

# Civilian Secretariat for Police

## Strategic Plan 2011-2015



police

Department:  
Police  
REPUBLIC OF SOUTH AFRICA

B0424 rcpolice

## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed under the guidance of the Secretary of Police in accordance with the direction of the Honourable EN Mthethwa.
- Takes into account all the relevant policies, legislation and other mandates for which the Civilian Secretariat for Police is responsible.
- Accurately reflects the strategic goals and objectives which the Civilian Secretariat for Police will endeavour to achieve over the period 2011– 2015

**J Irish-Qhobosheane**  
Secretary of Police  
Deputy Director-General

**Signature:** \_\_\_\_\_

**Approved by:**

**EN Nthethwa**  
Minister of Police

**Signature:** \_\_\_\_\_

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# **PART A: STRATEGIC OVERVIEW**

## **1. Vision**

A transformed and accountable Police Service that reflects the values of our developmental State.

## **2. Mission**

To provide an efficient and effective civilian oversight over the South African Police Service and enhance the role of the Minister of Police.

## **3. Values**

In carrying out its mandate, the Civilian Secretariat for Police subscribes to the following set of values:

### **OUR RELATIONSHIP WITH PARLIAMENT**

***As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:***

- Be faithful to the Republic and honour the Constitution.
- Put the interest of the public first.
- Ensure execution of the policies of the Government.
- Strive to be faithful to statutory requirements and instructions.
- Co-operate with public institutions in promoting public interest.

### **OUR RELATIONSHIP WITH THE PUBLIC**

***As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:***

- Promote the unity and well-being of the South African Nation.
- Be unbiased and impartial.
- Be polite, helpful and reasonably accessible and maintain high service standards.
- Have regard for the circumstances and concerns of the public.
- The development and upliftment of all South Africans.
- Not unfairly discriminate against any member of the public.
- Not abuse our positions as public servants.
- Respect and protect every person's dignity and rights.
- Recognise the public's right to information except where protected by law.

### **OUR RELATIONSHIP WITH OUR COLLEAGUES**

***As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:***

- Co-operate fully with our colleagues to advance the public interest.
- Execute all reasonable instructions by persons officially assigned to give such.
- Refrain from favouring friends and family and not abuse our authority nor be unduly influenced.
- Use the appropriate channels to air any grievances or make direct representations.
- Be committed to development, motivation and utilization of our staff and promote sound labour relations.
- Deal fairly, professionally and equitably with colleagues.

### **PERFORMANCE OF OUR DUTIES**

***As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:***

- Strive to achieve the objectives of the Secretariat cost-effectively and in the public interest.
- Be creative in thought in the execution of our duties.
- Be punctual in the execution of our duties.
- Be professional and competent in our duties.
- Not engage in any action or transaction in conflict with the execution of our duties.

- Recuse ourselves from any official action or decision making that may result in improper gain and to declare such interest.
- Avail ourselves for further training and self development throughout our careers.
- Be honest and accountable when dealing with public funds.
- Promote sound, efficient, effective, transparent and accountable administration.
- Report fraud, corruption, nepotism and maladministration.
- Give honest and impartial advice.
- Honour confidentiality.

#### **OUR PERSONAL CONDUCT AND PRIVATE INTERESTS**

***As employees of the Civilian Secretariat for Police we diligently affirm our commitment to:***

- Dress and behave in a manner that enhances the public service during official duties.
- Act responsibly in the use of alcohol or intoxicating substances.
- Not use our position to obtain gifts or benefits for ourselves or accept such that can be construed as bribes.
- Not disclose official information for personal gain or for the gain of others.
- Not undertake remunerative work outside official duties without prior approval or use official equipment for such work.

