

2022/23

ANNUAL PERFORMANCE PLAN

Civilian Secretariat For Police Service

Version 3.0 (March 2022)



**civilian secretariat
for police service**

Department
Civilian Secretariat for Police Service
REPUBLIC OF SOUTH AFRICA



TABLE OF CONTENTS

EXECUTIVE AUTHORITY STATEMENT	3
ACCOUNTING OFFICER STATEMENT	5
OFFICIAL SIGN-OFF	5
ABBREVIATIONS LIST	3
PART A: OUR MANDATE	11
1.1 LEGISLATIVE AND POLICY MANDATES	11
1.2 INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD	12
1.3 RELEVANT COURT RULINGS	15
PART B: OUR STRATEGIC FOCUS	17
2.1 SITUATIONAL ANALYSIS	18
2.1.1 PESTEL Analysis	21
2.1.2 External Environment Analysis	23
2.1.3 Internal Environment Analysis	29
2.2 CSPS' THEORY OF CHANGE	33
2.2.1 Key Elements of the CSPS Theory of Change	34
PART C: MEASURING OUR PERFORMANCE	36
3.1 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION	36
Programme 1: Administration	36
Sub-Programme 1.1: Department Management	36
Sub-Programme 1.2: Corporate Services	36
Sub-Programme 1.3: Finance Administration	38
Programme 2: Inter-Sectoral Coordination and Strategic Partnerships	40
Sub-Programme 2.1: Intergovernmental, Civil Society and Public-Private Partnerships	40
Sub-Programme 2.2: Community Outreach	42
Programme 3: Legislation and Policy Development	44
Sub-Programme 3.1: Policy Development and Research	44
Sub-Programme: 3.2 Legislation	45
Programme 4: Civilian Oversight, Monitoring and Evaluation	49
Sub-Programme 4.1: Police Performance, Conduct and Compliance Monitoring	49
Sub-Programme 4.2: Policy and Programme Evaluations	51

PART D: OVERVIEW OF 2022/23 BUDGET AND MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) ESTIMATES	
4.1 Summary of changes to 2022/23 Budget and MTEF	53
4.2 Expenditure Estimates	54
4.3 KEY RISKS AND MITIGATIONS.....	72
PART E: TECHNICAL INDICATOR DESCRIPTIONS	73

EXECUTIVE AUTHORITY STATEMENT

We enter 2022/23 with renewed hope that this will indeed be the year for stabilisation and recovery on all fronts. As such, the intention is to align our plans with the pronouncements made by the President in his 2022 State of the Nation Address regarding the need to rebuild the State and restore trust and pride in public institutions. This is distinctly significant in the context of the Justice, Crime Prevention and Security Cluster, given the unfortunate events of July 2021 and the impact thereof on the perception of the Cluster in general, and the police in particular, by the public. The need to implement necessary reforms in order to professionalise the Police Service has now become a matter of pertinence. With this understanding in mind, the Civilian Secretariat for Police Service (CSPS) presents its 2022/23 Annual Performance Plan (APP) inclusive of a theory of change that underscores the importance of taking a more proactive, strategic approach in its oversight role over the South African Police Service (SAPS).

Taking cue from Priority 6 of the revised 2019 – 2024 Medium-Term Strategic Framework (MTSF), the CSPS continues to contribute to improving the relationship between communities and the police through a number of capacity building and outreach programmes in support of the effective functioning of community safety structures, including community policing forums (CPFs) and community safety forums (CSFs). With regard to its role in increasing trust in the police, the CSPS has finalised the customer satisfaction survey, aimed at assessing the perceptions and experiences of the public on the quality of services rendered by the SAPS with a specific focus on police visibility. The outcomes of this survey will serve to guide the police on critical areas for improvement, both organisationally and with reference to policing approaches. The Integrated Crime and Violence Prevention Strategy (ICVPS) and its six pillars in what the Strategy refers to as the '*Government house of safety*' also remains central to the role and contribution of the CSPS towards the achievement of the outcomes articulated in the MTSF. CSPS will thus continue to advocate for and facilitate the implementation of the ICVPS in support of the President's appeal to all of us to take active steps to safeguard our democracy and build safer communities for all.

The 2022/23 APP also takes into account the National Annual Strategic Plan, which identifies as the reduction of crime and violence as one of the country's top ten interventions that require closer attention. I have indicated to the CSPS that community-led policing must feature more prominently in our approach in order to contribute to this priority. The research and monitoring conducted by the CSPS must be able to tell us where the problem areas are so that our public participation and capacity-building programmes can take a more targeted perspective. This also applies to the Department's policy orientation for the remainder of the medium-term period, which should in essence seek to address policy gaps in the context of those problem areas and inform review where relevant.

Based on the above, 2022/23 will see CSPA going beyond the formalisation of strategic partnerships with stakeholders and communities through memoranda of understanding, by also developing implementation and response plans to ensure that impact can be measured in practical terms. The Department will also prioritise the training of provincial CPFs on their oversight role, in line with the proposals of the Community Policing Policy.

In line with Pillar 2 and 3 of the National Strategic Plan on Gender-Based Violence and Femicide (GBV&F), the CSPA will continue with awareness campaigns on the provisions of the Domestic Violence Act that empower communities to report cases; anti-crime campaigns on GBV; and increased focus on the monitoring of the forensic science laboratories to determine functionality thereof particularly in relation to the reduction of DNA backlogs.

Given the prominence of professionalisation and performance of the police on the national agenda, I have placed the South African Police Service Amendment Bill and the Independent Police Investigative Directorate Amendment Bill on the 2022/23 legislative programme as priority areas. In addition, the Criminal Law (Forensic Procedures) Amendment Bill will also be prioritised, given its role in the resolution of violent crimes including GBV-related cases and cold cases.

The monitoring of my Programme of Action emanating from the 2019 Crime Retreat will continue to form part of the police oversight initiatives undertaken by the CSPA, as this exercise has not only helped to redirect the strategic focus of the SAPS as an organisation, but has also contributed to strengthening the relationship between the CSPA and SAPS in the pursuit of our common goal to improve safety and security.

The CSPA remains resilient in the face of an ever-changing policing and safety landscape that requires us to be adept, learn and improve as we proceed. I thus have no doubt that the Department is committed to implementing these and other priorities in the interest of bettering the lives of the communities we serve. I hereby endorse the Annual Performance Plan of the Civilian Secretariat for Police Service for 2022/23.



GENERAL BH CELE, MP

MINISTER OF POLICE

Date:

10/03/2022

ACCOUNTING OFFICER STATEMENT

The role of oversight continues to evolve given the dynamic nature of our environment in as far as the needs of communities and the challenges confronted by the police are concerned. The COVID-19 pandemic has taught us the importance of continuous and critical reflection of our planning approaches to ensure adaptability and congruence to the environment, particularly in the face of adversity. Taking cognisance of this, we have sought to strengthen our approach during this planning cycle by applying our new, emergent theory of change to the development of the 2022/23 Annual Performance Plan. This process has enabled us to align our performance measures to our envisaged impact of ensuring that *communities are and feel safe*, by setting outputs, indicators and targets that are able to provide a clear line of sight in terms of the change pathways towards this vision.

The Minister has alluded to a period of recovery, which implies that most, if not all state functionaries have returned to 100% operational capacity and the disruptions to service delivery will be fewer. As encouraging as this is, we will continue to operate with circumspection in terms of the likelihood of future waves of the COVID-19 pandemic. Our departmental COVID-19 risk-adjusted workplace operational plan will be updated so that it can continue to guide us through such possibilities, as was the case in 2021/22. In fact, many of our planned programmes and projects that would have been impacted by lockdown restrictions were able to continue on account of this plan, our business continuity and disaster recovery plans, and other internal controls. Achievements in this regard included workshops to facilitate the establishment of CSFs in different provinces; anti-crime campaigns in Western Cape, Free State, Northern Cape, KwaZulu-Natal and Eastern Cape to promote the compliance with Domestic Violence Act; the Ministerial Imbizo held in KwaZulu-Natal subsequent to the occurrence of the civil unrest in July 2021; amongst others. The public participation programme also included Ministerial dialogues in Western Cape and Limpopo. Considerable efforts also went into ensuring the continuation of consultations on the ICVPS in view of its finalisation for approval by Cabinet, and engagements with key stakeholders on our priority Bills for 2021/22. As such, the SAPS Amendment Bill and Protection of Constitutional Democracy against Terrorist and Related Activities Amendment Bill are envisaged for introduction to Parliament this year; while the Criminal Law (Forensic Procedures) Amendment Bill will undergo a series of public hearings, subsequent to its introduction to Parliament. Work will also continue on the Firearms Control Amendment Bill and Independent Police Investigative Directorate Amendment Bill amongst others, in line with the 2022/23 legislative programme.

Our research focus for 2022/23 will zoom into the provincial safety strategies in order to determine the extent of alignment with the ICVPS so that we can make evidence-based recommendations that will enable effective implementation of the Strategy at provincial and local levels. Key Monitoring and Evaluation programmes will include the assessment on the resourcing of public order policing and an evaluation on the implementation of the Second Hand

Goods Act of 2009; while the oversight work on the Minister's Programme of Action from the 2019 Crime Retreat also remains a priority area of focus.

As we implement our theory of change at a gradual, steady pace over the medium-term, and as the demand for the services provided by the CSPS increases, it is anticipated that the Department will see a level of growth in terms of capacity and resource needs. The continued implementation of the integrated Human Capital Strategy will play a significant role in managing this growth and ensuring that we are able to deliver on our mandate without exception. Amongst our approved operational excellence strategies, the implementation of the Change Management Strategy will also be critical in guaranteeing the Department's readiness for both planned and unforeseen changes due to any crises or changes in the micro and macro contexts, understanding that we cannot yet let our guard down to the impact of COVID-19 in particular on our delivery environment.

Lastly, I would like to acknowledge the great contributions made by the Civilian Secretariat staff in continuing to advance the objectives of effective civilian oversight over the police, in spite of the challenging period from which we are slowly starting to emerge as a country. I also continue to appreciate the support and leadership provided by the Minister and Deputy Minister of Police.



MR. TL RAMARU

ACTING SECRETARY FOR POLICE SERVICE

Date: 10/03/2022

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Civilian Secretariat for Police Service under the guidance of the Minister of Police: General BH Cele, MP.
- Takes into account all the relevant policies, legislation and other mandates for which the Civilian Secretariat for Police Service is responsible.
- Accurately reflects the outcomes and outputs which the Civilian Secretariat for Police Service will endeavour to achieve over the 2022/23 period.

D Wechoemang

Chief Director: Corporate Services

Signature:



B Ntuli

Chief Director: Inter-Sectoral Coordination and Strategic Partnerships

Signature:



Advocate: D Bell

Chief Director: Legislation

Signature:



N Mahlangu

Acting Chief Director: Civilian Oversight, Monitoring and Evaluation

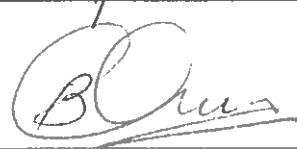
Signature:



B. Omar

Chief Director: Policy and Research

Signature:



T Nkojoana

Chief Financial Officer

Signature:



IP Ledwaba

Director: Strategic Management

Signature:



TL Ramaru

Accounting Officer

Signature:



Approved by:

General BH Cele, MP

Minister of Police

Signature:



ABBREVIATIONS LIST

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BACSA	Business Against Crime South Africa
BAS	Basic Accounting System
B-BBEE	Broad-Based Black Economic Empowerment
BCP	Business Continuity Plan
CBOs	Community-Based Organisations
CIPA	Critical Infrastructure Protection Act
COGTA	Department of Cooperative Governance and Traditional Affairs
COVID-19	Coronavirus Disease 2019
CPF	Community Policing Forum
CSF	Community Safety Forum
CSPS	Civilian Secretariat for Police Service
DDM	District Development Model
DGs	Directors-General
DMA	Disaster Management Act
DNA	Deoxyribonucleic Acid
DPCI	Directorate for Priority Crime Investigations
DRP	Disaster Recovery Plan
DVA	Domestic Violence Act
ED	Executive Director
ENE	Estimates of National Expenditure
ERRP	Economic Reconstruction and Recovery Plan
FBOs	Faith-Based Organisations
FCA	Firearms Control Act
FSL	Forensic Science Laboratories
GBV	Gender-Based Violence
GBV&F	Gender-Based Violence and Femicide
G&S	Goods and Services
HR	Human Resources
HoDs	Heads of Department
ICT	Information and Communication Technology
ICVPS	Integrated Crime and Violence Prevention Strategy

IGR	Intergovernmental Relations
IJS	Integrated Justice System
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security Cluster
M&E	Monitoring and Evaluation
MECs	Members of the Executive Council
MINMEC	Minister of Police and Members of the Executive Council
MoU	Memorandum of Understanding
MPS	Municipal Police Services
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NASP	National Annual Strategic Plan
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NHW	Neighbourhood Watches
NPP	National Policing Policy
NSP	National Strategic Plan on Gender-Based Violence and Femicide
OMF	Operations Management Framework
PESTEL	Political Economic Social Technology Environmental and Legal framework
PFMA	Public Finance Management Act
POCDATARA	Protection of Constitutional Democracy against Terrorist and Related Activities Act
PPP	Public-Private Partnership
SABRIC	South African Business Risk Information Centre
SALGA	South African Local Government Association
SAPS	South African Police Service
SDC	Service Delivery Charter
SITA	State Information Technology Agency
SONA	State of the Nation Address
WPP	White Paper on Policing
WPSS	White Paper on Safety and Security

PART A: OUR MANDATE

1.1 LEGISLATIVE AND POLICY MANDATES

1.1.1 Legislative Mandate

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

- Constitution of the Republic of South Africa Act, 199
- Civilian Secretariat for Police Service Act 2 of 2011
- Civilian Secretariat for Police Service Regulations 2016
- South African Police Service Act 68 of 1995
- Independent Police Investigative Directorate Act 1 of 2011
- Public Service Act 103 of 1994
- Public Service Regulations 2016
- Public Finance Management Act 1 of 1999
- Intergovernmental Relations Framework Act of 13 of 2005
- Critical Infrastructure Protection Act 8 of 2019

1.1.2 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
- Community Policing Policy

1.2 INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

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

1.2.1 e-Policing Policy

The objective of the e-Policing Policy is to facilitate the creation of a smart policing environment which leverages on technology to combat crime and enhance policing efficiencies in order to contribute towards improved service delivery to citizens. It also requires the development of an entire new ecosystem in which smart policing approaches can be firmly located, and requires integrating and converging technologies to make them collectively more effective and efficient. The Policy seeks to contribute towards the professionalisation of the SAPS and the modernisation of its approaches, in line with the 2016 White Paper on Policing.

1.2.2. Guidelines to Enhance SAPS Performance Indicators

The objective is to provide a set of comprehensive guidelines that will assist the SAPS to develop strategic, outcome indicators that will serve as a more reliable measure of the impact of efforts to prevent and combat crime, and serve as a barometer of the level of trust in the police by communities. These guidelines also form part of a broader framework to transform the SAPS and professionalise the police service.

1.2.3. Communication Strategy

A comprehensive communication strategy is key in ensuring efficient and effective communication that will strengthen engagements with stakeholders and lead to the fulfilment of the mandate of the Department. The objectives of the strategy include the effective profiling of the CSPS in a manner that enhances public understanding, trust, confidence and willingness to participate in oversight programmes and processes; to manage communication channels in support of departmental communication; and to support change management initiatives within the Department by way of communication partnerships.

1.2.4 Partnership Strategy and Framework

The Partnership Strategy and Framework is aimed at mobilising role-players and stakeholders, inclusive of community safety structures such as Community Policing Forums (CPFs) and Community Safety Forums (CSFs), to strengthen police service delivery, and to ensure the safety of communities. The Strategy and Framework, along with the Communication Strategy, are intended to contribute towards giving impetus to effective civilian oversight over the police by placing emphasis on those areas which will have maximum impact on the quality of services delivered to the public by SAPS. The Strategy has as its two strategic thrusts *knowledge management focused on improved community safety*, and *strengthening structures that are established to promote community safety*. Successful implementation thereof requires close collaboration with multiple stakeholders, recognising in particular the role that members of the public also have to play in order to assist the police to deliver better services.

1.2.5 Information and Communication Technology Strategy

The approved Information and Communication Technology (ICT) Strategy seeks to provide strategic direction for the use of ICT resources in order to improve the efficiency of CSPS programmes and service offerings with respect to the different functions of the Department. The Strategy is supported by an ICT implementation plan and ICT operational plan. Effective implementation thereof is characterised by, amongst others, the provision of reliable ICT services that are available 24 hours a day, 7 days a week in order to enhance the performance of the Department. In the context of a national disaster or crisis, the ICT Strategy plays a critical role in prioritising business enabling requirements and projects that assist in ensuring continuity of service delivery objectives.

1.2.6 Integrated Human Capital Strategy

The approved Integrated Human Capital Strategy seeks to ensure the strategic alignment of human capital to core departmental activities, and also paves the way for improving operational efficiencies in the Department. The Strategy highlights areas such as recruitment, selection, retention, employee health and wellness, employment equity, labour relations, and capacity development as central pillars necessary to facilitate implementation of the departmental mandate. The aim is to incrementally implement key aspects of the Strategy over the remainder of the five-year period towards the aspiration of establishing the CSPS as a centre of excellence for policing policies and strategies.

