



**LESBIAN
GAY
BISEXUAL
TRANSGENDER
INTERSEX**

EQUALITY • DIGNITY • FREEDOM

NATIONAL INTERVENTION STRATEGY FOR LESBIAN, GAY, BISEXUAL, TRANSGENDER AND INTERSEX (LGBTI) SECTOR



the doj & cd

Department:
Justice and Constitutional Development
REPUBLIC OF SOUTH AFRICA





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Table Of Contents

1.1	THE NATIONAL TASK TEAM ON GENDER AND SEXUAL ORIENTATION-BASED VIOLENCE	1
1.1.1	Purpose of the NTT	1
1.1.2	Objectives	2
1.2	ADDRESSING GAPS IN THE CRIMINAL JUSTICE SYSTEM	2
2.	IMPLEMENTATION TERRAIN	3
2.1	Composition of the NTT	3
2.2	Implementation Proposals	8
3.	THE NIS FRAMEWORK	9
3.1	Vision of the NTT	9
3.2	Aims	9
3.3.	Strategic Outputs	9

1. Background

South Africa's post-apartheid Constitution¹ was the first in the world to outlaw discrimination based on sexual orientation, and South Africa was the fifth country in the world, and the first in Africa, to legalise same-sex marriage.

The rights of LGBTI South Africans are clearly stated in Chapter 2 of the Bill of Rights, Section 9(3):

“The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.”

Likewise, in Chapter 2 of the Bill of Rights 9(3):

“No person may unfairly discriminate directly or indirectly against anyone on one or more grounds in terms of subsection (3).”

This firmly places South Africa at the forefront of countries globally in terms of adopting a comprehensive human rights approach to same-sex, or LGBTI-related rights. However, there is a gap between the Constitutional rights and protections for LGBTI persons, and the actual realisation of these rights, and this sets the tone for this strategic framework.

With the spate of targeted attacks and murders of black lesbians in certain townships in South Africa continuing unabated, and following considerable pressure from various stakeholders, the Department of Justice and Constitutional Development (DoJ&CD) took a number of steps to respond to the problem. These steps are briefly outlined below.

1.1 THE NATIONAL TASK TEAM ON GENDER AND SEXUAL ORIENTATION-BASED VIOLENCE

In March 2011, the Minister of Justice and Constitutional Development mandated the establishment of a National Task Team (NTT) to develop a National Intervention Strategy that will address “corrective rape”. The department initiated engagements with key government departments and institutions to develop the National Task Team. The NTT is constituted by government departments, chapter nine institutions and civil society organisations that specialise in issues related to LGBTI persons. The work of the NTT is guided by the South African Constitution, which guarantees equality and prohibits discrimination on many grounds, including gender, sex and sexual orientation.

1.1.1 Purpose of the NTT

The purpose of the NTT is to develop a national intervention strategy to address gender and sexual orientation-based violence against LGBTI persons, especially in the criminal justice system. The intervention strategy will use an intersectional approach which could include, but is not limited to addressing unfair discrimination on the basis of gender; sex, sexual orientation; race, ethnicity or social origin, colour, age, disability, culture, language; age, conscience, belief and other related grounds enlisted in section 9 (3) of the Constitution.

¹ See Section 9(3) of the Bill of Rights in the South African Constitution, referred to as the “equality clause”. The clause affirms the rights to non-discrimination and equality on the basis of sexual orientation and gender respectively, amongst other grounds.

1.1.2 Objectives

- Develop the National Intervention Strategy to respond to and prevent sex- and gender-based violent crimes perpetrated against LGBTI persons.
- Develop the Intersectoral Implementation Plan for the Strategy which would link parallel and complementary initiatives, internal and external to the DoJ&CD such as the concurrent development of a Hate Crimes Bill and Policy Framework, and other related initiatives.
- Strengthen government's ability to respond to the needs and specific vulnerability of LGBTI persons and strengthen the capacity of civil society organisations (CSOs) to deliver related services.
- Improve linkages with other government departments, programmes within the DoJ&CD such as the Access to Justice and the Promotion of Constitutional Rights programme, the National Action Plan (NAP) to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance and related programmes, as well as relevant Chapter 9 institutions such as the South African Human Rights Commission, the Commission for Gender Equality and the Commission for the Promotion of the Rights of Cultural, Religious and Linguistic Communities, in that manner address the impact of multiple and intersecting forms of discrimination targeting LGBTI persons.
- Improve the management of cases by relevant role players in the criminal justice system including South African Police Services, National Prosecuting Authority, Department of Social Development, Department of Health and Correctional Services.
- Implement, coordinate, monitor and evaluate the National Intervention Strategy and related objectives.