### **4. Legislative and other mandates**

#### **4.1 Legislative mandates**

The Civilian Secretariat for Police derives its mandate from the following legislative framework:

- Constitution of the Republic of South Africa, 1996
- South African Police Service Act, 1995
- White Paper on Safety and Security, 1998
- National Crime Prevention Strategy, 1996
- Public Service Regulatory Framework e.g. Public Finance Management Act 1,1999
- Civilian Secretariat for Police Service Act, 2011

#### **The Constitution of the Republic of South Africa, 1996**

The Civilian Secretariat for Police derives its mandate from the Constitution of the Republic of South Africa, Act 108 of 1996. Section 208 of the Constitution requires the Minister of Police to establish a Police Civilian Secretariat which operates directly under the Minister's direction and authority.

The Civilian Secretariat for Police Service Act, 2011 (Act No. 2 of 2011) responds to section 208 of the Constitution which obliges the Minister of Police to establish a civilian secretariat for police that operates directly under the Minister's direction and authority. The Civilian Secretariat for Police Act also takes into cognizance section 206 of the Constitution that entitles the provincial executive to perform certain oversight functions that relate to policing.

#### **The Civilian Secretariat for Police Service Act 2, 2011**

The Civilian Secretariat for Police Act was passed by Parliament in March 2011 and assented to by the President on 16 May 2011 in terms of Government Notice No. 34299 (Notice No. 426) of 16 May 2011. The Act has been enacted by the President on 1<sup>st</sup> December 2011, except for the provision that makes the Civilian Secretariat a designated department and the Secretary of Police assuming Accounting Officer responsibilities.

The Act provides, amongst others, for –

- The establishment of a Civilian Secretariat for the Police by the Minister of Police as a designated department at national level.
- The appointment, duties and functions of the Secretary of Police.
- The powers and functions of the Civilian Secretariat for Police.

- The responsibility of each MEC responsible for policing in the province to constitute a provincial secretariat for that province within 18 months after the commencement of the Act. The Act was enacted on 1st December 2011. Provinces will have until May 2013 to have established provincial secretariats.

#### 4.2 Policy Mandates

The White Paper for Safety and Security (1998) speaks to roles and responsibilities within public-policing environment. It defines the roles as follows:

- The Minister is responsible for the development, monitoring and implementation of policy and is accountable for all three of these dimensions;
- The Civilian Secretariat for Police must have the capacity and be empowered to perform the following functions;
  - To provide the Minister with policy advice
  - To monitor and audit the police
  - To provide support services to the Minister
  - To mobilise role-players, stakeholders and partners outside
- SAPS' role is to focus on their core business which is to prevent, combat and investigate crime, maintain public order and manage all operational functions of the service.

#### The White Paper

The White Paper for Safety and Security expands on the role of the Secretariat of Police as follows:

- **Policy and Strategy:** To embark on strategic and indicative planning, research and the formulation of departmental policy proposals, which when approved by the Minister, would guide the activities of the SAPS.
- **Audit and Monitoring:** To monitor the Department of Police's budget to ensure alignment with the policies approved by the Minister and to monitoring the effectiveness and efficiency of the implementation of these policies.
- **Providing Ministerial support services:** Including the management of international and stakeholder liaison, as well as to provide legislative support.
- **Communication:** The implementation of a communication strategy aimed at informing and mobilising role players, stakeholders and partners outside the Department regarding the delivery of Safety and Security.
- **Accountability:** To account to the Minister and to Parliament on issues and activities

#### National Crime Prevention Strategy

The National Crime Prevention Strategy was initiated by the Cabinet in March 1995. The strategy was a result of an extensive process of research and analysis and drew on international experiences. Civil Society and NGO's involved with crime prevention made a substantial contribution to this strategy.

#### 4.3 Relevant court rulings

There were no court rulings that had any significant or ongoing impact on the operations or service delivery obligations of the Civilian Secretariat.

#### 4.4 Planned policy initiatives

The Civilian Secretariat for Police acts as the policy advisor to the Minister of Police. It is the role of the Civilian Secretariat for Police to develop professional, scientific and sound policy which, when approved, by the Minister will guide the activities of SAPS and other areas of policing.

