



the doj & cd

Department:
Justice and Constitutional Development
REPUBLIC OF SOUTH AFRICA

**WORKSHOP REPORT: INTER-SECTORAL
TRAINING ON THE VICTIMS CHARTER**

25 – 26 JUNE 2007

Burgers park Hotel, Pretoria

***Convened by the Department of Justice & Constitutional Development
Gender Directorate
Office of the Director-General***

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EXECUTIVE SUMMARY

A workshop that can be summed up with three quotations;

- *“Gazelle and Lions running the race”*
- *“Good men and women fighting evil”*
- *“Four whiskies and a Hangover”*,

was clearly the event to get government departments, human and gender commissions and civil society organizations buzzing about ‘inter-sectoral’ training on the Victims Charter. The Workshop was convened by the Gender Directorate, in the Department of Justice and Constitutional Development, the lead agency for the Victims Charter. In consultation with other stakeholders (at a meeting convened in April 2007), the workshop, the first of its kind, was an attempt to consider what training has taken place and what training should be taking place as the Victims Charter is implemented. Over sixty participants attended the workshop from national and provincial level. The target group was mainly trainers involved in curriculum development and training.

The workshop achieved its overall objective, but one of the major limitations was that many participants actually wanted training themselves as some were new staff and others did not understand the Victims Charter and how it relates to other Victim empowerment initiatives. Although we were not able to present a comprehensive picture of training across all departments, we have a clear sense of what government departments and a Non governmental organization are doing in relation to training. Presentations were made by:

- National Prosecuting Authority (NPA), specifically the Sexual Offences Unit and National Prosecuting Services
- South African Police Services
- Department of Health
- Department of Justice; specifically Court Services Directorate
- South African Management Development Institute, and
- South African Qualifications Authority

The Department of Social Development provided a brief synopsis of their training programme.

At the onset of the workshop, we provided a conceptual framework to guide discussions. The Inter- Departmental Committee on the Victims Charter (IDC), in its project scoping document for implementation of the Victims Charter, limited its definition of training because it had identified several other activities required for implementation. The workshop redefined training to include ‘public awareness programmes and use of educational material’.

We had provided a definition of ‘Inter-sectoral’ to include government, civil society and victims. The workshop redefined inter-sectoral to include ‘public and private sector, all government departments including the Chapter 9 institutions such as Human Rights and Gender

The session was useful because it was informed by concise Commissions and perpetrators.’

The context of training

Presentations from government departments and the NGO attest to training taking place at national and provincial level. Although training maybe sporadic in some departments, judging from the numbers of service providers trained in 2007/2008 and the number of training days, it is clear that training is an essential part of attempts to address the needs of victims. The workshop acknowledged that training is not iterative and should be ongoing.

All sectors would have different approaches to training but as one participant reflected, 'We all speak different languages but the Victims Charter makes us speak the same language.' Clearly, all government departments present at the workshop are committed to training and inspiration quotes from the presenters;

"Gazelle and Lions running the race" and "Good men and women fighting evil" should motivate and sustain the initiative of the training workshop. To add further inspiration, as Former President Mandela said "the greatest evil of South Africans is complacency".

The workshop acknowledged that there were challenges and successes of training interventions. Some of the challenges included:

- Funding – both government departments and NGOs face challenges of financial support for training
- Re-deployment of those trained / skills not utilized / career pathing – some of the training participants are often not utilized in areas they receive training
- Roll-out of training – the challenge of implementing training programmes at provincial and local level still continues to limit impact
- NGO relationship with government departments – the relationship is not always collaborative
- Support from senior managers – some departments face challenges of support from managers who do not attend training when requested
- Uniformity in training all government employees – not all government employees have undergone compulsory induction or re-orientation training offered by SAMDI
- Accreditation of courses – the process in which courses are accredited is tedious and some departments do not have a clear understating of all procedures and systems
- Policy considerations – often training is not informed by policies such as Integrated Victim Empowerment Policy and Restorative Justice Policy
- Momentum of initiatives – often training is planned and implemented followed by periods of inactivity
- Sustaining training – training is sometimes not supported by Senior managers
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Some of the successes of training intervention included:

Both government and NGOS are involved in collaborative work and through this, they have developed integrated training initiatives. The greatest challenge is that the training is often unstructured and not sustained. Some examples of collaboration include, the NPA working with the Department of Social Development and the Department of Health working with NPA, SAPS, Social Development and NICRO.

Another success is the innovation used by different departments to conduct training. Some examples of this include the use of Internet such as iCAM (Department of Health) and E-Learning (Department of Justice & Constitutional Development).

Another success identified is the development of organizational standards when there are no unit standards, as done by the SAPS.

The workshop discussed 'best practises' presented by the Department of Justice & Constitutional Development and NPA. One of the training interventions that have been used is the use of Briefing Sessions for staff. The Department of Justice & Constitutional Development's Court Services is currently engaged in Briefing Sessions with all staff at provincial level.

An important lesson that was shared with the workshop was the inclusion of Victims Charter as a foundational course. Viewing the victim as 'customer' assisted the NPA, specifically NPS, to develop the foundational course. This has assisted the NPS to reach more prosecutors to understand victims / witnesses. In addition, the course also targets court preparation officers.

Discussion on what is needed:

The workshop discussed what would be required to

- complete the landscape
- implement the Victims Charter
- implement and sustain training initiatives

A proposal was made that an audit should be done of all training provided by government. A request was made that departments should submit presentations to complete the workshop report.