1.2.7 Panel of Experts: Farlam Commission of Inquiry Report

The Farlam Commission of Inquiry was established to address the killing of protestors at the Marikana Mining incident in 2012. One of the findings of the Commission was the need to establish an international Panel of Experts, tasked primarily to address police operations and behaviour in the policing of public protests and events. The Panel finalised its report, which was presented to Cabinet for approval and publicly launched by the Minister of Police in 2021. Given the significant role which report plays towards the consolidation of a transformation agenda for the SAPS, the Department will continue to support SAPS in tracking progress in the implementation of the recommendations of the report.

1.2.8 2016 White Paper on Safety and Security

The 2016 White Paper on Safety and Security (WPSS) aims to provide an overarching framework for safety, crime and violence prevention, and proposes a *'whole of government and whole of society'* approach to addressing crime and violence. An Integrated Crime and Violence Prevention Strategy (ICVPS) has been developed to give effect to the provisions of the WPSS and will serve as the implementing tool thereof. The ICVPS sets out clear roles and responsibilities with respect to government departments and spheres of government in implementing safety programmes. In recognising the need for complimentary interventions to address the drivers of crime, the Strategy rests on six pillars which are informed by the principles of equal access to services and protection, commitment to high quality services, and evidence-based planning and implementation.

1.2.9 2016 White Paper on Policing

The 2016 White Paper on Policing (WPP) is focused on the core areas of policing and law enforcement aimed at reducing crime and building safer communities, as called for by the National Development Plan (NDP). The White Paper calls for an accountable, professional, competent and highly skilled police service that delivers high quality services while maintaining high standards of professional conduct and discipline, and that exhibits exemplary leadership and management. The proposals in the WPP have culminated into various policies and research reports, including a report on the State of Democratic Policing. The

WPP will also form the basis of the development of a National Policing Policy (NPP), in compliance with Section 206 of the Constitution which states that the Minister of Police must determine national policing policy after consulting provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives

1.2.10 Community Policing Policy

The purpose of the approved Community Policing Policy is to support the enhancement of a collaborative, partnership-based, local level policing and problem solving approach, with the aim of gaining the trust of the community and to promote community participation in the fight against crime. The objectives of the Policy are to promote cooperation between the police service and the community in fulfilling needs of communities in relation to policing; ensure establishment and maintenance of sustainable partnerships between the community and the police; and reinforce community-orientated policing as the preferred service delivery model to improve community safety. The Policy clarifies the responsibilities of structures such as CPFs, CSFs and Neighbourhood Watches (NHWs) and addresses issues of sustainability and resourcing thereof.

1.2.11 Policy Framework on the Establishment of an Integrated Model of Policing: Single Police Service

The purpose of the Policy Framework on an Integrated Model of Policing is to set key parameters for the integration, cooperation and collaboration of the SAPS, MPS and – where relevant – traffic policing, with the particular purpose of improving uniformity, consistency, efficiency and effectiveness within the law enforcement value chain. The aim is to address some of the inconsistencies associated with the fragmented nature of policing at national, provincial and local levels, including the lack of uniform implementation of national policing standards across the board, particularly regarding issues of training, discipline and command and control. The Policy Framework seeks to provide a basis for the standardisation of policing approaches in order to maximise effective policing, ensure efficiency and value for money.

1.2.12 Oversight Monitoring and Evaluation Framework

The Police Oversight Monitoring and Evaluation Framework outlines how oversight monitoring and evaluation is to be carried out by the Civilian Secretariat and Provincial Secretariats, including the roles of key stakeholders. The Framework provides a common understanding of the most important monitoring and evaluation (M&E) principles, concepts and elements across the diverse range role-players in the field of police oversight in South Africa.

1.2.13 Knowledge Management Strategy

The Knowledge Management Strategy aims to facilitate the organising and structuring of information and knowledge in the Department to ensure easy retrieval of information and proper documentation practices; and to foster a culture of learning and knowledge sharing. The implementation of the Strategy will ensure the effective packaging of the Department's information to support the policy and strategic mandate of the Department.

1.3 RELEVANT COURT RULINGS

Most of the legislation under the mandate of the Minister specifies precise and detailed duties to be performed by the SAPS, and the Department has an oversight role to ensure that these duties are carried out in accordance with such legislation. The remaining pieces of legislation provide for entities under the purview of the Minister, and the Department is responsible to properly advise where court rulings demand action by the Minister. This is achieved through effecting the necessary amendments to align the Act/s to the court rulings. There have been a number of court judgements relevant to the environment, however, none of which require the Acts under the mandate of the Minister of Police to be revised. As such, the following court rulings remain relevant over the medium-term:

1.3.1 Case CCT 32/18

Mlungwana and Others v the State and Others, CCT 32/18, in which the Constitutional Court declared section 12 (1) (a) of the Regulation of Gatherings Act 205 of 1993 as constitutionally invalid to the extent that it makes the failure to give notice or the giving of inadequate notice by any person who convened a gathering a criminal offence. Not receiving prior notice of a planned gathering have the effect that the police cannot do the necessary planning in respect of law enforcement relating to the gathering. The Constitutional Court observed in paragraph 108 of the judgment that it is up to the Legislature to revisit the Act, if so minded, in whatever manner it sees fit. The Court indicated that it is ill-equipped to consider matters such as solutions like administrative fines, the nature, and extent of public consultations on the issue. The Department is in the process of a full review of the Regulation of Gatherings Act, 1993, and the Mlungwana judgment is addressed as an *interim* measure in the South African Police Service Amendment Bill, 2020.

1.3.2 Case CCT 315/16 and CCT 193/17

S v Okah [2018] ZACC 3 (Case CCT 315/16 and CCT 193/17), in which the Constitutional Court confirmed the Constitutionality of extraterritorial jurisdiction that is provided for in the Act. The intention is to clarify wording in section 15 and review the wording of section 1(4) of the Act (exclusions from the definition of “terrorist activity” in terms of international law principles). This is to be achieved through effecting the necessary amendments in the Protection of Constitutional Democracy against Terrorist and Related Activities Amendment Bill, 2020.

1.3.3 Case CCT 174/18

Moyo and Another v Minister of Police and Others (Case CCT 174/18) and *Sonti and Another v. Minister of Police and Others*, in which the Constitutional Court held that section 1(2) of the Intimidation Act 72 of 1982 is unconstitutional and invalid. The order of invalidity is retrospective to the extent that it operates in trials or pending appeals where the *onus* was based on section 1(2) of the Intimidation Act 72 of 1982. The provision has been declared invalid retrospectively in respect of pending investigations and trials. Amendment to be effected is just to align the Act with the Constitutional Court judgment.

1.3.4 Cases CCT 07/14 and CCT 09/14

Helen Suzmann Foundation v President of the Republic of South Africa and Others Case CCT 07/14, *Glenister v President of the Republic of South Africa and Others* Case No. CCT 09/14, in which the Court with effect from the date of the judgment declared a number of sections relating to the Directorate for Priority Crime Investigation (DPCI) in the South African Police

Service Act, 1995 (Act No. 68 of 1995), summarily unconstitutional. The affected provisions relate to Ministerial Guidelines which were applicable to the selection of matters which may be investigated by the DPCI. The Court placed the discretion in this regard exclusively with the National Head of the DPCI. The functions of the Ministerial Committee were also limited to the coordination of the functions of the DPCI. The powers of the Minister in respect of the provisional suspension of the National Head of the DPCI had also been found unconstitutional by the Court. The South African Police Service Amendment Bill, 2020, proposes to repeal all the provisions affected by the judgment.

1.3.5 Case CCT 255/15

McBride v Minister of Police and Another Case No. CCT 255/15 [2016] ZACC 30; 2016 (2) SACR 585 (CC); 2016 (11) BCLR 1398 (CC), in which the following provisions of the IPID Act have been declared invalid to the extent that they authorise the Minister of Police to suspend, take any disciplinary steps pursuant to suspension, or remove from office the Executive Director of the Independent Police Investigative Directorate —

- Section 6(3)(a) and 6(6) of the Independent Police Investigative Directorate Act 1 of 2011;
- Sections 16A(1), 16B, 17(1) and 17(2) of the Public Service Act, Proclamation 103 of 1994;
- Regulation 13 of the IPID Regulations for the Operation of the Independent Police Investigative Directorate (GN R98 of Government Gazette 35018 of 10 February 2012), (IPID Regulations). Pending the correction of the defect(s);
- Section 6(6) of the Independent Police Investigative Directorate Act 1 of 2011 is to be read as providing as follows: "Subsections 17DA(3) to 17DA(7) of the South African Police Service Act 68 of 1995 apply to the suspension and removal of the Executive Director of IPID, with changes as may be required by the context.";
- Sections 16A(1), 16B, 17(1) and 17(2) of the Public Service Act, Proclamation 103 of 1994 and regulation 13 of the IPID Regulations are declared inconsistent with section 206(6) of the Constitution and shall not apply to the Executive Director of the Independent Police Investigative Directorate.

The Constitutional Court directed Parliament to cure the defects in the legislation within 24 months from the date of this order (i.e. before 6 September 2016). A draft Bill was submitted to Parliament and it decided that the Bill will be dealt with as a Committee Bill and shall not be processed by the CSPA. Parliament finalised the Bill, which was signed into law by the President on 26 May 2020, as the Independent Police Investigative Directorate Amendment Act 27 of 2019. The IPID Amendment Act provides for parliamentary oversight in relation to the suspension, discipline or removal of the Executive Director of IPID

1.3.6 Case CCT 177/17

Minister of Safety and Security v SA Hunters and Game Conservation Association and Others Case No. CCT 177/17, in which the Constitutionality of sections 24 and 28 of the Firearms Control Act, 2000, were confirmed by the Constitutional Court. Despite the fact that these sections have been found to be constitutional, amendments to the Act are proposed to enhance the application of section 24.

1.3.7 Case 18205/2018

The Residents of: Industry House, 5 Davies Street, New Doornfontein, Johannesburg and Others v The Minister of Police and Others, the High Court of South Africa Gauteng Division Johannesburg, Case No. 18205/2018. The High Court found section

13(7) of the South African Police Service Act, 1995, unconstitutional in respect of the manner in which warrantless searches are possible in terms of the Act. The Court ordered wording to be inserted into the Act to align the South African Police Service Act, 1995, in respect of warrantless searches with the Criminal Procedure Act, 1977. As the matter will not be appealed proposals are made in the South African Police Service Amendment Bill to deal with the judgment. The judgment still needs to be confirmed by the Constitutional Court.

1.3.8 Case 56/2019

National Commissioner of Police v Gun Owners of South Africa Case No 561/19, in which the Supreme Court of Appeal held that the interim interdict granted against the appellants is constitutionally inappropriate, it violates the principle of separation of powers, it guarantees the unlawful possession of firearms, and therefore it must be set aside.

The appellants appeal against an urgent interim interdict issued by Prinsloo J in the Gauteng Division of the High Court, Pretoria, which prevents the South African Police Service (the SAPS) from applying, implementing, and enforcing various provisions of the Firearms Control Act 60 of 2000 (the Act). Practically, the interdict disabled the scheme of renewal and termination of firearm licenses under the Act by prohibiting the SAPS from demanding or accepting the surrender of firearms by license-holders whose firearm licenses expired because they failed to renew them within the timeframe prescribed by the Act.

PART B: OUR STRATEGIC FOCUS

2.1 SITUATIONAL ANALYSIS

The medium to long-term view which frames the strategic planning orientation in the CSPA is informed by the recommendations in the National Development Plan (NDP) and the imperatives reflected in Priority 6 of the 2019-2024 Medium-Term Strategic Framework (MTSF), which speaks to *social cohesion and safer communities*. The MTSF places the CSPA in particular at the forefront in terms of the finalisation of an integrated crime and violence prevention strategy, and in facilitating strong community partnerships, increased police visibility and increasing levels of trust in the police. The Department also takes into account the National Annual Strategic Plan (NASP), which identifies the reduction of violent crime as one of the country's top ten priorities. Furthermore, the departmental planning approach is influenced by the underpinning normative framework of the government of the day, which places emphasis on integrated service delivery approaches towards growth and development.



Figure 1: Normative framework of the sixth administration

As part of this eco-system, CSPA continues to strive to execute its mandate to (1) exercise oversight over the police, (2) develop policy towards the creation of an enabling environment for effective policing and crime prevention, (3) build strategic partnerships in order to increase the involvement of communities and other key role-players in crime prevention efforts, (5) provide evidence-based research for informed decision-making, and (6) enable communication and dialogue on policing and safety.

The nature of the policing landscape, and by extension, the oversight machinery in this respect, has been transformed over the past few years, certainly with no small measure in attribution to a pandemic that has altered the societal paradigm as a whole. Notwithstanding the fact that a comprehensive normative framework was in place and that a clear set of priorities were tabled at the beginning of the five-year cycle, the impact of the changes and challenges experienced over the past two years on the trajectory of the organisational strategy cannot be underestimated. At the time when the Department had set out on a bold path to, amongst others, address the trust deficit between communities and the police; facilitate the implementation of the 2016 White Paper on Safety and Security; create a smart policing environment; and align national and provincial functions to improve police service delivery, policing was not necessarily yet also synonymous with enforcing compliance to health protocols, and computer-assisted data collection techniques for monitoring and oversight was still only an alternative and not yet a norm. Moreover, in as much as the levels of trust in government institutions were relatively low, the credibility of the Security Cluster in terms of its capacity to contribute to the building of safer communities was still somewhat intact. Two years into the COVID-19 pandemic, with lockdown having become a way of life, it has become apparent that a critical review of the departmental strategic orientation is necessary.

In spite of the challenges experienced during these first two years of implementing the five-year strategy, largely on account of the impact of COVID-19 and the aforementioned factors, some notable progress has been made towards the achievement of the medium-term priorities and the five year targets in relation to the Department's initially identified outcome indicators. Progress has also been made with regard to the planned outputs for 2021/22, outlined as follows:

- The Operations Management Framework (OMF) that was developed and approved in 2020 is being implemented, as an important tool in assisting the CSPA to fully articulate on the services it provides and make the external stakeholders understand what services are provided, how they are provided, the standards expected by all who are involved. This entails the identification of those who are providing the service, the role players and stakeholders and beneficiaries, reduce the costs of products and services, provide the basis for future innovation by building capacity of operational skills and knowledge within the Public Service and the CSPA in particular. The OMF creates a more representative and transparent public service environment that requires new thinking and approaches from operations managers to improve the operations and the overall performance (efficiency and effectiveness) of an institution and make their stakeholders and beneficiaries to understand the service levels and what they can expect from CSPA.
- In addition, the CSPA is implementing the Service Delivery Charter (SDC) which was approved, as a statement of commitment that the Department will make towards service delivery. It has been approved to express the needs of external beneficiaries and stakeholders and how the CSPA is addressing such needs. In the first half of the year, the department focused on implementing strategies that were developed and approved and embarked on conducting workshops in promoting the SDC and implementing it through the publication of the charter in the intranet and CSPA website to make the public aware of the charter.
- The Change Management Strategy which was approved is being implemented in order to counter the unpreparedness and the risk of the CSPA instability. It guarantees the Department's readiness for the necessary changes (COVID-19) it may need to implement in order to improve performance and to be current with the contemporary way of conducting business. This tool was developed to manage the people side of change from the current (normal) state to the (new normal) future state so that the desired results of the change and expected return on investment are realised. The change

management strategy describes specific ways in which the Department will address such things as changes in the value chain, organisational restructuring, systems and processes, relocation of the CSPS to new office accommodation, including scheduling or project scope and most importantly how to deal with individual behavioural change.

- The need to improve social development and economic growth is dependent on the creation of a safer environment for all. The WPSS advocates for an integrated approach to addressing crime and violence towards creating safer communities. The Integrated Crime and Violence Prevention Strategy (ICVPS) has been drafted to support the implementation of the WPSS by all stakeholders in government and civil society. The ICVPS provides an overarching strategy for crime and violence prevention by '*whole of government and whole of society*'. Consultations on the ICVPS have been concluded and is currently being prepared for Cabinet approval.
- The Guideline to enhance SAPS performance indicators provides a set of comprehensive guidelines to assist SAPS to develop strategic, outcome indicators that will serve as a more reliable measure of the impact of efforts to prevent and combat crime, and serve as a barometer of the level of trust in the police by communities. These Guidelines also form part of a broader framework to transform and professionalise the SAPS. A Policy Brief has been compiled based on the assessment of the extent to which the SAPS is progressing in implementing the proposals contained in the Guideline, including identifying areas that require attention.
- The departmental Communication Strategy was also developed and approved, and is currently being rolled-out.

In terms of the finalisation of key legislation identified as priorities on the country's legislative programme due to their contribution to post-COVID economic growth and recovery, the following can be noted:

- **South African Police Service Amendment Bill**
 - Public comments received were considered and incorporated into the Bill.
 - The introduction of the Bill in Parliament for consideration is envisaged in the new financial year (2022/23).
- **Criminal Law (Forensic Procedures) Amendment Bill**
 - The Bill was introduced in Parliament in December 2021.
 - The Portfolio Committee on Police has already commenced with conducting Parliamentary deliberations on the Bill.
 - Public hearings on the Bill are scheduled to take place in March 2022.
- **Firearms Control Amendment Bill**
 - The Bill was published for public comments in May 2021.
 - The Bill will undergo a series of further consultation with stakeholders in February 2022.
- **Protection of Constitutional Democracy Against Terrorist and Related Activities Amendment Bill**
 - The Bill was published for public comments in May 2021.
 - The introduction of the Bill in Parliament for consideration is envisaged in the new financial year.