The Civilian Secretariat for Police will in the 2013/14 year focus on policies that may arise from the following:

- State of the Nation Address
- Ministers Delivery Agreement
- JCPS Cluster priorities
- White Paper on Policing

## 5. Situational analysis

### 5.1 Performance environment

The enactment of the Civilian Secretariat for Police Service Act has given the Secretariat full powers and responsibility to interact with provincial departments of safety as well as with the South African Police Service. Engagements with Provincial departments of Safety and Liaison have led to the development of Customized Sector Indicators being concluded and approved by National Treasury. This will allow for alignment of budgets and programmes at both National and provincial level with the mandate and functions outlined in the Civilian Secretariat for Police Act. The enactment has also enabled the Secretariat to access and engage with information and processes with SAPS that better enable the Secretariat to fulfil its mandate.

Due to the Civilian Secretariat's oversight and policy mandate, additional directives are regularly referred to the Secretariat by the Minister and the Portfolio Committee for attention. The consequence of these referrals exerts additional pressure on the Civilian Secretariat, and requires the Secretariat to reprioritize its plans.

Within the service delivery environment and in terms of the Civilian Secretariat for Police Act, the Secretariat is also responsible for overseeing the implementation of effective complaints management systems by the SAPS. However the Secretariat itself has had to address and attend to complaints received from both the public and members of Parliament. During the 2011/12 financial year more than 500 complaints were addressed by the Secretariat.

A key aspect of the mandate of the Civilian Secretariat is to conduct oversight over the police. For this oversight to have impact, it is important that its recommendations are addressed by the SAPS. To deal with these issues, a compliance forum is in the process of being initiated between SAPS and the Secretariat. This forum will evaluate the implementation of recommendations made.

In order for the Secretariat to be able to effectively address both its oversight functions and its policy development, the Secretariat has had to collaborate and work with SAPS and address gaps identified. This has at times resulted in the Secretariat becoming involved in projects and processes that are operational in nature. One example of this is the monitoring of the firearms licensing process.

There have been gaps in the development of policy frameworks within the department over the last five years largely due to the dysfunctionality of the Secretariat. As a result, the Policy Unit has faced additional pressure in the development of policies. Added to this, policy development requires the full engagement and participation of both SAPS and other stakeholders for policies to be relevant. The lack of optimal engagement often delays the finalization of policies.

The community partnership process began to operationalise its activities during the 2011/12 financial year with the finalization of guidelines for CPFs and the approval of a policy on CSFs. The Partnership Unit, like the oversight section of the Secretariat is also forced to embark on engagements and processes based on both the needs of the Minister of Police and on developments at community level. A number of these processes and engagements also fall outside the annual planning processes and become *ad hoc* projects and programmes that have to be undertaken by the Secretariat.

The work of the Secretariat entails effective and structured engagements with external role players and stakeholders. Based on this, structured reference groups have been established, particularly with regard to policy and research development and the implementation by SAPS of the Sexual Offences, Child Justice and Domestic Violence Acts. A key area of performance delivery environment that will be new to the Secretariat is the monitoring of the implementation of the Domestic Violence Act (DVA). This was a responsibility of the former Independent Complaints Directorate (ICD), which is now written into the Civilian Secretariat for Police Service Act of 2011. A DVA Task Team consisting of the SAPS Inspectorate, the Independent Police Investigative Directorate (IPID) and provincial departments of Safety and Security was set up to assist with the smooth transfer of DVA

systems and functions. New measurable objectives are being written into the 2013/14 targets and indicators of both the Secretariat and provincial departments of Safety and Security.

## 5.2 Organizational environment

The Civilian Secretariat for Police Service Act was promulgated on 1<sup>st</sup> December 2011, except for the sections that provide for the Civilian Secretariat becoming a designated department and the Secretary of Police becoming the accounting officer of the Civilian Secretariat. When the Civilian Secretariat becomes a designated department, this will be a major milestone in the history of the Secretariat due to the structural separation and budgetary autonomy from the SAPS. The Civilian Secretariat is currently operating as a cost centre of the SAPS.