1.2 ADDRESSING GAPS IN THE CRIMINAL JUSTICE SYSTEM

The DoJ&CD's Chief Directorate: Promotion of the Rights of Vulnerable Groups, commissioned a situational analysis on the management of LGBTI cases in a sample of courts in 2011. The report stemming from this analysis highlighted existing gaps in the criminal justice system as well as in the broader JCPS cluster with regards to access to justice and protecting the rights of LGBTI persons. In addition, the study also developed a tool, based on past cases, to assist with capturing victims' experiences of the criminal justice system. In 2012 the DoJ&CD transferred the LGBTI Rights programme from the Chief Directorate: Promotion of the Rights of Vulnerable Groups to the Chief Directorate: Constitutional Development. In 2013 the DoJ&CD, Chief Directorate: Constitutional Development, through the NTT, commissioned a National Intervention Strategy On Gender And Sexual Orientation-Based Violence perpetrated against Lesbian, Gay, Bisexual, Transgender And Intersex (LGBTI) Persons. For purposes of inclusivity of intersex and transgender identities, this title has been revised to National Intervention Strategy On Sex- and Gender-Based Violence perpetrated against Lesbian, Gay, Bisexual, Transgender And Intersex (LGBTI) Persons.

On 5 July 2013, the Working Group of the NTT established a Rapid Response Team comprised of representatives of the Department of Justice and Constitutional Development, National Prosecuting Authority, South African Police Service and civil society organisations. The purpose of the Rapid Response Team is to urgently attend to the pending cases in the criminal justice system where crimes have been committed against LGBTI persons.

Following a number of deliberations with stakeholders, the NTT resolved that the scope of the national intervention strategy on gender and sexual orientation-based violence perpetrated against LGBTI persons should be extended beyond a response to "corrective rape" to address gender and sexual orientation -based violence against LGBTI persons in general, as well as access to justice for LGBTI persons. The rationale at the time was to include transgender (a matter of gender identity rather than sexual orientation) and intersex (a matter of biological / anatomical sexual

characteristics rather than sexual orientation) in the reference to gender based violence. Furthermore, the term gender and sexual orientation based violence is proposed to reflect the complexity of the LGBTI spectrum. It is also formulated to move us away from the term “corrective rape” and to incorporate the fact that males, females, transgender persons and intersex persons are victims of violence that include, but is not restricted to rape.

The NTT also resolved that the new strategy should be inclusive of medium- and long-term objectives, including planning documents produced by the Working Group of the NTT.

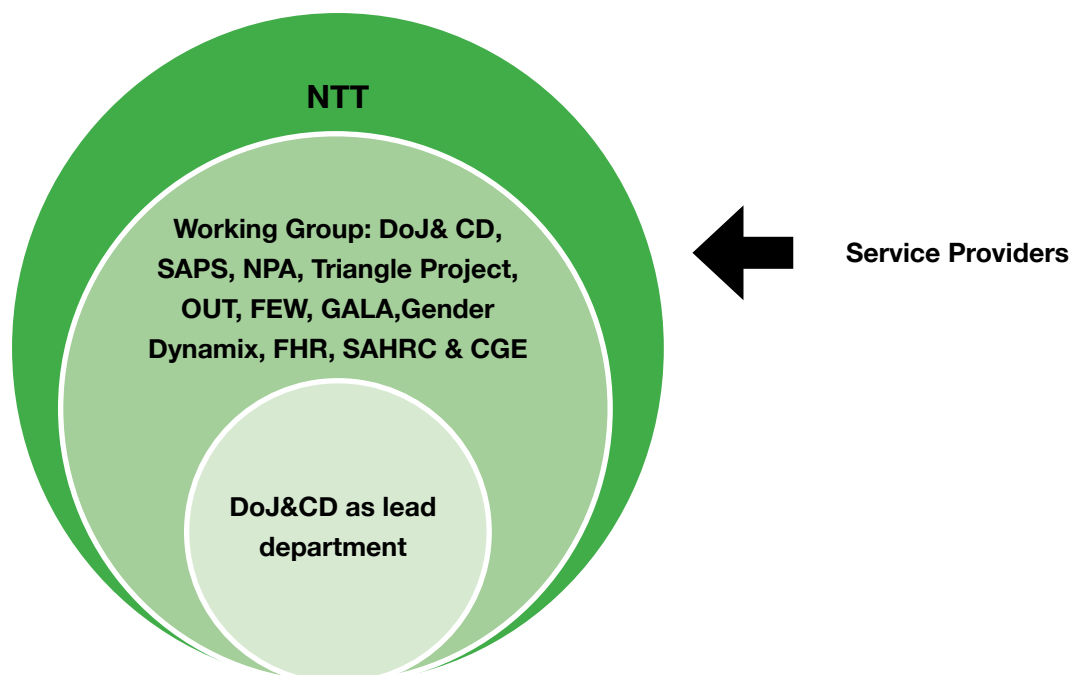
In the DoJ&CD Situational Analysis Report, the context for violent crime that targets LGBTI persons is sketched as follows:²

In spite of this enabling legal environment, the lived reality for many LGBTI persons is quite a different story. On the most extreme end of a wide spectrum of discriminatory experiences, there are frequent reports of extreme violence inflicted on young, black, lesbian women in the form of so-called “corrective” rape, often ending in murder. Gay men and transgender persons are also often targets of physical violence, and labour discrimination and exposure to derogatory and threatening speech is also common. Finally, deprioritisation, marginalisation, exclusion and targeted victimisation by those public institutions intended to provide services and protection are everyday realities for LGBTI persons in many communities, leading to a lack of resources when crimes are committed and resulting in victims’ fear to even report crimes.

