

# CIMS

ADMINISTRATION  
OF JUSTICE

NEWSLETTER

INSIDE THIS ISSUE

**The Industrial Court  
Benchmarking Visit 2**

**'An Effective And Involved  
Leadership - A Key Ingredient  
In The Success Of CRMS' 5**

**The Bi-Annual Gauging 7**

**A Well Deserved Standing  
Ovation to Tsabong  
Magistrate Court! 9**

**Ict Systems Rationalization  
Task Team Visits Cims 10**

**Maun Court Wins  
Double Awards 14**

**The Just-Ended Crms  
Training -The Fun Of  
Interactive Learning!! 16**

**From the Help  
Desk; New  
Developments 18**

*Ask the  
Guru!*  
19





*Part of the high-powered delegates from Industrial Court*

# The Industrial Court Benchmarking Visit

**By Ms Galaletsang Dintsi**

The Industrial Court visited Lobatse High Court on a benchmarking mission on the 19<sup>th</sup> Of April 2012. It was a high powered team comprising of Honorable Judges of the Industrial Courts bench, Registrars and members of Staff from different cadres; Clerks of Courts, Bailiffs, Interpreters ,Administrators and Information Technology officers. The Judge in-charge of Judicial Case Management (JCM), Honourable Justice Tafa welcomed the delegation.

In his presentation on the Overview of JCM, the Deputy Registrar-Legal, Mr J Manzunu alluded to the fact that JCM was implemented as a response to the challenges that the department was grappling with namely;

- The continued substantial increase in the number of cases.
- In some instances cases have become more complex, protracted with multiple parties, numerous factual issues, voluminous documents and complicated legal issues.
- Difficult to tell whether parties were still interested or not.
- Order 23 of the Rules for dismissal had limitations.
- No accurate statistics could be produced.
- Inordinate delays in the disposal of cases.
- Rules too complex for self actors.
- Abuse of the of the Rules by some attorneys.
- Wearing down of public confidence in the Justice system.
- There was no ownership of cases by the Judge until same was set down before him. Even then partial ownership, postponement could send case back to pool.
- There were just too many postponements.
- There was no turnaround time set for completion of cases other than turnaround time for delivery of judgments.
- Inequitable distribution of work as the allocation of new work was determined by completion of the work before the Judge.

It is because of these challenges that the department saw a need to adopt strategies that will reduce the waiting time for a case to be completed. He emphasized how the department needed to eradicate the culture and start a new culture.



This is where now one would like to know what this new culture(JCM) entails that is so different from the old culture;

- The major shift is that litigation is Judge-driven, the Judge moves from a passive role to become an active case manager.
- Early Court intervention through pre-trial conferences.
- Continuing control of case progress by entering case management and scheduling orders
- Maximizing settlement opportunities
- Final pre-trial conferences
- Firm and credible trial dates
- Trial management
- Effective information and reporting systems

The CIMS team presentation alluded to more or less the same reasons to that of JCM as to why the department had to implement CRMS. However Ms Otladisa attributed their successes to the remedies that they had to employ in an effort to combat the challenges. And these are;

- Dedicated project team(CIMS) to implement and monitor usage
- Implementation of the Procedure Manual
- Annual All Users Conference
- Specialized workshops and seminars
- Setting up of the Help Desk/service
- Quarterly Newsletter

A CRMS functional expert, Ms Dintsi treated the delegation to what the system has to offer. As in a normal training, she demonstrated the system capabilities from registration to disposal of cases and as norm automatic judge assignment was a hit with the delegates. It is during the discussions that Judge Ruhkiya of the Industrial court, alerted the CIMS team that lawyers when their case is assigned to a judge they are not comfortable with, will decide to keep on withdrawing it and re-registering it until it comes to their favored judge. The registration teams in both high courts are alerted of same and asked to be more vigilant and ask for explanation for matters that are re-registered a few times.

After the formal presentations in the training room the whole delegation walked to the foyer where Ms King finished off by demonstrating the Kiosk and Display Screen functionalities. The Industrial Court team was very impressed by how much the department has achieved.

The Judge President of the Industrial Court thanked the Department of Administration of Justice for what he called an eye-opening presentation and he asked that he hopes this is the beginning of a fruitful partnership. He stressed that they too are in a quest of finding a long lasting solution to the challenges that have been caused by the huge increase in the case load. He cited how they used to have a case load of 3000 and now the numbers have shot up to 7000 cases. The visit was concluded by a luncheon hosted by the Steering Committee Chairman, Justice Lesetedi.

## Editorial

The year 2012 to be even busier. The Administration of Justice being arguably a contender for the front runner as far as E-Governance is concerned is forever a buzz of activities as we continue to re-invent as a organisation. Let us go back a little and remember how much we achieved;

- We have implemented CRMS in 18 courts
- Most courts are now GABS-live
- JCM fully operational in both High Courts
- JCM is now being rolled out to all magistrates
- Real Time recording is being considered for Court Reporters
- Interactive tools(Kiosk and Display Screen) being piloted
- Digital signature Software to be piloted at Gaborone High Court

That is how intensive we have gone as a organisation. The focus is now what your role as a Clerk of Court, Bench Clerk, Court Reporter, Magistrate, Registrar or Judge is in ensuring stability and usage of these working tools? We envisage Justice for all by 2016. The question is; are we on the right track with just four years away from the year of reckoning? That is why the, 2011 CRMS All- users Conference was dedicated to heads of stations and supervisors under the theme- '[AN EFFECTIVE AND INVOLVED LEADERSHIP- A KEY INGREDIENT IN THE SUCCESS OF CRMS](#)'. Ms Wame King reports on the 2011 All-users conference in depth.