The workshop agreed that sustaining training initiative is important. The following four elements are required to sustain initiatives:

- **Integrated Victim Empowerment Policy**

Some of the presentations highlighted challenges of financial support for

training and one of the solutions was to use a policy that holds departments accountable for training. The Integrated Victim Empowerment Policy should be finalized so that all departments can use VE Policy as the basis for departmental policies.

- **Research / Monitoring and Evaluation**

The workshop shared experiences of using research to inform training. Needs assessments were key to how develop courses and methodologies. One of the recommendations made is for all government and NGOs to strengthen their research capacity. Research should also be shared amongst different stakeholders and should be used to show best practices on training.

- a. Strengthen research capacity
- . Incorporate M & E in training courses

- **Engaging existing structures**

- c. SAQA / SETA and SAMDI
- d. Institutions of Higher Learning
- e. Review process and SAMDI Transformation

- **Basic Training**

- Incorporate Victim Empowerment and Victims Charter into existing training of all departments

Proposals made:

- The workshop agreed that the initiative taken by the Department of justice was commendable and that in order to keep the momentum, proposals should be made that commit all departments and NGOS present. The proposals included:
- Additional members were required for the Inter-Departmental Committee's Training Task team. The current team consists of Departments of Justice, SAPS and Health. It was agreed that SAMDI, SAQA, the Human Rights Commission, Department of Correctional Services and Social Development should form part of the Task Team
- Training for all participants who attended to be conducted. The Task team is to develop training programme on the Victims Charter and Victim Empowerment and the participants would be the 'pilots' of the training course. Training should take place in 2007.
- Task team to develop a programme for implementing proposals from the workshop – for example, all training to include Victims Charter, programme for briefing sessions, programme for inter-sectoral training, training audit.

BACKGROUND

The Service Charter for Victims of Crime (hereafter referred to as the Victims Charter), was approved by Cabinet in December 2004. After its approval, several departments participated in Train-the-Trainer workshops, convened by the Department of Justice & Constitutional Development (Justice Department), in 2005. Over four thousand service providers were trained.

Current challenges faced in continuing training includes; sustainability and monitoring.

The Inter-Departmental Committee on the Victims Charter (IDC) established a Training Sub-Committee in August 2006. The Training Sub-Committee, which consists of Department of Health, SAPS and Justice, is responsible for collating information from various government departments on 'Training' for implementation of the Victims Charter. In an attempt to collate information, the Training Sub-Committee, together with various stakeholders, at a meeting on *25 April 2007*, agreed to convene a Workshop on Inter-Sectoral Training on the Victims Charter.

The workshop was convened by the Justice Department's Gender Directorate, which is the lead agency for the Victims Charter. The workshop brought together national and provincial departments of: Justice, NPA, Social Development, Correctional Services, SAPS, SAMDI, SAQA, as well as Human Rights and Gender Commissions and non-governmental organizations.

In preparation for the workshop, the Gender Directorate developed a draft discussion paper (See Annexure 1) looking at international experiences of training on the Victims Charter. An exemplary case for inter-sectoral or integrated training on the Victims Charter is United States, specifically the State of Denver. They have set a training institute specifically for victim empowerment and all service providers are to attend compulsory training.

In addition to the draft discussion paper, a newsletter was prepared for participants at the workshop. The newsletter contained information about training courses, conferences, training material, etc, from other countries on the Victims Charter.

The workshop report is prepared for participants (see Annexure 1) who attended the workshop as well as the Training Sub-Committee. It is hoped that recommendations from the workshop will be favourably received by all government departments and NGOs.

AIM AND OBJECTIVES

The overall *aim* of the workshop was to explore ways in which *training* can enhance implementation of the Victims Charter and Minimum Standards.

Objectives of the workshop are to:

- Determine what training on the Victims Charter is taking place or planned for 2007-8 by government departments and civil society organizations
- Share 'Best practices' on integrated training and on the Victims Charter training
- Discuss proposals on different training interventions
- Develop a draft plan for inter-sectoral training – content and methodology

Outcome of the workshop will be compiled into a report and all presentations will be made available after the workshop

A) Limitation of the workshop

In planning the workshop, the Training Sub-Committee, took into account, that many departments would not have been doing training on the Victims Charter and Minimum Standards. This limitation meant that departments would not be in a position to provide accurate information about what training had / was training place. The workshop was to serve as an attempt to 'revive' training initiatives that may have lost momentum.

In consultation with stakeholders, during April 2007 meeting, the Training Sub-Committee developed a programme for two days, that was based on the following:

- Assumption that all participants understand the Victims Charter and Minimum Standards
- Acknowledge that the workshop is not representative of all stakeholders from different sectors
- Workshop may not present a complete scenario of training
- Additional information-gathering maybe required after the workshop.

Defining a workshop framework

The workshop acknowledged that participants would have diverse understandings of concepts such as 'inter-sectoral' and 'training'.

The concept 'inter-sectoral' is often referred to as 'multi disciplinary' 'cross training' or inter-agency.

In the context of the Victims Charter, inter-sectoral would refer to both government and civil society organizations working with victims.

A working definition, proposed for the workshop for **inter-sectoral**:

Inter-sectoral can be defined as intersection between government departments, civil society organizations and victims, in an attempt to continuously build and maintain cooperative relations.