The Secretariat organogram has undergone a revision in order to respond to the obligations placed on it under the Civilian Secretariat for Police Service Act. The revised organizational structure has been approved by the Minister of Police and signed off by the Minister of Public Administration, and makes provision for the appointment of additional personnel. This has resulted in a significant increase in the staff complement of the Civilian Secretariat. The role and impact of the Civilian Secretariat has improved significantly since 2009, despite its current lack of optimal personnel capacity.

There have been a number of workshops held with Provinces regarding the alignment of the provinces with the Civilian Secretariat for Police Act and the establishment of Provincial Secretariats. The majority of provinces have already begun redesigning their structures at a provincial level to allow for the establishment of provincial secretariats. In addition, provincial forums have been established to address oversight, research and partnerships and this process has allowed the Civilian Secretariat to make use of provincial departments to deliver on its mandate more effectively.

## 5.3 Description of the Strategic Planning process

The process of the planning involved an in-depth analysis of the implications of the Civilian Secretariat for Police Service Act, as well the current safety and security environment. The process also involved a review of the performance of the previous year to determine strengths, weaknesses, opportunities and threats. Consultations were held with various stakeholders, including IPID, Provincial Departments of Community Safety and SAPS.

## 6. Strategic goals of the department

The overall strategic goal of the Secretariat is to conduct civilian oversight over the police and provide the Minister of Police with strategic support (policy advice, legislative support, public participation and monitoring and evaluation of SAPS). Given this mandate, the Secretariat has adopted the following key strategic outcomes:

<b>Strategic Goal 1</b>	A well-advised and supported Minister for a service-delivery oriented police service that is accountable.
<b>Goal statement</b>	Ensuring compliance to all Public Service Rules and Regulations, the Public Finance Management Act, all Treasury Regulations and a well run administration.
<b>Strategic Goal 2</b>	Quality, timeous evidence-based strategic research, policy advise and legislative support to the Minister of Police
<b>Goal statement</b>	To develop and facilitate legislation, research and policy to strengthen the policing environment
<b>Strategic Goal 3</b>	Deepened public participation in the fight against crime
<b>Goal statement</b>	To facilitate collaboration between government and civil society organizations in crime prevention



<b>Strategic Goal 4</b>	Enhanced accountability and transformation of the South African Police Service
<b>Goal statement</b>	To promote accountability and transformation of the South African Police Service by providing effective and efficient monitoring and evaluation

## Overview of 2013/14 budget and MTEF estimates

### Expenditure estimates

Programme		Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
		2009/2010	2010/2011	2011/2012		2012/2013	2013/2014	2014/2015
R thousand		R'000	R'000	R'000		R'000	R'000	R'000
1	Administration	9520	12660	12405	53380	67102	70569	74837
2	Partnerships		1049	5993	2941	3529	3882	4270
3	Policy and Research	3141	3614	4379	1155	2025	2228	2450
4	Legislation	1391			1380	1380	1670	1837
5	Monitoring and Evaluation	2882	5483	9156	4567	8798	4440	5214
<b>TOTAL</b>		<b>16934</b>	<b>22806</b>	<b>31933</b>	<b>63423</b>	<b>82834</b>	<b>82789</b>	<b>88608</b>
Direct charges against the National Revenue Fund		16934	22806	31933	63423	82834	82789	88608
<b>Total</b>		<b>16934</b>	<b>22806</b>	<b>31933</b>	<b>63423</b>	<b>82834</b>	<b>82789</b>	<b>88608</b>

## PART B: STRATEGIC OBJECTIVES

### 7. Programmes and Sub-programmes

#### Programme 1: Administration

**Programme purpose:** The purpose of the programme is to provide for the management, leadership and administration of the Civilian Secretariat. This program includes the Office of the Secretary, Office of the Chief Financial Officer and Corporate Services.