Our modest achievements still continue to attract some attention and so far in the year we have had 2 visits. Enjoy the benchmarking articles by Ms Galaletsang Dintsi. The End of March 2012 gauging results are out and a detailed report has been prepared to support the marks allocated. Stations are asked to read the article and find out exactly how they were ranked and improve on what they have been advised to do. It is official, Tsabong has dethroned Jwaneng, and Mr Badisa Ntefo writes a full article commemorating the double victory of this court. Still on meritocracy, Maun court has surpassed our expectations with attaining second position and being the most improved court. Enjoy the full article by Ms King.

Another upgrade is looming, as we expect to upgrade to version 6.0 sometimes in July. Please be on the look-out for more details

Ms Galaletsang Dintsi  
Tel: 3956240  
Email: [gofithile@gov.bw](mailto:gofithile@gov.bw)

### EDITORIAL BOARD

Editor - Galaletsang Dintsi  
Reporters - Wame King  
Badisa Ntefo  
Design/Layout - Impression House

# ***‘An Effective and Involved Leadership - A Key Ingridient in the Success of CRMS’***

**(THE 2011 CRMS USERS CONFERENCE)**

**By Ms Wame King**

The 4<sup>th</sup> All Users' CRMS Annual Conference was held on the 10<sup>th</sup>-11<sup>th</sup> of November 2011 at Tati River Lodge, Francistown. In line with the theme- **‘AN EFFECTIVE AND INVOLVED LEADERSHIP-A KEY INGRIDIENT IN THE SUCCESS OF CRMS’** stations were asked to send their leaders as representatives and thankfully in most stations head of stations attended. The CRMS Project Manager who is the Deputy Registrar (projects), the then deputy Registrar (Francistown) –Mr Ketlogetswe and Senior Assistant Registrar (Legal) Mr. Nlanda were also in attendance.

In his welcome remarks, the then Deputy Registrar (Francistown High Court) Mr. Ketlogetswe emphasized that the occasion is important as it gives the participants an opportunity to review what they have been doing and also come up with suggestions

on how they can do it better hence encouraged them to feel free during the proceedings. He alluded further that CRMS was a tool that most reforms in the organization rested on hence encouraged the leadership who had graced the occasion to engage themselves and drive the system by providing guidance to their staff. On a last note he implored all to be patient with the challenges that come with technology.

Mr Monageng updated the users on the status of CRMS. He told the conference that our contract with BTG is coming to an end in October 2012 and that is why our IT officers have been enrolled on an Oracle Foundation Course so as to help them manage the database. He stated that the Public Kiosk and Display screen have been piloted at the headquarters and will be rolled out to other stations once funding is availed. The upcoming events were listed as the upcoming CRMS upgrade 6.0 versions, the website currently being developed by the University of Botswana on a 3 year contract and interface



***Some of the Participants during the conference***





***Participants enjoying the presentations***

of the CRMS application with the GABS system. The other new developments to be on the look-out for, is the piloting of the technology court, digital signatures and the real time court recording softwares at the Gaborone High Court. He concluded his presentation by informing the participants about the introduction of the government rationalization policy which aims to cluster all government systems and try to come up with one system and appealed to all to support the reforms in all ways they can as leaders.

On the status of 2010 CRMS resolutions, Ms. Otladisa told the conference that

- the Retention and Disposal Schedule has now been completed and ready for implementation across stations.
- Gaborone Courts are now independently registering their own cases which will lessen movement of case files.
- The Registrar's office through a savingram has encouraged that parties be asked to present Omang and date of birth upon registration.

For the first time in the history of all-users conference, there was a motivational speaker, Mr. J. Bolokwe from BNPC who presented on change management and leadership. He emphasized that change and its adaptation was all about attitude and learning to let go of the old ways. However, he stated it was normal not to want to let go. As a result, the role of the leadership is to identify those who are holding on to the past and counsel them so that they see the need to accept the new change.

Palapye Magistrate Court shared with the other stations that they had their own CRMS mini- conference in 2010 as their own initiative geared at improving CRMS in their station. It was useful as it forced them to introspect and come up with concerted recommendations that are aimed at improving usage.

Some stations suggested the following as some of what still needs to be done:

- improvement of network
- CIMS visits to be increased
- training of new officers must be done well in time

Mrs. Matsheka presented on quality assurance and focused on errors that users do; how they affect the system and how they can be avoided or corrected. Some of the most common errors are summarised below:

- Deleting case numbers instead of deleting parties and reusing the case numbers
- Using wrong filing dates on the system which leads to cases being filed in the wrong register books
- Not sending scanned dockets which leads to scanning backlog
- Deleting barcodes used for processing, hence causing scanning backlog.

She used the platform to educate them on the Business Continuity Plan which basically tells them what to do when the system is down. The important points to note were that they should record the last case number registered on the system every day after work so that they would be able to register cases the next day if the system is not available. She concluded by appealing to participants to assist by doing quality assurance weekly, have regular System Utilisation Committee(SUC) meetings and to use the Procedure Manual.

