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VOTE 21

2020/21 BUDGET AND ANNUAL PERFORMANCE PLAN (APP) ANALYSIS OF THE CIVILIAN SECRETARIAT FOR THE POLICE SERVICE (CSPS)

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PURPOSE OF THE VOTE

Provide strategic advice and support to the Minister of Police. Exercise civilian oversight of the South African Police Service (SAPS) to ensure a transformed and accountable police service that reflects the values of a developmental state.

MANDATE

The Civilian Secretariat for the Police Service was established in terms of the Civilian Secretariat for Police Service Act (2011) and section 208 of the Constitution, which provides for the establishment of a civilian secretariat for the police service to function under the direction of the Minister of Police.

In terms of the Act, the Secretariat's mandate is to conduct civilian oversight of the police service and provide policy and strategic support to the Minister, including administrative support in relation to his international obligations. The Act also mandates the Secretariat to monitor the implementation of the Domestic Violence Act (1998) by the South African Police Service.

FIVE-YEAR VISION

A transformed and accountable Police Service that reflects the democratic values and principles of the Constitution of the Republic of South Africa.



1. INTRODUCTION

The 2020/21 Annual Performance Plan (APP) of the Civilian Secretariat for the Police Service (CSPS) provides measurable performance indicators and targets against which its performance and service delivery outputs will be measured at the end of the financial year. These targets are budgeted through the Estimates of National Expenditure (ENE) (or Budget), and together these two documents provide a cohesive picture of the direction the Secretariat is moving towards during 2020/21. In turn, these documents are informed by and based on the Strategic Plan 2020-2025, which identifies the medium term strategic priorities of the Secretariat. These priorities should also be aligned with the broad strategic goals and priorities of Government as stated in the Medium Term Strategic Framework (MTSF) 2019-2024, as well as the National Development Plan (NDP). This alignment is evident in the Strategic Plan and APP of the CSPS.

The CSPS has a key role to reduce violent crime through the promotion of a more active citizenry and the establishment of a new social compact. This can find expression in the implementation of the 2016 White Paper on Safety and Security that is focussed on realising the vision of the NDP and calls for an integrated and holistic approach to safety and security across all government departments and civil society.

A key priority during the five-year period is the repositioning of the CSPS as a new Department and the primary policy advisor to the Minister, which requires a review of the current organisational structure.

The 2020/21 financial year marks the first year in which the CSPS received a separate budget Vote of Government as contained in the ENE. In practical terms, this means that Parliament will, for the first time, vote for and approve the budget of the CSPS separate to that of the Police Vote 28 during the adoption of the Appropriations Bill.

This paper provides a summary and analysis of the 2020/21 budget allocation and the performance indicators contained in the CSPS APP for Parliamentary oversight by the Portfolio Committee on Police during deliberations scheduled for 17 April 2020. The paper further aims to highlight key concerns identified with the budget and performance indicators.

2. IMPACT OF COVID-19

On 15 March 2020, President Ramaphosa declared the COVID-19 pandemic a national disaster and on 23 March 2020, announced a national lockdown that started from midnight on 26 March 2020 and would run for 21 days ending on 16 April 2020. Thus, the Disaster Management Act, 2002 (Act No. 57 of 2002) was activated and on 25 March 2020, the Minister of Cooperative Governance and Traditional Affairs (GOGTA), Dr Dlamini Zuma gazetted the Regulations in terms of the Act, which provided clarity on the restrictions of movement of people and trading in non-essential items. The SAPS, together with the South African Defence Force (SANDF) and the Metro Police Services, were tasked to enforce these restrictions.¹ This has been accompanied by various challenges, especially police brutality.

¹ On 25 March 2020, the President submitted a letter to Parliament noting the deployment of 2820 Members of the SANDF to assist the Police in maintaining law and order at a cost of R641.2 million. In addition, on 17 March 2020, the SANDF called up members of the Reserve Force to assist the regular force where required.