Programme	Sub-Programme
1. Administration	1.1. Office of the Secretary for Police 1.2. Corporate Services 1.3. Office of the Chief Financial Officer

**Sub Programme 1.1: Office of the Secretary for Police**

**Sub Programme Purpose:** The purpose of the sub-programme is to provide efficient and effective oversight over the SAPS and enhance the role of the Minister.

<b>Strategic Objective</b>	An effective and efficient Secretariat able to fulfill its mandate
<b>Objective statement</b>	To provide strategic direction and ensure effective administrative management of the Secretariat and to support the Minister of Police to fulfill his constitutional role
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Civilian Secretariat for Police Service Act in place.</li> <li>• Performance agreements in place.</li> <li>• Secretariat re-structured in terms of new approved organizational structure.</li> <li>• Advice and support provided to the Minister</li> </ul>

**Sub-Programme 1.2: Corporate Services**

**Sub programme Purpose:** The purpose of the sub- programme is to provide a reliable and efficient corporate service to the Civilian Secretariat that includes the provision of human resource management and development services, including employee relations, as well as communication & information technology service and auxiliary services.

**Sub-sub programme 1.2.1: Human Resource Management and Development**

**Sub-sub Programme Purpose:** The purpose of the sub-sub programme is to provide Human Resource Management and Development services, as well as employee relation services

<b>Strategic Objective</b>	An effective HR Management and services in place
<b>Objective statement</b>	To manage the provision of human resource management and development as well as employee services
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• HR policies developed &amp; approved.</li> <li>• Job evaluation finalized and organizational structure approved.</li> <li>• Posts approved &amp; funded in line with the organizational structure</li> <li>• Performance Management System in place</li> <li>• Continual staff training and induction</li> <li>• Communication strategy approved</li> <li>• Vehicle Management policies and practices in place</li> </ul>

**Sub-sub programme 1.2.2: Communications & Information communication and technology services**

**Sub-sub Programme purpose:** The purpose of the sub-sub programme is to develop a communication plan that will contribute to the successful implementation of the communication strategy on the mandate and the functioning of the Civilian Secretariat for Police

<b>Strategic Objective</b>	To provide communication services for the Civilian Secretariat for Police
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• Provision and integration of communication services.</li> </ul>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Developed Communication strategy</li> <li>• Approved Communication plan for implementation of the Communication strategy.</li> </ul>

**Sub-Programme 1.3: Office of the Chief Financial Officer**

**Sub programme purpose:** The purpose of the sub-programme is to provide PFMA-compliant financial, accounting and supply chain services to the Civilian Secretariat for Police

<b>Strategic Objective</b>	An efficient and effective budget and financial management and supply chain practices in compliance with applicable policies, prescripts and legislation
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• To Promote efficient and effective procurement, provisioning system and best practices that enable the Civilian Secretariat to deliver a required quality service</li> <li>• To ensure compliance with PFMA, Treasury guidelines and all other policies and guidelines for effective and efficient financial planning, budgeting, co-ordination, control, monitoring and evaluation of the Civilian Secretariat for Police's expenditure</li> </ul>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Secretariat still operating as a cost-centre of SAPS</li> <li>• Chief Financial Officer appointed.</li> <li>• Financial reporting system and policies in place.</li> <li>• Updated &amp; maintained asset register and disposal plan in place</li> <li>• Compliance with procurement in line with the relevant policies within the Secretariat</li> <li>• Procurement &amp; supply chain policies developed &amp; implemented</li> </ul>

**Sub-sub Programme 1.3.1: Supply Chain**

**Sub-sub Programme purpose:** The purpose of the sub-sub-programme is to provide PFMA compliant supply chain services to the Civilian Secretariat for Police