Day I of the proceedings was completed by a game known as 'how well do you know the system' where participants were divided into groups to test their knowledge on CRMS. Each member of the winning team each won CRMS t-shirts. The

to page 6





**from left Mr Monageng Monageneg, Ms Maggie Seroke, Ms Khumo Motekwane and Ms Anastacia Bolotsang**



**Participants during group discussions**



**Part of the audience listening attentively**

## **‘An Effective and Involved Leadership - A Key Ingredient in the Success of CRMS’**

*from page 5*

writer-herein presented on the Kiosk and Display screen and most importantly appealed to all to ensure they capture the correct information on CRMS since the two machines are fed by CRMS.

In an effort to further improve proper CRMS usage across stations, the CIMS team found it proper to enlighten users on the current CRMS change management initiatives and requested participants to suggest any other which the thought might work. Some of the strategies that the CIMS team have implemented;

- included the gauging of stations according to performance
- the CRMS campaign named ‘the 7 sites’ in which CIMS identifies the bottom seven stations after a gauging exercise and are then visited to discuss with them on what can be done to improve usage

Ms Otladisa then followed with a presentation of the effects of the new Magistrate Rules on CRMS, the most critical one being that the Court Reporters proceedings are now the official record not the Magistrate comments. The challenge with this rule is that not all proceedings are transcribed and this causes a problem when it comes to scanning because the proceedings are not in a readable format. The users were encouraged to scan what is available either the magistrates’ notes or transcribed notes.

This time around, the results of the March-September 2011 period were announced with Tsabong as the number one station followed by Mochudi then Jwaneng Magistrate Court. Broadhurst was hailed as the most improved station. The award ceremony was graced by Judge Solo from Francistown High Court who presented the awards to the excited station delegates. Some of the resolutions that emanated from the conference were;

- That the CIMS team (both functional and IT) must be spread country wide since we are at post project stage.
- The participants humbly recommended that pilots of new projects must not only be done in the High Court.

Unlike in the previous CRMS conferences, this time around the CIMS team introduced a conference evaluation session by way of questionnaires in the hope to use the results to improve service delivery and also get feedback on areas that the teams can improve in order to deliver their mandate. This year promises to be **-BIGGER AND BETTER-** 5<sup>th</sup> annual CRMS Conference.

# The Bi-annual Gauging

October 2011-31<sup>st</sup> March 2012

By Ms Galaletsang Dintsi

The CIMS team has completed the gauging exercise for the period October 2011 until 31<sup>st</sup> march 2012.

We took heed of your recommendations at the last two All Users conferences where you strongly recommended that size should be a major variable when we gauge stations. It is on this premise that this time we will have two sets of results. We will have the master gauging list where quality of work shall be a major factor and the next set will be where like-sized stations, according to how much case load they have will be compared against each other.

In addition to the top three rewards (1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> positions) we have added another category i.e.; most improved court in CRMS usage. This category is for a station that will be seen to have improved the most and it will be awarded a certificate of excellence and a special mention and encouragement in the newsletter. As it has already been alluded to the gauging exercise is meant to improve and encourage good system usage. It has never been our intention to discourage and disillusion other CRMS users. Hereunder follows the master gauging ranking;

## CRMS USAGE RANKINGS

Position	Station	Mark	COMMENTS
1	Tsabong Magistrate Court	81%	<i>This court has now officially ousted Jwaneng from the top spot as this is now its second consecutive win. Its data entry standards are impeccable and scanning backlog stood at 7.6% with only 2 batches open at the time of gauging.</i>
2	Maun Magistrate Court	75%	<i>In terms of size, Maun is in category 'D' with the likes of Selibe-Phikwe (Bobonong), and Francistown High Court. These are comparatively big courts, with Maun having a case load of 4264. Despite its size this court has moved from position no.16 with an average mark of 43.9% to this position. Never in the history of gauging has a court moved this impressively. It is scanning that can be attributed to this rise to excellence e.g. in the last gauging its scanning backlog was as high as 65% and 72 dockets had barcodes but no images attached. This time its backlog stands at 11.9%. The management of Maun more especially the head of station His Worship Mr Taolo is highly commended for playing an active role in ensuring that his station improve its position. He is an active end user who engages CIMS in any CRMS related problems. He even talks the language just like any user.</i>
3	Jwaneng Magistrate Court	74.3%	<i>The question is what went wrong with this court? Once the reigning champion in 2 consecutive gauging exercises the station has now been relegated to the third position. This is what has costed them the title; more than 20 cases were missing sentences even though the accused persons have been convicted and sentenced, incorrect closing dockets were used in 2 cases and there were 9 open events. Even its data entry standards are deteriorating.</i>
4	Letlhakane Magistrate Court	71%	<i>Once a strong contender for the top spot, Letlhakane has now resigned themselves to the top five. It looks like they are happy being amongst the top five stations. What is worrisome is that there is evidence of a drop in data entry standards. In criminal cases, pleas and charges were missing in some cases.</i>