2. IMPLEMENTATION TERRAIN

2.1 Composition of the NTT

The NTT is chaired by the Director General of Justice and Constitutional Development, and co-chaired by a representative from civil society.



² The Situational Analysis of LGBTI in the Courts (DoJ&CD, 2011)

The NTT is constituted by Government Departments and Institutions that participate in crime intervention, including CSOs that specialise in issues related to LGBTI persons and communities. The Justice Crime Prevention and Security Cluster Departments are key representatives of the NTT, and their participation will be monitored through the Development Committee (DevCom). These include:

- Department of Justice and Constitutional Development;
- National Prosecuting Authority of South Africa;
- Legal Aid South Africa;
- Department of Social Development;
- South African Police Service;
- Department of Health;
- Department of Basic Education;
- Department of Correctional Services;
- Government Communications and Information Systems;
- Department of Women, Children and People with Disabilities;
- Department of International Relations and Cooperation;
- South African Human Rights Commission;
- Commission for Gender Equality;
- Human Rights Watch (HRW);
- Corporate Governance and Traditional Affairs;
- Gay & Lesbian Memory in Action (GALA);
- OUT LGBT Well-Being (OUT);
- Forum for the Empowerment of Women (FEW);
- SANAC LGBTI Sector;
- Triangle Project (TP);
- Luleki Sizwe (LS);
- Gender DynamiX (GDX);
- Intersex South Africa;
- LifeLine SA;
- Foundation for Human Rights (FHR);
- CSO Representatives from Provinces.

As the lead Department, the DoJ&CD is responsible for setting up the NTT.

The CSOs that have been selected by civil society to participate in the NTT and may be revised by LGBTI CSOs as needed, to ensure optimal representivity in terms of geographic location and constituencies to be served by the NTT.

New members will be added if there are no objections by any other existing member, present at the National Task Team Working Group meeting where the new member has been nominated National Task Team members remain obliged to report back to their respective constituencies on the work undertaken by the National Task Team. The same applies to government departments as well as chapter 9 institutions.

As shown in the above diagram, the Governance Structure has the following offices, bodies and teams:

2.1.1 The Minister's Office

The Minister of Justice and Constitutional Development carries the ultimate authority over all operations of the NTT. Upon the finalisation of the ToR, the NTT will submit the ToR, and the National Intervention Strategy to the Minister for approval, via the office of the Director-General: DoJ&CD. With effect from the date of the adoption of this ToR by the NTT, the working group through the project office will submit quarterly reports to the Minister, until the project objectives are achieved.

