Transformation, Integrity Management & Corporate Services Report

CEO: MM Sparg

Overview of Presentation

- Covers 04/05 & 05/06
- Transformation progress
- Integrity Management Unit Report
- CS achievement against objectives
- Challenges & priorities for 06/07

[Transformation]

- Commenced with comprehensive transformation project in 2003

The word Serurubele - *Sesotho for butterfly* - was adopted as the name for the transformation program

serurubele
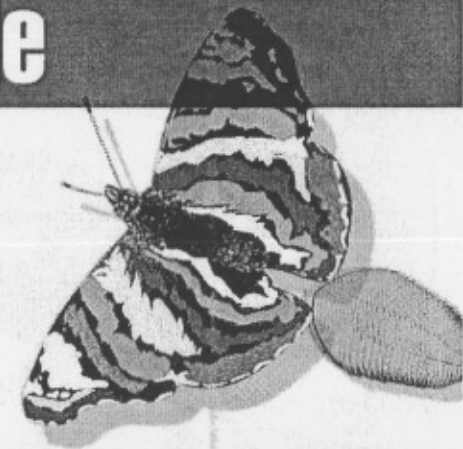
Changing ourselves. Transforming our organisation.

The objectives of the Transformation Programme are embodied in five initiatives

Governance

Customer management

Partner management

Transformation programme

Operational excellence

People management

NPS

1. Achieve optimal levels of governance;

2. Create a best-in-class customer management capability;

3. Achieve optimal levels of cooperation with the organization's partners in the criminal justice system;

4. Engineer organizational processes so that they deliver excellent services to customer requirements;

5. Create a best-in-class operations management capability; and

6. Ensure that the management of people enables the organization to become an employer of choice.

Research Phase

- In 2004/5 completed mobilisation phase & internal analysis of NPA (5 projects)
- In 2005/6 completed external analysis which consisted of 6 major pieces of research:
  1. Study on perceptions and experiences of freedom and security in SA
  2. Study of strength of culture of civic morality in SA
  3. Study on levels of public confidence in CJS
  4. Study on performance of CJS in relation to levels of victimisation
  5. Study on partner perspectives on the nature and extent of NPA's co-operation with broader CJS
  6. Study on size of the criminal economy

Transformation Progress 05/06

- Held 22 Workshops with range of stakeholders in July-August 05 to understand their expectations of the NPA & the CJS

- New organisational design concept focusing on Governance, Delivery & Resourcing:
  - Completed much of the design work based on new Governance model which will now be implemented in 2006
  - Researched alternate delivery strategies focusing on community prosecutions, alternate dispute resolution and stronger approach to restorative justice
  - Re-engineered key CS processes & designed turnaround project for implementation 1 April 2006

Strategy Development

- Managed & facilitated a strategy process from September 2005 to February 2006 that led to the adoption of a new 15-year strategy for NPA, Strategy 2020
  - NPA Strategy 2020
  - NPA Governance Plan
  - NPA Delivery Plan
  - NPA Resourcing Plan
  - Facilitating BU planning sessions for 06/07
  - Communication plan for strategy

Enterprise Risk Management

- Recruited Executive Manager: Strategy & Risk in September 04
- Enterprise Risk Management Guideline adopted by Exco in February 05
- Exco identified & actively managing Top 10 risks
- Cascaded to Business Units in 05/06

[Integrity Management]

- Integrity Hotline launched May 05
- 99% compliance in submission of declaration of financial interests
- Launched forum for Integrity Promotion Champions
- Completed draft Integrity Promotion Handbook
- Anti-corruption draft policy completed

CS Achievements 04/05 & 05/06

Objectives	Achievements
Achieve unqualified report from AG	100% achievement. Unqualified report from AG for 4th year running.
Implementation of JE Results	Partial implementation only possible in 04/05 due to lack of budget. 1st phase completed. Completed 99% of JE analysis in 05/06. Full implementation of results in 06/07.

CS Achievements 04/05 & 05/06

Objectives	Achievements
Policies	Reviewed & adopted most corporate policies

CS Achievements 04/05 & 05/06

Objectives	Achievements
Information Management Services	1. Telkom VPN implemented (46% saving over SITA costs) 2. Server refresh in regions completed 3. Storage area network and enterprise modular library installed ensuring capability for disaster recovery 4. Expanded capability of e-leave system 5. Finalised operating lease for procurement & use of IT equipment 6. Call Centre improved first-call resolution of HR matters to 80% and finance matters to 70% 7. Electronic Document Management System scanned, index and filed in excess of 140 000 documents, invoices & files 8. Full infrastructure refresh of all PABX equipment

CS Achievements 04/05 & 05/06

Objectives	Achievements
Employment Equity	Finalised EE plan and submitted to Department of Labour May 05
Recruitment decentralisation	Decentralisation implemented in Pretoria, Cape Town and Pietermaritzbiug.

CS Achievements 04/05 & 05/06

Objectives	Achievements
Skills Development	Submitted 1st Workplace Skills Plan to SASSETA
File Audit	1372 files completed. On track for completion in September 2006.

CS Achievements 04/05 & 05/06

Objectives	Achievements
Facilities Management	Provided accommodation in Kimberley, Grahamstown, PE, Bloemfontein, Middelburg, Barberton, Johannesburg, Umtata and Odi. Refurbishment done in EL.
Security & Risk	1. Information Security Awareness sessions conducted throughout the country. 2. Official firearms audit finalised. 3. Issuing of ID cards to all NPA employees

CS Achievements 04/05 & 05/06

Objectives	Achievements
Financial Delegations	1. New NPA financial delegations approved in April 2005 by DG: DOJ&CD. 2. CEO finalised appointment of all Programme Managers in terms of PFMA.
CARA	1. Received delegation from DG in June 05 2. Commenced with establishment of special unit. 3. Finalised separate set of financial statements.

CS Achievements 04/05 & 05/06

Objectives	Achievements
Supply Chain Management	90% of assets bar-coded
Library& Information Services	1. Completed JACTT Study 2. Completed delivery of lawbooks to all prosecutors in lower courts 3. Roll-out of Burnman's Legal Services to all regional offices 4. Awarded tender for Library Management Services 5. Consolidated contracts with LexisNexis and Juta

NPS

17

CS Achievements 04/05 & 05/06

Objectives	Achievements
Communications	1. Integrity hotline launched
	2. Royal Expo exhibition
	3. SCCU Client Charter publicity materials
	4. Open Day at Tshwane University of Technology
	5. Range of publicity materials produced for SOCA
	6. Production & Distribution of Annual Report
	7. Event management& publicity for TRC exhumations & handover ceremony

Challenges/Priorities 06/07

- CS Turnaround Project
- Ensure CS capacity meets needs of growing NPA
- Unqualified audit report for 05/06
- IT infrastructure for priority areas
- Prioritise needs in lower courts
- Identify, acquire & develop priority skills & capacity for Governance, Delivery & Resourcing
- Establish Governance Centre
- Establish National Programme Management Office
- Roll-out, monitor & evaluation of Strategy 2020
- Build communication capacity & improve internal communications
- Build capacity for integrity management

Thank You