Position	Station	Mark	COMMENTS
5	Mochudi Magistrate Court	70%	<i>This court is also constantly in the top five, however, it has lost a good 10% as compared to the last results and hence relegating to this position. There were 14 open events, which is quite high for the court of its stature, 19 cases had no dockets filed and its criminal cases missed pleas and charges.</i>
6	Molepolole Magistrate Court	69.5%	<i>What a comeback? From no.14 with only a mere 45% as an average mark, Molepolole has made quite positive strides in its CRMS usage. Its scanning backlog stood at an alarming 92% in the last gauging but now it is a comfortable 30%. There were no open batches compared to 17 batches that were open in the prior gauging. A major improvement was also noticed in adherence to data entry standards.</i>
7	Mahalapye Magistrate Court	69%	<i>As compared to the last gauging exercise this court has also shown an improvement. However, it still needs to work on its criminal cases where 14 cases did not have pleas. In civil cases, 9 cases did not have docket text and 38 cases did not have dockets filed.</i>
8	Selibe-Phikwe Magistrate Court	65.3%	<i>Granted, it is one of the biggest courts with a case load of 4508 and 560 cases for Bobonong but really this court has to shake things up. Sitting comfortably in the top ten stations is not enough. Being one of the pilot sites it really has to prove its mettle. Its criminal cases are not in a good state and it had 113 open events.</i>
9	Lobatse Magistrate Court	63.8%	<i>This court mimics a 'pendulum'. It was at position 13 in March 2011, and then it became position 5 in September 2011 and just when we were singing praises it has dropped once again. This is what caused the drop; 166 cases had no dockets filed, use of incorrect closing dockets (struck-off is final order), and missing charges and pleas in over 30 cases.</i>
10	Kasane Magistrate Court	61.2%	<i>This court is the second smallest with only a case load 977 cases. It is even the more reason why we argue strongly that the size of the court has no bearing on the quality of CRMS. This is the situation on the ground; 57 open events, 22 cases have no dockets filed and as always criminal cases are not updated; pleas, charges and sentences are missing.</i>
11	Lobatse High Court	58%	<i>This court has made a modest improvement, having moved two places up and gained a whopping 12%. What attributed to this improvement is this; scanning backlog is now 13.5% as compared to 34% in September 2011, 90 cases have no dockets filed compared to 132 in the last gauging and no batches were open as compared to 25 batches open in September 2011. It is however its criminal cases that need attention as many cases missed pleas, charges and sentences.</i>
12	Palapye Magistrate Court	56.2%	<i>Once a meritorious station, Palapye's glory continues to elude it. This is its all time low, having attained position 5 and 6 in the last two gauging exercises. The question is what went wrong; Scanning backlog stands at 46%, 9 batches were still open, 55 open events, 52 cases with no dockets filed and quite a substantial number of criminal cases were missing pleas with 3 missing charges.</i>
13	Extension II Magistrate Court	52.4%	<i>A medium court in size, with a case load of 2372 plus the 599 from Ramotswa. It has moved 2 places up and gained 7.9%. However, it still falls in a precarious zone, last seven sites. These are the problem areas; scanning needs attention, criminal cases need attention, 134 open events and incorrect use of closing dockets.</i>
14	Francistown High Court	52%	<i>This is one of the pilot sites hence one would expect its CRMS usage to be better. The management is asked to look into this. Since most stations have done better than in the last gauging, even though this court it has lost a paltry 3.8% it has fallen 6 steps down. Users are encouraged to work on their scanning; reduce backlog which is 40%, close open batches and stop creating barcodes without scanning the dockets. The criminal registry is also urged to enter charges and the bench clerks to enter pleas and sentences.</i>



Position	Station	Mark	COMMENTS
15	Gantsi Magistrate Court	50%	<i>This court falls in cluster A (these are stations with the smallest case load) with only a case load of 1315 cases. This is another example that size is not a factor, and that what is important is the commitment and attitude of the users to CRMS usage. For users to make it they must adopt the 'Yes we can' attitude. It is the same attitude that catapulted Black man Obama to the White House. Yes, the station is no longer in the last position but is it an improvement worth noting? This court needs to work hard in its CRMS right from data entry to disposal.</i>
16	Francistown Magistrate Court	49.9 %	<i>The 'colossal giant' has once again resigned itself to the same mark it obtained in the last two gauging exercises. It is a fact that this court has a huge case load to manage, but I strongly believe the users of this court have the potential to be the best. Its data entry standards are in shambles; 365 cases with no dockets, missing parties, charges, pleas and sentences. Its scanning backlog stands at 73% and there were 97 open events.</i>
17	Broadhurst Magistrate Court	48.6%	<i>It is no secret that the Gaborone courts have not been doing well in their CRMS, despite being located in the technologically advanced Gaborone where each and every office whether government, private has gone electronic. These courts should be the main proponents of computerization. Closing of batches is one of the simplest things one can do, but this court had 15 batches open and the longest having been open for 88 days. There were 193 cases with no dockets filed and some of these cases appeared in all these prior gauging, which goes to show that with some courts, no corrections are made after gauging even though there is always guidance on where the court could improve.</i>
18	Village Magistrate Court	39%	<i>This court has to do a lot to move from the last position. The main problem with village is its scanning backlog which is as high as 79%. There are 394 cases filed with no dockets. There were a whopping 1054 open events.</i>

As already alluded to we have also categorized Courts according to size. This was meant to see if indeed size affects CRMS usage. Our position at CIMS has not changed; we put quality above everything else, hence we are going to continuously encourage meritorious use of the system. If one peruses the establishment register big stations will always have more human and infrastructural resources (more staff, more computers, scanners and printers) hence that neutralizes the argument of size as case load will naturally correlate to staff.