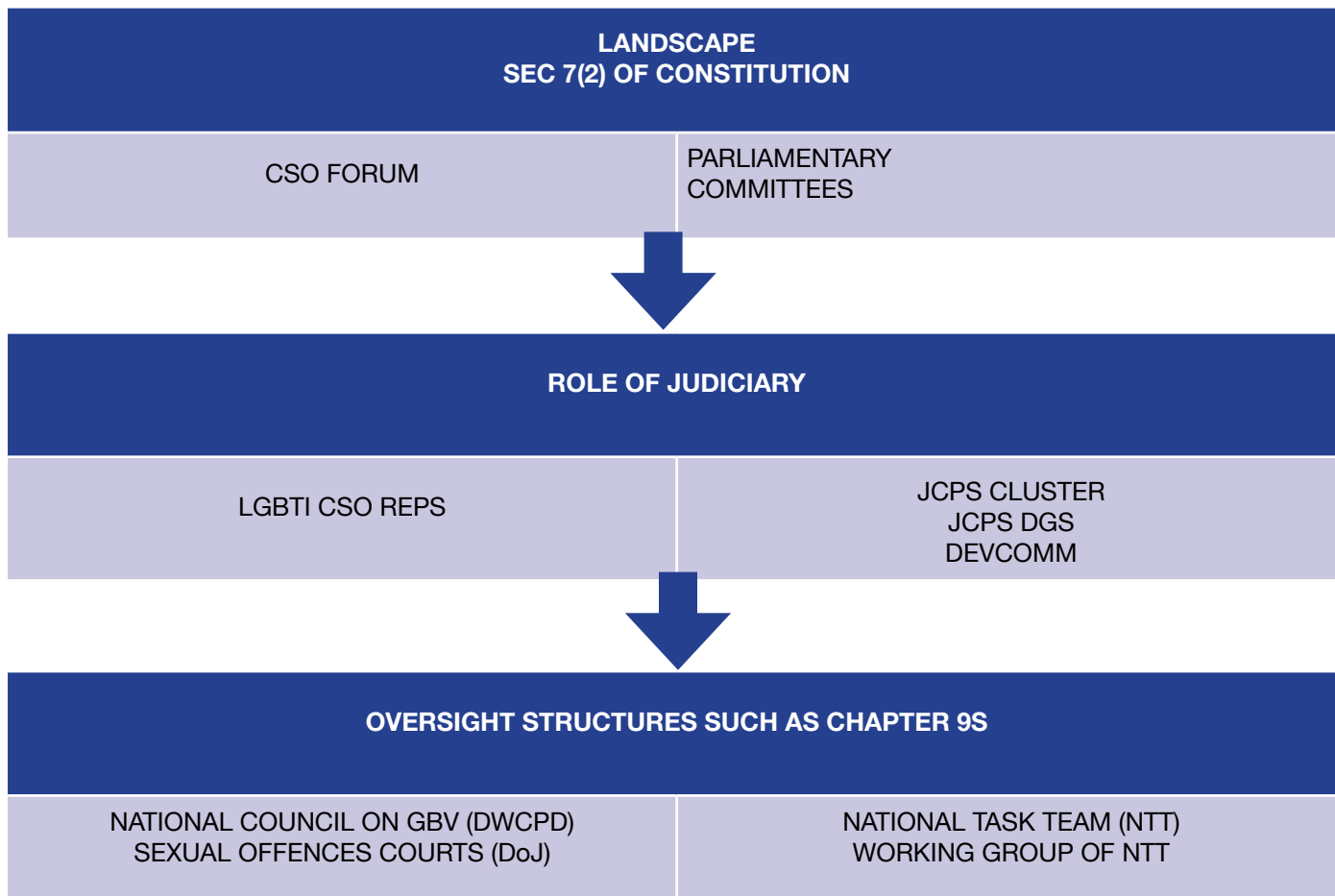
2.1.2 Branch: Constitutional Development

The Branch: Constitutional Development within the DoJ&CD must ensure dedicated expertise and skills to ensure effective and smooth functioning of the NTT, including but not limited to the following:

- LGBTI expertise- this may take the form of a technical advisor from civil society appointed to the DoJ&CD for a specific period of time;
- Project management skills;
- Research skills;
- Coordination skills;
- Community capacity building skills;
- Stakeholder management skills; and
- Report writing skills.

In the event of a lack of dedicated capacity within the Chief Directorate: Constitutional Development, DoJ&CD is expected to outsource these skills and expertise. This decision has been taken to serve as a measure to address the inability of the members of the NTT to dedicate 'full time' services to the NTT. It is recognised that there is limited capacity in research and knowledge management in DOJ&CD in order to create and maintain an archival repository of the work of the NTT; this may be achieved through a partnership with an LGBTI civil society organisation such as GALA, that has experience and skills in this area.

The landscape within which the NIS operates can be depicted as follows:



Government or the Executive has the responsibility to respect, protect, promote and fulfil the rights enshrined in the Bill of Rights, section 7(2) of the Constitution of South Africa. The chapter 9 institutions, in this case the CGE and SAHRC, are independent institutions that have a developmental and oversight role to play in strengthening constitutional democracy through their representation on the NTT and WG. The judiciary, also independent, and operating in the criminal courts in this instance, have a responsibility to pass fair and just sentences in all criminal cases, particularly LGBTI-related cases. As central tenets in the landscape, the executive (government) the judiciary and the chapter 9 institutions foster constitutional democracy. The Department of International Relations and Cooperation (DIRCO) is a key international stakeholder that is represented in the NTT, as its role is to promote and defend the rights of all citizens of South Africa, and in this instance, it is able to complete the loop in terms of international developments post the passing of Resolution 17/19 at the UN.