<b>Strategic Objective</b>	Ensure sound corporate governance and provide PFMA compliant supply chain services and asset management services in the Secretariat.
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• To Promote efficient and effective procurement, provisioning system and best practices that enable the Civilian Secretariat to deliver a required quality service</li> <li>• To ensure compliance with PFMA, Treasury guidelines and all other policies and guidelines for effective and efficient financial planning, budgeting, co-ordination, control, monitoring and evaluation of the Civilian Secretariat for Police's expenditure</li> </ul>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Secretariat still operating as a cost-centre of SAPS</li> <li>• Chief Financial Officer appointed.</li> <li>• Financial reporting system and policies in place.</li> <li>• Updated &amp; maintained asset register and disposal plan in place</li> <li>• Compliance with procurement in line with the relevant policies within the Secretariat</li> <li>• Procurement &amp; supply chain policies developed &amp; implemented</li> </ul>

Sub-sub Programme 1.3. 2: Financial Management

**Sub-sub Programme purpose:** The purpose of the sub-sub programme is to provide PFMA-compliant financial, accounting and supply chain services to the Civilian Secretariat for Police

<b>Strategic Objective</b>	An efficient and effective budget and financial budget management in line with all financial policies, prescripts and legislation
<b>Objective statement</b>	<ul style="list-style-type: none"> <li>• To Promote efficient and effective procurement, provisioning system and best practices that enable the Civilian Secretariat to deliver a required quality service</li> <li>• To ensure compliance with PFMA, Treasury guidelines and all other policies and guidelines for effective and efficient financial planning, budgeting, co-ordination, control, monitoring and evaluation of the Civilian Secretariat for Police's expenditure</li> </ul>
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Secretariat still operating as a cost-centre of SAPS</li> <li>• Chief Financial Officer appointed.</li> <li>• Financial reporting system and policies in place.</li> </ul>

**Programme 2: Partnerships**

**Programme purpose:** The purpose of the programme is to manage and encourage national dialogue on community safety and crime prevention.

<b>PROGRAMME</b>	<b>SUB PROGRAMMES</b>
2. Partnerships	2.1 Civil Society Partnerships 2.2 Intergovernmental Partnerships 2.3 Community Outreach Programmes 2.4 Private-Public Partnerships

**Sub Programme 2.1: Civil Society Partnerships**

**Sub Program Purpose:** The purpose of the sub-programme is to manage and facilitate civil society partnership in crime prevention

<b>Strategic Objective</b>	Strategic collaborative partnerships between government and civil society with regard to safety and crime prevention.
<b>Objective statement</b>	To develop and implement a partnership strategy that mobilizes role players and stakeholders in strengthening collaboration in crime prevention initiatives to strengthen service delivery
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Partnership strategy finalized, to be implemented</li> <li>• Consultations held with variety stakeholders</li> <li>• Concrete programs developed with stakeholders like unions</li> </ul>

**Sub Programme 2.2: Intergovernmental Partnerships**

**Sub Program Purpose:** The purpose of the sub-programme is to promote intergovernmental cooperation on community safety and crime prevention

<b>Strategic Objective</b>	Enhanced intergovernmental co-operation on safety and security issues through a coordinated effort
<b>Objective statement</b>	To strengthen cooperation within government departments through memorandums of understandings, protocols and undertakings to improve the safety and security of citizens
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Close working relationship with Cluster departments</li> <li>• Firm cooperation with Provincial Secretariats</li> <li>• Working relationship with SALGA</li> <li>• Partnership with Department of Social Development on the EPWP</li> </ul>

**Sub Programme 2.3: Community Outreach Programmes**

**Sub Program Purpose:** The purpose of the sub-programme is to promote, encourage and facilitate community participation in safety programmes

<b>Strategic Objective</b>	Maximum participation of communities in crime prevention initiatives
<b>Objective statement</b>	To mobilize communities to participate in crime prevention activities
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Workshops and public participation meetings held with communities</li> <li>• Consultation and workshops conducted with National and Provincial CPF Boards</li> <li>• Workshops held with all provinces on revised guidelines for CPF's</li> </ul>

**Sub Programme 2.4: Public Private Partnerships**

**Sub Program Purpose:** The purpose of the sub-programme is to manage and facilitate public private partnerships programmes

