2010. The project did not yield the much anticipated results in the beginning; however, it gained momentum from July 2010 where 159 appointments were made. The overall appointments made by the end of March 2011 were 214. Nevertheless the vacancy rate for prosecutors was notably reduced from 15% to 12, 2% as at 31 March 2011.

Implementation of Phase II of OSD

Approval of the OSD determination was obtained from the Minister on 22 November 2010. Accordingly payments were effected and the project is now 95% complete.

Human Resource Development

HRM&D continued to be committed to the development of the prosecutorial workforce to manage and thrive with fewer resources. A variety of training and development opportunities were coordinated. The training focused on programmes related to prosecutorial as well as the non prosecutorial work. These included inter alia Advance Trial Advocacy, Psychology and the Law, Cyber Crime etc. Much of the training is provided by the Justice College.

During the reporting period, a total of R 224, 094.00 was paid for bursaries. Of this, only 2% was paid for degrees in legal studies.

Employment Equity

Overall, considerable progress has been made in the implementation of the Employment Equity (EE). However, there is still a need for the organisation to fast track the implementation of education programmes for managers on accommodating persons with disabilities in the workplace. The NPA will ensure that more focus is given to disabled people to have specialized equipment to assist members of this designated group in their work.

Employee Wellness Programme

The Employee Wellness Programme section continued to ensure that employees have access to high levels of wellness programmes, and to create a working environment that is not harmful to their well-being.

Several initiatives were coordinated which included,

- HIV Testing.
- Wellness days.
- Relationship building workshops.
- Stress Management workshops .

Because of the nature of their work, prosecutors are exposed to high levels of stress and the Employee Wellness programme has proved useful to them.

Labour Relations

The main focus of the Employee Relations and Management Services section was on industrial disputes and resolutions and ensuring that the actual and potential conflicts between workers and their employer are resolved. Letters in respect of disciplinary action were issued.

Accomplishments Related to Employee Relations include the following:

- Handled various investigations concerning employee conduct.
- Initiated disciplinary actions for employees who failed to comply in respect of inter alia, asset management, wasteful expenditure and irregular expenditure.
- Management of suspensions and special leave, this is now under control and unnecessary suspensions no longer persist.



Finance & Procurement

Highlights of achievements

During the 2010/11 financial year, Finance & Procurement performed as follows in respect of its 2010/11 annual plan:

- The Audit Action Plan was implemented. The Plan addresses the audit findings and SCOPA resolutions adopted in this regard.
- In respect of asset management, every effort was made to ensure the asset register is accurate and complete. Quarterly asset verifications and a stock take were performed. The signed-off inventory registers of the ex-DSO assets were submitted to SAPS and the verification of the NPA asset transfer to the DoJ&CD, in respect of the lower courts are underway. Governance processes were reviewed and the asset management strategy, policy and furniture and equipment standards were approved. In order to address compliance and ownership issues, asset management is now covered in the performance agreements of all NPA officials. Progressive discipline was instituted against some Corporate Managers for their failure to submit and ensure that the asset verification sheets are accurate and complete.
- Steps were taken to prevent, identify and correctly disclose irregular expenditure. A service provider was appointed to analyse the noted cases and the irregular expenditure register. In respect of some incidents of irregular expenditure (e.g. overtime and cost of living adjustments) condonation was obtained. Disciplinary action was initiated in respect of some officials. However, it remains a cause for concern to note that cases of non-compliance with the supply chain management processes are still identified.
- Similar steps were taken to address the audit finding on fruitless and wasteful expenditure. The cost of “no shows” and traffic fines are now recovered directly from the officials concerned.
- Budget management remained strong and 99,5% of the NPA voted funds were spent (after virement). Quarterly budget reviews were conducted where expenditure patterns were interrogated and after which funds were reprioritised. Budget versus expenditure reports were submitted to management and EXCO on a monthly basis.
- A tender was issued for fleet services and the new service provider successfully deployed 285 vehicles throughout the country. The target for fleet availability is 95%, but the monitoring of the usage of vehicles by management leaves room for improvement. In this regard, exception reports on speeding, weekend-use, fuel consumption, etc. are submitted and constantly followed up.
- The NPA User Asset Management Plan (UAMP) for 2010/11 was compiled and was submitted.
- Monthly cell phone usage reconciliation reports were prepared. However, the NPA introduced the cell phone reimbursement scheme during the financial year. As a result, the Nashua Mobile contribution scheme will be phased out as and when current contracts terminate.
- Monthly cash flow reports, debtors' reports, suspense account control reports, bank reconciliation reports, donor funding income and expenditure reports were submitted. The policies on petty cash and revenue, cash and banking were reviewed and approved.
- Interim financial statements for September 2010 and December 2010 were prepared and were submitted on time.