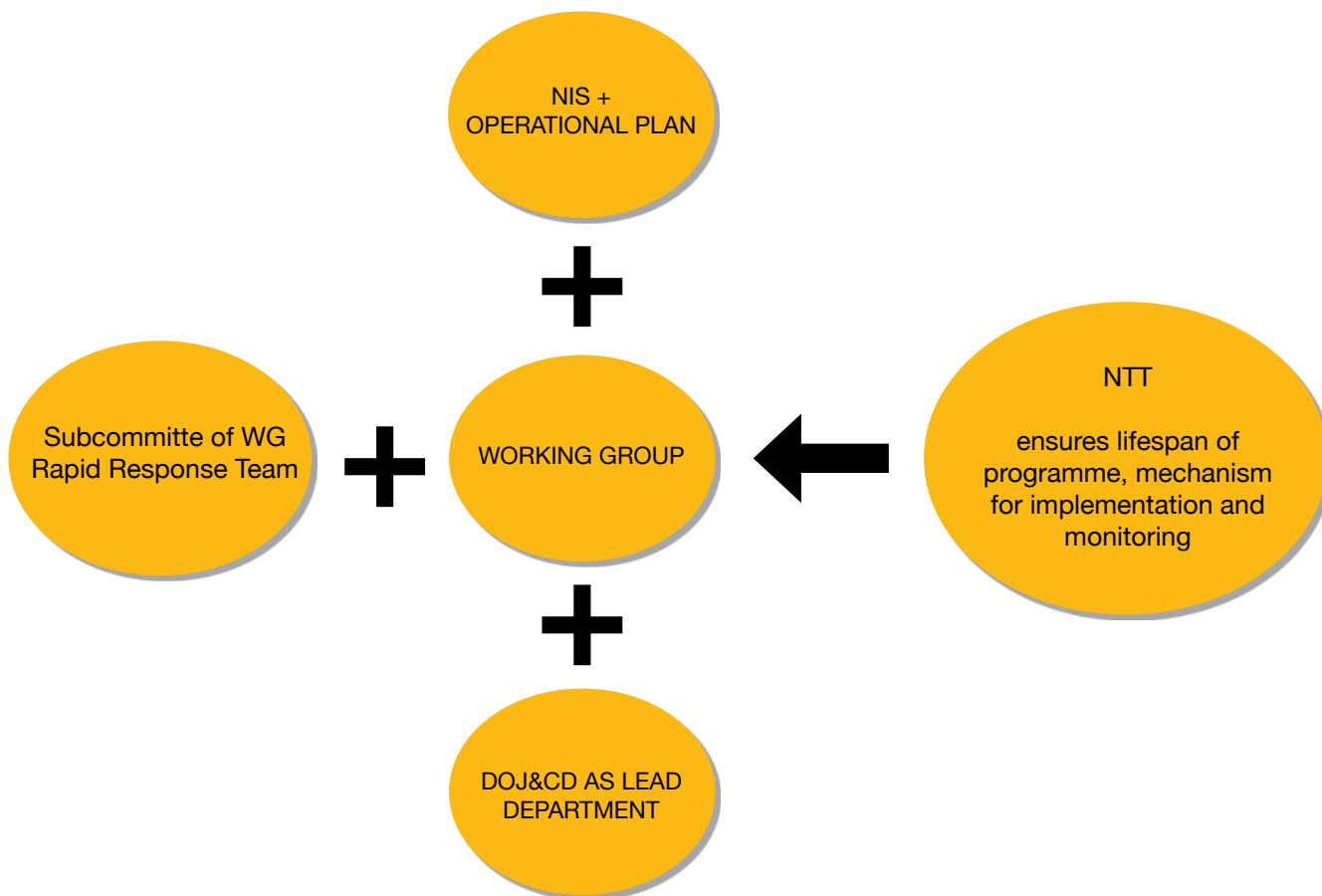
Civil Society inhabits one arm of a partnership in the NTT together with government and representation from the CGE and SAHRC and an international NGO. The Civil Society Forum is a structure that has not yet been set up. The role of this forum would be to enable networking, communication and strengthening of the response of the civil society sector with regard to SGBV and GBV matters. This Forum may then nominate civil society representatives to serve on the NTT and other structures such as the National Council for Gender-based Violence, a council located in the DCPWD and set up in 2012 to lead and monitor the implementation of a 365 Days Plan of Action against Gender-based violence for Children and People with Disabilities, which is a high level, multi-sectoral national response to the scourge of gender-based violence.

Central to the NIS is the National Task Team. It reports to the Development Committee (DevComm) of the DoJ&CD and thereafter decisions are submitted to the JCPS DG Cluster, followed by the JCPS Cluster, the Cabinet Committee of the JCPS and eventually to Cabinet.

The NTT is the overarching body in the structure and it is responsible for the lifespan of the NIS and the mechanisms for implementation and monitoring it across the board. A Working Group reports to the NTT. The Working Group has a subcommittee, the Rapid Response Team with the purpose of urgently attending to the pending cases in the criminal justice system where crimes have been committed against LGBTI persons. Through the Working Group of the NTT (located in the DoJ&CD), a list of pending cases has been collated for prioritization by the Rapid Response Team, a permanent subgroup set up by the Working Group of the NTT. Its composition was finalised as: DOJ&CD, SAPS and NPA and two CSOs. Issues for further discussion include the nature of prioritisation and fast tracking of cases, as well as third party reporting and the identification of a nodal point for ease of reference. One of the key challenges remains the identification of LGBTI related cases in the absence of a specific legislative framework on hate crimes. Networks are being established to try and close this group as far as possible.