<b>Strategic Objective</b>	Ensure a collaborative effort between government, private and academic sectors on crime prevention initiatives
<b>Objective statement</b>	To strengthen collaboration between government, private and academic sector on crime prevention initiatives
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Monthly collaborative meetings with business</li> <li>• Reference groups established</li> <li>• Identified areas of cooperation being implemented</li> </ul>

**Programme 3: Policy and Research**

Programme	Sub-Programme
3. Policy and Research	3.1 Policy Development 3.2 Research Development 3.3 Resource Information Centre

**Programme Purpose:** The purpose of this programme is to provide policy advice and research services to the Secretary of Police

**Sub-Programme 3.1: Policy Development**

**Sub-programme Purpose:** The purpose of this sub-programme is to develop policing policies

<b>Strategic Objective</b>	Evidenced-based policies around policing areas
<b>Objective statement</b>	To develop clear policies around major policing areas informed by government and the Minister's programme of action
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Advice and support to the Secretary</li> <li>• Fully capacitated policy unit</li> <li>• Developed policing policies</li> <li>• Research and analysis</li> <li>• Engagement and cooperation with external stakeholders</li> </ul>

**Sub-Programme 3.2: Research Development**

**Sub-programme Purpose:** The purpose of this sub-programme is to undertake research in areas of policing and crime

<b>Strategic Objective</b>	Strategic research on crime and policing to the Secretary
<b>Objective statement</b>	To develop and implement a research programme on policing and crime
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• Fully capacitated research unit</li> <li>• Research to improve policing</li> <li>• Research and analysis to support policy development</li> <li>• Engagement and cooperation with external stakeholders</li> </ul>

**Sub-Programme 3.3: Resource Information Centre**

**Sub-programme Purpose:** The purpose of this sub-programme is to provide resource information management to the Civilian Secretariat and relevant stakeholders

<b>Strategic Objective</b>	Resource and information support to the Secretariat and relevant stakeholders
<b>Objective statement</b>	To develop, collate and provide recognized resource information to all components of the Secretariat and provinces
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• An established Resource Centre</li> <li>• An research database with catalogued research papers and reports</li> <li>• An index of available material</li> <li>• Partnerships with universities, NGOs and other stakeholders</li> </ul>

**Programme 4: Legislation**

**Programme Purpose:** The purpose of this programme is to provide legislative support services to the Secretary of Police

<b>Strategic Objective</b>	An effective and constitutionally-compliant departmental legislative framework for effective policing
<b>Objective statement</b>	To ensure that the Minister, through the support of the Secretary of Police, develops and maintains effective policing legislation that is implemented by the South African Police Service
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• The Civilian Secretariat for Police Act in operation, save for designated department and accounting officer responsibilities</li> <li>• Regulations for Civilian Secretariat for Police drafted</li> <li>• South African Police Service Amendment Bill ("DPCI") passed and put into operation</li> <li>• The Independent Police Investigative Directorate Act put into operation.</li> <li>• Regulations on selected provisions of the Firearms Control Amendment Act put into operation.</li> <li>• Preparatory Work to develop Cash-in-Transit Regulations conducted.</li> <li>• Work on White Paper commenced to be finalized in current financial year</li> </ul>

**Programme 5: Monitoring and Evaluation**

**Programme Purpose:** The purpose of the programme is to monitor and oversee the functions of the police service

<b>Programme</b>	<b>Sub Programmes</b>
<b>5. Monitoring and Evaluation</b>	5.1 Police Performance 5.2 Police Conduct 5.3 Compliance 5.4 Evaluations

**Sub-Programme 5.1 Police Performance**

**Sub-programme Purpose:** The purpose of the sub-programme monitor the planning processes, budget utilization and performance of the South African Police Service.

