

## **The summary of research findings from surveys done in the Western Cape on the RBO exercise**

Inflexibility of the RBO process  
Lack of Skills  
When setting up pre-RBO, lack of commitment  
Cost  
Representivity  
Follow-up  
Secretarial functions inadequate  
Defining the RBO roles

Lack of mandates  
Suspicion of being co-opted  
Follow-up parties commitment  
Panelists commitment  
Lack of confidence in the process  
Too costly - travel, lunch, logistical problems

Need training to empower parties in facilitation  
Training of panelists is inadequate  
Ad hoc admission  
Process skills and dispute system design

## **Discussions and the agreements from the Focus Group Meeting held in August 1994.**

(Six sub headings were agreed upon)

1. Contact prior to pre RBO initial contact
2. Pre RBO
3. RB
4. Follow-up
5. Training admission
6. Marketing

Where to: Vision  
Where now: you, we  
How

### **1. Initial Contact**

#### Problems:

Inadequate information to parties/panelists co-option and mandate.

#### Vision:

Develop a standard information pack to be sent to RB users.

Develop a list of questions for client services to ask potential users of RB.



## 2. Pre-RB

### Problems:

Inflexibility  
Commitment of panelists lacking  
Inadequate follow-up  
Representivity individuals/groups  
Costs/fees  
No means of evaluating different RB options  
Client Services falling on staff

### Vision:

Skilled RB panel members (staff etc) conduct pre-RB's.  
Person to use discretion to decide extent to which process designed at pre-RB is contained in follow-up documentation.  
Person goes into pre-RBO with IMSSA's information pack.  
In all cases, pre-RB is followed up by written proposal emanating from RB work off standard document, and amend as appropriate.  
Pre-RB normally for free, i.e. non payment for panelists but guarantee of being part of RB team (use discretion).

## 3. RB

### Problems:

Inflexibility  
Cost  
Inadequate representivity - individual/group  
Inadequate secretarial services  
Lack of defined roles  
Co-option and mandate problems  
Major logistical exercise  
Lack of commitment from parties present/absent  
Content problems insufficient vision sharing  
Inadequate report back - very few outside  
Competition - providing a cheaper and better service.

### Vision:

RBO manual  
Felicity Steadman - to investigate vision building (problem and recommend) option  
Costs: determine and seek to work within parties budget  
Non team leaders participate at reduced fee  
Cut down on number of facilitators  
Develop software and standard forms  
Emphasise commitment required to ensure success.

## 4. Follow-up

### Problems:

Lack of follow-up by:  
Parties  
Panelists  
Client Services

Parties lack skill to perform follow-up  
Response unclear - accountability of staff panel  
Reporting inadequate  
No evaluation forms  
Implementation inadequate



Vision:

Evaluation forms - after 6 months

Develop format for parties to evaluate ongoing progress - copy to IMSSA (signal) and need to ascertain if forms have been received

Process report form for RB's

Client Service to diarise follow-up meetings and set these up.

Training skills for users are needed and panelists need to highlight to parties what is available.

**5. Training**

Problems:

Lack of skills to design RB

Training to empower parties in facilitation

Training inadequate especially for new panelists and existing

Ad hoc admissions

Process skills and dispute systems design

Insufficient panelists

Lack of skilled personnel

No assessment applied to existing panel

While male dominate panel (language)

No thorough understanding of the distinction between RBO/RBI

No clear skills on how to structure the RB

Vision

No persons to be further admitted under previous system

New panelists RB training - facilitation, RBO, DSD etc

Advertise to all mediators - possibilities of training - conduct selection and training

Develop criteria for selection - meet regional needs

Training before 1994

Existing panelists - 2-day refresher course

Client Service staff

Before 1994

**6 Marketing**

Problems:

Office lacks confidence in process and people too costly an exercise

Perception that IMSSA offers only RBO

Lack of RB material - manual incomplete

Info pack - send to users and facilitators

Client Service information

Pre RBO full time staff

Vision:

Articles (emphasise RB options)

Develop information packs as above

Part of general marketing strategies

Vision of the new RB:

Meets parties varying needs

Affordable RB

RB not just RBO

Provided by people who have sufficient range of RB skills

Competitive product - market leader

Proper admin support

National uniformity

Maximise service opportunities