This Team will meet regularly as the RRT and government departments are to have interdepartmental meetings in respect of the RRT, when necessitated. A streamlined format is to be decided upon for the pending cases template. In this regard, the HCWG Monitoring Tool as developed by civil society was again suggested as an ideal possibility.

The NTT, as it relates to the LGBTI sector specifically, can be depicted as follows:



The Chief Directorate: Constitutional Development in the Department serves as a Secretariat to the NTT

In support of the aims of the NIS there are 27 full Thuthuzela Care Centres established and 25 partly established. The DoJ&CD has established 57 Sexual Offences Courts by the end of the 2013/14 financial year, with specially trained officials and equipment to reduce the chance of secondary trauma for victims. This goes a long way in creating an enabling environment for addressing SGBV and GBV against LGBTI persons.

2.2 Implementation Proposals

Recent policy documents such as the National Policy Guidelines For Victim Empowerment, Social Development (undated) provides evidence that there are existing structures such as the Victim Empowerment Programme of the Department of Social Development through which to potentially implement the NIS. These National Policy Guidelines provide a framework for sound interdepartmental and intersectoral collaboration and for the integration of effective institutional arrangements for a multi-pronged approach in managing victim empowerment⁴.

Similarly, the Draft Policy, Specialisation of Services for Victims of Sexual Offences, Court Services, Chief Directorate: Promotion of the Rights of Vulnerable groups (undated), provides a supportive policy for victims of sexual offences, and thus for LGBTI persons who are victims of sexual offences. With an expanded definition of sexual violence, the Act has placed a significant degree of responsibility on government departments to deliver services, based on human rights, which are responsive to challenges of socio-economic conditions of beneficiaries and using an approach to service delivery that is integrated and coordinated. The Act entrenches the inter-sectoral coordination of services, which reflects a major departure from the fragmented service delivery that has been a feature of the political past. In terms of this philosophy all policies and programmes must be aligned with a view to developing effective monitoring and evaluation systems for measuring progress. The objects of the Act emphasise therefore, an effective, responsive and sensitive criminal justice system as it relates specifically to sexual offences.

It has been proposed that instead of reinventing a new structure, the aims of the National Task Team (NTT) should rather be articulated within an existing structure that has at its core the same set of deliverables as the NTT. As mentioned earlier, the Victim Empowerment Programme is suggested as this vehicle, as service delivery within this structure cuts across a range of relevant departments, and it has a history of being operational since 2009.

If the VEP is the vehicle for addressing the NIS, then the NTT has to formally engage in consultations at DG and Cabinet level for approval.

In addition, there are numerous other forums and structures the JCPS Cluster has put in place to help deal with gender-based and domestic violence, including the establishment of the following framework and governance structures. These need to be investigated for representation by the NTT.

- JCPS Domestic Violence Task Team, chaired by DoJCD;
- Inter-sectoral Steering Committee on Sexual Offences, located in Chief Directorate Protection of Vulnerable Group chaired by DoJCD;
- Regional Head Forums on all court service issues;
- Interdepartmental Management Team on Sexual Offences, chaired by the NPA; and
- The Victim Empowerment Management Forum, including victims of domestic and other gender based violence, chaired by the National Department of Social Development. They meet on a regular basis led by DSD.

Outside of the JCPS cluster, SANAC has a focus on Adult Sex Work in relation to LGBTI, and there is an Interdepartmental Committee on Human Trafficking with DoJ&CD representation.

3. THE NIS FRAMEWORK (2014 - 2017)

3.1 Vision of the NTT

The vision of the NTT is a long-term one. It is to ensure safety and security for all South Africans. This vision is built upon the notion that there is freedom, equality and prosperity for all South Africans in a society that is able to integrate and celebrate difference and diversity in a society in which LGBTI persons feel their human rights are protected.

3.2 Aims

The NIS follows a multisectoral approach that calls for systemic JCPS cluster involvement. It includes government and civil society and related organisations and addresses sexual orientation-based violence and GBV against LGBTI persons through two programme areas, namely Prevention and Response, to hate crimes against LGBTI persons, on a national level.

The ultimate aim is for national, regional and municipal policies, strategies, plans, budgets and legislation to have an integrated, mainstreamed approach to eradicating SGBV and GBV. To a large extent, the political will is evident in the setting up of a National Task Team consisting of government, chapter 9 institutions, LGBTI civil society organisations and international NGOs. Allocation of initial resources has also been attained with the support of the Foundation for Human Rights as a partner-funder. The terrain has been set for a system wide approach linking local, regional and international mechanisms to i) prevent, ii) respond to and iii) implement and monitor LGBTI-related issues in a short-, medium- and long-term intervention strategy.