Security and Risk Management (S&RM)

In line with best practices, S&RM implemented the security programmes in the NPA with specific reference to the legal mandate and the security standards guideline provided in the MISS and the MPSS.

In order to enhance security compliance, the S&RM held fourteen Security Awareness road shows in different NPA facilities. The Unit also coordinated the training of eighteen officials, trained in different disciplines.

Protection of NPA Personnel and Stakeholders

S&RM coordinated the provision of protective security to NPA staff in building facilities, assets as well as threatened employees. The unit registered eighteen cases of threats in which the affected threatened employees were protected. The cost involved in the protection of NPA threatened employees is R 4, 145, 618.50

During 2010/2011 financial year, the NPA secured the contract of security guarding services, which was approved and rolled out in January 2011.



Coordination of Security Services in high profile cases

Eight cases were registered and S&RM coordinated security services in the affected courts in Regions. The Unit successfully developed the high profile case register in which all cases that had public interests were recorded for the purpose of security planning. The S&RM Unit further coordinated security for all NPA external events and no incident of injuries were reported.

Protection of Sensitive Information

The S&RM successfully conducted vetting field work. The SMS vetting database is kept up to date and reviewed periodically. A total of 157 files were finalised and forwarded to South African Security Agency for finalisation.

Implementation of Occupational Health and Safety (OHS) Measures

Two Occupational Health and Safety drills were conducted. In accordance with regulatory requirements, regular inspections of the fire fighting equipments were conducted throughout the buildings of the NPA.

Protection of NPA Assets

Forty nine losses of state assets were registered. These cases were referred back from Nexus consultants for finalisation.

Information Management Service Centre (IMSC)

ICT Governance

The IMSC is in the process of implementing the Microsoft Operations Framework. This project has made good progress and is expected to be finalised in the next financial year.

Systems Development

Electronic Case Management System (ECMS)

Some challenges were experienced because the NPA and SAP could not complete the deployment and testing of the new schemas on time because the IJS SAJ XML schemes had to be reworked by the IJS Transversal Unit. The scheme did not cater for multiple accused per case. As a result, the integration testing could not be finalised. Despite these setbacks the ICMS and NPA Electronic Case Management System (ECMS) integration is expected to be completed by the end of April 2011.

Thuthuzela Information Management System (TIMS)

The TIMS solution for TCCs was developed successfully. The roll out of the solution will commence in April 2011. The successful development of the SOCA TIMS solution will enable the TCC centres and the case managers involved to capture the case and victim information electronically; this information will be instantly updated and readily available for management to use for reporting and decision making. This solution will provide more valuable and comprehensive information once it is rolled out to all the sites.

EDRMS

Electronic Document and Records Management System (EDRMS) was rolled out to two sites successfully. This will significantly improve the document and records management processes and reduce time spent managing paper-based documents.

IPARS

Individual Performance Registration System (IPARS) was developed and implemented successfully. This interim solution will provide HRM&D with the ability to indicate compliance or non-compliance by employees with the Performance Management Policy, i.e. the ability to determine which employees submitted the signed performance agreements within the stipulated period and which employees failed to do so. This solution will benefit the users by providing valuable and accurate compliance analysis reports (statistics), thus alleviating the time spent on manual extraction, consolidation and analysis of this information.



Early Warning Capability (EWC)

The Financial Disclosures component of the EWC System was developed and training was provided to relevant IMU staff. Once implemented, this solution will enable NPA staff members to disclose their financial interests electronically and thus eliminating the current tedious manual, paper-based process which is time consuming for the NPA staff members submitting the information and IMU staff members that have to deal with associated challenges such as capturing of handwritten financial disclosure forms on an Excel workbook and analysis thereof.

Reporting Capability (AFU)

Prioritised AFU reports were deployed to the identified sites. These reports eliminate the time consuming manual extraction and analysis of AFU case information.