#### Cluster A

Station	March 2012	September 2011	March 2011	September 2010
Tsabong	81%	81%	75.4%	73%
Jwaneng	74.3%	77.4%	85.2%	81%
Kasane	61.2%	52%	66.4%	68%
Ghanzi	50%	33.9%	47.4%	67%

#### Cluster B

Station	March 2012	September 2011	March 2011	September 2010
Letlhakane	71%	73%	83%	75%
Mochudi	70%	80%	73%	80%
Molepolole	69.5%	45%	63.2%	72%
Mahalapye	69%	47.9%	59%	68%

**Cluster C**

Station	March 2012	September 2011	March 2011	September 2010
Lobatse Magistrate Court	63.8%	60.3%	50.4%	67%
Palapye Magistrate Court	56.8%	58%	70%	63%
Extension II magistrate Court	52.4%	44.5%	51.6%	47%

**Cluster D**

Station	March 2012	September 2011	March 2011	September 2010
Maun Magistrate Court	75%	43.9%	49.4%	60%
Selibe-Phikwe Magistrate Court	65.3%	53.8%	64.4%	74%
Francistown High Court	52%	55.8%	57%	68%

**Cluster E**

Station	March 2012	September 2011	March 2011	September 2010
Lobatse High Court	58%	45.1%	50.2%	63%
Francistown Magistrate Court	49.9%	49.2%	49%	65%
Broadhurst Court	48.6%	46%	59.6%	35%
Village Magistrate Court	39%	43.3%	49%	49%

**Key Observations Made;**

- ◆ Correct way of entering acronyms is not adhered to. There is no space between letters of acronyms e.g. FNB (Pty) Ltd, CEDA (Pty) Ltd, KBL (Pty) Ltd (those are the correct standards of entering acronyms)
- ◆ There are many cases that have no dockets filed (**CDRNDOCK**). Please go into the report and pull the cases and correct the problem
- ◆ Stations have ignored to correct mistakes of the past, there are events that though final have been closed with pending dockets e.g. ORDR. Please change the closing dockets at **CDACDDK**
- ◆ All matters that have, scheduled in error (**SCERR**) as status should be corrected. Please delete the Docket **SCERR** at **CDACDDK**. This will open the event. Go to **CSARSCH** and delete the event that was scheduled in error.
- ◆ File-tracking under-utilized
- ◆ The scanning module regrettably is still one of the most ignored modules. Stations like Village, Broadhurst and Francistown Magistrate are encouraged to improve their scanning
- ◆ Most of the courts have neglected their Criminal cases



# A WELL DESERVED STANDING OVATION TO TSABONG MAGISTRATE COURT!

**By Mr Badisa Ntefo**

The Tsabong Magistrate Court management together with CRMS users took a firm and united stand to do their best to achieve the best possible results in CRMS usage. The position was adopted in order to enhance prospects of success with regard to CRMS usage bearing in mind that usage is gauged bi-annually.

This is now a second time in succession, that this court has outshone the rest in the use of CRMS. Their maiden exceptional accomplishment was for the gauging period, April 2011 to September 2011 and once again for the period, October 2011 to March 2012, they are again at the helm. They indeed deserve a standing ovation.

Some CIMS team members accompanied the Registrar and Master of the High Court, Mr. Nthomiwa to Tsabong on the 7<sup>th</sup> May 2012 to show their appreciation to the station for their excellence in CRMS usage and to encourage them to even do better and break their own record. In his keynote address, Mr Nthomiwa emphasized on adherence to data entry standards than doing a hurried job because one wants to satisfy a client. He commended the team for a job well done considering the challenge of inadequate resources across stations. The Registrar

also put it to them that the sky is the limit and that nothing would hamper their success if they are resolute and they can even easily get the trophy five times in a row.

During the awards ceremony, the Registrar and CIMS Head, Ms L Otladisa presented the Shield engraved with the station's name and the Certificate of Excellence for attaining the 1<sup>st</sup> position. At that very moment one could taste the euphoria that filled the room. What a proud moment it was!!

On receiving the awards, the Head of station, His Worship Mr Sibanda expressed his gratitude and appreciation to the opportunity bestowed upon his station by the Registrar to leave his busy schedule to come and share in their joy and pride. He also expressed sincere admiration to the staff members more especially the system users who are behind the success of the station.

One may ask what these people are doing or have done differently from other stations. The writer hereof managed to have a brief discussion with some of the station system users lead by their Senior Clerk of Court, Mr Ditsaone Mogamisi. Their strategy has been to identify and agree upon guidelines within which to operate and such guidelines include among



***Staff members of Tsabong Magistrate Court basking in their glory***



**From left; Ms Boitumelo Mackenzie, Mr Ditsaone Mogamisi, and thier Worships Mr A. Sibanda (Head of Station) and Mr I. Raphael**

other things:

- ◆ Consultation and Collective decision making shall be observed on major CRMS operational and functional issues.
- ◆ Simple decision making was decentralised regarding basic operations for empowerment of users.
- ◆ Risk mitigation and management to be practiced and incorporated into plans at all levels of decision making.
- ◆ Managers are expected to lead by example.
- ◆ They have at least one CRMS related objective in their Station Plan
- ◆ CRMS will be used to measure productivity.
- ◆ They have committed to zero tolerance of backlog
- ◆ They have adopted the business continuity plan whenever there is system outage.
- ◆ Each user had been allocated reports that ought to be run regularly and on demand.
- ◆ All court processes issued are system generated thus advocating for zero tolerance of manual forms. Stakeholders have been engaged as well in this regard.
- ◆ Quality assurance is the responsibility of every user but monitored by supervisors.
- ◆ Users who persistently commit mistakes are offered one-on-one assistance and are encouraged to bring such mistakes to the attention of the user supervisors for prompt attention.
- ◆ Regular random spot checks are conducted by the Senior Magistrate on all users and non-compliance attracts stiff penalties.
- ◆ Scanning administration is coordinated by Registry leaders.
- ◆ Scanning reports are run regularly and procedure adherence is ensured.