Several definitions of **training** are available:

- *Training can be defined as systematic process of developing knowledge skills and attitude for current or future work.*
- *Organized attempt to assist learning through instruction, observation or practice.*
- *Interactive learning process enabling individuals and communities to develop skills, knowledge and attitudes and to share lessons learnt so as to improve service delivery.*

The Inter – Departmental Committee on the Victims Charter, in developing a project plan (August 2006) for ‘training’ for the implementation of the Victims Charter, defined training as:

Training is knowledge enhancement about the Victims Charter and Minimum Standards in order for training participants to gain an understanding of their roles and responsibilities within the criminal justice system, together with an understanding of other role-players roles and responsibilities.

Having defined the conceptual framework, the focus for the workshop was on the context - current training initiatives from government and NGOs, particularly best practises, lessons from SAMDI and SAQA and what recommendations for ‘new’ inter-sectoral training.

OVERVIEW OF PRESENTATIONS AND PLENARY DISCUSSIONS: DAY 1

Presentations made on the first day of the workshop aimed to provide a context to training on the Service Charter for Victims of Crime (hereafter referred to as the Victims Charter) and the Minimum Standards for Services for Victims of Crime (hereafter referred to as Minimum Standards). All departments and NGOs were requested to make presentations on

- What training has been done on the Victims Charter and Minimum Standards
- What challenges they face in undertaking training
- What solutions were used to address challenges
- Future training plans for 2007/2008

Presentations were made by:

- NPA – SOCA Unit
- SAPS
- Health
- Correctional Services
- Social Development

The Department of Justice's Training institution, Justice College did not make a presentation, however, Court Services made a presentation on the second day.

Overview of presentations and plenary discussion

a) Government Department presentations

The first presentation from the **NPA, SOCA**, set the tone for clearly outlining what training had been done and provided statistical data to show the extent of training. 80% of SOCA's work is dealing with victim empowerment and the field of violence against women and children, as well as empowerment of women and children. One of SOCA's initiatives is the Thuthuzela Care Centre, which is involved in multi-disciplinary training programmes. The center is a one-stop rape crisis center, where training is conducted, highlighting the Victims Charter. In 2006, various departments such as Health, SAPS, Social development, victim empowerment coordinators and various civil society organizations attended training. 350 members were trained in that regard on sexual offences, 300 prosecutors were trained on the Victims Charter, also as part of that training. With regard to the court preparation offices, 70 have been trained. One of the challenges that SOCA faces is that of funding. In an attempt to deal with the challenge, an approach was taken to train prosecutor tutors on the Victims Charter. Thereafter all prosecutors were given copies of the Victims Charter, together with an explanatory note. Prosecutor tutors are attempting to include the Victims Charter in all training courses.

The presentation from **SAPS** was unique because they combined both the Training and Research and Evaluation Directorate in one presentation – thus highlighting the link and importance of using research to inform training. SAPS has three learning programmes; child justice for young people, domestic violence and victim empowerment programme. During 2006/7 SAPS trained over 1 500 members on victim empowerment, although the plan is to train another 1 199 members in the provinces. The importance of training front line staff was noted by Director Adlam, who stated that

These members who are trained are those working functional operation. We do not see these courses as support courses or soft skills, this is very important to the functional operational policemen and women, working outside on the beat; attend to complaints outside, as well as in our community service centers. Those are the people who need to know how to handle our victims.

The purpose of victim empowerment programme is to empower functional police members, with the knowledge and skills, to provide a professional person centred service to victims of crime and violence. The learning content of our victim empowerment programme is all about awareness and then awareness specifically of psychological, emotional impact of crime on victims and victims need follow victimization. Skills training to communicate effectively with victims during the reporting and investigation of crime. Application of police procedures, while taking victims needs into account. Referral of victims to counseling and support services in the community.

An interesting lesson from SAPS, when dealing with the challenge of accreditation was - When there is not an applicable unit standard, an organizational standard is developed. In developing the learning material, the organizational standard gives guidance and can be used when the unit standard is eventually developed.

SAPS noted its limitations in not understanding the Victims Charter, and welcomed an opportunity to be part of a team that can develop a comprehensive training programme on Victim empowerment and the Victims Charter.

The **National Department of Health** faces a difficult challenge of trying to restructure its current operations so that a single unit can take responsibility for implementing the Victims Charter, particularly as it relates to examination of sexual assault cases. The Gender desk is responsible for sexual assault. Another directorate, Women's Health and genetics is also responsible for sexual assault cases. This is also the case for other directorates such as Mental Health and Substance abuse. Within the provinces there are also differences in how sexual assault cases are handled.

The Department has been (and continues to be) involved in sexual assaults, but not in a structured way. The challenges is that a victim, particularly a rape victim is treated the same as all persons who enter the hospital seeking medical attention This means that often a victim will wait for hours before they are attended by a doctor or nurse. The problem is that there are currently no structured facilities to handle cases like sexual assault, domestic violence.

From National Department of Health, the Women Health unit, support all trainings on sexual assault care in all provinces. The target group is sexual assault service providers; doctors and nurses.

There is no curriculum but working with the Medical Research Council of South Africa, is an attempt to get draft curriculum prepared. The curriculum will include the Victims charter.

Forensic training is provided for doctors and nurses. A six months course is offered by the University of Witwatersrand, after doctors have qualified as doctors. Free State provides forensic training to nurses.