- **Independent Police Investigative Directorate Amendment Bill**
 - The Bill has been drafted and is being prepared for consultations through the JCPS Cluster for Cabinet approval for publication in the Gazette for public comments.

Other key achievements in terms of the advancement of departmental medium-term priorities include the following:

- The sustainment of institutional performance consistently above 80%.
- The attainment of positive audit outcomes.
- The finalisation and approval of the ICVPS and the Partnership Strategy and Framework.
- The increased participation in interdepartmental and intergovernmental fora, which has considerably enhanced the profile of the Department.
- The continuous monitoring and evaluation of SAPS, with resultant findings and recommendations contributing to the professionalisation of the police service.

In order to review its strategic orientation in view of the prolonged impact of COVID-19 and other extenuating factors, the Department conducted its strategic planning session on 20 - 21 September 2021. Guidelines issued by the Department of Planning, Monitoring and Evaluation (DPME) also require departments to conduct mid-term assessments to provide progress on the implementation of their five-year Strategic Plans, and as such, the planning session was also utilised to critically reflect and determine whether the five-year strategy is being fully implemented as was originally envisioned, and to contextualise the changes that have taken place in the environment within which the CSPS operates. Over the two-day session, the Department also embarked on a theory of change (ToC) process, the outcomes of which also had an impact on the manner in which planned outputs will be articulated for the 2022/23 financial year.

The outcomes of the planning session are articulated below and divided into two major sections, namely, external environment analysis and internal environment analysis.

2.1.1 PESTEL Analysis

The table below sets out the Department's assessment of the environment within which it operates, utilising the *Political, Economic, Social, Technological, Environmental and Legal* (PESTEL) analysis framework. The analysis was taken into consideration in the review of the Department's strategic orientation for the remainder of the five-year planning period, and for the update of the APP.

Table 1: PESTEL Analysis

PESTEL ANALYSIS	
Political	Economic
<ul style="list-style-type: none"> • The Civilian Secretariat acts under the direction of the Minister who is responsible to ensure the 	<ul style="list-style-type: none"> • The poor state of the country's economy and limited chance for growth

PESTEL ANALYSIS

<p>implementation of government priorities relating to policing and safety and security</p> <ul style="list-style-type: none"> • The sources will include macro-policies such as the NDP, MTSF Priority 6, SONA, the White Paper on the Police, Minister's directives, etc. • The legislation which is being administered by the Minister will need to be assessed and reviewed against these sources • Public protest over service delivery created instability that requires normalisation (deployment of police, and by extension, the need for more oversight) • Apathy among community members against government services • Lack of political tolerance among political parties thus creating a discord within the community • Upcoming local govt. elections impacting on the establishment of CSFs and substance of CPFs 	<ul style="list-style-type: none"> • Compensation of Employee ceilings from Treasury/Cabinet limiting expansion to meet required staff to implement mandate • Shortfall on compensation budget to implement the cost-of-living adjustment • Economic factors that have negative implications for investments in the Republic as a result of legal provisions will need to be considered against the backdrop of Government policies and commitments under international agreements (for example, the Private Security Regulations Amendment Bill 2014 and the Firearms Control Amendment Bill) • Reported (STATSSA) high unemployment rates • Budget deficits have potential to result in the restructuring of departments and impact negatively on staff recruitment, thus affecting overall capacity to deliver on our mandate • Budget cuts impacting on recruitment of staff, thus adversely affecting delivery of services • Media buying limitations due to budgetary constraints
<p>Social</p> <ul style="list-style-type: none"> • Persistent socio-economic challenges exacerbated by COVID-19 • Dissatisfaction which may lead to public protests or social upheaval, for example the recent protest action in KZN and parts of Gauteng • Lack of social cohesion which destabilises communities • Capacity of the Department to move from <i>transactional</i> to <i>transformational</i> management and leadership, in line with current practices in the public and private sectors 	<p>Technological</p> <ul style="list-style-type: none"> • The advances and modernisation of technology and technological innovations must be considered and legislation to support policing powers and interventions need to be developed • The legislation under the administration of the Minister must incorporate technological developments to enhance policing and the detection of crime • For example, in terms of the FCA, there must be connectivity between the dealers, PSIRA and CFR • For the DNA Bill, to maximise the use of DNA in resolving of crime • For Second Hand Goods Amendment Bill, a database for second hand good items that passes through their books • Lack of integrated electronic complaints management system to be used by the Ministry of Police, CSPS, Provincial Secretariats, SAPS, Office of the DPCI Judge and DNA Board which makes complaints management inefficient

PESTEL ANALYSIS	
	<ul style="list-style-type: none"> Technology can be used to achieve productivity gains through innovation
Environmental <ul style="list-style-type: none"> COVID-19 impact Threat to safety and security /stability negatively impacting on development The capacity of the Department to embrace and institutionalise environmental sustainability approaches 	Legal <ul style="list-style-type: none"> The relevance of legislation to effectively deal with public protests and social upheaval will need to be attended to. For example, the South African Police Service Amendment Bill which proposes the professionalisation of the Police Service, addressing the integrity of members of the service, conflicts of interest and also to amend the Regulation of Gatherings Act Government's priorities, policies and court decisions are considered and addressed legally insofar as they relate to policing or safety and security For example, in the SAPS Amendment Bill the Panel of Experts Report, the Helen Suzman / Glenister Constitutional Court Judgement were considered In the IPID Amendment Bill the above has also been considered In the FCA Bill, the Hunters case, renewal of licenses are being considered International Conventions binding on the Republic and international law is assessed and addressed in our domestic law For example, POCDATARA Bill aligns the Act with international instruments relating to terrorism PSIRA Bill, international treaties and trade agreements have been taken into account FCA Bill propose to align the private possession of semi- automatic rifles to international instruments (SADC Protocol and the Bamako Declaration) Delay on the finalisation of SAPS Act, (CPFs resources and functionality) Long outstanding Animal Control Bill (affecting farming communities)

2.1.2 External Environment Analysis

2.1.2.1 Factors contributing to the performance of policy

It is the task of the police to maintain law and order, to protect the individual's fundamental rights and freedoms, to prevent and detect crime, and to provide assistance and policing services to the public. This means the police must constantly strive to

provide services that are efficient, effective, accountable, trusted and respected by all, while contributing towards conducive conditions for growth and prosperity for the country. When the police fail to do this, the provisions of the Constitution and of democracy are undermined.

It can be argued, rightly so, that safety is not the job of the police alone. As seen from the effectiveness of the integrated approach to combat COVID-19 by all Government clusters, a '*whole of government*' and '*whole of society*' approach as espoused by the ICVPS, is imperative. However, the role of the police in a democracy must be affirmed and established alongside the role of the three spheres of government in terms of addressing the socio-economic challenges facing communities. The ICVPS is the blueprint that clearly articulates and distinguishes these roles in terms of building safer communities. It is envisaged that once the Strategy is fully implemented, the President's vision of halving violent crime by 50% will be realised.

The violence and mayhem in Kwazulu-Natal and Gauteng in July 2021 has, however, raised many questions pertaining to the overall performance of the SAPS. The manner in which the violence was managed points to inefficiencies in many areas in the SAPS and the criminal justice system broadly, and also points to the deepening socio-economic challenges in communities. The Report of the Expert Panel into the July unrest further emphasises these points, indicating that the initial handling of the crisis was inept, and that poor planning and coordination on the part of the police and security structures were among the attributing factors. While the SAPS' response to their poor performance can, to a certain extent, be relegated to capacity and budgetary constraints, the violence has emphasised the dearth in the levels of professionalism in the police service. SAPS' poor performance has further underscored the continued importance of oversight over the police and the role of the CSPA in particular. Over the years, the CSPA has developed various policies and produced research to contribute towards a professional and accountable police service, with a plethora of recommendations on how SAPS can overcome the stumbling blocks in service delivery, create a smart policing environment and improve performance. The effectiveness of policy is determined by the implementation thereof, and SAPS' willingness to implement the recommendations made by the CSPA inevitably affects the performance and efficacy of policing policy. Concerted efforts are needed through strengthening legislation and other mechanisms, to ensure the realisation of the institutional and governance structures of the CSPA as envisaged in the 2016 White Paper on Policing, and furthermore, SAPS must be held to account for non-implementation of CSPA recommendations.

The implementation of the 2016 White Paper on Policing (WPP), which sets the policy framework for democratic policing in South Africa, remains staggered and the results are evident in terms of the SAPS transformation trajectory; leadership failures; unethical conduct and corruption by members of the police; and the continuous high levels of crime. Professionalising the police must be the cornerstone of the SAPS vision and mission if the transformation of the police service is to be realised. Complementary to the policy proposals in the WPP, the CSPA's State of the Policing report has identified nine dimensions of democratic policing against which to measure the SAPS. These dimensions illustrate that certain inputs (knowledge, efficiency and effectiveness, ethics and accountability, citizens and police rights) are required in order to achieve the police we want (objective, responsive and empathetic) for a transformed, legitimate, and democratic police that the people trust.

The CSPA has commenced with the development of the National Policing Policy (NPP), which aims to review the policing policy framework and make the necessary policy proposals that will fast track the transformation and professionalisation of the SAPS in order to bring about safer communities, improved socio-economic development, and social cohesion. The NPP will serve as the instrument that guides the Minister of Police and MECs in the exercise of their respective political and policing functions.

The NPP will also be the instrument that directs the National Commissioner in terms of the management and control of the SAPS. The 2016 WPP will form the basis of the NPP given its focus on the core areas of policing and law enforcement, and its emphasis on an accountable, professional, competent and highly skilled police service that delivers high quality services. Of critical importance is the need for a clear implementation mechanism to ensure that policies are implemented and to avoid policy development becoming a futile exercise.

In addition to the above, many of the policies have been developed in the past decade geared towards addressing some of the pertinent challenges in the policing environment should be reviewed to give effect to changes in the policing environment and adherence to current statutes. The restrictions brought by the COVID-19 pandemic has, however, changed the policy consultation landscape – which impacts on the ability to review policy in line with the realities on the ground. While a hybrid consultation model has been adopted, this is dependent on reliable ICT infrastructure and improvements in community access to technology. The Operating Model and Procedures Management Framework requires a critical review to ensure the maximum use of technology and a working environment that encourages higher productivity.

2.1.2.2 Medium and Long Term Policy Environment

The medium-term policy environment will be influenced by, amongst other factors, the review of the 2019 – 2024 MTSF; the outcome and impact of the 2021 local government elections; and the tabling of new priorities by Government as the country gradually returns to a certain level of normalcy, including the institutionalisation of the NASP.

In the long-term, the institutionalisation of the 2020 National Policy Development Framework will provide clear context and universal guidelines for the development and implementation of policy across government owing to the existing fragmentation in the policy landscape. The CSPS will also be influenced by this, given that policy development forms a critical part of its mandate. From 2022/23 onwards, the Department will ensure that its policy development cycle complies with the provisions of the National Policy Development Framework.

2.1.2.3 Information regarding the demand for services and other factors that inform the development of the Strategic Plan

The CSPS is a constitutional body that serves to ensure the transformation of the SAPS by promoting accountability and transparency in the police service. It is responsible for performing advisory functions on various matters including but not limited to, policing policy and strategy, legislation, police performance through conducting audits, communication, community mobilisation on crime prevention, an Integrated Justice System (IJS) and international obligations and liaison.

The services offered by the Department include the provision of policy advice and research support to the Minister; development of policing policy through qualitative and evidence-based research; provision of civilian oversight of the police service through monitoring and evaluation of the overall police performance; and mobilisation of role-players, stakeholders and partners outside the Department through engagements on crime prevention and other policing matters.

Civilian oversight involves a network of multiple checks and balances over the police. Amongst its key oversight roles, the CSPS

is mandated to monitor and evaluate SAPS' compliance with the Domestic Violence Act, and engage with civil society organisations to develop interventions and programmes to improve SAPS' response to GBV. With the alarming number of GBV-related cases seen during the particularly stricter lockdown levels, the scourge of GBV indeed remains the country's "second pandemic" that requires a multiplicity of responses from all sectors of society. The 2022 State of the Nation Address (SONA) also emphasised the need to intensify the fight against GBV and Femicide (GBV&F). There has thus been a continued increase in the demand for the services provided by CSPA in this regard. In support of the fight against GBV, the Department continues to monitor the implementation of the Ministerial Six-Point Plan on GBV. Furthermore, in line with Pillar 2 of the National Strategic Plan (NSP) on GBV&F, the Department continues to collaborate with its provincial counterparts in terms of media campaigns to educate communities on SAPS' response to reported GBV cases. The aim is to empower communities on understanding the reporting process, understanding the assistance provided by various entities within the criminal justice system and informing them of what to do if they are not satisfied with the response provided by the police. The campaign also seeks to highlight the influence of irresponsible drinking towards GBV.

Pillar 3 of the NSP on GBV&F, which speaks to Justice, Safety and Protection, reiterates the need to clear backlogs of all DNA samples related to GBV as part of the emergency response action plan. As such, the Minister of Police has also called on the CSPA to focus its monitoring efforts on the functionality of the forensic science laboratories (FSL) and adopt an interventionist approach with respect to the reduction of DNA backlogs if it is to truly contribute impactfully to the fight against GBV.

Given the concerns raised by the President in the 2022 SONA regarding the breakdown of law and order in society, and the police not being embedded in the communities they serve, the Minister has further emphasised the need for the work of the CSPA to serve as an early warning system in terms of underlying issues in communities and other key stakeholders that may pose a threat to safety and security.

There has also been an increasing demand for improved regulatory environment within the sector, including the review of legislation that negatively impacts on the ability of the criminal justice system to create and maintain a safe and secure society. The demand for wider legal services has also resulted in a drastic shift in the core mandate of the legislative function of the Department. In the 2022/23 financial year, the Department will continue to place impetus on the acceleration of its legislative programme, and will also strive to collaborate with other security cluster entities in identifying areas that require critical review.

2.1.2.4 External Challenges

2.1.2.4.1 Developmental Challenges

Although South Africa has had a stagnant and negative economic growth outlook, the COVID-19 pandemic further exacerbated the economic situation - characterised by a continuous increase in unemployment, poverty and inequality. It is common cause that the inability of the State to address these tripartite challenges has a high potential to breed criminality, where people look for illegal means of survival as was witnessed with the looting of goods in business premises across KZN and Gauteng in July 2021. This situation, including the generally high rates of crime, puts extreme pressure on law enforcement and oversight in terms of the execution of the policing and safety mandate, particularly considering that other government institutions are failing to provide basic services especially at the local government level.

The proposed intervention includes fast-tracking the institutionalisation and implementation of the ICVPS across all spheres of government, in order to ensure that all critical role-players execute their functional mandates within the context of an integrated approach to the prevention of crime and violence.

2.1.2.5 Relevant stakeholders that contribute to the Department's ability to achieve its planned outcomes

2.1.2.5.1 South African Police Service

SAPS is the primary client of the Department in relation to executing its oversight mandate over the police service and is expected to fully implement all policies developed by the CSPA on behalf of the Minister of Police. In terms of the development of policy and legislation, SAPS plays a role with regards to the provision of technical inputs, access to research and operational policies, data collection in national and provincial offices and police stations, and participation in consultations. The effectiveness of the civilian oversight mandate, including the provision of strategic and policy advice to the Minister of Police, rests in the main on adequate and reasonable access to SAPS systems and information by the CSPA (and ultimately, the willingness to implement CSPA policy proposals and recommendations). There is therefore a need to continuously strengthen the working relationship and ensure effective functioning of cooperative governance structures between the SAPS and CSPA, including the development of Memoranda of Understanding (MoU) between the SAPS, IPID and CSPA in this regard.

2.1.2.5.2 Provincial Secretariats

Provincial Secretariats are given the mandate to perform the functions of the CSPA within the provincial sphere of government. It should also be noted that provincial secretariats do not report directly to the Department, but report to their respective Heads of Department (HoDs) and the MECs responsible for community safety. However, the Provincial Secretariats must undertake the following tasks in order to support the objects of the CSPA:

- Align their plans and operations at the provincial sphere of government with the plans, policies and operations of the Department; and
- Integrate their strategies and systems at the provincial sphere of government with the strategies and systems of the Department.

Although the CSPA Regulations outline the roles and responsibilities of the CSPA and the Provincial Secretariats, there is no clearly defined working protocol between the Department and the provinces, which leads to duplication of efforts and sometimes confusion of roles. There is a need to address this challenge through the development of a working protocol with the Provincial Secretariats with a view to ensuring the continued performance of their operational work, while the Department assumes a coordination and standard-setting role with limited operational functions. There is also a need to ensure joint and integrated annual planning with Provincial Secretariats.

2.1.2.5.3 Parliament

The CSPS Act requires the Secretary for Police Service to provide regular reports (through the Minister of Police) to Parliamentary Committees responsible for Policing on the activities of the Secretariat. This serves to ensure that Parliament, as the primary oversight organ, is kept abreast of activities and developments relating to police performance, conduct and policing policy. The Department provides these oversight reports quarterly, annually, and as and when required by Parliament.