The station has also adopted initiatives to refine their plan and thus ensure proper and consistent usage and these initiatives included among others:

- ◆ Augmentation of System Usage Committees with focused one-on-one sessions to adequately address users' specific operational and competency issues.
- ◆ Allocation of CRMS related tasks to individual users and such are documented for ease of reference.

Yes, one might look at these guidelines and initiatives as average, but they indeed worked for Tsabong. They can work for your station and all other stations. The rest of the stations are now challenged to adopt the guidelines that will suit them or try to come up with new ones that are relevant to their station needs.





**MDJS ICT Systems Rationalization Task Team during their visit at AOJ**

**Ms Otladisa delivering a presentation**

# ICT Systems Rationalization Task Team visits CIMS

**By Ms Galaletsang Dintsi**

On the 27<sup>th</sup> of January, 2012, the CIMS team hosted the ICT Systems Rationalization Task Team. The question is who is this team? This is a team set-up by the Permanent Secretary to the Ministry of Defence, Justice and Security (MDJS) Ms Tsiane and its membership cuts across all the ministry departments and these are; Department of Corruption and Economic Crime (DCEC), Department of Public Prosecutions( DPP), Attorney General's Chambers (AGs) ,Prisons Department, Botswana Police Services (BPS)and the Administration of Justice(AOJ)). Hereunder are the terms of reference;

- ◆ Identification, documentation and discussion of Processes "as is".
- ◆ Re-Engineering of Identified processes.
- ◆ Develop "to be" processes as a result of re-engineering
- ◆ identification of gaps between existing systems
- ◆ Recommend Rationalization

In simpler terms the team was to rationalise all the electronic  
**to page 18**

## BREAKING NEWS:

# MAUN COURT WINS DOUBLE AWARDS - (MOST IMPROVED STATION AND POSTION 2)



**Justice Lesetedi with some of the Maun team members**

**By Ms Wame King**

While other stations have enjoyed the glory of being amongst the top five achievers or at least the top ten stations since the beginning of CRMS gauging, Maun Magistrate Court seemed to be sinking deeper and deeper into oblivion. The first gauging exercise of the period, (April-September 2010) ranked the station at number 15 with an overall average mark of 60%. The next leg of the exercise, (October 2010- March 2011), saw the station dropping by a further 11% to a disappointing 49% and maintaining the same position. During the 3<sup>rd</sup> gauging exercise (April 2011-September 2011), they lost another 5.1% leaving them with a paltry 43.9% ranking them at position 16. In this gauging, (October 2011-March 2012) Maun court is in the second position with an average score of 75% and never in the history of gauging has a station improved this remarkably; moving from position 16 to position 2. This remarkable output has earned them two awards;

- the newly introduced most improved station in CRMS Usage award
- and the position 2 meritocracy certificate

It is due to the above reasons that a high powered delegation led by the Honorable Justice Lesetedi visited the station on the 18<sup>th</sup> of May 2012. The entourage consisted of the CRMS Implementation Manager Mr. Monageng Monageng; the CIMS head Ms Lame Otladisa, CIMS members Ms Wame King and Ms Maggie Seroke. In his welcoming remarks His Worship Mr. Taolo informed the gathering that he first came face to face

with the 'animal' CRMS in Letlhakane Magistrate Court where at some point they were ranked at position 3. He confessed that at the time he didn't attach any significance to the award because he had not played an active part on. It was due to his move to Maun Magistrate Court that he was compelled to accept CRMS. It was not a smooth sailing journey because in each gauging exercise, Maun always fell on the category of the 'CRMS 7 SITES CAMPAIGN' where the Heads of the bottom 7 sites were always asked to account for the bad usage by the CRMS Steering Committee Chairperson Judge Lesetedi together with the Registrar & Master, Mr. Nthomiwa.

This was to be his turning point as he decided to play an active role in CRMS usage in his station. In the process of his active involvement, drastic measures were implemented which were of course unpopular with the majority of the staff. His Worship Mr. Taolo singled out the following officers who joined the stations on transfer from other stations; Mmamotse Puso from Mahalapye, Maungo Molaodi from Francistown High Court and Phatsimo Moaisi from Lobatse High Court for not only showing interest in the system but for demonstrating to him that indeed CRMS is a useful tool while everyone was either busy making excuses or giving up. He also used the platform to inform the delegation of some of the challenges they are currently experiencing which hampers the effectiveness of the usage. Some of them were as follows:

- CRMS uses the bulk of the station finances hence recommended for a CRMS vote so they can buy things such as printing paper and toners which normally get depleted before the financial year ends resulting in accumulation of backlog.
- each station to be assigned a CIMS contact person
- Reliance on internship students is a setback since they can leave the department anytime. This is worsened by the fact that when recruitments are done the department hardly gives these officers first preference since they already know the job.
- Network is unreliable and can go for days leading to accumulation of system backlog
- The Magistrate Court Bench clerks are not given sitting allowances like their counterparts at the High Court which acts as demotivating factor
- Transport issues which delay work

Mr. Taolo concluded by thanking his team for their dedication





**Maun Magistrate Court staff with the Honorable Justice Lesetedi**

particularly the spirit of teamwork that prevails in their day to day duties and hoped this would continue so that they can be able to wrestle and win the trophy from Tsabong Magistrate Court.