The role of the Minister of Police in the lockdown and greater covid-19 response effort will have a significant impact on the achievement of the Secretariat's performance indicators and expenditure during the 2020/21 financial year. It is likely that all Budget Programmes will be affected.

3. LEGISLATIVE AND LEGISLATIVE MANDATES

3.1. Legislative mandate

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

- Civilian Secretariat for Police Service Act 2 of 2011
- Civilian Secretariat for Police Service Regulations 2016
- South African Police Service Act 68 of 1995 as amended
- Independent Police Investigative Directorate Act 1 of 2011
- Criminal Law (Forensic Procedures) Amendment Act 37 of 2013
- Public Service Act 103 of 1994
- Public Finance Management Act 1 of 1999
- Intergovernmental Relations Framework Act of 13 of 2005
- Firearms Control Act 60 of 2000
- Critical Infrastructure Protection Act 8 of 2019
- Domestic Violence Act 116 of 1998
- Game Theft Act 105 of 1991
- Intimidation Act 72 of 1982
- National Key Points Act 102 of 1980
- Second-Hand Goods Act 6 of 2009
- Tear-Gas Act 16 of 1964
- Transfer of the South African Railways Police Force to the South African Police Act 83 of 1986
- Explosives Act 26 of 1956
- Protection of Constitutional Democracy against Terrorist and Related Activities Act 33 of 2004
- Regulation of Gatherings Act 205 of 1993
- Private Security Industry Regulation Act 56 of 2001.

3.2. Policy mandate

The Civilian Secretariat for Police Service is further guided by the following policies:

- National Development Plan Vision 2030
- 2019 – 2024 Medium-Term Strategic Framework
- 2016 White Paper on Safety and Security
- 2016 White Paper on Policing
- Policy on Community Safety Forums
- Policy Framework on Establishing an Integrated Model of Policing: Single Police Service
- Policy on Reducing Barriers to the Reporting on Sexual Offences and Domestic Violence



4. INSTITUTIONAL POLICIES AND STRATEGIES: FIVE-YEAR PLANNING PERIOD

The key policies and selected strategies for the Department for the next five-year planning period are as follows:

- e-Policing Policy Framework
- Guidelines to Enhance SAPS Performance Indicators
- Community Strategy
- Partnership Strategy and Framework
- Information and Communication Strategy
- Human Capital Strategy
- Panel of Experts: Farlam Commission of Inquiry Report
- 2016 White Paper on Safety and Security
- 2016 White Paper on Policing
- Community Policing Policy
- Oversight Monitoring and Evaluation Framework
- Knowledge Management Strategy
- National Policing Advisory Committee Policy Framework
- Policy Framework on the Establishment of an Integrated Model of Policing: Single Police Service

5. STRATEGIC FOCUS 2020-2025

The Secretariat identified emerging priorities and opportunities that will be implemented during the medium-term period. These are -

- 1) Facilitating the implementation of the 2016 White Paper on Safety and Security and the Integrated Crime and Violence Prevention Strategy.
- 2) Drafting and promoting constitutionally sound legislation to give effect to Government policies related to policing.
- 3) Repositioning the CSPS as a new Department of Police and the primary policy advisor to the Minister, which requires a review of the current organisational structure.
- 4) Organisational renewal, strategic leadership and the enforcement of the CSPS Act and Regulations.
- 5) Strengthening the capacity of the Department to influence international developments for the Ministry of Police.
- 6) Facilitating the creation of a smart or e-policing environment.
- 7) Strengthening the Heads of Departments (HODs) Forum and Senior Management Forum to monitor the progress of the Department's oversight functions.
- 8) Establishing a Knowledge Information Management System as a nerve centre to drive the policy and strategic mandate of the Department.
- 9) Implementing the Departmental Communication Strategy.
- 10) Implementing a Partnership Strategy and Framework to strengthen engagements with key stakeholders and galvanise communities on crime prevention initiatives.
- 11) Building strong ICT infrastructure for the Department.
- 12) Implementing an integrated Human Capital Strategy and the related operational excellence strategies.