2.1.2.5.4 Independent Police Investigative Directorate

The relationship with IPID is based on the establishment of a Joint Consultative Forum comprising the Executive Director (ED) of IPID and the Secretary for Police Service. The primary objective of this Consultative Forum is to facilitate closer cooperation between the Secretary for Police Service and the ED, and to discuss, among others, issues relating to trends, recommendations and the implementation of such recommendations by SAPS.

2.1.2.5.5 Department of Cooperative Governance and Traditional Affairs

The relationship with the Department of Cooperative Governance and Traditional Affairs (COGTA) has increasingly become a critical one in view of the strategic alignment between the ICVPS and the DDM, and the need to strengthen partnerships towards safer communities. COGTA has a particular role to play in ensuring that horizontal and vertical intergovernmental coordination takes place and that intergovernmental relations (IGR) fora are strengthened and capacitated to deal with safety issues, through clear terms of reference and implementation protocols. COGTA is rightly placed to facilitate that paradigm shift needed to effectively implement the ICVPS through its IGR mandate, and enable all three spheres to strive for convergence and synergy with regards to the critical deliverables on safety, crime and violence prevention (particularly at the local level), with the DDM One Plan as a key instrument.

In terms of the establishment of functional CSFs, there is need to finalise and operationalise the pending MoU between the two departments to ensure that the institutional mechanisms are in place for local government to effectively implement the CSF policy.

2.1.2.5.6 Presidency and DPME

The Presidency plays a key role in terms of conducting socio-economic impact assessments (SEIAS) for policies and legislation produced by the Department prior to finalisation and approval thereof, to ensure feasibility and a '*fit for purpose*'. The DPME plays an essential monitoring and advisory role in terms of the Department's contribution to Priority 6 of the MTSF. In terms of the 2016 WPSS, there is a need for better coordination and collaboration between the CSPS and DPME with respect to the implementation thereof, including implementation of the ICVPS.

2.1.2.5.7 Civil Society

Other relevant stakeholders that contribute to the Department's ability to achieve its planned outcomes include JCPS cluster departments; Chapter 9 institutions who are consulted in legislation drafting processes; strategic partners such as SALGA, GIZ, Hans Seidel Foundation and other civil society organisations.

2.1.3 Internal Environment Analysis

2.1.3.1 Overall capacity to deliver on the CSPA mandate

The following section summarises the Department's capacity to deliver on its mandate, including information about human resources, financial resources and ICT.

When the CSPA became a designated department in 2012, the establishment consisted of a total of 107 posts. Currently, the Department has a total post establishment of 156 posts, indicating a growth rate of approximately 46% in terms of the expansion of the CSPA. Additional posts were created over the years to capacitate the Department to deliver on its mandate.

As at December 2021, the Department had filled 145 of its 156 post establishment, resulting in a vacancy rate of 7.05%. Approximately 13% of the posts were filled from internal promotions. In terms of Employment Equity, of the 145 staff employed by the Department, there are 3 people with disabilities, which translates into 2.07% of the staff complement. This implies that the Department has achieved the 2% equity target for employment of persons with disabilities. Out of the total positions filled, 78 are females, translating into 53.79%, of the staff complement; while 67 are males, or 46.21% of the staff complement. The senior management echelon of the Department comprises a total of 30 employees, of which 15 are males and 15 are females. The Department is also required to ensure that at least 30% of its staff complement comprises of youth, and thus far this target has been exceeded given that 32% of the current staff complement comprises of young people (employees below the age of 35). This figure consists of 26 females and 20 males, inclusive of 5 interns.

The development and approval of the integrated Human Capital Strategy has in many ways contributed to steering the Department in the right direction in terms of ensuring strategic alignment of human capital and departmental activities and improving the overall capacity of the Department to deliver on its mandate. Through the institutionalisation thereof, the Department continues to achieve 100% compliance with the development and submission of performance agreements, which are aligned with the relevant MTSF indicators at the level of senior management, and also aligned with the scorecard of the Secretary for Police Service.

Training and development as one of the pillars of the integrated Human Capital Strategy has also been prioritised. In accordance with the Workplace Skills Plan, 25% of the staff complement was targeted to be trained, however 28% of the staff complement was trained – thereby exceeding the target by 3%.

Notwithstanding the impact of the integrated Human Capital Strategy on improving the capacity of the Department, there are still critical gaps in terms of the overall capacity to effectively deliver on its mandate. Given that the demand for the services

offered by CSPS has increased, there is an urgent need to increase capacity in the Legislation, Research and Monitoring and Evaluation components, amongst others. In meeting this need, the Department will continue to ensure that employees with the highest level of competence and skills are recruited and retained. The Department will also ensure that gender, race and people with disabilities are given high priority, while ensuring that the vacancy rate is maintained at an acceptable level, well below the 10% threshold set for the Public Service.

In spite of the strides made in improving operational efficiencies, there are elements that continue to serve as stumbling blocks to the organisation strategy. The delays that have been experienced in processing new office accommodation as a result of dependencies on external role-players (DPWI, SITA, Municipality) for instance, has affected the ability to implement certain projects and programmes, and has also contributed to low staff morale.

ICT infrastructure plays a critical role in enhancing ICT services that are effective and reliable, thereby impacting on operational efficiencies and organisational performance. The implementation of the ICT strategy in 2021/22 has included focus on the finalisation and approval of user requirements specification for Wide and Local Area Network (WAN/LAN) infrastructure and services; procurement and delivery of end user equipment in an effort to advance and provide reliable technology gadgets to staff members; and the development and implementation of electronic tools for Corporate Services (Job Satisfaction Survey) and M&E (Customer Satisfaction Survey). Although the Department continues to implement this strategy to improve efficiencies, the delays with SITA procurement processes remain a challenge. This challenge can only be mitigated in earnest when the Department relocates to its new office accommodation, whereby adequate space will be available for the housing of a server and other key equipment.

In terms of the financial capacity to implement the CSPS mandate, it can be noted that the budget allocation for the Department is increasing from a baseline budget of R148,961 million in 2021/22 to an annual budget of R157,245 million in the outer year of the three-year MTEF period. This is equivalent to an average increase of 1.8% per annum over the MTEF period. The estimated final annual budget of R157,245 million for the 2024/25 financial year will, however, increase by approximately 4.49%, from R150,489 million of the prior 2023/24 financial year which is higher than anticipated given the current economic climate. The increased resources will go a long way in terms of enabling the Department to effectively execute its mandate.

2.1.3.2 The Status of the Department's Compliance with the B-BBEE Act 53 of 2003, as amended

The Department continues to comply with Section 10 of the Broad-Based Black Economic Empowerment Act 53 of 2003 (B-BBEE Act), as amended, to integrate B-BBEE requirements in awarding contracts, licenses, grants, incentives and concessions to entities that are B-BBEE compliant.

2.1.3.3 The Status in responding to interventions directed at Women, Children, Youth and People with Disabilities

Through the implementation of the Integrated Human Capital Strategy and the Employment Equity Implementation Strategy, strides have made to address gender parity at all levels of employment in the Department. Future recruitment efforts will continue to target female candidates.

In terms of other transformational issues, the Department procured assistive devices for employees with disabilities who required further support. An employee who could no longer drive as a result of ill-health and disability, was accommodated in another function that does not require driving. There is a fair distribution of age in the Department whereby the youth constitute 32% the middle aged constitute 65% and above 60 years is only 2%.

2.1.3.4 Internal Challenges

2.1.3.4.1 Effective Implementation of the Organisational Strategy

The advances made in implementing the five-year strategy notwithstanding, the Department still generally grapples with the clear demonstration of strategic alignment of key objectives and priorities through its articulation of performance information and reporting thereof. The level of institutional readiness to plan for and measure impact is therefore congruent with this observation. It is envisaged that the incremental implementation of the CSPS emergent theory of change will assist in overcoming these challenges.

In addition, the capacity to effectively develop and review policy, including conducting feasibility studies and costing for policy implementation, is inadequate. As such, the issue of policy implementation and analysis – identified as a key focus area in the medium-term – remains elusive.

The CSPS legislation, albeit good, clear and succinct in terms of our oversight role, is also somewhat vague in terms of empowering the Department to actively pursue some of the bold choices in its organisational strategy by making allowances for enforcement in instances of non-adherence to its provisions by SAPS. The need for a review of the Act has thus become pertinent, particularly taking into account the fact that both the SAPS and IPID Acts have also been reviewed.

National Treasury, in its engagements with the Police Services sector, has offered some recommendations for consideration to mitigate against the impact of the aforementioned challenges. The recommendations include the prioritisation of insourcing of capacity to deal with costing of policies; fast-tracking the process to establish structure to allow the Minister and CSPS management to deal with transversal issues; and exploring ways in which the Department can leverage on the *'new normal'* method of operations as part of the review of its service delivery model.

2.1.3.4.2 Overcoming the Silo Approach to Delivery

The value-chain of the CSPS is outlined in Figure 2 below. In terms of its linear delivery process, the Department does the following:

- Develop and review policy and / or legislation;
- Engage with SAPS and other entities reporting to the Ministry of Police;
- Engage with the citizenry to solicit inputs on policy and legislation;
- Build strategic partnerships with key stakeholders to facilitate buy-in and ease of implementation of policy and legislation;

- Develop a monitoring, evaluation and reporting framework and approach;
- Provide approved policy and legislation to the SAPS through the Office of the Minister of Police for implementation and reporting; and
- Provide monitoring and evaluation outcomes back to policy and legislation for consideration, and where necessary, effect changes through review and amendments.

The Figure also depicts how the CSPA delivery value-chain revolves around the Office of the Secretary for Police Service as the focal point, providing strategic direction to facilitate the execution of the Department's core functions, while supported by the ancillary functions. The outputs emanating from the implementation of the CSPA delivery value-chain manifest in the form of the policy and strategic advice to the Minister of Police. The Minister of Police, with the support of and in consultation with the MECs for safety, security and policing, is then able to take policy decisions that inform the execution of the policing functions.

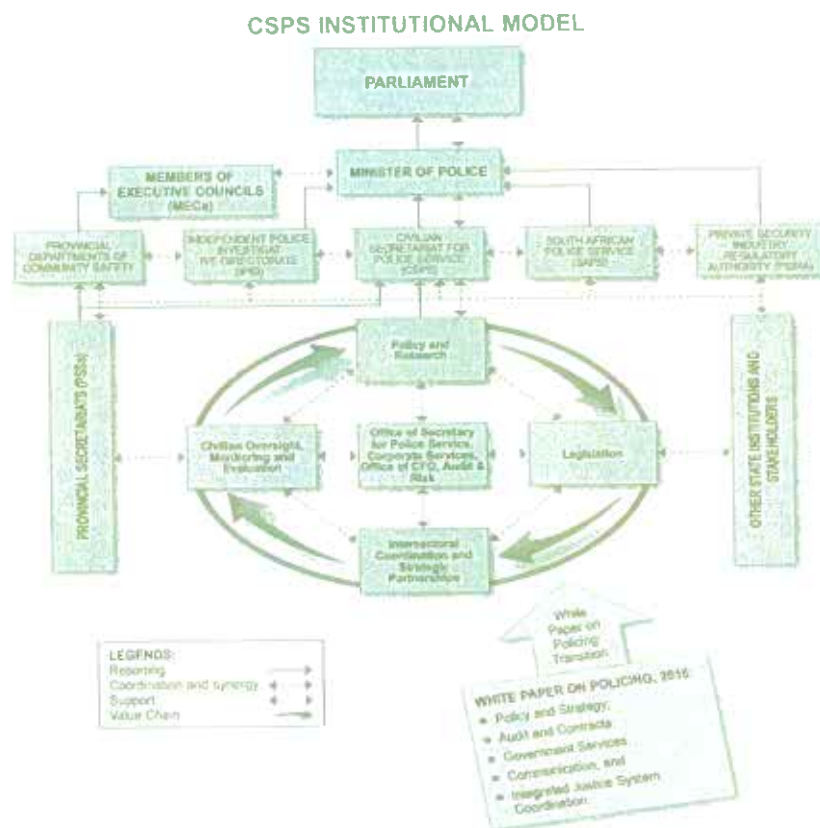


Figure 2: CSPA Institutional Model

The above represents the ideal in terms of an integrated and coherent value-chain which, if carefully managed and effectively implemented, will ensure the successful achievement of planned outcomes and five-year strategy. However, there is still a challenge with regards to the institutionalisation of this model at a broader organisational level, including weaknesses in terms of external coordination with Provincial Secretariats. This will be addressed by ensuring broad and common understanding of the organisational strategy through regular engagements, and utilising these engagements to further unpack the CSPA delivery value-chain and encourage a unified way of working internally.

2.1.4 Emerging priorities which will be implemented during the planning period

Stemming from the direction provided by the Minister of Police during this review of the CSPS strategy, the Department has identified the following emerging priorities for the remainder of the planning period:

- Transforming the organisational culture to embed principled leadership and collaboration, and to focus on impact;
- Contributing to the enhancement of the effectiveness of the criminal justice system by identifying legislation that requires review to this effect, and by participating in key JCPS Cluster structures;
- Utilising research to benchmark with international and regional best practices in terms of policing approaches;
- Improving the relationship between communities and the police;
- Strengthening monitoring (including media monitoring) and oversight in order to provide an early warning system;
- Finalising the Customer Satisfaction Survey in line with Priority 6 of the MTSF;
- Striving to become a centre of excellence with respect to policing policies and strategies; and
- Implementing the emergent CSPS theory of change.

2.2 CSPS' THEORY OF CHANGE

At the beginning of the 2020 – 2025 planning cycle, the CSPS adopted a five-year strategy centred around *improving levels of trust in the police through effective civilian oversight* as the desired impact. The Department identified four institutional outcomes towards the achievement of its envisaged impact, that is;

- a) improving community participation in the fight against crime;
- b) improving community-police relations;
- c) facilitating collaboration, coordination and integration on safety, crime and violence prevention within the three spheres of government; and
- d) ensuring a transformed and accountable police service.

Although the planned outcomes were in line with the mandate of the CSPS and were also aligned to the 2019 - 2024 MTSF, the ability to clearly articulate the change pathways towards the desired end state continued to present as a challenge during the first two years of implementation of the Strategic Plan, evidenced primarily by the persistent questions concerning the impact made by the CSPS on the ground; the gaps in the process of ensuring alignment with provinces in terms of appropriate sectoral performance measures; and the inability to adequately measure progress made with respect to the institutional outcomes in the past two years.

In previous assessments of the Department's plans, DPME also identified as a weakness, the fact that the CSPS' five-year strategy was not backed by a clear ToC. In view of the aforementioned, and in line with the planning methodologies outlined in the Revised Framework for Strategic and Annual Performance Plans (FSAPP), the Department subsequently undertook a process to develop a ToC to underpin its five-year strategy and clarify how the planned outcomes and interventions are expected

to lead to the envisaged five-year impact. The intention of the theory of change process was also to enable the Department to assess its strategy by identifying the original assumptions made when the strategy was designed, and assist in clearly mapping the change process towards expected outcomes.

Notwithstanding the impact of COVID-19 on the environment within which the CSPS operates, the outcome of the application of the ToC process also took into consideration issues emanating from the environmental analysis conducted by the respective business units within the Department utilising the PESTEL tool of analysis to determine the extent to which the status quo is affecting the implementation of the five-year strategy.

2.2.1 Key Elements of the CSPS Theory of Change

Broadly, the ToC can be described as a system of ideas intended to explain how we think change happens or will happen in the area(s) we want to address, and how we intend to work in order to influence this change / these changes. It seeks to explain how the various elements of an organisation's strategy (activities, outputs and outcomes) contribute to the achievement of the final intended impact. Taking into account the application of the ToC methodology, the basic interpretation of the CSPS' ToC is summarised below.

IF, through its core functions and supporting activities, the CSPS ensures the following interventions are undertaken -:

Policy Development, Research and Legislation

- Policy research services to support evidence based policy making and programming are provided.
- Constitutionally compliant legislation is developed.
- Legal services are provided.
- Legislation review services towards streamlining and eliminating bottlenecks and contradictions are provided.
- Information and knowledge management is institutionalised.
- Reference groups are established and functional.

Inter-Sectoral Coordination and Strategic Partnerships

- A CPF and CSF training programme is implemented to enhance their functionality.
- Awareness campaigns on the Ministerial six-point plan for GBV are undertaken.
- Community outreach to improve crime prevention awareness is implemented.
- Road shows are undertaken.
- Capacity building workshops are conducted.
- A feedback loop is created and maintained between the Minister and communities.
- MoUs to broaden CSPS' community reach are concluded and implemented.
- MoUs for collaboration through national oversight forums and partnerships are concluded and implemented.
- A comprehensive communication strategy is implemented.
- Media monitoring and media centre services are provided.
- Reference groups are established and functional.

Civilian Oversight, Monitoring and Evaluation

- A Police Ministry Management Coordinating Forum is established and functional.
- The CSPA Act is reviewed to compel SAPS to implement legislation, policies and research recommendations.
- A mechanism to assess the implementation of and compliance with policy and legislation by SAPS is implemented.
- A programme to assess SAPS performance is implemented.
- A programme to evaluate SAPS policies and programmes is implemented.
- A programme to assess police conduct including the implementation of IPID recommendations, and the management of litigation and disciplinary cases is implemented.
- A complaints management system is implemented.
- A national oversight and M&E forum is established and functional.