In his keynote address, Justice Lesetedi expressed how he appreciates that Mr. Taolo have given a background about his encounter with CRMS and his direct involvement in supervision. He stated that he remembers that during the July/August '7 sites summit 'at Francistown Magistrate Court, Mr. Taolo was the most vocal in the system's shortcomings; infrastructural and the way things were done. It is however commendable that when he came back he turned things around and became more involved in the day to day monitoring of the system. In his conclusion he applauded the team for having not given up and referred to them as the 'shining stars'. He encouraged them not to relax, feeling content that they have made it because if they do that some stations will snatch the position.

As already alluded, Maun has set a record in the history of gauging. The visiting delegation was eagerly interested in knowing the magic formula they used which they believed other stations may find interesting to emulate. Ms Mmamotse Puso who is a bench clerk presented the strategies they adapted as follows:

- the head of station took control by becoming involved in supervising system usage
- A target was set for each officer to scan 20 cases each day
- a System Utilization Committee(SUC) meeting is held every Friday and each officer prints reports to account on his work target
- SUC meetings are now attended by all CRMS user
- All courts are adjourned at 1500hrs everyday to allow officers to tend to their administrative work so as to eliminate excuses of having not completed work.
- Laptops are also used during court sessions to close events.
- When a segment lags behind on certain system functionality, the whole team rallies behind it to assist because "to us gauging looks at the station not a segment within a station".

Before the system presentation by Ms. King, Ms Otladisa

reiterated the way gauging was done as featured in the past newsletters. Ms king followed by giving them a presentation which shed light on their CRMS status at the time of gauging and the current status with the view to help them identify areas for improvement. During the gauging exercise, it was evident that

- The data entry standards were in order as the CDRLCAS report indicated that company names and person names were captured as per the laid down standards.
- None of the register books had missing parties.
- There were no open batches, an indication that scanning processes were being completed.
- The scanning docket backlog stood at 11.9% from a previous 65%.
- Docket text functionality was being utilized.

At the time of the visit, the station had only;

- 6 open events as compared to 16 open events recorded during the gauging exercise ,
- there were still no open scanning batches,
- Docket scanning backlog had been reduced to 4% from 11.9% while case level had dropped to 0.3% both levels meeting the set tolerable backlog.
- Data entry standards were superb.

By all means the CRMS status was even better than during the gauging of stations. However the station has to improve on open events since all the open events were dating as far back as 2009 except for one which was current, the criminal register books have missing pleas and sentences. They were also to pay attention on the file tracking module which was not fully utilized.

The awards were presented by Judge Lesetedi to the Head of station and Ms Leatametse Thobolo on behalf of the station. In giving vote of thanks, His Worship Foroma appreciated the awards and the team for having visited. He promised that they will maintain the standard as they have made a commitment that they will not let any backlog accumulate. This was followed by a sumptuous celebratory lunch to mark this great achievement. Once again we salute Maun Magistrate Court for their tireless dedication in CRMs usage.



*Ms Dintsi delivering training to the Registrars and Magistrates*

## The Just-ended CRMS training –The Fun of interactive learning!!

**By Ms Galaletsang Dintsi**

CIMS conducted CRMS training from the 14<sup>th</sup> of May to the 8<sup>th</sup> of June 2012 where new staff from different cadres was trained on their specific modules. There was training specifically for typists, secretaries and court reporters where the emphasis was the correct way of producing orders and closing of open events. Once again the use for correct closing docket was emphasized; all matters that have been finalized the correct closing docket will be FNLO and for pending matters they were reminded to use ORDR.

The Judicial officers were trained to be better equipped to supervise CRMS in their respective stations. This has proved to be a useful undertaking as the training is also a forum where judicial officers get answers from the CIMS team in pertinent issues. It was an intensive two-day training that covered; case

initiation, scheduling, closing of open events ,case disposal, querying information from the system and viewing system reports.

Below are some of the pertinent issues that were discussed during training;

- One magistrate alluded that she has been informed that open events tend to re-open after having been closed successfully. In answer to that no closed event will re-open however we have realized users have a tendency to use incorrect dockets to close open events. A common docket that users use is PROC (record of proceedings), that docket should not be used at CSAEOUT as a closing docket as the events will remain open. Also ensure all open events are closed for that matter, closing one event will mean all others will remain open.





### ***Your Worships hard at work***

- One magistrate suggested how it will be useful if Omang became a requirement in registering cases as the issue of duplication of system id's is quite a prevalent one. The same issue arose during the Clerks Of Courts training where they shared how difficult and time-consuming it is for one to determine if a certain person is not the same person that is already in the system as Omang is not a requirement. The registration clerks were asked to capture the Omang no. If it's available at the demographic tab.
- Once again the issue of pop-ups was discussed, when magistrate wondered why the system will not give reminders. Yes there are no pop-ups the best that the system can give is reports that will show the status of CRMS.

- As always automatic judge assignment was a hit with trainees, but the magistrates were told that it is proving quite difficult for the functionality to work for the magistrates cases as their jurisdictions are different.
- During magistrates training it was also discussed how civil cases always resurrect. For example a default judgment that has been granted is deemed final however a defendant can always rescind hence resurrecting the matter. One magistrate gave an example of a maintenance cases where though it will be ordered that the defendant has to pay a certain amount, other applications for example of variations will keep coming till lets say a child attains age of majority. The discussion was aborted with no final solution; some felt maybe further applications should have separate case files and different case numbers while others did not subscribe to the idea.
- The Stock theft magistrates lamented how they are unable to update their work because of the unavailability of wireless.