6. 2020/21 BUDGET ALLOCATION

6.1. Overall budget allocation

The total Vote allocation to be appropriated by Parliament is categorised into the Main Budget Programmes and economic classification. The economic classification is divided into current payments, transfers and subsidies, payments for capital assets and payments for financial assets.

- Current payments are payments made by the Secretariat for its operational requirements.
- Transfers and subsidies are payments made by the Secretariat for which it does not directly receive anything in return.
- Payments for capital assets are payments made by the Secretariat for an asset that can be used for more than one year, and from which future economic benefits or service potential are expected to flow.

The CSPS received a main appropriation of R156.3 million in 2020/21, which is a nominal increase of 9.2% (increase of R13.2 million). Taking inflation into consideration, the Department's main appropriation increased by 4.62% in 2020/21 when compared to the previous financial year. The table below shows that 98.7% of the Department's budget is for Current payments, of which 72.5% is for Compensation of employees (R112.0 million). The remaining funds (R42.2 million) are appropriated for Goods and services.

In 2020/21, R200 thousand (0.2% of the total budget) is appropriated to Transfers and subsidies, which is made to the Safety and Security Sector Education and Training Authority (SASSETA). Payments for capital assets received R1.8 million in 2020/21, of which the majority is for Machinery and equipment.

Table 1: CSPS 2020/21 Budget summary

R million	2020/21				2021/22	2022/23
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation						
Administration	69.4	68.4	0.2	0.8	74.0	77.2
Intersectoral Coordination and Strategic Partnerships	26.7	26.4	–	0.3	28.4	29.9
Legislation and Policy Development	24.8	24.5	–	0.3	26.4	26.5
Civilian Oversight, Monitoring and Evaluations	35.4	34.9	–	0.4	37.6	39.7
Total expenditure estimates	156.3	154.3	0.2	1.8	166.3	173.3

Source: National Treasury (2020)

Over the medium term, the Department will focus on:²

- Strengthening community participation in the fight against crime, by
 - Implementing crime prevention campaigns,
 - Hosting provincial imbizos and establishing additional community safety forums at the municipal level;
- Strengthening regulation by developing new policies and legislation for the police sector; and

² National Treasury (2020)



- Monitoring the performance of the police service through oversight visits to police stations.

Expenditure increases at an average annual rate of 6.6%, from R143.1 million in 2019/20 to R173.3 million in 2022/23. Spending on *Compensation of employees* accounts for 71.5% (R355.9 million) of total expenditure over the medium term. However, allocations for *Compensation of employees* have been reduced by R676 000 in 2020/21 and R720 000 in 2021/22 in line with Government's expenditure ceiling for *Compensation of employees*. Despite these reductions, the Department's funded establishment will increase from 153 posts in 2019/20 to 156 posts in 2022/23, due to the planned filling of vacant funded posts.³

The Administration Programme received a Main Appropriation of R69.4 million in 2020/21, which is a nominal increase of 8.78% (considering inflation, it is a real increase of 4.19%) when compared to the previous financial year. The Administration Programme received 44.4% of the total budget allocation in the Department during 2020/21.

The Intersectoral Coordination and Strategic Partnerships Programme received a Main Appropriation of R26.7 million in 2020/21, which is a nominal increase of 7.23% when compared to the previous financial year. Proportionally, the Programme received 17.07% of the total budget allocation of the Department.

The Legislation and Policy Development Programme received a Main Appropriation of R24.8 million in 2020/21, which is a nominal increase of 13.24% (real increase of 8.47%). This is the largest increase in budget allocation across the four budget Programmes of the Department. Proportionally, the Programme received 15.87% of the total budget in 2020/21.