Administration and Corporate Services

- A strategy to recruit and retain the right people is implemented.
- A strategy to enhance corporate governance is developed and implemented.
- A strategy for in-sourcing ICT is implemented.
- A programme to build the culture of the organisation and to embed a focus on impact is implemented.
- A programme to capacitate people with relevant skills is developed and implemented.
- Training and skills development partnerships with universities are established.
- An employee wellness programme is developed and implemented.
- A business case to improve access to financial resources is developed and implemented.

THEN there will be: knowledgeable and educated stakeholders on their roles in crime fighting and on civilian oversight; strengthened relationship between SAPS and CSPA to ensure responsive policing; strengthened coordination between the CSPA, Provincial Secretariats, COGTA, and all role players; and a Civilian Secretariat for Police Service that is a centre of excellence for policing policies and strategies.

The achievement of the foregoing **immediate changes** will **THEN** result in strengthened community participation in the fight against crime and in strengthened collaboration, coordination and integration on safety, crime and violence prevention towards the implementation of the Integrated Crime and Violence Prevention Strategy.

The achievement of the foregoing **intermediate changes** will **THEN** ultimately result in strengthened community-police relations and in a transformed and accountable police service which will **THEN** lead to the **impact** of communities feeling and being safe.

PART C: MEASURING OUR PERFORMANCE

3.1 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 1: Administration

Purpose: Provide strategic leadership, management and support services to the Department.

Sub-Programme 1.1: Department Management

Purpose: Provide administrative management support to the Secretary for Police Service and strategic support to the Minister of Police.

- The relevant outputs and performance measures for Sub-Programme 1.1 are reflected in the departmental Annual Operational Plan.

Sub-Programme 1.2: Corporate Services

Purpose: To provide reliable and efficient corporate services to the CSPS.

Outcomes, Outputs, Output Indicators and Targets

Outcomes, Outputs, Output Indicators and Targets								
Outcome	Outputs	Output Indicators	Annual Targets					
			Audited Performance			Estimated Performance	MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CSPS as a centre of excellence for policing policies and strategies	Strategy to recruit and retain the right people implemented	1.2.1 Vacancy Rate	6.7%	7.79%	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		1.2.2 Percentage implementation of the Human Capital Strategy	N/A	N/A	N/A	100%	100%	100%	100%
	ICT services implemented	1.2.3 Percentage implementation of the Information Communication Technology Strategy (ICT)	N/A	N/A	N/A	100%	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.2.1	Vacancy Rate	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%	Not more than 7%
1.2.2	Percentage implementation of the Human Capital Strategy	100%	100%	100%	100%	100%
1.2.3	Percentage implementation of the Information and Communication Technology (ICT) Strategy	100%	25%	50%	75%	100%

Sub-Programme 1.3: Finance Administration

Purpose: Provide Public Finance Management Act (PFMA)-compliant financial, accounting and supply chain services to the CSPS.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2022/23	2024/25
CSPS as a center of excellence for policing policies and strategies	Creditors age analysis	1.3.1 Percentage of payments made to creditors within 30 days	98%	100%	100%	100%	100%	100%	100%
	Expenditure trends analysis	1.3.2 Percentage of expenditure disbursed in relation to budget allocated	94%	96%	98%	98%	98%	98%	98%

Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.3.1	Percentage of payments made to creditors within 30 days	100%	100%	100%	100%	100%
1.3.2	Percentage of expenditure disbursed in relation to budget allocated	98%	20%	45%	70%	98%

Explanation of planned performance over the medium-term period

Through the provision of effective support services, this programme will contribute to improve departmental performance and sound corporate governance. The integrated Human Capital Strategy will continue to be implemented through the roll-out of the operational excellence strategies, the performance of which will be monitored and assessed through the provision of quarterly reports. Furthermore, the Department will also continue to implement the ICT strategy with a focus on the implementation and configuration of ICT hardware infrastructure, which will be inclusive of the installation of servers and networking once the Department relocates to a new building.

The planned performance for finance administration stays consistent over the MTEF period. The plan is to maintain the 100% performance on the payment of invoices within 30 days, as there are sufficient and appropriate controls and measures in place to enable the achievement thereof. As far as the spending is concerned, the Department does not foresee expenditure higher than 98% over the MTEF period due to the turn-over in staff, as well as the uncertainty of the COVID-19 pandemic and associated restrictions is concerned.

Programme 2. Inter-Sectoral Coordination and Strategic Partnerships

Purpose: To manage and encourage national dialogue on community safety and crime prevention.

Sub-Programme 2.1: Intergovernmental, Civil Society and Public-Private Partnerships

Purpose: Manage and facilitate intergovernmental, civil society and public partnerships.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited Performance		Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 2024/25
Strengthened collaboration, coordination and integration towards the implementation of the Integrated Crime and Violence Prevention Strategy	Partnerships established to build safer communities	2.1.1 Number of Memoranda of Understanding (MoUs) signed with stakeholders to build safer communities	2	2	2	2	2	2
		2.1.2 Number of MOUs implemented to build a safer communities	N/A	N/A	N/A	New Indicator	3	2
		2.1.3 Number of workshops facilitated with Provincial Secretariats and municipalities on the establishment of Community Safety Forums (CSFs)	12	14	9	9	9	9
Strengthened community participation in the fight against crime	Capacity-building workshops	2.1.4 Number of provincial capacity-building sessions held on crime prevention policies	9	11	9	9	9	9
		2.1.5 Number of anti-crime campaigns conducted	4	8	3	3	3	3

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strengthened community police relations	CPF functionality assessments	2.1.6 Number of assessments conducted on implementing Community Police Forum (CPF) Regulations/Standards at the district and provincial board level	2	2	2	2	2	2	2
	CPF training programme implemented	2.1.7 Number of provincial CPF training workshops facilitated on the civilian oversight role of CPFs	N/A	N/A	N/A	New Indicator	9	9	9

Output Indicators: Annual and Quarterly Targets

No.	Output indicators	Annual Targets	Q1	Q2	Q3	Q4
2.1.1	Number of Memoranda of Understanding (MoUs) signed with stakeholders to build safer communities	2	-	1	-	1
2.1.2	Number of MOUs implemented to build a safer communities	3	-	1	1	1
2.1.3	Number of workshops facilitated with Provincial Secretariats and municipalities on the establishment of Community Safety Forums (CSFs)	9	2	3	3	1
2.1.4	Number of provincial capacity-building sessions held on crime prevention policies	9	2	3	3	1
2.1.5	Number of anti-crime campaigns conducted	3	-	1	1	1
2.1.6	Number of assessments conducted per year on implementing Community Police Forum (CPF) Regulations/Standards at the district and provincial board level	2	-	1	-	1
2.1.7	Number of provincial CPF training workshops facilitated on the civilian oversight role of CPFs	9	2	4	2	1

Sub-Programme 2.2: Community Outreach

Purpose: Promote, encourage and facilitate community participation in safety programmes.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated Performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strengthened community participation in the fight against crime	Community outreach programme to improve crime prevention awareness implemented	2.2.1 Number of Izimbizo / public participation programmes held with communities to promote community safety	9	15	4	8	8	8	8
		2.2.2 Number of response plans on the Izimbizo / public participation programmes held to promote community safety (feedback to communities)	N/A	N/A	N/A	New Indicator	3	4	4

Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
2.2.1	Number of Izimbizo / public participation programmes held with communities to promote community safety	8	2	2	2	2
2.2.2	Number of response plans on the Izimbizo / public participation programmes held to promote community safety (feedback to communities)	3	-	1	1	1

Explanation of planned performance over the medium-term period

The Programme will focus on the following deliverables over the short and medium-term period the Programme will continue to enhance planned public participation engagements wherein the Minister interfaces with the communities and community leaders on social problems experienced which continue to crime. The aim is to build and enhance social cohesion and restore the trust of communities in the police in response to public/social unrests experienced in different communities. The Programme will also undertake anti-crime campaigns based on initiatives agreed upon with public private partners through signed working agreements or MoUs, with specific focus on social crime prevention initiatives, such as responsible alcohol trade and use, campaigns against GBV and protection of vulnerable groups. In an effort to contribute to the functionality of CPFs, the Programme will provide training to members of the CPFs and associated structures.

In terms of IGR, the Programme will focus on structured community interaction through community safety forums and participation in community initiatives with the involvement of local government on crime prevention programmes.

Furthermore, the Programme will place emphasis on the implementation of the approved Partnership Strategy and Framework with a view to initiate and cultivate partnerships in the fight against crime. The main focus will be on measuring the impact made through the signing of MoUs, by developing clear action plans for implementation thereof. For 2022/23, the focus will be on the following:

- MoU with Big Brand Media Holdings (BBMH);
- MoU with Contralesa; and
- MoU with Safer Citizens NPO.

Programme 3: Legislation and Policy Development

Purpose: Develop policy and legislation for the police sector and conduct research on policing and crime.

Sub-Programme 3.1: Policy Development and Research

Purpose: Develop policies and undertake research in areas of policing and crime, towards an enabling policy environment for policing and citizen safety.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24
Transformed and accountable police service	Policies to support decision making developed	3.1.1 Number of draft National Policing Policies submitted to the Secretary for approval	3	2	1	1	1	N/A	N/A
	Evidence-based research conducted	3.1.2 Number of research projects conducted on policing and safety	2	3	2	1	1	1	1
	Information and knowledge management services provided	3.1.3 Percentage implementation of the Knowledge and Information Management Strategy	N/A	N/A	N/A	New Indicator	100%	100%	100%

Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.1.1	Number of draft National Policing Policies submitted to the Secretary for approval	1	-	-	-	1
3.1.2	Number of research projects conducted on policing and safety	1	-	-	-	1

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
3.1.3	Percentage implementation of the Knowledge and Information Management Strategy	100%	-	50%	-	50%

Sub-Programme: 3.2 Legislation

Purpose: Provide legislative support services to the Minister.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance		Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Strengthened relationship between SAPS and CSPS to ensure responsive policing	Constitutionally compliant legislation developed	3.2.1 Number of Bills submitted to the Minister for Cabinet approval	4	3	4	2	2	2	2

Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.2.1	Number of Bills submitted to the Minister for Cabinet approval	2	-	-	1	1

Explanation of planned performance over the medium-term period

Policy, Research and Knowledge Management

Transformation of the SAPS is a continuous process based on changes in both the internal and external policing and safety environment, and as the Department has a statutory responsibility to provide strategic policy advice to the Minister of Police, the policy focus will be geared towards finalising the draft National Policing Policy through consultations with internal and external stakeholders.

Research contributes to professionalisation of SAPS through production of knowledge products and key recommendations based on evidence. The joint research project between the CSPS and Provincial Secretariats will focus on the analysis of the multi-faceted Provincial Safety Strategies. The Provincial Safety Strategies are implementation mechanisms to ensure reduction in crime and violence, and to promote safety in communities as espoused in the NDP. The project seeks to generate evidence on the alignment of the provincial strategies to the provisions of the ICVPS, toward supporting implementation thereof.

The Knowledge and Information (KIM) Strategy was developed to support the implementation of an integrated knowledge-based approach towards violence and crime prevention advocated for by the 2016 WPSS, and which will be actioned through the ICVPS. The SaferSpaces web portal is one of the key mechanisms to ensure the successful implementation of the KIM Strategy. The SaferSpaces web portal continues to be South Africa's central networking knowledge hub on community safety and violence prevention. It is an effective platform where practitioners share knowledge and connect, and ensures continued effective support to South Africa's community safety and violence prevention agenda. A key product of the SaferSpaces portal is an annual Gazette or Newsletter, which aims to reach as many readers as possible, to ensure effective communication of issues pertaining to crime and violence.

Legislation

The South African Police Service Amendment Bill, 2022, the Independent Police Investigative Directorate Amendment Bill, 2022, the Criminal Law (Forensic Procedures) Amendment Bill, 2022 and the Protection of Constitutional Democracy against Terrorist and Related Activities Amendment Bill, 2022 have been prioritised and are on the Minister's legislative programme for 2022. There is also an expectation from the Portfolio Committee on Police for the speedy promotion and introduction of the Bills in Parliament during 2022/23. The manner in which the legislative programme contributes to the achievement of the Department's outcomes and envisaged impact is articulated below in terms of focus areas.

Focus Area 1: Establishing as well as strengthening and maintaining productive police-community relations

The South African Police Service Amendment Bill proposes the following:

- The transfer of the functions of oversight over and support of community policing structures to the Provincial Civilian Secretariat for Police Service and the responsibility for the appointment of these structures is proposed to reside with the MEC responsible for community safety.
- The establishment of a national community policing board. The Bill provides for the establishment and functioning of neighbourhood patrolling and neighbourhood watch associations that must be registered with CPFs; establishment of CPFs; district community policing boards; provincial community policing boards; criteria for membership of community policing structures; persons precluded from membership of community policing structures; functions of community policing structures; procedural matters; and oversight over and support of CPFs and community policing boards.
- That members of the Police Service, in the execution of their duties and in the performance of their functions shall deal with the public with dignity and respect the rights of the public, especially the rights of women, children and disabled persons.
- Amendments to the Regulation of Gatherings Act, 1993, in respect of the use of force in law enforcement during protest gatherings and demonstrations. It is proposed that the use of lethal force to protect property only is not allowed. It is also provided that firearms that are fully automatic, as defined in the Firearms Control Act, may not be used for purposes of law enforcement during a gathering or demonstration. Sections of the Regulation of Gatherings Act, 1993, declared unconstitutional are proposed to be repealed by giving effect to the Mlungwana judgment by providing for administrative fines.
- Reporting on the use of force by a member in relation to admissibility of self-incriminating statements, the searching of trains, the deployment of police officials when it is necessary to comply with international obligations and disciplinary measures and jurisdiction of the South African Courts.
- The right to protest and assemble is one of the most important rights being exercised to a large degree in community protest against issues such as poor service delivery. The proper protection of this right and ensuring that it is being exercised in a peaceful and orderly fashion is at the core of community/police relationships.

Focus Area 2: Developing citizenry participation and collaboration in the prevention and fight against crime

- Improved cooperation between the police service and municipal police services (MPS), is provided for with proposals to add the function of first-responders to law enforcement of protest gatherings and demonstrations. Provision is made for the establishment of a national policing coordination forum in which the police service, MPS, COPS, IPID, the Department of Transport, COGTA, the Road Traffic Management Corporation and the Road Traffic Infringement Agency will serve, with a reporting function to the National Commissioner and the Minister of Police.

- The restructuring and improvement of the community policing structures mentioned above, is also relevant to this point.
- Numerous strategies cannot be implemented without the proposed legislation.

Focus Area 3: Developing programmes and interventions that will facilitate and hold the police accountable

- The establishment, and composition of the National Policing Advisory Committee (NPAC), disqualification, removal and resignation of a member from NPAC, meetings of the NPAC, funding, secretariat and remuneration of members of NPAC and functions of NPAC.
- In the case of the loss of confidence by the National Commissioner in a Deputy National Commissioner, an enquiry similar to the investigation of a Provincial Commissioner is proposed to be followed to investigate and report on a Deputy National Commissioner. Similarly, the same procedures applicable to Provincial Commissioners are made applicable to Deputy National Commissioners in respect of the suspension and entitlement to salary, allowance, privilege or benefit.
- *Meru motu* investigations, and issuing summonses by the Judge for the Directorate for Priority Crime Investigation (DPCI), as well as sanctions for not complying with it. It also provides for appointment of an office manager and personnel for the retired judge.
- The South African Police Service Amendment Bill, 2022 is aimed to a large degree to ensure the professionalization of the police service, including the integrity thereof by:
 - the establishment of the Service as the single police service referred to in section 199 (1) of the Constitution.
 - integrity testing for recruits and lifestyle audits in respect of all members and taking and keeping of fingerprints of members on a personnel database.
- The establishment of specialised units and the establishment of the Intelligence Division of the police service. It was ensured that the Bill does not create an overlap between the functions of civilian intelligence and police intelligence.
- The South African Police Service Amendment Bill, 2022, also provides for the criminalisation of non-declaration by police members of a conflict of interest and continue to deal with matters in which they have a conflict of interest.
- In addition to the strengthening of the powers of IPID which serves as an oversight body over the SAPS and MPS and which serves as an investigative body for complaints of misconduct committed by the Police Service, legislation, which is being dealt with as a priority, is being prepared in respect of the IPID.
- The Criminal Law (Forensic Procedures) Amendment Bill, 2021 (as Introduced in Parliament in December 2021) is another priority Bill which ensures that persons who have committed offences in terms of Schedule 8 of the Criminal Procedures Act, 1977, and who are serving a sentence, that their buccal samples may be taken, if the buccal samples had not been previously taken. This will result in solving cases such as rape, murder and other violent crimes, in relation to, amongst others, the most vulnerable citizens, such as women and children, as well as solving cold cases.

Programme 4: Civilian Oversight, Monitoring and Evaluation

Purpose: Oversee, monitor and report on the performance of the South African Police Service.