An important lesson from Health in addressing challenge of funding is the use of Internet. They have pioneered the use of *Ichem* training, what they have here is a video on various clinical forensic activities. The doctor can be in the Free State, in the urban area and the training can take place in various parts of the country, which is linked, internet linked training, where students can sit as you are sitting here and the training is going on, while the conductor of the training is sitting somewhere else and communication is taking place.

The **Department of Social Development** is guided by the Draft Integrated Victim Empowerment Policy, as well as by the Victim Empowerment Strategy, which was developed in 1998. In the National strategy one of the key factors to guide service delivery was training and development. From the perspective of the victim empowerment programme, Social Development, the training that has taken place up until 2007, all practitioners who are involved in victim empowerment, in provinces, including our National coordinators, have been trained in victim empowerment and trauma support.

The first training took place in 1999, which was led by the Department of Health. A training manual was developed and used in 2003/4. 450 practitioners were trained in 2004 in victim empowerment and trauma support. With the domestic violence training, Social Development was also part of the process, together with an Inter-Departmental team that developed the domestic violence training manual. The Department of Social Development conducted some kind of training in domestic violence in 2000 and 2001, but it was a once-off training, which all our training in fact should not be just once off.

b) NGO Presentation

NISAA, Institute for Women's Development, is an NGO, focusing on violence prevention and empowerment of abused women. NGO's like NISAA, often have direct link with victims of crime and understand what training government Departments require for effective service delivery to victims.

NISAA provides different types of training: Understanding gender, Domestic Violence, Maintenance Act, Understanding rape, Basic and Advanced Counseling Skills course, and the intersection between Gender Based

Violence and HIV and Aids. In 2005 the Gauteng Social Development Department invited NGO's within the Gauteng province to training on the Victims Charter and the minimum standards. After the training NISAA incorporated the Charter into its training. NISAA training methodology is participatory and experiential - role-plays and case studies. The methodology aims to impact on behaviour and attitudinal change.

NISAA also does training for government departments, particularly police officers within its catchment areas, Soweto, Lenasia and Orange Farm, including the informal settlement in those areas. An interesting phenomena, shared by NISAA is that

“often police that get sent for domestic violence cases are those who are softies, labeled as softies. If a station commissioner is not quite happy with you, then he would say, there is training in Pretoria, you go there and have a break. So people would not take such training seriously.”

NISAA also provides training to volunteers who are responsible for the victim empowerment centers or trauma centers within police stations. They also provide training to health workers in clinics and hospitals, other member, NGO's and CPO's and community members.

Training partnerships between NGO's and government are not always sustainable, not enough support from government for collaborative training and NGOs face severe funding crisis. The proposal would be for NGO and government partnership, would be that we form stronger partnerships that is based on mutual understanding and respect. NGOs should be part of training teams and not only drawn in to make representations and then required to leave. Government and NGOs should plan together, design and train together, each according to our own competences. NGO's can play a role in monitoring and evaluating the training.

c) Presentations from SAQA and SAMDI

SAQA's vision is a world class NQF for South Africa and that is dependent of having quality standards. When standards are registered on the NQF it does not stop and start here, because those standards have to be implemented. SAQA needs departments to understand that the process of the standards and qualifications that are registered on the NQF is part of a quality cycle and how each of us can play a role in feeding into that quality cycle is very important. We can have wonderful standards registered on the NQF, but it is dependent on many other process, on how those get implemented. So quality assurance structures, such as the ETQA, as well as the providers play a key part in the process of ensuring that we do have quality education and training delivered.

The presentation highlighted the generation of qualification is community development which has a component of victim empowerment specialization. So at the moment, in terms of the learning pathways of victim empowerment, it begins at Level 2, proceeds to Level 3 and Level 4, and then from Level 5 upwards it is about unit standards that fit into different qualifications, such as the policing qualification, counseling qualification, health qualification. So that is important to be our mind, because we need to understand the progression of victim empowerment from where it starts, in terms of standards and how it feeds into other qualifications.

SAQA noted that there are good practices and bad practices. The role of providers is also not only about implementation but also feeding back into the review process. The cycle of any qualification, any unit standards is a process and a cycle.

The aim of the **South African Management Development Institute (SAMDI)** is to provide practical customer driven training and organization development interventions that lead to improve performance and service delivery in the public sector. Currently SAMDI is under review, from a Cabinet decision that was taken in 2004. The question posed by the review process is that if SAMDI is making an insignificant impact towards training the public service, how can it maximise impact? The aim of the review is to develop a training institution for government.

SAMDI's approach to training, we have 52 training programmes, training directory circulated to government Departments every year and we keep on adding new programmes every year to that training directory that goes to coordinators in Departments. Departments are to send their employees for training. Not all SAMDI programmes are accredited, but most of them are recognised by six major institutions of higher learning in the country. In relation to the key training interventions, the question posed was what is it that SAMDI does and how does it link with SAQA and how do we marry that into Batho Pele principles.

SAMDI's Induction and Orientation programme is the first entry point for the Victims Charter. Employees who join Departments that deal with the Victims Charter, should use the Induction as a way of introducing the Victims Charter. Excellent customer care, Batho Pele implementation, making managers, senior managers, diversity, should feature in the training. We deal with different victims of crime and they come, so Change management, and disability management, gender and obviously the SDIP, Service Delivery Improvement Programmes, which we do as workshops, should form part of Victims Charter training.