Table 2: Comparative changes in expenditure estimates by programme: 2019/20 to 2020/21

Programme	Budget		Nominal Increase / Decrease in 2020/21	Real Increase / Decrease in 2020/21	Nominal Percent change in 2020/21	Real Percent change in 2020/21
	R million	2019/20				
Administration	63.8	69.4	5.6	2.7	8.78 per cent	4.19 per cent
Intersectoral Coordination and Strategic Partnerships	24.9	26.7	1.8	0.7	7.23 per cent	2.71 per cent
Legislation and Policy Development	21.9	24.8	2.9	1.9	13.24 per cent	8.47 per cent
Civilian Oversight, Monitoring and Evaluation	32.5	35.4	2.9	1.4	8.92 per cent	4.33 per cent
TOTAL	143.1	156.3	13.2	6.6	9.2 per cent	4.62 per cent

Source: National Treasury (2020)

The Civilian Oversight, Monitoring and Evaluation Programme received a Main Appropriation of R35.4 million in 2020/21, which is a nominal increase of 8.92% when compared to the previous financial year. Proportionally, the Programme received 22.65% of the total Departmental budget in 202/21, which makes it the second largest budget allocation of all budget Programmes of the Department.

³ National Treasury (2020)



6.2. Budget allocation per programme

6.2.1. Programme 1: Administration

The Administration Programme's budget allocation increased from R63.8 million in 2019/20 to R69.4 million in 2020/21, which is a nominal increase of 8.8%. Taking inflation into consideration, the Programme's allocation increased by 4.19% when compared to the previous financial year.

Table 4: Budget allocation: Administration Programme per subprogramme

Programme	Budget		Nominal Increase / Decrease in 2020/21	Real Increase / Decrease in 2020/21	Nominal Percent change in 2020/21	Real Percent change in 2020/21
	2019/20	2020/21				
R million						
Department Management	11.9	13.3	1.4	0.8	11.76 per cent	7.05 per cent
Corporate Services	23.9	25.2	1.3	0.2	5.44 per cent	1.00 per cent
Finance Administration	18.4	19.0	0.6	- 0.2	3.26 per cent	-1.09 per cent
Office Accommodation	4.6	7.1	2.5	2.2	54.35 per cent	47.84 per cent
Internal Audit	5.2	4.9	- 0.3	- 0.5	-5.77 per cent	-9.74 per cent
TOTAL	63.8	69.4	5.6	2.7	8.8 per cent	4.19 per cent

Source: National Treasury (2020)

The Department Management subprogramme received an allocation of R13.3 million in 2020/21, which is a nominal increase of 11.76% when compared to the previous financial year. Proportionally, the subprogramme received 19.6% of the Programme's total budget allocation in 2020/21.

The Corporate Services subprogramme received a budget allocation of R25.2 million in 2020/21, which is a nominal increase of 5.44% when compared to the previous financial year. Proportionally, the subprogramme received the largest allocation at 36.31% in 2020/21.

The Finance Administration subprogramme received a budget allocation of R19 million in 2020/21, which is a nominal increase of 3.26%. However, when taking inflation into account, the subprogramme's allocation shows a real decrease of 1.09% in 2020/21 when compared to the previous financial year. Proportionally, the subprogramme received 27.38% of the total budget allocation of the Administration Programme.

The Office Accommodation subprogramme receive an allocation of R7.1 million in 2020/21, which is a nominal increase of 54.35% when compared to the previous financial year. This is because the Department moved out of the office accommodation provided by the SAPS into separate accommodation for which Department pays market-related prices. Proportionally, the subprogramme received 10.23% of the total budget allocation of the Administration Programme.

The Internal; Audit subprogramme received an allocation of R4.9 million in 2020/21, which is a nominal decrease of 5.77% and a real decrease of 9.74% in real terms (inflation considered). This should be of concern to the Portfolio Committee on Police. Proportionally, the subprogramme received 7.06% of the total budget of the Administration Programme.