In a nutshell it was a fun training characterized by debates, suggestions and discussions not only on CRMS but also on Judicial Case management (JCM) and civil and criminal procedure. Users cautioned CIMS against taking too long to train new officers and suggested that all new officers should be trained in the first three months. On behalf of the training team I would like to congratulate all new users for successfully completing their CRMS training. Let me once again reiterate the need to use the Help Desk for anything they would like to clarify.



### ***Trainees attempting the quiz***



# ICT Systems Rationalization Task Team visits CIMS

*from page 13*

case management systems of the departments of MDJS and ensure that they communicate with each other. The team has to either recommend for integration or interfacing of the systems and to achieve that the Rationalization Task Team had to study all these systems. This is why the team visited AOJ. According to the secretary of the team Mr Gasebatho; Integration will mean that all departments will use one database such that all systems are linked together physically and functionally to act as one coordinated whole. Whilst interfacing involves linking independent systems such that they can communicate without sharing a database.

The Task Team were to complete their work and submit their report to the Permanent Secretary in 10 weeks. To achieve and meet the terms of reference they had to visit all the departments. At the time of print the recommendations were not yet public.



**From left; Mr States Serurubele (AOJ), Mr N. Bopa (AOJ), Assistant Commissioner G. Lesetedi (Chairperson of the Task Team) and Mr M Gasebatho (Secretary) during the AOJ visit**

## From the help Desk; New Developments

Every year part of the CIMS team sits with the supplier/partner with the sole intension to perform what we call system clean-up campaign. This exercise is characterized by intensive scrutiny of the system functionalities; how best can this work and how can we optimize the use of the system are some of the questions that this team seeks to address. Anomalies when realized are corrected after consultations with the whole CIMS team and the legal department management. This exercise looks at all the users' queries, questions, suggestions and challenges intensively and from that we derive new ideas and solutions. The last exercise was carried out in June-September 2011 and because of that scrutiny here are the new developments;

- ◆ We had realized that CSRDECD (completed Criminal Returns) was dependent upon CSAEOUT only. That is upon completion of a matter all one had to do was to file a closing docket like Final order at CSAEOUT and the matter will change status from pending to final. This was not how we had intended it to work. For a criminal matter to change status from pending to completed then two things should happen. Firstly, yes the result should be recorded at CSAEOUT and secondly a disposition should be entered at CMADISP and it is in fulfilling these two that the matter will now show completed status. This now explains the issue of returns, when you

now see a lot of your matters that you deem to be completed in the pending returns, please check at CMADISP if you have disposed the charges. In a nutshell; only matters that have been closed at CSAEOUT and charges disposed at CMADISP will appear at CSRDECD.

- ◆ One can view open events specific to a magistrate/Judge/registrar as the field that allows you to search has been added.
- ◆ Reports that show how much case load a magistrate/judge has are now available at the magistrate courts and these are; CDRJUASS and CDRJUASSDTL .Using magistrate name, court location, court code and period chosen one can view how much case load each judicial officer has.
- ◆ New events codes compliant to the new magistrates rules have been extended to the magistrates courts being ; ICMN,CMNC,FTRC,PRTM and DAMM
- ◆ All Matters moved to the High Court from magistrates for directions to be updated with the docket CTHD

# Ask the GURU

## Changes/Deletions to the Charge

**Dear Guru**

Please help; I have wrongly entered two counts instead of one. How do I delete the other charge?

Joe Ntshole

*Guru Answers*

*Thank You Joe for this question. Though charges are entered at the Charge tab at CMANN7 all changes and deletions of charges/violations are done at CMADISP. All one has to do is open the CMADISP, after entering case number, choose the accused that you wish to change/delete his violations. Place a cursor on the charge in question. If you want to delete go to the navigation frame and choose a window that says delete violation. Save and the charge will be completely gone. When changing a violation place a cursor on the violation in question and backspace, the field will be cleared and one can now enter the right charge/violation. These changes/deletions are only applicable when the charges have not been disposed.*

## Completed cases appearing as pending

**Dear Guru**

I have realized that some of the cases that are completed and I have rightly closed at CSAEOUT are still appearing at Pending returns (CSRMRET). What could be the cause.

Anastacia  
Selibe-Phikwe

*Guru Answers*

*Hello Anna, For matters to appear as completed and to move to Completed returns being CSRDECD one has to do two things. Firstly to close with final Order(FMO) at CSAEOUT and lastly to dispose charges at CMADISP. If one has done these two then the matters will be found in the right returns. Unfortunately we do not do that, and in particular that was the main problem with Magistrate Makgato's cases.*

## Processed dockets appearing on CDRDNSCAN

**Dear Guru**

I have just scanned dockets and they have been successfully processed as they appear on Questys Web Access/Questys Enterprise. The barcodes on CDADOCT all match those used to process. However, the dockets still appear on the CDRDNSCAN report. What could be the problem?

*Guru Answers*

*Because of the bandwidth problems, the Imaging server is now refreshed twice in a day (lunch time and afterhours). As a result anything that is scanned and processed before 1300hrs on a daily basis will reflect on the CDRDNSCAN report until the server is refreshed at lunch hour. Everything that is scanned and processed after 1400hrs will not appear on the report until the next day after the server has been refreshed in the evening. Thanks you.*

## The Court Records Management System Structure