SAMDI reflected on how Batho Pele could assist the Victims Charter training. The module that SAMDI uses when training on Batho Pele principles is not stand alone, it cuts across a number of areas. Batho Pele forms part of the Victims Charter, so it should be easy to merger the two in training programmes.

In developing Victims Charter training, SAMDI recommends that we conduct needs analysis, identify training needs, develop training approaches, learning tool, applying the techniques, calculate the measurable result and then track or do the monitoring and evaluation.

SAMDI noted that one of the biggest challenges in training, from time to time Departments send inappropriate target groups to training. SAMDI has found that the training is designed for a particular level, but people or Departments send people of a different level. We need to find solutions to this challenge.

d) Best practices: Examples from Department of Justice (Court Services) and NPA

The presentation from the **Department of Justice, Victim Support and Specialised Services, in the Chief Directorate, Promotion of the Rights of Vulnerable groups**, focused on an initiative; briefing sessions that can be used to reach a large number of participants. The Victim Support unit's goal is around policy development, development of program, guidelines, and standards, all of which are to support courts. The unit's focus is not only on the Victims Charter, but also Victim Support Services in our courts. We need to look at a victim of crime holistically, from pre-trial, during trial as well as post-trial, and also understand that the victim will also need referrals to relevant institutions.

Since 2005, the unit has trained over two or three thousand people on the Service Charter within the Department of Justice. The unit is currently involved in developing a victim support policy that will guide the Department of Justice, in our courts in terms of how do they support justice, how do they engage with other government Departments. The idea with the Service Charter is, that you are not just training your class, you are training everybody who works within the criminal justice system, that is justice, and even other government Departments, because from support staff, like cleaners, up to the court manager, everybody must understand what is their role is in terms of implementing the Service Charter.

The methodology that is used is briefing session. During provincial training, the unit found that one of the major challenges is the number of people who need to be trained and the limitation (in terms of human and financial resources) on the unit. Over 12 000 staff was the number that required training would not be accommodated in conventional training workshops of two or three days. The briefing session was seen as a viable alternative. Briefing sessions have both positive and negative aspects. The positive aspect is that you are able to reach as many people as possible within a relatively short space of time. The negative aspects is that of commitment from senior management.

Briefing sessions can be done in two sessions per day. The first session (morning) can be done in three hours, with a target of 20 – 30 people. The afternoon session can take the same format. In one day, you would have trained about 60 people.

Training Content: In order to make sure that within three hours you covered the service charter and the minimum standard document, the session is divided into four parts. The first part is the introduction - where the charter come from, how does it fit into the bigger picture; VEP, the constitutional imperatives, and the National crime prevention strategy. For departments, what are the things that we have put in place, in order to facilitate the implementation. For example then we look at issues that we have got the charter translated into the old official languages, because people need to know that, that you are training, that there are those things that have happened, issues such as your who has been trained in the train the trainer, explained things around the toll free line.

The next area is to take participants through the service charter and the minimum standards.

The third part is to link the service charter and the minimum standard documents to the work that they do, hence when you start the session you will get them to introduce themselves so when you make examples you are linking it to the work that they do.

At the end of the session, is to get participants to share - what you need to do in your job, what are the challenges that you think will make you not to be able to implement the service charter? We look at those challenges and what are possible solutions. If there are solutions that can taken up at National Office or provincial office, this should be communicated to the relevant directorates after the briefing session.

Another best practices is that after the briefing session is crucial that a report is written and submitted to the National or provincial head. If this is not done, the training would not be as meaningful.

The presentation also noted the importance of having provincial or regional trainers. If you have got a dedicated trainer, somebody there who monitor that yes, training is happening, we are meeting our targets, if that is not in place then it will not happen.

The case of four whiskies and a hangover...

The **NPA's Transformation Directorate**, has a section that deals with **Customer care**. The inclusion of the Victims Charter, as a foundational course is included in training offered to court preparation officers. The presentation began with an overview of research conducted by the NPA: Research conducted in 2005, found that one in every five South Africans is still a victim of crime and had no confidence in the criminal justice system.

Research has showed that victims whose matters ended up in court were less confident in the criminal justice system than those matters who did not and that is very sad. Previous studies of the perception of court users had confirmed that negative experiences at court directly affects people's perceptions of everybody sitting here today, and decreased their willingness to report crime and testify in court. In this context NPA viewed that its service delivery to our customers needed an improvement strategy.

NPA has 68 court preparation officers, nationally, in different courts, and 72 court preparation officer posts that are currently to be filled.

NPA's two challenges are to train the court preparation officers, who in turn then go and train the witnesses on their rights. To be able to address this need we are looking firstly at prosecution. NPA's in the process of lining with SAQA's requirements obviously, and our trainers are currently being registered as education, training and development practitioners.

Types of training: relevant training and based on the victim's charter health foundational document, implementation of victim's rights and responsibilities, preparation of the witness, for giving of evidence in a credible and reliable manner, without going into the merits of the matter. With our court preps, NPA takes the Victim's Charter and their rights to the school and they do community outreach programs and they take it to the schools or they invite the schools into the court and do an orientation and information giving sessions there. The peace model that we use is the University of Portsmouth based model. This is directed to the witnesses at court.

"It is planned and prepared, peace, peace in our land, engaged, planned and prepared.