6.2.2. Programme 2: Intersectoral Coordination and Strategic Partnerships

The Intersectoral Coordination and Strategic Partnerships Programme received a Main Appropriation of R26.7 million in 2020/21, which is a nominal increase of 7.2%. Considering inflation, the Programme received a real increase of 2.71%. The Programme received 17.08% of the total Departmental budget allocation in 2020/21.

Table 5: Budget allocation: Intersectoral Coordination and Strategic Partnerships Programme per subprogramme

Programme	Budget		Nominal Increase / Decrease in 2020/21	Real Increase / Decrease in 2020/21	Nominal Percent change in 2020/21	Real Percent change in 2020/21
	2019/20	2020/21				
R million						
Intergovernmental, Civil Society and Public-Private Partnerships	21.2	22.5	1.3	0.4	6.13 per cent	1.66 per cent
Community Outreach	3.7	4.2	0.5	0.3	13.51 per cent	8.73 per cent
TOTAL	24.9	26.7	1.8	0.7	7.2 per cent	2.71 per cent

Source: National Treasury (2020)

The Intergovernmental, Civil Society and Public-Private Partnerships subprogramme received a budget allocation of R22.5 million in 2020/21, which is a nominal increase of 6.13% when compared to the previous financial year. Proportionally, the subprogramme received 84.27% of the total budget allocation of the Programme.

The Community Outreach subprogramme received R4.2 million in 2020/21, which is a nominal increase of 13.51% when compared to the previous financial year. Proportionally, the subprogramme received 15.73% of the total budget allocation of the Programme in 2020/21.

6.2.3. Programme 3: Legislation and Policy Development

The Legislation and Policy Development Programme received a Main Appropriation of R24.8 million in 2020/21, which is a nominal increase of 13.2% when compared to the previous financial year. Considering inflation, the Programme's allocation shows a real increase of 8.47%. Proportionally, the Programme received 15.87% of the Department's total budget allocation in 2020/21.

The Policy Development and Research subprogramme received a budget allocation of R16.7 million, which is a substantial nominal increase of 14.38% in 2020/21. The subprogramme received the largest portion of the total budget allocation of the Programme at 67.34%.

The Legislation subprogramme received a budget allocation of R8.1 million in 2020/21, which is a nominal increase of 10.96% (real increase of 6.28%). The subprogramme received 32.66% of the total budget allocation of the Programme.



Table 6: Budget allocation: Legislation and Police Development Programme per subprogramme

Programme	Budget		Nominal Increase / Decrease in 2020/21	Real Increase / Decrease in 2020/21	Nominal Percent change in 2020/21	Real Percent change in 2020/21
	R million	2019/20				
Policy Development and Research	14.6	16.7	2.1	1.4	14.38 per cent	9.56 per cent
Legislation	7.3	8.1	0.8	0.5	10.96 per cent	6.28 per cent
TOTAL	21.9	24.8	2.9	1.9	13.2 per cent	8.47 per cent

Source: National Treasury (2020)

6.2.4. Programme 4: Civilian Oversight, Monitoring and Evaluation

The Civilian Oversight, Monitoring and Evaluation Programme received a Main Appropriation of R35.4 million in 2020/21, which is a nominal increase of 8.9%. Proportionally, the Programme received 22.65% of the total budget allocation of the Department in 2020/21.

Table 7: Budget allocation: Civilian Oversight, Monitoring and Evaluation Programme per subprogramme

Programme	Budget		Nominal Increase / Decrease in 2020/21	Real Increase / Decrease in 2020/21	Nominal Percent change in 2020/21	Real Percent change in 2020/21
	R million	2019/20				
Police Performance, Conduct and Compliance	15.5	17.3	1.8	1.1	11.61 per cent	6.91 per cent
Policy and Programme Evaluations	5.5	5.8	0.3	0.1	5.45 per cent	1.01 per cent
Information Management	2.2	1.4	- 0.8	- 0.9	-36.36 per cent	-39.05 per cent
Office of the Directorate for Priority Crime Investigation Judge	5.8	7.1	1.3	1.0	22.41 per cent	17.25 per cent
National Forensic Oversight and Ethics Board	3.4	3.8	0.4	0.2	11.76 per cent	7.05 per cent
TOTAL	32.5	35.4	2.9	1.4	8.9 per cent	4.33 per cent