Sub-Programme 4.1: Police Performance, Conduct and Compliance Monitoring

Purpose: Monitor performance, conduct, transformation and compliance to legislation and policies by the South African Police Service.

Outcomes, Outputs, Output Indicators and Targets

Outcomes, Outputs, Output Indicators and Targets									
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Transformed and accountable police service	Assessment of SAPS performance conducted	4.1.1 Number of Police Oversight initiatives undertaken	1	2	4	3	3	2	3
		4.1.2 Number of SAPS Budget and Programme Performance assessments conducted	1	1	1	1	1	1	1
	Assessment of the SAPS complaints management system conducted	4.1.3 Number of assessments conducted on SAPS Complaints Management	2	2	2	2	2	2	2
		4.1.4 Number of assessments on the implementation of IPID recommendations by SAPS undertaken	2	2	2	2	2	2	2
	Assessment on police conduct and integrity undertaken	4.1.5 Number of assessments on police conduct and integrity undertaken	N/A	N/A	1	1	1	1	1

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24
	Assessment of the implementation and compliance with legislation and policies conducted	4.1.6 Number of assessments conducted on the implementation of and compliance with the Domestic Violence Act (98) by SAPS	2	2	2	2	2	2	2
		4.1.7 Number of assessments conducted on the implementation of and compliance to legislation and policies by SAPS	1	1	1	2	2	2	2
		4.1.8 Number of assessments conducted on the functioning of the National Forensic DNA Database	N/A	4	4	4	4	4	4

Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
4.1.1	Number of Police Oversight initiatives undertaken	3	-	1	1	1
4.1.2	Number of SAPS Budget and Programme Performance assessments conducted	1	-	-	1	-
4.1.3	Number of assessments conducted on SAPS Complaints Management	2	1	-	1	-
4.1.4	Number of assessments on the implementation of IPID recommendations by SAPS undertaken	2	1	-	1	-

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
4.1.5	Number of assessments on police conduct and integrity undertaken	1	-	-	-	1
4.1.6	Number of assessments conducted on the implementation of and compliance with the Domestic Violence Act (98) by SAPS	2	1	-	1	-
4.1.7	Number of assessments conducted on the implementation of and compliance to legislation and policies by SAPS	2	-	1	-	1
4.1.8	Number of assessments conducted on the functioning of the National Forensic DNA Database	4	1	1	1	1

Sub-Programme 4.2: Policy and Programme Evaluations

Sub-Programme Purpose: Evaluate the effectiveness of programmes implemented by the South African Police Service.

Outcomes, Outputs, Output Indicators and Targets

Outcomes, Outputs, Output Indicators and Targets			Annual Targets						
Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Strengthened relationship between SAPS and COPS to ensure responsive policing	Evaluation of SAPS policies, programmes and legislation	4.2.1 Number of assessments conducted on SAPS programmes	N/A	1	1	1	1	1	1
		4.2.2 Number of evaluations conducted on legislation and policies	N/A	1	1	1	1	1	1

Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
4.2.1	Number of assessments conducted on SAPS programmes	1	-	-	1	-
4.2.2	Number of evaluations conducted on legislation and policies	1	-	-	-	1

Explanation of planned performance over the medium-term period

Over the medium-term, the Programme will continue to exercise the mandate of the CSPA through assessing and evaluating SAPS's performance and compliance to policies and legislation. Sub-Programme 4.1 will focus on assessing the performance of various SAPS units and divisions on the execution of their mandate, budget utilisation and adherence levels to Ministerial directives. This will be complemented by monitoring the directives and priorities of the Minister of Police as outlined in the Ministerial Programme of Action (Crime Retreat Matrix). Sub-Programme 4.2 will focus on the assessment of resourcing for the policing of public order. The Sub-Programme will also evaluate the extent of implementation of the Second Hand Goods Act.

In addition, the Programme will continue to assess the conduct of the police through the monitoring of the complaints against the police and the implementation of IPID recommendations. The Programme will monitor the implementation of the Domestic Violence Act (DVA) which also deals with issues relating to GBV. The reports will make recommendations that are geared towards the transformation of the police service and the improvement of performance with respect to the implementation of the DVA by SAPS.

PART D: OVERVIEW OF 2022/23 BUDGET AND MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) ESTIMATES

4.1 Summary of changes to 2022/23 Budget and MTEF

Programme	Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2021/22	2022/23	2023/24	2023/24
R thousand	R'000	R'000	R'000	R'000
Total Appropriation	148 961	150 228	150 489	157 245
Total Change to 2021/22 budget and MTEF estimates	2 082	2 083	-	-
Total Changes through MTEF period	-	2 083	-	-
Change to budget through MTEF estimates: Compensation of Employees	-	3 479	1 449	1 508
Change to budget through MTEF estimates: Goods and Services	-	(4 466)	(4 656)	(4 860)
Change to budget through MTEF estimates: Machinery and Equipment	-	3 070	3 207	3 352
Total Changes as per AENE and as announce in budget speech September 2021	2 082	-	-	-
Change to budget through MTEF estimates: Compensation of Employees – AENE (Announced in budget speech)	2 082	-	-	-
Change to 2021/22 budget and MTEF estimates: Compensation of Employees – AENE (Virement)	(43)	-	-	-
Change to 2021/22 budget and MTEF estimates: Goods and Services – AENE (Declared unspent funds)	-	-	-	-
Change to 2021/22 budget and MTEF estimates: Transfers and subsidies – AENE (Household)	43	-	-	-
Total Appropriation after adjustments	151 043	152 311	150 489	157 245

4.2 Expenditure Estimates

J. Civilian Secretariat for Police Service							
Programme	Audited Outcomes				Adjusted Appropriation	Medium-Term Expenditure Estimate	
R thousand	2018/19	2019/20	2020/2021	2021/22	2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1 Administration	53 072	61 844	61 937	67 518	68 755	68 238	71 252
2 Inter-Sectoral Coordination and Strategic Partnerships	21 976	26 807	22 637	25 999	27 004	26 276	27 467
3 Legislation and Policy Development	20 386	20 000	18 639	23 437	23 376	23 186	24 237
4 Civilian Oversight, Monitoring and Evaluation	28 430	28 783	28 331	34 089	33 176	32 789	34 289
TOTAL	123 864	137 434	131 544	151 043	150 228	150 489	157 245
Total Change to 2021/22 budget and MTEF estimates	-	-	-	-	-	-	-
Current payments	122 758	135 472	125 188	148 869	147 088	145 027	151 533
Compensation of employees	91 446	97 997	99 336	105 781	107 222	105 189	109 906
Goods and services	31 312	37 475	25 852	43 088	39 866	39 838	41 627
of which:	-	-	-	-	-	-	-
Administrative fees	37	171	80	178	176	157	165
Advertising	875	922	785	2 039	1672	1802	1887

1. Civilian Secretariat for Police Service		Medium-Term Expenditure Estimate				
Programme	Audited Outcomes	Adjusted Appropriation				
R thousand	2018/19	2019/20	2020/2021	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
Assets less than the capitalisation threshold	59	183	122	636	575	581
Audit costs: External	2 210	2 268	1 623	2 221	2 264	2 120
Bursaries: Employees	627	181	536	809	676	672
Catering: Departmental activities	405	1 152	355	983	886	910
Communication (G&S)	1 414	1 491	1 682	1 922	2 025	1 784
Computer services	8 352	7 846	8 784	5 981	5 102	5 107
Consultants and professional services: Business and advisory services	624	1 260	820	832	774	809
Legal services	-	213	-	-	240	-
Contractors	17	80	9	744	642	641
Agency and support/outourced services	-	-	-	28	62	29
Fleet services (including government motor transport)	562	502	362	151	205	156
Inventory: Food and food supplies	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-
Consumable supplies	262	327	362	536	448	457
						478

1. Civilian Secretariat for Police Service						
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate	
R thousand	2018/19	2019/20	2020/2021	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000
Consumable: Stationery, printing and office supplies	1 683	1 181	880	1 473	1 511	1 448
Operating leases	891	5 127	5 004	7 611	8 014	8 406
Rental and hiring	-	9	-	-	-	-
Property payments	-	50	91	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-
Travel and subsistence	11 036	11 816	3 318	14 546	12 472	12 422
Training and development	790	528	155	732	627	1 280
Operating payments	650	1 059	665	491	464	449
Venues and facilities	818	1 109	219	1 175	1 031	1 027
Interest and rent on land	-	-	-	-	-	-
Interest (incl. interest on unitary payments (PPP))	-	-	-	-	-	-
Transfers and subsidies	127	597	658	688	210	218
Municipalities: Vehicle license	6	6	6	6	19	20
Departmental agencies	102	189	121	204	110	120
						130

1. Civilian Secretariat for Police Service								
Programme		Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
		2018/19	2019/20	2020/2021	2021/22	2022/23	2023/24	2024/25
	R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Households	19	402	531	-	-	-	-
	Purchase of capital assets	979	1 339	5 637	1 921	2 024	2 115	2 115
	Buildings and other fixed structures	-	-	-	-	-	-	-
	Machinery and equipment including vehicles	905	1 339	5 632	1 586	5 022	4 958	5 181
	Software and other intangible assets	74	-	-	335	72	364	380
	Payment for financial assets	-	26	66	-	-	-	-
	Total	123 864	137 434	131 544	151 043	152 311	150 489	157 245

Explanation of the resources' contribution to achieving the outputs

The budget allocation for the Department is increasing from upward adjusted annual budget of R151, 043 million in 2021/22 to an annual budget of R157, 245 million over the three-year MTEF period. This is equivalent to an average increase of 1.80% per annum over the MTEF. The estimated final annual budget of R 157, 245 million for the 2024/25 MTEF period suggests an increase by approximately 4.1% from R151, 043 million of the 2021/22 financial year.

Reconciling performance targets with the budget and MTEF

2. Administration		Audited Outcomes			Adjusted Appropriation		Medium-Term Expenditure Estimate		
Programme		2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
R thousand									
Department Management		9 646	10 401	9 967	12 415		13 066	13 168	13 709
Corporate Services		21 932	22 757	26 328	24 448		24 577	24 270	25 359
Finance Administration		17 049	19 298	17 425	18 383		18 377	18 090	18 903
Office Accommodation		891	5 177	4 717	7 547		7 948	7 979	8 337
Internal Audit		3 554	4 211	3 500	4 725		4 787	4 731	4 944
Total		53 072	61 844	61 937	67 518		58 755	68 238	71 252
Change to 2020/21 budget estimate		-	-						
Economic classification									

2. Administration Programme		Audited Outcomes				Adjusted Appropriation	Medium-Term Expenditure Estimate			
		2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	
R thousand										
Current payments		52 241	60 176	56 890	66 480		67 702	67 132	70 091	
Compensation of employees		39 491	42 011	42 236	44 995		47 006	46 415	48 444	
Goods and services		12 750	18 165	14 654	21 485		20 696	20 717	21 647	
of which:			-							
	Administrative fees	26	56	36	36		52	35	36	
	Advertising	111	519	-	747		612	626	655	
	Assets less than the capitalisation threshold	50	119	119	327		305	305	319	
	Audit costs: External	1 130	1 468	781	1 225		1 259	1 266	1 323	
	Bursaries: Employees	232	181	536	809		676	672	703	
	Catering: Departmental activities	54	162	6	173		161	161	168	
	Communication (G&S)	740	767	899	902		927	867	906	
	Computer services	5 425	4 472	4 986	2 986		2 627	2 551	2 662	
	Consultants and professional services: Business and advisory services	443	578	765	506		467	502	524	
	Consultants and professional services: Legal costs	-	15							
	Contractors	11	47	3	643		539	537	561	

2. Administration Programme		Audited Outcomes				Adjusted Appropriation		Medium-Term Expenditure Estimate		
R thousand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
	Agency and Support / outsourced services	-	-	-	28	62	29	30		
	Fleet services (including government motor transport)	83	269	99	102	105	105	110		
	Inventory: Food and food supplies	-	-							
	Inventory: Fuel, oil and gas	-	-							
	Consumable supplies	189	186	310	356	303	302	316		
	Consumable: Stationery, printing and office supplies	526	526	280	730	704	697	729		
	Operating leases	891	5 127					-		
	Property payment	-	50	91	-	-	-			
	Travel and subsistence	1 599	2 252	387	2 869	2 586	2 749	2 873		
	Training and development	520	528	155	732	627	616	645		
	Operating payments	227	234	91	287	278	259	271		
	Venues and facilities	493	609	106	434	392	392	410		
	Interest and rent on land	-	-							
	Transfers and subsidies	106	464	562	222	125	136	147		
	Municipalities: Vehicle license	4	5	3	6	15	16	17		

2. Administration Programme		Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
R thousand								
	Departmental agencies	102	189	121	204	110	120	130
	Households	-	270	438	12			
	Purchase capital assets	725	1 178					
	Transport Equipment	-	559	243				
	Other machinery and equipment	651	619	4213	550	928	681	712
	Software & other intangible assets	74	-	-	266	-	289	302
	Payments for financial assets	-	26	29	-	-	-	-
Total		53 072	61 844	61 937	67 518	68 755	68 238	71 252

Programme resource considerations

The total expenditure for Programme 1 is expected to increase at an average annual rate of 1.21 percent over the MTEF period, from R68,755 million in 2022/23 to R71,252 million in 2024/25. The spending focus over the medium term will be on Department Management, Corporate Services, and Finance Administration sub-programmes, which provide operational, administrative, and financial support to the Department. A significant proportion of the Programme's budget is allocated to spending on compensation of employees, which decrease at an average rate of 1.01 percent, from R47,006 million in 2022/23 to R48,444 in 2024/25.

As at the end of December 2021/22, Programme 1 had a total of 71 funded posts.

Reconciling performance targets with the budget and MTEF

3. Inter-Sectoral Coordination and Strategic Partnerships									
Programme	Audited Outcomes				Adjusted Appropriation	Medium-Term Expenditure Estimate			
R thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024-25		
Intergovernmental, Civil Society and Public-Private Partnerships	18 806	22 714	18 153	21 947	22 947	22 270	23 281		
Community Outreach	3 170	4 093	4 484	4 052	4 057	4 006	4 186		
Total	21 976	26 807	22 637	25 999	27 004	26 276	27 467		
	-	-							
Economic classification									
Current payments	21 922	26 785	22 258	25 642	25 638	24 849	25 976		
Compensation of employees	15 413	18 100	18 084	17 842	18 634	17 857	18 670		
Goods and services	6 509	8 685	4 174	7 800	7 004	6 992	7 306		
of which:									
Administrative fees	8	62	30	70	68	63	66		
Advertising	714	403	726	982	1 000	856	899		
Assets less than the capitalisation threshold	3	5	-	100	88	88	91		
Audit costs: External	273	250	218	250	220	219	229		
Bursaries: Employees	100	-							

3 Inter-Sectoral Coordination and Strategic Partnerships									
Programme		Audited Outcomes			Adjusted Appropriation		Medium-Term Expenditure Estimate		
R thousand		2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024-25
	Catering: Departmental activities	174	876	220	511		457	463	484
	Communication (G&S)	26	85	106	210		191	190	199
	Computer services	764	936	843	750		700	656	686
	Consultants and professional services: Business and advisory services	88	570	-	-		-	-	-
	Legal services	-	13						
	Contractors	-	-						
	Fleet services	132	-	28					
	Inventory: Food and food supplies	-	-						
	Inventory: Fuel, oil and gas	-	-						
	Consumable supplies	41	38	10	44		39	39	40
	Consumable: Stationery, printing and office supplies	396	126	235	164		148	148	154
	Operating leases	-	-						
	Transport provided: Departmental activities	-	-						
	Travel and subsistence	3 485	4 789	1 645	4 297		3 699	3 872	4 046
	Training and development	110	-						

3 Inter-Sectoral Coordination and Strategic Partnerships Programme								
R thousand	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate			
	2018/19	2019/20	2020/21		2022/23	2023/24	2024-25	
Operating payments	9	227	14	60	53	53	55	
Rental and hiring	-	9						
Venues and facilities	184	179	99	261	238	238	249	
Transfers and subsidies	19	-		12				
Households	19	-		12				
Payments for capital assets	35	22	357	345	1366	1427	1491	
Machinery and equipment including vehicles	35	22	357	345	1366	1427	1491	
Software and other intangible assets	-	-						
Payment for financial assets			22					
Total	21 976	26807	22637	25999	27004	26276	27467	

Programme resource considerations

The total expenditure for Programme 2 is expected to increase at an average annual rate of 0.57 percent over the MTEF period, from R27,004 million in 2022/23 to R27,467 million in 2024/25. The spending focus over the medium term will be on Sub-Programme: Intergovernmental, Civil Society, and Sub-Programme Public-Private Partnerships and Community Outreach. The Compensation of Employees will increase with 0.91 per cent from R18,634 million in 2022/23 to R18,670 million in 2024/25.

As at the end of December 2021/22, Programme 2 had a total of 18 funded posts.