Who is your witness, what age, what language, what equipment do we need. Simple, engage with them, apply Batho Pele principles, apply the victim's charter. Do not speak it, be it, engage and explain."

Training methodology: The approach in terms of training on the Victim's Charter is active participation and experiential learning. If I hear it, I remember it, if I see it, I remember it, but if I do it, I know it, and you have to take into account who are your learners.

"Your training plan must be four whiskies and a hangover. Include the why, who, when, where and how in your training. What is the purpose, who is your target audience, what is the purpose of the Victim's Charter? What are your specific outcomes, what is the order of your training, are you going to use literate type or are you going to use group work. How are you going to make it come alive so that you do not lose your people?"

Formative assessment - activities for example, role playing: A whole activity is planned - divide into groups and each department is requested to go through the Victim's Charter, and then choose at random, participants to role play the departments and someone to play the victim. Break the group into

smaller groups, five groups of ten people each and each group selects a leader and that leader then comes and gives feedback. And it is very interactive, very participating and experiential learning. The strength is, the court preparation officers say that there is an appropriate content for, on the job skills development, the Victim's Charter is appropriate. It is applicable to the witnesses' needs. The weakness is, it is not comprehensive enough, and we do not have enough time. Only one part of the entire training model is dedicated to the Victim's Charter.

The threats obviously is budget, time constrains is limited in terms of training, because all our court preparation officers have to come out of court to receive training. And also to lose momentum of importance of the Victim's Charter, if we do not keep the momentum up people think it is not important and my major fear is that as people change jobs, that there are policy priority changes.

Recommendations given: Inter-Departmental training meetings or forums at local levels, not only at National levels and not only high levels of the Department, but at what I call, cluster levels. Improved communication strategies: We need 2 000 per month to hand out just to our victims alone.

e) Plenary Session: Questions and Discussion (Morning Session)

The following are points that were raised during the plenary session. Attempts were made to include some of the points raised during the Small Working Session on Day 2:

Integration – is the private sector part of our understanding of ‘integration’?

Audit of all training on Victim empowerment should be done.

Forensic training – is the training optional or compulsory? NGOs have seen how rape survivors are treated by doctors. In some cases doctors refuse to do examinations over the week end.

Training in specific provinces – some doctors are not willing to assist with rape examinations because they complain that it takes over an hour and there are many other patients. How do we deal with these issues?

Target group of SAPS for training on victim empowerment – it should be every police officer who is trained on victim empowerment because every police officer comes into contact with victims at some stage.

What is the career path for nurses who do forensic nursing? Are they allowed to also do examinations as doctors? We need to address this question if we are to argue for more nurses to be trained in forensic nursing.

Tracking system should be put in place for learners who have acquired qualifications and then after three years their qualifications could be redundant.

What is being done to assist victims to understand and know about the Victims Charter?

We need to look at structured training to deal with victimization.

If the proposal of extension of facilities in hospitals in line with the Thuthuzela centres is to be followed, this will pose a problem. The focus seems to be on victims of sexual assault, what about victims of other crimes like hijackings and robberies?

Are forensic nurses allowed to testify in court and what training do they get to assist them with preparing for court courts?

If we fail to meet the needs of victims, this should lead to litigation from victims because government is failing them. This is a risk factor within the Charter and we need to undertake training of all employees.

Service providers who apply for registration as NPO as Trainers and there is no cross –checks as to whether or not they are actual trainers. What control measures are there for service providers who are not registered or accredited?

What does it mean for SAMDI to become an institution and how do we use the institution with training on the Victims Charter?

A partnership should be put in place between the department and SAMDI to monitor and evaluate training.

We need to integrate training into strategic plans and ensure that budgets are allocated for training, this is the only way to ensure implementation of the victims charter.

f) Plenary Session: Questions and Discussion: (Afternoon Session)

Sustaining training will become crucial if we are to effectively implement the Victims Charter.

One of the challenges is working with senior managers – you invite managers to training sessions and they don't attend. They don't support implementation because they have not been through the training. How do we address this issue?

It is important that we finalize the Integrated Victim Empowerment Policy because they will set out what is expected from managers. Without the policy, we are not working in a coordinated way.

In the Northern Cape, one of the challenges is reaching out to mentally and physically disabled communities. We need to explore different communication mediums such as audio-visuals.

The Victims Charter booklet needs to be translated into different languages.

SMALL WORKING GROUP SESSION AND RECOMMENDATIONS: DAY 2

SMALL WORKING GROUP SESSION

Facilitators:

Group	Facilitator
1	Advocate Bonolo Madiba, Department of Justice
2	Joel Mokonoto, Department of Health
3	Joan Groenewald, Department of Social Development
4	Supt Gladys Mangwani, SAPS

Duration: 2 hours

Objectives of Session are to:

- Explore content and methodology
- Explore alternative training interventions
- Other issues of relevance to the group

Outcome of Session:

- Draft content and methodology for inter-sectoral training on the Victims Charter
- Draft proposal on different training interventions
- Suggestions on how to take process forward

Guiding Questions:

1. What types of training interventions should take place? Example Train-the trainer, Annual conferences, provincial seminars, etc
2. What should content of a training course cover?
3. How and when should training take place?
4. What role, if any, should SETA and SAMDI play?
5. How should the outcome of the workshop be taken forward?
 - a. At national
 - b. At provincial
6. How should we sustain training?
7. How should we monitor training?