Source: National Treasury (2020)

The changes in the budget allocations for subprogrammes are interesting, especially that of the Office of the Directorate for Priority Crime Investigation Judge subprogramme. The subprogramme received a budget allocation of R7.1 million in 2020/21, which is a nominal increase of 22.41% (real increase of 17.25%). The subprogramme received 20.06% of the total budget allocation of the Programme which is the second highest allocation. This is stark contrast to the significant nominal decrease of -36.36% in the allocation to the Information Management subprogramme. Effectively, the subprogramme received R800 thousand less than the previous financial year.

The Police Performance, Conduct and Compliance subprogramme received a budget allocation of R17.3 million in 2020/21, which is a nominal increase of 11.61% when compared to the previous financial year. Proportionally, the subprogramme received the largest portion of the total budget allocation of the Programme (48.87%).



The National Forensic Oversight and Ethics Board subprogramme received a budget allocation of R3.8 million in 2020/21, which is a nominal increase of 11.76% when compared to the previous financial year. Proportionally, the subprogramme received 10.73% of the total budget allocation of the Programme.

7. PERFORMANCE ANALYSIS

This section provides a summary of the performance indicators and targets of the four budget programmes of the Department. The section further highlights key concerns for consideration of Parliament during the 2020/21 budget hearings of the Department.

In 2020/21, the Department has 29 performance indicators, of which four are new indicators. As such, most performance indicators were contained in the previous year's APP and the targets attached to the performance indicators did not change and remained static. The Department should endeavour to increase performance targets to improve service delivery performance.

7.1. Five-year outcome based indicators

The 2020-2025 Strategic Plan of the Department highlights the intended outcomes that are in line with the MTSF priorities. These include -

Outcome	Outcome indicator	Baseline	Five-year target
Improved community participation in the fight against crime	Number of Community Safety Forums (CSFs)	42	45
Improved community police relations	Number of functional Community Policing Forums (CPF's)	543	695
Improved collaboration, coordination and integration on safety, crime and violence prevention within the three spheres of Government	Percentage community satisfaction with government in relation to safety	New	50%
Transformed and accountable police service	Increased levels of households satisfied with the service provided by the police.	54.9%	60%
	Reduced number of civil claims against the police	New	50%
	Reduced number of complaints recorded against the police	New	50%
	Increased levels of community trust in the police	New	50%
	Reduced number of SAPS misconduct cases recommended for disciplinary action by the IPID	New	50%

Source: CSPS Strategic Plan 2020-2025, page 32



The work of the CSPS contributes towards the achievement of Priority 5 of the MTSF and the mandate of the Department as follows:⁴

- By drafting Bills, improving the integrity of the police and by addressing additional policing powers, international obligations relating to combating crime and issues such as community policing forums and the protection of the communities including priorities in relation to women, children, youth and people with disabilities.
- By ensuring an improved and transformed SAPS and concomitant policing services to communities, as well as through improved collaboration and integration of Government and civil society services.
- Through the provision of evidence-based policy and research in order to advise the Minister of Police on enhancing efficient and improved policing that will work toward the promotion of safer communities.

7.2. Programme 1: Administration

The purpose of the Administration Programme is to provide strategic leadership, management and support services to the Department. For the 2020/21 financial year, six performance indicators were identified. The Programme has two new performance indicators and removed two indicators that were included in the 2019/20 financial year.

Subprogramme: Department Management

- 1) Four joint consultative IPID/ Secretariat forum meetings held per year in compliance with the Civilian Secretariat for Police Service Act, 2011.