3.3. Strategic Outputs

Through the roll-out of the National Intervention Strategy to address SGBV against LGBTI persons (2014-2017), the NTT has the duty to:

1. Develop Prevention Programmes to address violence on the grounds of sexual orientation and gender identity
2. Develop an Improved response by Criminal Justice System to crimes affecting LGBTI sector
3. Strengthening Public Service Institutions to deal with LGBTI issues including discrimination and Hate Crimes

3.3.1 The National Intervention Strategy was developed by the National Task Team to reflect the nature and scope of work to be undertaken by the DOJ&CD at the national, provincial and local levels.

The strategy includes work to be undertaken in three key areas: developing prevention programmes to address violence and discrimination perpetrated on the grounds of sexual orientation and gender identity; improving the response of the criminal justice system in addressing such violence and discrimination; and strengthening the capacity of state and civil society institutions and systems to address and prevent such violence and discrimination.

Output 1 - Development of Prevention Programmes to address violence on the grounds of sexual orientation and gender identity

#	Output	Output Descriptions	Target Year 1 (2014-2015)	Target Year 2 (2015-2016)	Target Year 3 (2016-2017)
1.1	General Awareness of LGBTI Issues	Design and develop awareness programmes on the rights of LGBTI persons	1 Programme	2 Programmes	2 Programmes
1.2	General Awareness of LGBTI Issues	Public reached by programmes to raise awareness and knowledge of LGBTI persons	500 000	500 000	1million
1.3	General Awareness of LGBTI Issues	Convene workshops at provincial level	2 workshops per province	3 workshops per province	4 workshops per province
1.4	General Awareness of LGBTI Issues	Convene Community dialogues at provincial level	2 community dialogues per province	3 community dialogues per province	4 community dialogues per province
1.5	General Awareness of LGBTI Issues	Conduct an audit of existing LGBTI Peer Education Programmes	Design and Develop TORs to conduct Audit	Implement audit recommendations and integrate in existing LGBTI education programmes	Conduct an independent evaluation of 9 Public Education programmes at provincial level
1.6	General Awareness of LGBTI Issues	Design and develop LGBTI education programmes and integrate a hate crimes component	Design and develop LGBTI awareness raising programmes integrating hate crimes component	Implement 3 pilot programmes on rights of LGBTI community integrating a hate crimes component in 3 provinces	Roll out 6 programmes in remaining provinces
1.7	General Awareness of LGBTI Issues	Integrate LGBTI programmes into public outreach and advocacy programmes of the Chapter Nine Institutions	Engage with Chapter Nine institutions to integrate LGBTI programmes into public outreach programmes	Hold 2 Section 6 committee meetings with CGE and SAHRC.	Hold 2 Section 6 committee meetings with CGE and SAHRC

Output 1 - Development of Prevention Programmes to address violence on the grounds of sexual orientation and gender identity

#	Output	Output Descriptions	Target Year 1 (2014-2015)	Target Year 2 (2015-2016)	Target Year 3 (2016-2017)
1.8	General Awareness of LGBTI Issues	Design, develop and implement a range of multi-media Programmes to raise awareness of LGBTI issues including: <ul style="list-style-type: none"> Developing social Media Platforms Design, develop and publish multi-lingual Posters, Brochures Design and develop Radio programmes for broadcasting using community radio, such as DIRCO radio station, and SAPS radio programmes 	<ul style="list-style-type: none"> Design and develop a website to target LGBTI issues Create a Facebook page Design and develop 4 posters Design and develop radio programmes to be broadcast to an audience of 500 000 persons 	<ul style="list-style-type: none"> Develop and implement an Online registration process for LGBTI organisations Design and Implement an SMS feedback line Distribute 300 copies of 2 multi-lingual posters per province Radio programmes to reach a new audience of 500 000 persons 	<ul style="list-style-type: none"> Publish a Directory of LGBTI organisations with demographic and geographic details Audit and publish analysis of Facebook page and sms enquiries line Distribute 300 copies of 2 multi-lingual posters per province Radio Programmes to reach a new audience of 1 million persons
1.9	General Awareness of LGBTI Issues	Develop a Baseline Survey to determine level of awareness and attitudes to LGBTI issues	Design and develop the Framework for the Baseline Survey	Conduct fieldwork and finalise Baseline Survey	Integrate results of baseline survey in programmes designed to raise awareness of LGBTI sector
1.10	General Awareness of LGBTI Issues	Design, develop and implement awareness raising programmes targeted at people with disabilities including sign language and Braille	<ul style="list-style-type: none"> Design and develop sign language programmes targeting LGBTI issues Develop Braille programmes 	<ul style="list-style-type: none"> Implement sign language programmes in 4 provinces Implement Braille programmes in 4 provinces 	<ul style="list-style-type: none"> Sign language programmes in 4 provinces Braille programmes in 4 provinces
1.11	General Awareness of LGBTI Issues	Develop Awareness programmes targeting Learners at secondary and tertiary education level	Design and develop education programmes and integrate in school curriculum	1 Programme implemented	2 Programmes implemented