Small Working Group 1

Facilitator: Joan Groenewald, Department of Social Development

Scribe: Simone Sonn, Human Rights Commission

The group raised key issues that need to be addressed in order to ensure that training is sustainable. Among these were:

- Memorandum of Understanding between departments that enables Sustainability
- Inter-Sectoral Business Plan/ Budget
- Inter-departmental Committee (to table issues with higher authorities)
- Training Audits to be done periodically
- Training manuals to be translated into different languages
- Each department should have dedicated full-time people who will sustain the training programmes (training on victim empowerment should form part of management's KPA's)
- Departmental Training components should assist in the development and provision of training

The group also considered proposals on training on the Victims Charter, looking at methodology, target groups, training outcomes and the role of SAMDI and SAQA.

Methodology:

- Workshops (for front line groups), public awareness campaigns, Briefing Sessions (other stakeholders),
- Formal/ informal, auditory/ visual

Training methods:

- Duration: briefing 1 hour
- Participatory approach/ presentation/ / pamphlets, posters (translated versions)/ experiential learning/ case studies/ role-plays

Target Group/s:

- Train the Trainer
- Youth
- Court officials
- Correctional Services
- Communities
- Offenders
- Senior Management Victims
- Traditional leaders
- Civil society
- Men

Expected outcome/s:

- Informed victims, officials, communities, citizens
- Improved & integrated service delivery for victims
- Victim satisfaction
- User-friendly/ efficient facilities
- Decrease secondary victimization
- Popularize the Victims Charter
- Effective monitoring and evaluation tool
- Research
- Improved cooperation between sectors

Role of SETA and SAMDI

- Training should be aligned with SETA Standards/ Accreditation
- SAMDI: engagement, development and providing of training nationally and provincially, (monitoring and evaluation),

Small Working Group 2

Facilitator: Bonolo Madiba, Department of Justice – North West

Joel Mokonto, Department of Health

Scribe: Kgosiemang Motsei, Department of Justice - Limpopo

1. Type of training

Inter Departmental all the trainers within departments that is one target group that is your TOT trainer of the trainer

Training of all department staff, especially front line staff.

invite trainers of the other departments, so we can have a training network among government departments. For example Justice, Health, Police at the same training event and each one can give their input according to their rolls and responsibilities. if you are having a training session invite the trainers of the other departments to come and facilitate

train the trainer they must have a contents of train the trainer if we have got briefing sessions you must have contents of briefing sessions

2. Content of training:

The focus would be on the Seven rights in the Victims Charter. Each department could say what they rights mean in their context.

Use the Minimum Standard to measure how to deliver effective service - if it is a NGO we are referring to a NGO what does a NGO do to watch the victim, and then from there if they are referring to medical legal what is going to happen at medical legal so at station level already you already disseminating information for the victim. The minimum standard provides everything that needs to be done.

3. Methodology of training:

Train the trainers seminars

First level training and then develop advanced course

4. Roll out of training

Provincial committees to draw up a program in terms of how are one going to network now to draw up a sustainable inter departmental program

One of the challenges is the inter departmental committees in some areas are non existent, what SAPS is doing in Limpopo does not communicate to health or to whatever department, that is the starting point of our discussion here, establishment of the inter departmental training committees at Provincial level

Summary of Plenary Discussions after Group Reports

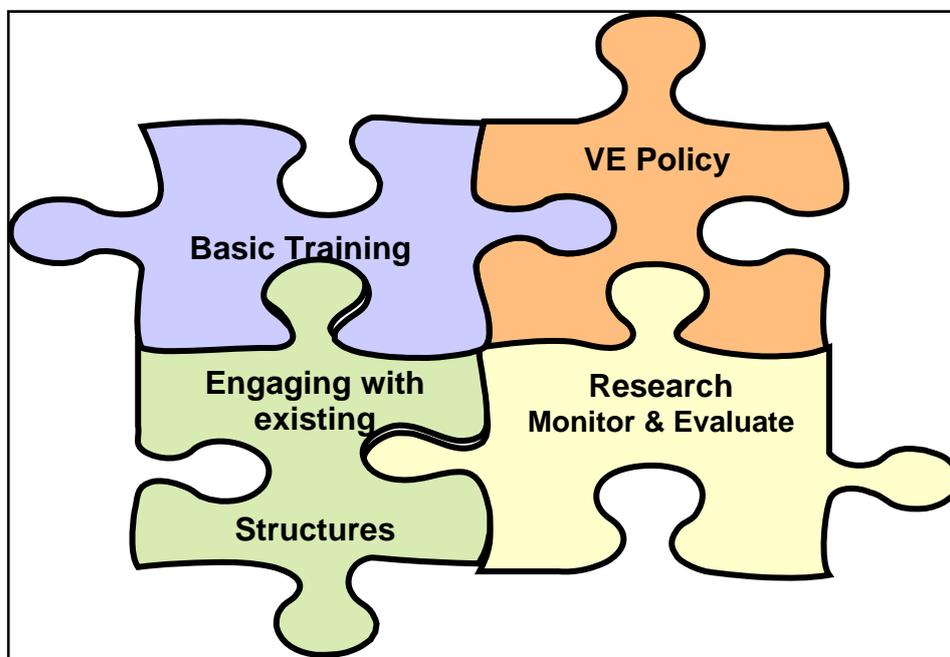
The following is a summary of questions and discussions after group reports:

- Collaboration is working
 - NPA – SOCA and Department of Social Development
 - Department of Health : NPA, SAPS, Social Development, and NICRO
- Innovation
 - Use of Internet: iCAM and E-Learning
 - Organizational standards developed when there is no unit standards
 - Briefing Sessions for staff
 - Victim as “customer”
- Finding solutions to challenges: No Funding ∴ Include in existing training
- Complete the picture: Audit of training
- Sustaining momentum

PROPOSALS AND WAY FORWARD

“We all speak different languages but the Victims Charter makes us speak the same language.”