ICT Infrastructure

Server Replacement and Systems redesign

The IMSC has almost completed the replacement of all old server equipment in both the regions as well as the VGM building. The server replacement also included a total redesign of the NPA architecture and includes virtualisation of many of the servers as a cost and energy saving initiative.

Active Directory Migration

With the roll-out of the servers the IMSC is also going over to the latest version of Active Directory which is a database to manage all users on the networks as well as a management system for the network. It will also allow us to share our information with the DoJ&CD systems which means prosecutors who are on the DoJ&CD infrastructure will finally gain reliable access to the NPA Network.

Exchange Migration

With the virtualisation of the servers the IMSC is also migrating to the latest version of Exchange. The primary reason is that Microsoft will soon discontinue support of the current exchange and it holds a number of improvements over the current version, most notably the centralising of mailboxes of all users. This makes it possible to move between offices and connect seamlessly.

Telecommunications

Savings on Telephone Calls

The savings resulting from utilization of Telkom Bundle saver for 2010/2011 was R 1,335,290.27. This saving resulted purely from calls overflowing onto the Telkom PSTN infrastructure while the Least Cost Routing (LCR) was in effect – LCR contributed 25% towards this saving. We expect more savings in the next financial year following the expiry of LCR contract in March 2011 as Telkom bundle saver is more cost-effective on its own than a combination of these two features.

The Telecommunications section is in the process of ensuring Voice-Over-IP capable Telephone Systems at NPA offices country-wide.

Document and Records Management

The NPA filing plan was updated to accommodate the relevant additions and amendments; and the backlogs were significantly reduced. HRD registry functions and responsibilities were transferred to HRD while 25% of the main stream registry responsibilities were implemented in the business units as planned.



Research and Policy Information (R&PI)

Highlights of achievements

During the 2010/2011 financial year the R&PI undertook evaluation research, which ranged from document assessments to implementation evaluation (see table below).

Table 13: Evaluation research undertaken during 2010/11

Evaluation Projects	Customer and/or Client
Aspirant Prosecutors Programme – value added to the organisation, in particular to the performance of the courts.	Human Resources Management and Development (HRM&D) and Public Prosecutions.
Performance Management Information System (PMIS) - to inform the decision re approach, method(s) and system(s) to effectively manage individual performance management within the HR environment.	Human Resources Management and Development (HRM&D)
Mala fide or malicious prosecutions - to establish a baseline for processes to deal with civil matters which result from possible mala fide/ malicious prosecutions, and to inform the monitoring of progress and performance, resource planning, and information and knowledge management.	Public Prosecutions- Civil Litigation Section
Verifiable Evidence Process (VE) – 2nd VE for Human Resource Management and Development (HRM&D) and Finance and Procurement (F&P) - Q 1 and Q 2 (2010/2011); confirm the existence of or lack of the evidence.	Strategy Office – as required by National Treasury.
Contribute to the drafting Proposal on the Mandate of the National Coordinator for Commercial Crime within the Office of the NDPP – focused on monitoring and evaluation.	Specialised Commercial Crime Unit (SCCU)

Knowledge and Information Management capability

The need for knowledge and information management (KIM) was identified by the NPA in 2007. To understand the KIM needs within the organisation the R&PI adopted a consultative process with the Information Management and Services Centre (IMSC). It was through this process that the need to develop standardised operational procedures for the AFU business unit was identified. Through this capacity the R&PI is introducing the concept of a Community of Practice (CoP) to ensure that learning is shared within the organisation and knowledge, and skills are transferred.

Library Services

Library Services continued to assist with the maintenance of the collection of books, periodicals, newspapers and audio/visual material.

The use of e-learning was introduced as a means of extending library services. However, more education still needs to be done for prosecutors to appreciate the efficiency of the system as most prosecutors still rely on the services of the Librarians.

Staffing challenges and inadequate space provided limitations, but overall Library Service achieved and in some areas exceeded their targets.

The quality control on the library system is ongoing. The Library Sharepoint documentation was continuously updated.

The annual library stock take was finalised and the final report submitted. Follow up actions on material not accounted for has started.

The request for disposal of redundant library books was granted. The books will be redistributed to Legal Aid South Africa.