Output 2 – Develop an Improved response by Criminal Justice System to crimes affecting LGBTI sector

#	Output	Output Description	Target Year 1	Target Year 2	Target Year 3
2.1	Design and develop a database to document and track existing LGBTI Hate Crime cases	<ul style="list-style-type: none"> Capture existing and pending LGBTI cases on database Develop a tracking system to track cases 	Determine the status of existing and pending cases and deal with backlog by 2015	Finalise 50% of all pending cases	Finalise 75% of all pending cases
2.2	Document new cases on database	Develop Guidelines, Standards and Norms for front line service providers	Design and develop E-system for tracking, monitoring and reporting on LGBTI cases	Provide quarterly reports on status of LGBTI cases	Publish annual report on LGBTI cases dealing with backlogs, pending and current caseload
2.3	Promoting Rights of LGBTI Victims	Utilise Victims' Charter to address rights of LGBTI sector	Provide a feedback mechanism to ensure that LGBTI victims are informed of the status of their cases	Integrate an LGBTI focus in witness protection programmes	Raise awareness amongst LGBTI victims of redress mechanisms provided for under the Victims' Charter
2.4	Design and develop strategies to address Hate Crimes	Integrate Hate Crimes Training Education Programmes for Magistrates, Prosecutors and Police	<ul style="list-style-type: none"> Implement training programmes for CJS roleplayers, Chapter Nines and CSOs Support the policy and legislative development process for an effective legal framework on Hate Crimes i.r.o of all relevant prohibited grounds outlined in s9 of the Constitution 	<ul style="list-style-type: none"> Develop and implement a monitoring programme to track Hate Crimes and establish a focal point to receive information about hate Crimes Support the policy and legislative development process for an effective legal framework on Hate Crimes i.r.o of all relevant prohibited grounds outlined in s9 of the Constitution 	<ul style="list-style-type: none"> Publish an annual index of Hate Crimes and outcomes Support the policy and legislative development process for an effective legal framework on Hate Crimes i.r.o of all relevant prohibited grounds outlined in s9 of the Constitution

Output 3 - Strengthening Public Service Institutions to deal with LGBTI issues including discrimination and Hate Crimes

#	Output	Output Description	Target Year 1	Target Year 2	Target Year 3
3.1	Design and develop Education and Training Programmes targeting Public service officials, civil society service providers and the media	<ul style="list-style-type: none"> Develop Training Manual and Training programme for Public Service officials Roll out Pilot Training Programme targeting CJS roleplayers Develop a monitoring and evaluation programme 	<ul style="list-style-type: none"> Finalise Training Manual and Training Programme Roll out Training programmes to public service providers Evaluate the pilot training programme and integrate lessons learnt in final training programme 	<ul style="list-style-type: none"> Train 50 Trainers from the Public Sector Hold 20 training programmes for public officials at which 400 public service officials are trained 	Train 400 public service officials
3.2	Design and develop online and call in mentoring programme for public service officials	<ul style="list-style-type: none"> Implement mentoring programme Develop and implement a monitoring programme 	<p>Provide mentoring services to trainers and official and collect and analyse data regarding users of mentoring services and Collect and analyse data in respect of users of mentoring services</p>	<p>Provide mentoring services to trainers and officials and Publish a report on data analysis</p>	<p>Provide mentoring services to trainers and officials and evaluate the efficacy of the mentoring programme</p>
3.3	Strengthen the capacity of the CSO sector to promote the rights of the LGBTI sector	Develop 5 sensitisation and capacity building training programmes for the CSO sector with a focus on community based organisations	<p>Finalise Training Manual and programme for civil society service providers and Roll out pilot training to CSO service providers and Evaluate the pilot training programme and integrate lessons learnt in final training programme</p>	<ul style="list-style-type: none"> 10 capacity building training programmes in which 200 CSO staff receive training 	<p>10 Capacity Building training programmes in which 200 CSO staff receive training and Post-training survey to assess the efficacy of capacity building programmes</p>

Output 3 - Strengthening Public Service Institutions to deal with LGBTI issues including discrimination and Hate Crimes

#	Output	Output Description	Target Year 1	Target Year 2	Target Year 3
3.4	Support engagement between Chapter Nines, CSO sector and government departments on LGBTI sector	Host 5 provincial forums bringing the various sectors together	Host 4 provincial forums which bring government, Chapter Nines and CSO sector together to policy issues impacting on LGBTI sector	Host a national forum bringing government, Chapter Nines and CSO sector together on policy issues	Publish a report on the issues raised at policy forums
3.5	Design and develop a monitoring and evaluation strategy	Implement monitoring strategy at national, provincial and local level	Produce a quarterly report on achievement of indicators	Quarterly report on indicators	Annual report on Indicators

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