The following diagrams represents what is required for effective and efficient inter-sectoral training:



- Integrated Victim Empowerment Policy
 - All departments to develop Departmental policies using VE Policy as basis
- Research / Monitoring and Evaluation
 - Strengthen research capacity
 - Incorporate M & E in training courses
- Engaging existing structures
 - SAQA / SETA and SAMDI
 - Institutions of Higher Learning
 - Review process and SAMDI Transformation
- Basic Training
 - Incorporate Victim Empowerment and Victims Charter into existing training of all departments
- Time Frames

- What do we need to implement the Victims Charter?
 - TRAINING as part of other Interventions:
- Political Will
- Administrative Support
- Institutional framework
 - Policy
 - Strategic Plan
 - Resources
 - Financial
 - Human
 - Commitment: Rewards (Performance Measures) + Career Pathing
 - Trained
 - Support De-briefing
 - Programmes: Target
 - Service Providers + Service Users (victim / client / customer) and perpetrator
- Different types
 - Intervention / Rehabilitation / Educational / Prevention
- Programmes.....
 - Sustainable
 - Responsive to diverse needs
 - Monitored and Evaluated
- Partnerships
 - Public sector:
 - Government and Civil society
 - Institutions: Academic and Traditional
 - Private sector
- Perpetrator involvement
 - Department of Correctional Services has made submission on the definition of victim as defined in the Minimum Standards and victim can also be a perpetrator
 - Victim Empowerment services should focus on Restorative Justice
- Communication material
 - IDC has set up a Communication and Marketing Sub-Committee to look at communicating the Victims Charter through using different mediums
 - All Departments have made commitments in implementation plan to produce educational material on the Victims Charter
 - Northern Cape: Xu and Kwe speaking community
- Rotation of staff
 - Addressed through Departmental policy
- Future workshops to include presentation from:
 - Relevant SETAs responsible for accrediting service providers
 - Eg H & W SETAs for VE Qualifications Level 2 – 4
 - SAQA representative from Quality Assurance
 - SAQA representative from Standard Setting
- Focus of presentation:

- Accreditation of providers for Skills programmes / Short courses aligned to Victim Empowerment Unit Standards

ANNEXURE 1:

25 JUNE 2007, Monday

Programme Director: Supt Gladys Mangwani, SAPs		
Time		Facilitator / Presenter
8:30 - 9:00	Registration Gallery walk through display of Training material	
9:00 - 9:15	Welcome and Introductions	<i>Joyce Maluleke, Dept of Justice & Constitutional Development</i>
9:15 - 11:00	Department Presentations Justice: NPA: SAPS: Health: Correctional Services: Social Development:	<i>Mr Haggai Makatu Advocate B. Lawrence Director E Adlam Mr Joel Mokonoto Dr Zoditi Tshotsho</i>
11:00 - 11:15	TEA	
11:15 - 11:45	Civil Society and perspectives on Training	
11:45 - 12:00	Questions and Discussions	
12:00 - 12:30	Presentation: Update on Victim Empowerment Accreditation process	<i>Ms Josie Singaram: SAQA</i>
12:30 - 13:00	Presentation: Government's response to Training – experience of SAMDI	<i>Mr Aaron Nhlonipho: SAMDI</i>
13:00 - 14:00	LUNCH	
Programme Director: Joel Mokonoto, Dept of Health		
14:00 - 14:45	Best Practises: Experiences of Training on the Victims Charter	<i>Ms Lulama Nongogo, Dept of Justice & Constitutional Development</i>
	Including the Victims Charter as Foundation course	<i>Ms Karen Tewson, NPS</i>
14:45 – 15:30	Questions and Discussion	
15:30 - 15:45	TEA	
15:45 - 16:30	Summary: Issues for Consideration	<i>Naomi Webster, Dept of Justice & Constitutional Development</i>

26 June 2007, Tuesday

Time		Facilitator / Presenter
Programme Director: Dr Z Tshotsho, Dept of Social Development		
8:30 - 9:00	Overview of Day 1	<i>Naomi Webster, Dept of Justice & Constitutional Development</i>
9:00 - 11:00	Small Working Groups: <ul style="list-style-type: none"> • Exploring Content and Methodology • Exploring alternative methods of training 	

11:00 - 11:15	TEA	
11:15 - 11:45	Report backs	
11:45 - 12:45	Discussion and Way forward	Naomi Webster, Department of Justice & Constitutional Development
12:45 - 13:00	Closing Remarks	Joel Mokonoto, Department of Health
13:00 – 14:00	LUNCH	
14:00 – 15:30	Special Session: Victim Tracking Complaints management system	Ms Lulama Nongogo, Dept of Justice & Constitutional Development

Annexure 2:

**WORKSHOP:
INTER-SECTORAL TRAINING ON THE VICTIMS CHARTER
ATTENDANCE REGISTER: 25 – 26 JUNE 2007**

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