Subprogramme: Corporate Services

- 2) Maintain vacancy rate of not more than 7% of the total post establishment. This target has improved from a vacancy rate of 10% in 2018/19 to 7% in 2019/20.
- 3) **New:** Percentage of implementation of the Human Capital Strategy (Target 100%)
- 4) **New:** Implementation of the Information and Communication Technology (ICT) Strategy (Target of 100% implementation).

Subprogramme: Finance Administration

- 5) 100% of payments made to creditors within 30 days;
- 6) 98% of expenditure in relation to the allocated budget. This target was increased from 95% in 2018/19 to 98% in 2019/20. Expenditure against the allocated budget has been a challenge for the Departments as continuous underspending has occurred in past years.

In 2020/21, two performance indicators were removed from the APP, including:

- 100% of Internal Audit recommendations implemented
- 100% of External Audit recommendations implemented

Key issues for consideration by Parliament

- 1) The Department should explain the reason for removing the two above stated performance indicators. The implementation of external and internal audit recommendations are critical to the improvement of performance. Despite the fact that the Department received a clean audit in the

⁴ CSPS (2020) Page 33 of Strategic Plan



previous financial year, the AG still made recommendations that should be implemented and measured.

- 2) The Department should indicate what the status of the Internal Audit environment is in terms of staff capacity and resourcing.
- 3) The indicator for the implementation of the Human Capital Strategy aims to improve organisational performance and efficiency. How will this be achieved and how will the separate aspects of organisational performance and efficiency be measured?
- 4) The Department should provide details on the ICT Framework. Has the framework been approved and to what degree has the Framework been implemented to date. What challenges are experienced with the implementation of the framework? Has the Department experienced any challenges with other Departments, such as SITA and the DPW?
- 5) The Department should indicate why it does not have a performance indicator for the appointment of persons with disabilities. The Government norm is at least 2% of the total staff establishment. The Department should be encouraged to include a performance indicator to measure performance on this vital area of staff equity.

7.3. Programme 2: Intersectoral Coordination and Strategic Partnerships

The purpose of the *Intersectoral Coordination and Strategic Partnerships* Programme is to manage and encourage national dialogue on community safety and crime prevention. For the 2020/21 financial year, the Programme has six performance indicators.

Sub programme: Intergovernmental, Civil Society and Public-Private Partnerships

- 1) Two memoranda of understanding (MoUs) signed with stakeholders in order to build safer communities.
- 2) Nine workshops facilitated with Provincial Secretariats and municipalities on the establishment of Community Safety Forums (CSFs).
- 3) Nine provincial capacity-building sessions held on crime prevention policies per year.
- 4) Three anti-crime campaigns conducted per year.
- 5) Two monitoring reports on implementing Community Policing Forum (CPF) regulations/standards approved by the Secretary.

Removed: The performance indicator on the number of partnership strategies approved by the Secretary was removed in the 2020/21 financial year.

Sub programme: Community Outreach

- 6) Eight izimbizo/public participation programmes held with communities to promote community safety.

Key considerations for Parliament

- 1) The Department should explain the reason for the removal of the performance indicator for the number of partnership strategies approved, particularly because the Programme's name includes "Strategic Partnerships".
- 2) The Department should indicate how the impact of stakeholder partnerships is measured?
- 3) How is the impact on community safety through izimbizo/public participation programmes measured?



7.4. Programme 3: Legislation and Policy Development

The purpose of the *Legislation and Policy Development* Programme is to develop policy and legislation for the police sector and to conduct research on policing and crime. For the 2020/21 financial year, the following performance targets were identified:

Sub programme: Policy Development and Research

- 1) One policy on policing submitted to the Minister of Police for approval per year (target reduced from three policies in the 2019/20 financial year).
- 2) One research report on policing approved by the Secretary for Police Service per year; and
- 3) One newsletter (gazettes) published on *SaferSpaces* per year.
- 4) **New:** One Integrated Violence and Crime Prevention strategy submitted to the Minister for approval.
- 5) **New:** One report on facilitating implementation of the White Paper on Safety and Security submitted to the Secretary for approve.