<b>Strategic Objective</b>	Improve police performance
<b>Objective statement</b>	To improve the performance of the SAPS by monitoring and evaluating planning processes, budget utilization and performance of the SAPS
<b>Baseline</b>	<ul style="list-style-type: none"> <li>• A national Monitoring and Evaluation Tool (NMET) and guidelines developed.</li> <li>• A national Trend analysis report developed</li> <li>• Technical assessment of the SAPS 2011/12 FY Annual Report compiled</li> <li>• A database to capture and store data generated from the station visits developed</li> </ul>

### Sub-Programme 5.2: Police Conduct

**Sub-programme purpose:** The purpose of this sub-programme is monitor the conduct, integrity and transformation of the South African Police Service.

<b>Strategic Objective</b>	Transform and professionalize the police service
<b>Objective statement</b>	To contribute to the transformation and professionalisation of the police service by monitoring and evaluating the integrity and conduct of the South African Police Service
<b>Baseline</b>	<ul style="list-style-type: none"><li>• An interim complaints management system developed</li><li>• SAPS Discipline Management Audit conducted</li></ul>

### Sub-Programme 5.3: Compliance

**Sub-programme purpose:** The purpose of the sub-programme is to monitor compliance to policing policy, legislation and ministerial directives by the SAPS

<b>Strategic Objective</b>	Improve police compliance
<b>Objective statement</b>	To improve the implementation of policing policy, legislation, Ministerial directives and priorities by South African Police Service.
<b>Baseline</b>	<ul style="list-style-type: none"><li>• A national Monitoring and Evaluation Tool (NMET) and guidelines have been developed</li><li>• Assessment reports submitted with regard to Central Fire Arms Registry</li><li>• Assessment reports submitted with regards to SAPS Firearm Management</li><li>• Compliance forum (DVA) established</li><li>• Reference group established</li><li>• Bi-annual report to Parliament (DVA)</li></ul>

### Sub-Programme 5.4: Evaluations

**Sub-programme purpose:** The purpose of the sub-programme is to evaluate the effectiveness, efficiency and impact of programmes implemented by the SAPS

<b>Strategic Objective</b>	Improve programme implementation effectiveness
<b>Objective statement</b>	To improve the implementation of SAPS programmes/projects by providing credible and useful evaluation information
<b>Baseline</b>	<ul style="list-style-type: none"><li>• Monitoring data collected through NMET</li><li>• Workshop on evaluation plans held with Department of Performance Monitoring and Evaluation (DPME)</li><li>• M&amp;E forum established and maintained</li></ul>



### **7.1 Resource Considerations**

The Secretariat budget allocation is currently under the control of the SAPS Chief Financial Officer. The Secretariat will have its own independent allocated budget during the 2013/14 financial year, once the Secretariat becomes a designated department.

### **7.2 Risk Management**

The following risk factors were identified:

- Current HR capacity is impacting on the Secretariat in carrying out its mandate. The Secretariat is in the process of appointing competent staff to eliminate this threat. A process of matching and placing staff according to their skills and qualifications will be implemented.
- The total budget of the Secretariat is under the control of the SAPS with the Secretariat being run as a cost centre. The migration from the SAPS Budget and Financial systems will take place within the next few months in order for the Secretariat to have an independent financial system under the control and management of an appointed Chief Financial Officer by the beginning of the 2012/13 Financial Year.
- All logistical arrangements are being made to improve office space, IT systems and other infrastructure shortcomings which still are under the control of the SAPS. This will change in the 2012/13 Financial Year as the Secretariat becomes a designated department.

The above risks will be mitigated by Shared Service Agreements to assist with the migration from a cost centre to an independent designated department.

## ***PART C: LINKS TO OTHER PLANS***

### **8. Links to the long-term infrastructure and other capital plans**

There is no link to long-term infrastructure and other capital plans

### **9. Conditional grants**

The Civilian Secretariat for Police receives no conditional grants.

### **10. Public entities**

The Civilian Secretariat for Police has no public entities.

### **11. Public-private partnerships**

The Civilian Secretariat for Police is establishing public-private partnerships