Reconciling performance targets with the budget and MTEF

4. Legislation and Policy Development							
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand							
Policy Development and Research	13 433	13 112	12315	15952	15760	15681	16395
Legislation	6 953	6 888	6324	7485	7616	7505	7842
Total	20 386	20 000	18639	23437	23376	23186	24237
Change to 2020/21 budget estimate	-	-					
Economic classification							
Current payments	20 309	19 971	18499	23135	22558	22332	24237
Compensation of employees	15 626	15 703	15685	17581	17354	17129	17908

4. Legislation and Policy Development Programme							
R thousand	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Goods and services	4 683	4 268	2814	5554	5204	5203	5436
of which:	-	-					
Administrative fees	1	15	2	20	15	19	20
Advertising	16	-	53				
Assets less than the capitalisation threshold	-	50	-	135	114	127	132
Audit costs: External	312	300	218	300	276	282	294
Bursaries: Employees	100	-					
Catering: Departmental activities	68	57	82	161	93	151	158
Communication (G&S)	220	224	197	341	405	320	158
Computer services	877	1 035	1393	1300	1232	1218	1272
Consultants and professional services: Business and advisory services	24	82	6	295	275	275	287
Legal services	-	-					
Contractors	-	-					

4 Legislation and Policy Development									
Programme		Audited Outcomes			Adjusted Appropriation		Medium-Term Expenditure Estimate		
R thousand		2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
	Fleet services (including government)	139	40	28	0		10	0	0
	Inventory: Food and food supplies	-	-						
	Inventory: Fuel, oil and gas	-	-						
	Consumable supplies	16	58	19	75		74	70	74
	Consumable: Stationery, printing and office supplies	384	380	131	384		497	364	380
	Operating leases	-	-						
	Travel and subsistence	1 888	1 452	149	2308		1993	2159	2256
	Training and development	110	-						
	Operating payments	400	532	522	80		75	75	78
	Venue and facilities	128	83	14	155		145	144	151
	Transfers and subsidies	-	11	24					
	Municipalities: Vehicle license	-	-						
	Households	-	11	24					
	Purchase capital assets	77	18	115	302		818	854	893

4. Legislation and Policy Development						
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate	
R thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2024/25
Machinery and equipment including vehicles	77	18	115	302	818	893
Software & other intangible assets						
Payment for financial assets	-	-	1			
Total	20 386	20 000	18639	23437	23376	24237

Programme resource considerations

The total expenditure for Programme 3 is expected to increase at an average annual rate of 0.9 percent over the MTEF period, from R23,376 million in 2022/23 to R24,237 million in 2024/25. The spending focus over the medium term will be on Policy Development and Research and Legislation Sub-Programmes. The Compensation of Employees will increase with 3.19 per cent from R17,354 million in 2022/23 to R17,908 million in 2024/25. As at the end of December 2021/22, Programme 3 had a total of 20 funded posts.

Reconciling performance targets with the budget and MTEF

5. Civilian Oversight, Monitoring and Evaluation						
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate	
R thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2024/25
Police Performance, Conduct and Compliance	16 838	17 335	14810	15245	15265	15799
Policy and Programme Evaluations and Information Management	5 282	4 605	4719	7191	6921	7474
Office of the Directorate for Priority Crime Investigation Judge	4 032	4 264	6368	6925	7240	7140
National Forensic Oversight and Ethics Board	2 278	2 579	2434	3704	3750	3876

5 Civilian Oversight, Monitoring and Evaluation Programs		Audited Outcomes				Adjusted Appropriation		Medium-Term Expenditure Estimate		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
R thousand		28 430	28 783	28 331	33 065	33 176	32 789	34 289		
Total		-	-							
Economic classification										
Current payments		28 286	28 540	27 541	32 588	31 190	30 714	32 122		
Compensation of employees		20 916	22 183	23 331	24 339	24 228	23 788	24 884		
Goods and services		7 370	6 357	4 210	8 249	6 962	6 926	7 238		
	of which:	-	-							
	Administrative fees	2	38	12	52	41	41	43		
	Advertising	34	-	6	310	60	320	334		
	Assets less than the capitalisation threshold	6	9	3	74	68	63	65		
	Audit costs	495	250	406	446	509	354	370		
	Bursaries: Employees	195	-							
	Catering: Departmental activities	109	57	47	138	175	134	137		
	Communication (C&S)	426	415	480	469	502	406	425		
	Computer services	1 286	1 403	1 562	963	543	682	713		
	Consultants and professional services: Business and advisory services	69	30	55	31	32	32	33		

5. Civilian Oversight, Monitoring and Evaluation Programme		Audited Outcomes				Adjusted Appropriation		Medium-Term Expenditure Estimate		
R thousand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
	Legal services	-	68			240				
	Contractors	6	33							
	Fleet services (including government)	208	233	207	49	90	51	53		
	Inventory: Food and food supplies	-	-							
	Inventory: Fuel, oil and gas	-	-							
	Consumable supplies	16	45	23	61	32	47	49		
	Consumable: Stationery, printing and office supplies	377	149	234	195	162	176	184		
	Operating leases	-	-							
	Rental and hiring	-	-							
	Travel and subsistence	4 064	3 323	1 137	5 072	4 194	3 642	4 501		
	Training and development	50	-				664			
	Operating payments	14	66	38	64	58	62	65		
	Venues and facilities	13	238		325	256	252	263		
	Transfers and subsidies	2	122	72	19	4	4	4		
	Municipalities: Vehicle license	2	1	3	0	4	4	4		
	Households	-	121	69	19					

S. Content Oversight, Monitoring and Evaluation Programme		Audited Outcomes			Adjusted Appropriation		Medium-Term Expenditure Estimate		
R thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
Purchase capital assets	142	121	704	458	1982	2071	2163		
Machinery and equipment including vehicles	142	121	704	389	1910	1996	2085		
Software and other intangible assets	-	-	-	69	72	75	78		
Payment of financial assets	-	-	14	-	-	-	-		
Total	28 430	28 783	28331	33065	33176	32789	34289		

Programme resource considerations

The total expenditure for Programme 4 is expected to increase at an average annual rate of 1.12 percent over the MTEF period, from R33,176 million in 2022/23 to R34,289 million in 2024/25. The spending focus over the medium term will be on Police Performance, Conduct and Compliance Monitoring and Policy and Programme Evaluations. The Compensation of Employees will increase with 2.71 per cent from R24,228 million in 2022/23 to R24,884 million in 2024/25.

As at the end of December 2020/21, Programme 4 had a total of 26 funded posts.

4.3 KEY RISKS AND MITIGATIONS

Table 2: Outcomes, Risks and Mitigations

No.	Outcome	Risk	Mitigating Action
1.	Strengthened community-police relations	<p>Dysfunctional CPFs due to:</p> <ul style="list-style-type: none"> • Lack of proper working relations with stakeholders, communities and police stations, and • Inadequate capacity or empowerment of the CPFs 	<ul style="list-style-type: none"> • Implementation of the Partnership Strategy and Framework to improve working relations with stakeholders, communities and police stations • Conduct "train the trainers" programme to capacitate and empower the CPFs
2.	Transformed and accountable police service	<p>Interruption of service delivery due to:</p> <ul style="list-style-type: none"> • The national state of disaster declared over the COVID-19 pandemic <p>Delays in finalisation of legislation process due to:</p> <ul style="list-style-type: none"> • Dependency on other stakeholders • Diversion from the core mandate and inadequate capacity and expertise <p>Inability to fully provide oversight monitoring and evaluation reports over SAPS due to:</p> <ul style="list-style-type: none"> • Inadequate provision of the relevant information by SAPS • Inadequate skills and human resources 	<ul style="list-style-type: none"> • Implementation of the Departmental COVID-19 Risk Adjusted Workplace Operational Plan • Implementation of the BCP and DRP • Early and continuous engagement with stakeholders • Expansion of the Legislation Chief Directorate to cover other legal matters required by the Department • Enforcement of the CSPA Act and the Regulations • Implementation of the White Paper on Policing and Safety and Security respectively • Implementation of the M&E Framework • Engagement letter to be sent to SAPS detailing information and support required • Regular meetings with relevant SAPS Management • Provision of relevant and required training

No.	Outcome	Risk	Mitigating Action
3.	Strengthened community participation in the fight against crime	Lack of cooperation from relevant stakeholders in the establishment of community safety structures due to: <ul style="list-style-type: none"> Inadequate understanding of the mandate to establish community safety structures by local government 	<ul style="list-style-type: none"> Finalisation of the MoU between CSPS and COGTA to facilitate the establishment of CSFs Develop and implement the action plans for the MoU between COGTA and CSPS
		Inadequate orientation and training for stakeholders and communities in fighting crime due to: <ul style="list-style-type: none"> Limited knowledge on crime fighting policies and strategies Lack of targeted stakeholder interventions; and Lack of resources and skills. 	<ul style="list-style-type: none"> Targeted stakeholder training Capacitate internal resources through training Conduct awareness programmes on the Partnership Strategy and Framework
4.	Strengthened collaboration, coordination and integration towards the implementation of the Integrated Crime and Violence Prevention Strategy	Inability to provide support for the implementation of community safety functions by Provincial Secretariats due to inadequate human resource capacity	<ul style="list-style-type: none"> Conduct capacity building programmes with Provincial Secretariats Engagements with CPFs, COGTA and Provincial Secretariats to strengthen collaboration Awareness campaigns in community safety Ensure inclusion of ICVPS implementation in MINMEC Consolidated Report
		Lack of opportunities for planning of relevant programmes and interventions with the key role-players due to: <ul style="list-style-type: none"> Lack of cooperation and commitment from the key role-players. 	<ul style="list-style-type: none"> Ensure that planning of programmes between CSPS and key role-players is a standing agenda item at HOD Forums and MINMEC meetings Review the Terms of Reference for HOD and MINMEC meetings to encourage co-operation and commitment from key role-players

No.	Outcome	Risk	Mitigating Action
5.	Strengthened relationship between SAPS and CSPA to ensure responsive policing	<p>Lack of participation and cooperation from SAPS due to:</p> <p>Inadequate enforcement mechanisms compelling SAPS to comply with CSPA Act and Regulations</p>	<ul style="list-style-type: none"> • Participate in relevant forums with SAPS on a quarterly basis • Review Terms of Reference for the forums annually
6.	CSPA as a centre of excellence for policing policies and strategies	<p>Poor management of information due to:</p> <ul style="list-style-type: none"> • Ineffective implementation of the Knowledge Management Policy and Strategy • Lack of ICT infrastructure (e.g. electronic systems) to support Knowledge Management process in the Department • Lack of buy in from management in the implementation of Knowledge Management 	<ul style="list-style-type: none"> • Continued awareness-raising on the importance of Knowledge Management in the Department • Procurement of ICT infrastructure to support Knowledge Management in the Department

PART E: TECHNICAL INDICATOR DESCRIPTIONS

Administration: Corporate Services

Indicator Title	1.2.1 Vacancy Rate
Definition	The aim is to ensure that the Department's vacancy rate is maintained within acceptable levels. In an effort to become the centre of excellence, the Department will strive to maintain the vacancy rate below 7%, well below the threshold set for the Public Service.
Source of data	Quarterly reports
Method of calculation / Assessment	$\frac{\text{Number of vacancies}}{\text{Total Number of approved posts}} \times 100$
Means of verification	Post establishment report
Assumptions	The data is reliable, relevant, valid and timely
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: 50% female at SMS level • Target for youth: 30% of the staff complement • Target for people with disabilities: 2% of the staff complement
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired Performance	Less than 5% vacancy rate
Indicator responsibility	Programme Manager

Indicator Title	1.2.2 Percentage implementation of the Human Capital Strategy
Definition	The aim is to improve organisational performance and efficiency through continued implementation of the Human Capital Strategy. 100% implementation thereof refers to the full implementation of the activities planned for the financial year, as per the approved HCS implementation plan (which is a five-year rolling plan).
Source of data	HR quarterly reports
Method of calculation / Assessment	$\frac{\text{Number of activities achieved in the implementation plan}}{\text{Total number of planned activities}} \times 100$
Means of verification	Reports of activities in the HCS implementation plan
Assumptions	The data is reliable, relevant, valid and timely and the evidence is verifiable
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: 50/50 between male and female at SMS level • Target for youth: 30% of youth are targeted in all the Human Capital interventions • Target for people with disabilities: 2% of people with disabilities are targeted at recruitment
Spatial transformation (where applicable)	Not applicable

Indicator Title		1.2.2 Percentage implementation of the Human Capital Strategy
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
Desired Performance	Full implementation of the Human Capital Strategy to improve operational efficiencies	
Indicator responsibility	Programme Manager	

Indicator Title		1.2.3 Percentage implementation of the Information and Communication Technology (ICT) Strategy
Definition	This indicator measures the level and extent of implementation of the departmental ICT strategy. The focus will be on the implementation and configuration of ICT hardware infrastructure, which will be inclusive of the installation of servers and networking once the Department relocates to a new building. 100% implementation thereof refers to the full implementation of the activities planned for the financial year, as per the approved ICT implementation plan.	
Source of data	ICT strategy and implementation plan	
Method of calculation / Assessment	$\frac{\text{Number of activities achieved in the implementation plan}}{\text{Total number of planned activities}} \times 100$	
Means of verification	Reports of activities in the implementation plan	
Assumptions	The data is reliable, relevant, valid and timely, and the evidence is verifiable	
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: 100% of women in the CSPS benefit from the implementation of the ICT strategy • Target for youth: 30% of youth benefit from the all the activities of the CSPS ICT strategy • Target for people with disabilities: 2% of people with disabilities in the Department benefit from the implementation of the ICT strategy 	
Spatial transformation (where applicable)	Not applicable	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
Desired Performance	Full implementation of the ICT Strategy towards improved operational efficiencies	
Indicator responsibility	Programme Manager	

Administration: Finance

Indicator Title		1.3.1 Percentage of payments made to creditors within 30 days
Definition	This indicator seeks to explain that the percentage of payments made to creditors is measured from the date of receipt of the invoice until the date of deposit into the creditor's bank account	
Source of data	<ul style="list-style-type: none"> Basic Accounting System (BAS) generated report that shows number of days to process invoice Payment register extracted from BAS 	
Method of Calculation / Assessment	$\frac{\text{Number of creditors paid within 30 days from the date of receipt}}{\text{Total number of creditors}} \times 100$	
Means of verification	Creditors age analysis report	
Assumptions	The data used to calculate the percentage of payments made to creditors within 30 days is complete, accurate and reliable.	
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A 	
Spatial transformation (where applicable)	Not applicable	
Calculation type	Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	100% of creditors paid within 30 days	
Indicator Responsibility	Programme Manager	

Indicator Title		1.3.2 Percentage of expenditure disbursed in relation to budget allocated
Definition	This indicator seeks to measure the percentage of expenditure against the quarterly cash flow projections of the Department.	
Source of data	Expenditure reports	
Method of Calculation / Assessment	$\frac{\text{Actual Expenditure}}{\text{Total Allocated Budget}} \times 100$	
Means of verification	Computer generated reports, spreadsheets and presentations	
Assumptions	The data used measure the expenditure against the budget is complete, accurate and reliable.	
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A 	

Indicator Title	1.3.2 Percentage of expenditure disbursed in relation to budget allocated
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<p>Tight controls on expenditure to mitigate against the following:</p> <ul style="list-style-type: none"> • Unauthorised expenditure • Irregular expenditure • Fruitless and wasteful expenditure • Under-expenditure
Indicator Responsibility	Programme Manager

Inter-Sectoral Coordination and Strategic Partnerships: Intergovernmental, Civil Society and Public-Private Partnerships

Indicator Title	2.1.1 Number of Memoranda of Understanding (MoUs) signed with stakeholders to build safer communities
Definition	Signed agreement between the Department and its stakeholders to work in partnership on crime prevention initiatives. The MoUs include cooperation and collaboration extending to other units and external stakeholders of the Department. The MoUs will be signed with, amongst others, CBOs, FBOs, NPOs, etc., and will be a key element of the implementation of the Partnership Strategy and Framework
Source of data	Stakeholders (e.g. organised civil society structures, government departments, secondary data, etc.)
Method of Calculation / Assessment	Simple count
Means of verification	Approved MoUs
Assumptions	The data gathered is reliable and valid
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Full implementation of the Partnership Strategy and Framework, and strengthened partnerships with organised civil society structures in the fight against crime
Indicator Responsibility	Programme Manager

Indicator Title	2.1.2 Number of MoUs implemented to build a safer communities
Definition	<p>This indicator seeks to determine the status of implementation of MoUs which were approved in previous financial years in order to assess the impact of these MOUs in terms of building safer communities and enhancing collaboration and cooperation with all relevant stakeholders in this regard. For 2022/23, the focus will be on the following MoUs:</p> <ul style="list-style-type: none"> • MoU with Big Brand Media Holdings (signed in 2020/21) • MoU with Contralesa (signed in 2019/20) • MoU with Safer Citizens NPO (signed in 2021/22)
Source of data	Approved MoUs and stakeholder engagements
Method of Calculation / Assessment	Simple count
Means of verification	Reports on the implementation of signed MoUs

Indicator Title	2.1.2 Number of MoUs implemented to build a safer communities
Assumptions	The data gathered is reliable and valid
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	MoUs implemented with the aim of contributing to building safer communities
Indicator Responsibility	Programme Manager

Indicator Title	2.1.3 Number of workshops facilitated with Provincial Secretariats and municipalities on the establishment of CSFs
Definition	The workshops seek to provide guidance to local, district and metro municipalities on the establishment of CSFs in contribution to building safer communities.
Source of data	CSF stakeholders (JCPS Cluster, Provincial Secretariats, SALGA, municipalities, etc.)
Method of Calculation / Assessment	Simple count
Means of verification	Workshop reports
Assumptions	The data gathered is reliable and valid
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<ul style="list-style-type: none"> Increased number of CSF initiatives implemented. Fully established and functional CSFs.
Indicator Responsibility	Programme Manager