Sub programme: Legislation

- 6) Two Bills submitted to the Minister for Cabinet approval per year.

Key considerations for Parliament

- 1) The Secretariat should indicate why the target for the number of policing policies was reduced from three policies in 2019/20 to one policy in 2020/21. What is the topic of this policy?
- 2) The Department removed a performance indicator that was included in the 2019/20 APP on the drafting of Regulations. This is a key aspect of legislation and as such, the Department should report and measure performance thereon.

7.5. Programme 4: Civilian Oversight, Monitoring and Evaluation

The purpose of the *Civilian Oversight, Monitoring and Evaluation* Programme is to oversee, monitor and report on the performance of the SAPS.

For the 2020/21 financial year, the following performance targets were identified:

Sub programme: Police Performance, Conduct and Compliance Monitoring

- 1) Four *Police Station Oversight Report* approved by the Secretary. The target increased from two such reports in 2019/20.
- 2) One *Police Station Service Delivery Trends Analysis Report* approved by the Secretary for Police Service per year.
- 3) One *SAPS Budget and Programme Performance Assessment Report* approved by the Secretary for Police Service per year.
- 4) Two *Assessments Reports on Complaints Management* approved by the Secretary for Police Service per year.
- 5) Two reports on *SAPS Implementation of IPID Recommendations* approved by the Secretary for Police Service per year
- 6) Two *Compliance Monitoring Reports* on the implementation of the Domestic Violence Act, 1998 by SAPS approved by the Secretary for Police Service per year



- 7) One report on the implementation and compliance to legislation and policies approved by the Secretary.
- 8) One assessment report on *Litigation Management* approved by the Secretary.
- 9) Four reports on the functioning of the *National Forensic DNA Database* assessed per year.

A key concern is that the Office of the Directorate for Priority Crime Investigation (DPCI) Judge was also incorporated as a subprogramme, but has no measurable performance indicators despite a budget allocation.

Sub programme: Policy and Programme Evaluations

- 10) One assessment report on establishment and functionality of CSFs approved by the Secretary for Police Service per year.
- 11) One Customer Satisfaction Survey Reports approved by the Secretary for Police Service per year

Key issues for consideration of Parliament

- 1) Outcome-orientated performance indicators and targets are vital in the *Civilian Oversight, Monitoring and Evaluation* Programme, as opposed to output-orientated performance indicators and targets. The strategic objective of the programme is to contribute to an accountable and transformed police service. The impact of the programme should be measured in terms of the outcome/impact made/achieved through its activities/outputs.
- 2) The Committee should interrogate the challenges experienced with the implementation and use of the National Monitoring Tool (NMT). The station oversight reports are measured through census data collected from police stations through the NMT. The APP lists the data limiter to measure performance as “data more quantitative than qualitative”. This statement should be explained, as the source data (use of NMT) is a system developed and used by the Department.
- 3) The Department must include a performance indicator to measure the achievements of the Office of the DPCI Judge to enable Parliament to effectively oversee the R6.8 million budget allocation of the subprogramme.
- 4) The Department should indicate whether they have access to the SAPS litigation database to report on how SAPS is managing the Litigation Management process, which includes responses to civil claims. The indicator aims to identify the main contributors to civil claims against the SAPS and how they are dealt with. If the Department does not have access to the litigation database, it must indicate why not and measures put in place to address the lack of access.

8. CONCLUSION

The CSPS must prioritise its role to reduce violent crime through the promotion of a more active citizenry and the establishment of a new social compact. A key aspect thereof is the effective implementation of the 2016 White Paper on Safety and Security, which focuses on realising the Vision 2030 and creating an integrated and holistic approach to safety and security across all government departments and civil society.

9. REFERENCES

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