Indicator Title	2.1.4 Number of provincial capacity building workshops held on crime prevention policies
Definition	The aim is to promote stakeholder awareness (JCPS Cluster and others) on crime prevention policies, in order to strengthen coordination, collaboration and integration

Indicator Title		2.1.4 Number of provincial capacity building workshops held on crime prevention policies
		towards the implementation of those policies, including the WPSS, WPP and the ICVPS, amongst others.
Source of data		Reports from stakeholders (JCPS Cluster, Provincial Secretariats, municipalities, etc.), and approved policies and strategies
Method of Calculation / Assessment		Simple count
Assumptions		Reliable, valid and timely information
Means of verification		Workshop reports
Disaggregation of beneficiaries (where applicable)		<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)		N/A
Calculation type		Cumulative
Reporting Cycle		Quarterly
Desired Performance		Knowledgeable and informed stakeholders on safety and security issues, and strengthened community participation in the fight against crime
Indicator Responsibility		Programme Manager

Indicator Title		2.1.5 Number of anti-crime campaigns conducted
Definition		The aim is to promote collaboration among stakeholders on anti-crime campaigns that include amongst others; campaigns against GBV, festive season campaign, campaign on safety and security in institutions of learning, campaign on responsible alcohol trade and use in communities, etc.
Source of data		Provincial Secretariats, SAPS, other national departments, BACSA, SABRIC, MTN, SAB MILLER, Aware!org, civil society organisations and communities
Method of Calculation / Assessment		Simple count
Assumptions		It is assumed that the anti-crime campaigns will have an impact on social crime prevention initiatives in communities
Means of verification		Campaign reports
Disaggregation of beneficiaries (where applicable)		<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)		N/A
Calculation type		Cumulative
Reporting Cycle		Annually

Indicator Title	2.1.5 Number of anti-crime campaigns conducted
Desired Performance	Impact on social crime prevention, strengthened community police relations, improved collaboration between the community, business and police on crime prevention initiatives
Indicator Responsibility	Programme Manager

Indicator Title	2.1.6 Number of assessments conducted per year on implementing Community Police Forum (CPF) Regulations/Standards at the district and provincial board level
Definition	The aim of this indicator is to assess the effectiveness and functionality of CPFs at the district and provincial board level
Source of data	CSPS Act; CPF reports; reports from the Provincial Secretariats
Method of Calculation / Assessment	Simple count
Assumptions	The data gathered is reliable and timely
Means of verification	Approved assessment reports on the implementation of CPF regulations/standards
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Strengthened community police relations
Indicator Responsibility	Programme Manager

Indicator Title	2.1.7 Number of provincial CPF training workshops facilitated on the civilian oversight role of CPFs
Definition	The aim of the training is to equip CPF members to support policing and crime prevention initiatives, and is integral to the effective implementation of the Community Policing Policy. The programme is targeting to conduct CPF training workshops in all nine (9) Provinces per annum. One workshop conducted in each Province will be targeting five (5) CPFs, which will be a total of 45 CPFs trained by the end of the financial year.
Source of data	Approved CPF training programme
Method of Calculation / Assessment	Simple count
Assumptions	The data gathered is reliable and timely

Indicator Title	
2.1.7 Number of provincial CPF training workshops facilitated on the civilian oversight role of CPFs	
Means of verification	Approved CPF training reports
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Empowered CPFs to conduct local oversight over the police
Indicator Responsibility	Programme Manager

Indicator Title	
2.2.1 Number of Izimbizo / public participation programmes held with communities to promote community safety	
Definition	The Izimbizo / public participation programme provides a platform for dialogue on crime prevention initiatives between communities and the Ministry of Police.
Source of data	Community meetings and complaints from the community and civil society formations
Method of Calculation / Assessment	Simple count
Assumptions	Full cooperation of all relevant stakeholders
Means of verification	Approved Izimbizo reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Strengthened community participation in the fight against crime
Indicator Responsibility	Programme Manager

Indicator Title	
2.2.2 Number of response plans on the Izimbizo / public participation programmes held to promote community safety (feedback to communities)	
Definition	The aim is to develop response plans as a mechanism for providing a feedback on the matters raised between communities and the Ministry of Police at the dialogues / public participation programmes held during the financial year. The indicator seeks to determine the status of implementation of those particular matters, and also serve as a barometer for the impact of the public participation interventions on the ground.

Indicator Title	
2.2.2 Number of response plans on the Izimbizo / public participation programmes held to promote community safety (feedback to communities)	
Source of data	Reports from Izimbizo and community meetings
Method of Calculation / Assessment	Simple count
Means of verification	Response plans and reports on implementation
Assumptions	Information is reliable and timely; and there is cooperation from stakeholders
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Strengthened community police relations, and improved collaboration between the communities, business and police on matters relating to community safety
Indicator Responsibility	Programme Manager

Policy Development and Research

Indicator Title	3.1.1 Number of draft National Policing Policies submitted to the Secretary for approval
Definition	The indicator refers to the second draft of the NPP which will be consulted on and finalised in 2022/23 in preparation for Cabinet processes. The focus for 2022/23 is on conducting in-depth consultations on the draft NPP with stakeholders, specifically the SAPS, the MECs and the provincial Departments of Community Safety.
Source of data	Research, reports and inputs from key stakeholders such as the SAPS, provincial Executives of Safety, MPS, IPID, JCPS Cluster
Method of Calculation / Assessment	Simple count
Assumptions	Cooperation of key stakeholders such as SAPS and provincial executives in order to reach consensus
Means of verification	Second draft NPP submitted to the to the Secretary for Police Service
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	A National Policing Policy that promotes professionalism, trust, and improved efficiency and effectiveness in the policing services, for safer communities and sustained social and economic development.
Indicator Responsibility	Programme Manager

Indicator Title	3.1.2 Number of research projects conducted on policing and safety
Definition	<p>This indicator refers to a joint project with the Provincial Secretariats, focusing on the analysis of Provincial Safety Strategies. The Provincial Safety Strategies are implementation mechanisms developed by provinces to ensure reduction in crime and violence, and to promote safety in communities.</p> <p>The research project will determine the extent of alignment of the provincial strategies to the provisions of the ICVPS, with a view to supporting implementation thereof.</p>
Source of data	Primary and secondary data
Method of Calculation / Assessment	Simple count
Assumptions	Timely access to information and stakeholder cooperation to assist in producing the research report

Indicator Title	3.1.2 Number of research projects conducted on policing and safety
Means of verification	Approved research report
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Full application of the provisions of the ICVPS by all provinces for effective implementation towards a safer South Africa.
Indicator Responsibility	Programme Manager

Indicator Title	3.1.3 Percentage implementation of the knowledge and information management strategy
Definition	<p>The Knowledge and Information Management (KIM) Strategy was developed to support the implementation of an integrated knowledge-based approach towards violence and crime prevention advocated for by the ICVPS through the SaferSpaces web portal. The portal is a central networking knowledge hub on community safety, crime and violence prevention, and is the tool which is utilised to enhance the implementation of the KIM Strategy.</p> <p>The implementation of the KIM Strategy will be done in a phased approach. For year one, the 100% implementation on the KIM Strategy will include the following:</p> <ul style="list-style-type: none"> • Providing a report on knowledge and information management in the CSPS through the implementation of the KIM strategy (50% implementation) • Publishing a SaferSpaces Newsletter/ Gazette (50% implementation).
Source of data	SaferSpaces Portal, knowledge management databases, community safety and violence prevention practitioners within government, civil society and academia
Method of Calculation / Assessment	Simple count
Assumptions	Source of data is valid and reliable for achieving crime and violence prevention information for use by key stakeholders and communities.
Means of verification	One approved report on the implementation of knowledge management and one approved Newsletter/ Gazette
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Target for women: N/A ▪ Target for youth: N/A ▪ Target for people with disabilities: N/A ▪ stakeholders and practitioners in the violence and crime prevention sector
Spatial transformation (where applicable)	N/A

Indicator Title	3.1.3 Percentage implementation of the knowledge and information management strategy
Calculation type	Non-cumulative
Reporting Cycle	Bi-annually
Desired Performance	Knowledgeable and educated stakeholders on their role in crime prevention and community safety, leading to strengthen community participation in the fight against crime.
Indicator Responsibility	Programme Manager

Legislation

Indicator Title	3.2.1 Number of Bills submitted to the Minister for Cabinet approval
Definition	<p>The indicator refers to the development of the following Bills and amendment of legislation in order to improve the country's legal framework for safety and security:</p> <p>Firearms Control Amendment Bill, Criminal Law (Forensic Procedures) Amendment Bill, Stock Theft Amendment Bill, Protection of Constitutional Democracy Against Terrorist and Related Activities Amendment Bill, South African Police Service Amendment Bill, Second Hand Goods Amendment Bill, Independent Police Investigative Directorate Amendment Bill.</p> <p>The development, progress and prioritisation of Bills is guided by the Legislative Programme for the financial year, and may also be influenced by directives from the Portfolio Committee on Police and the Office of the Leader of Government Business.</p>
Source of data	Research, consultations with other government departments and the public, environmental scanning relating to Reports of the South African Law Reform Commission, court judgments, Reports of Commissions of Inquiry, the media and customer surveys.
Method of Calculation / Assessment	Simple count
Assumptions	It is assumed that the secondary and primary data gathered from various sources is valid, reliable. However, some of the data is not received timeously. The assumption is also that the legislative programme for the financial year proceeds without changes.
Means of verification	Draft Bills
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative

Indicator Title	3.2.1 Number of Bills submitted to the Minister for Cabinet approval
Reporting Cycle	Bi-annually
Desired Performance	Reduction of crime, improved relations between the police and communities, reduction of civil claims against the Minister of Police and others, and strengthened relationship between CSPA and SAPS.
Indicator Responsibility	Programme Manager

Civilian Oversight, Monitoring and Evaluation

Indicator Title	4.1.1. Number of Police Oversight initiatives undertaken
Definition	The indicator refers to the initiatives undertaken on the assessment of the Minister's Programme of Action implementation on the Crime Retreat, including specific oversight projects aligned to the policy and strategic priorities of the Ministry of Police. These initiatives contribute to the effective and efficient civilian oversight mandate and enable the CSPS to provide policy and strategic advice to the Minister of Police.
Source of data	Primary and secondary data will be sourced from the South African Police Service at the national, provincial, and district level including at police stations. This will include but not limited to the SAPS divisions, sections, units and components at various levels. Additional relevant secondary sources, including reports produced by government departments, private and public institutions, will be reviewed when the data collection process necessitates.
Method of Calculation / Assessment	Simple count
Assumptions	The content of the oversight reports and implementation of recommendations will contribute to improved policing service delivery. Moreover, the oversight reports will contribute towards informing policy formulation, review and/or accelerated policy implementation to ensuring that all people in South Africa are and feel safe.
Means of verification	Approved Oversight Reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Three Oversight Reports approved by the Secretary for Police Service
Indicator Responsibility	Programme Manager

Indicator Title	4.1.2. Number of SAPS Budget and Programme Performance assessments conducted
Definition	This indicator refers to the assessment conducted on SAPS' utilisation of its allocated budget, in relation to government priorities and Ministerial directives; and the manner in which the SAPS is achieving planned performance targets.
Source of data	Estimate of National Expenditure (ENE), Minister's Budget Speech, Monthly Expenditure Reports (MER), Quarterly Performance Reports (QPR) and Annual Report from the SAPS, and other relevant sources

Indicator Title	4.1.2. Number of SAPS Budget and Programme Performance assessments conducted
Method of Calculation / Assessment	Simple count
Assumptions	The contents of the report and implementation of recommendations will contribute to effective and efficient utilisation of the SAPS budget to strengthen the fight against crime and criminality. Financial resources will be allocated to critical policing, priorities as outlined by the Minister of Police towards ensuring that all people in South Africa are and feel free.
Means of verification	Approved SAPS Budget and Programme Performance Assessment Report
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One SAPS Budget and Programme Performance assessment report approved by the Secretary
Indicator Responsibility	Programme Manager

Indicator Title	4.1.3 Number of assessments conducted on SAPS Complaints Management
Definition	This indicator assesses the ability of SAPS to receive and deal with the complaints against its members. The data for this indicator covers a period of six months per reporting period.
Source of data	CSPS and SAPS complaints data bases
Method of Calculation / Assessment	Simple count
Assumptions	The data used to measure the ability of SAPS is valid and reliable
Means of verification	Approved assessment reports on Complaints Management
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Two approved reports on SAPS Complaints Management
Indicator Responsibility	Programme Manager

Indicator Title	4.1.4 Number of assessments on the implementation of IPID recommendations by SAPS undertaken
Definition	This indicator seeks to measure the extent of implementation of IPID recommendations by SAPS. The data for this indicator covers a period of six months per reporting period.
Source of data	IPID and SAPS management of IPID recommendations databases
Method of Calculation / Assessment	Simple count
Assumptions	Cooperation of SAPS in the implementation of IPID recommendations
Means of verification	Approved reports on implementation of IPID recommendations by SAPS
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Two approved reports on the assessment of the implementation of IPID recommendations by SAPS
Indicator Responsibility	Programme Manager

Indicator Title	4.1.5. Number of assessments on police conduct and integrity undertaken
Definition	The aim of the assessment is give an account of how SAPS is managing issues pertaining to conduct and integrity, the result of which will be a report with findings and recommendations.
Source of data	SAPS data bases
Method of Calculation / Assessment	Simple count
Assumptions	Primary and secondary data from SAPS will be available and accessible
Means of verification	Approved report on police conduct and integrity management
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One report on police conduct and integrity management with recommendations that contribute towards a transformed and accountable police service
Indicator Responsibility	Programme Manager

Indicator Title	4.1.6 Number of assessments conducted on the implementation of and compliance with the Domestic Violence Act (98) by SAPS
Definition	The indicator refers to the biannual reports produced focusing on the status of DVA implementation, level of compliance and management of non-compliance by SAPS
Source of data	DVA Audit tool, SAPS progress reports and civil society reports
Method of Calculation / Assessment	Simple count
Assumptions	Availability of relevant data
Means of verification	Approved monitoring reports on compliance and implementation of the DVA by SAPS
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Improved compliance and implementation of the DVA by SAPS
Indicator Responsibility	Programme Manager

Indicator Title	4.1.7 Number of assessments conducted on the implementation of and compliance to legislation and policies by SAPS
Definition	<p>The indicator will provide information on two projects which are aimed at assessing the following:</p> <ul style="list-style-type: none"> • status of implementation and compliance with the Child Justice Act, No 75 of 2008 by the SAPS; and • implementation of the SAPS Employee Health and Wellness Programme.
Source of data	Monitoring and evaluation tools, SAPS internal policies and implementation plans, and reports from SAPS and other government and civil society organisations
Method of Calculation / Assessment	Simple count
Assumptions	Availability of relevant data
Means of verification	Approved reports on the implementation and compliance to legislation and policies
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative

Indicator Title	4.1.7 Number of assessments conducted on the implementation of and compliance to legislation and policies by SAPS
Reporting Cycle	Bi-annually
Desired Performance	A transformed and accountable police service which complies with applicable legislation and policies
Indicator Responsibility	Programme Manager

Indicator Title	4.1.8 Number of assessments conducted on the functioning of the National Forensic DNA Database
Definition	The aim is to assess whether the SAPS DNA database is fully functional and the level of compliance with applicable norms and standards. This is done to ensure the proper management and administration of the DNA database.
Source of data	SAPS Forensic Science Service (FSS)
Method of Calculation / Assessment	Simple count
Assumptions	Submission of accurate data by SAPS
Means of verification	Approved quarterly assessment reports
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Four assessment reports submitted on time for approval
Indicator Responsibility	Programme Manager

Indicator Title	4.2.1 Number of assessments conducted on SAPS programmes
Definition	This indicator refers to an assessment which will be conducted on the resourcing for the policing of public order, the result of which will be an assessment report with findings and recommendations.
Source of data	Questionnaires, interviews with SAPS management and officers attached to Public Order Policing, Police Stations and Supply Chain Management division, Secondary data from any relevant source
Method of Calculation / Assessment	Simple count
Assumptions	Availability of relevant and accurate source documents
Means of verification	Approved assessment report

Indicator Title	4.2.1 Number of assessments conducted on SAPS programmes
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One assessment report submitted for approval determining the level of resourcing for the policing of public order.
Indicator Responsibility	Programme Manager

Indicator Title	4.2.2 Number of evaluations conducted on legislation and policies
Definition	The indicator refers to the evaluation conducted on the implementation of the Second Hands Goods Act 06 of 2009, the result of which will be an evaluation report with recommendations.
Source of data	Questionnaires, interviews with SAPS management and relevant officials at national, provincial, district and police station level. Secondary data from any relevant source.
Method of Calculation / Assessment	Simple count
Assumptions	Availability of relevant and accurate source documents
Means of verification	Approved evaluation report
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One evaluation report submitted for approval determining the extent of implementation of the Second Hand Good Act 06 of 2009.
Indicator Responsibility	Programme Manager