

# CIVILIAN SECRETARIAT FOR POLICE SERVICE

## Annual Performance Plan 2021/22



**civilian secretariat  
for police service**

Department:  
Civilian Secretariat for Police Service  
REPUBLIC OF SOUTH AFRICA



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# ABBREVIATIONS LIST

<b>ABIS</b>	Automated Ballistic Identification System
<b>AGSA</b>	Auditor-General of South Africa
<b>APP</b>	Annual Performance Plan
<b>BACSA</b>	Business Against Crime South Africa
<b>BAS</b>	Basic Accounting System
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BBMH</b>	Big Brand Media Holdings
<b>BCP</b>	Business Continuity Plan
<b>CBOs</b>	Community-Based Organisations
<b>CIPA</b>	Critical Infrastructure Protection Act
<b>COGTA</b>	Department of Cooperative Governance and Traditional Affairs
<b>CONTRALESA</b>	Congress of Traditional Leaders South Africa
<b>COVID-19</b>	Coronavirus Disease 2019
<b>CPF</b>	Community Policing Forum
<b>CSF</b>	Community Safety Forum
<b>CSPS</b>	Civilian Secretariat for Police Service
<b>DDM</b>	District Development Model
<b>DGs</b>	Directors-General
<b>DMA</b>	Disaster Management Act
<b>DNA</b>	Deoxyribonucleic Acid
<b>DPCI</b>	Directorate for Priority Crime Investigations
<b>DPME</b>	Department of Performance Monitoring Evaluation
<b>DRP</b>	Disaster Recovery Plan
<b>DVA</b>	Domestic Violence Act
<b>ED</b>	Executive Director
<b>ENE</b>	Estimate of National Expenditure
<b>EPRE</b>	Estimates of Provincial Revenue and Expenditure
<b>ERRP</b>	Economic Reconstruction and Recovery Plan
<b>FBOs</b>	Faith-Based Organisations
<b>FCA</b>	Firearms Control Act
<b>FCS</b>	Family Violence, Child Protection and Sexual Offences
<b>FSL</b>	Forensic Science Laboratories
<b>FSS</b>	Forensic Science Service
<b>GBV</b>	Gender-Based Violence



<b>GIZ</b>	German Technical Corporation
<b>G&amp;S</b>	Goods and Services
<b>HR</b>	Human Resources
<b>HoDs</b>	Heads of Department
<b>ICT</b>	Information and Communication Technology
<b>ICVPS</b>	Integrated Crime and Violence Prevention Strategy
<b>IGR</b>	Intergovernmental Relations
<b>IJS</b>	Integrated Justice System
<b>IPID</b>	Independent Police Investigative Directorate
<b>JCPS</b>	Justice Crime Prevention and Security Cluster
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MECs</b>	Members of the Executive Council
<b>MoU</b>	Memorandum of Understanding
<b>MPS</b>	Municipal Police Services
<b>MRM</b>	Moral Regeneration Movement
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NDP</b>	National Development Plan
<b>NGOs</b>	Non-Governmental Organisations
<b>NHW</b>	Neighbourhood Watches
<b>NPAC</b>	National Policing Advisory Committee
<b>NSP</b>	National Strategic Plan on Gender-Based Violence and Femicide
<b>PFMA</b>	Public Finance Management Act
<b>POCDATARA</b>	Protection of Constitutional Democracy against Terrorist and Related Activities Act
<b>PPP</b>	Public-Private Partnership
<b>SABRIC</b>	South African Business Risk Information Centre
<b>SADC</b>	Southern African Development Community
<b>SANDF</b>	South African National Defence Force
<b>SALGA</b>	South African Local Government Association
<b>SAPS</b>	South African Police Service
<b>SORMA</b>	Sexual Offences and Related Matters Act
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TVET</b>	Technical and Vocational Education and Training
<b>WPP</b>	White Paper on Policing
<b>WPSS</b>	White Paper on Safety and Security

# EXECUTIVE AUTHORITY STATEMENT




**GENERAL BH CELE, MP**

The unprecedented COVID-19 pandemic has had a significant impact on crime and safety, and has also changed the way in which we think about policing. Crisis policing, once uncharted territory, has become an essential part of our vocabulary and our integrated response to crime and violence prevention. Policing in a crisis required that the different institutions within the sector integrate their activities towards a common strategic goal, and the positive spin-offs in this regard could already be seen with the initial reduction in crime levels at the start of the lockdown period. There has never been a more opportune time to institutionalise integration, coordination and collaboration as the most effective approach to building safer communities through the implementation of, amongst other policy instruments, the Integrated Crime and Violence Prevention Strategy and the Integrated Model of Policing Policy Framework developed by the Civilian Secretariat for Police Service (CSPS) on my behalf.

After a year of trial and error, as a government we are now better geared to plan for and respond to uncertainty. From an oversight perspective, this entails ensuring the agility of our strategic responses and policy orientation to adapt to the changing landscape. This was a key consideration during the review of the CSPS' Annual Performance Plan in order to ensure responsiveness to the pandemic and support post COVID-19 recovery efforts. A few of the key projects that were planned for 2020/21 were affected by the national state of disaster and subsequent series of lockdowns, and had to be revised. Fortunately, the trajectory in terms of our five-year strategy remained aligned to Government's priorities and outcomes in this period as articulated in the 2019 – 2024 Medium-Term Strategic Framework, and thus there were no material changes to the 2020 – 2025 Strategic Plan. The intention is to continue focusing on strengthening community partnerships to improve participation in the fight against crime; to improve community police relations and restore trust in the police; and to advance the agenda of a transformed and accountable police service. This places us at an advantage in terms of stability and continuity in the face of a fluid service delivery environment.

What has also become more apparent during this period is the critical role that safety plays in creating a conducive environment for economic recovery. In order for the structural reforms envisaged in the country's Economic Reconstruction and Recovery Plan to take effect, there is a need to ensure that mechanisms are in place to tackle crime and corruption as barriers to economic growth, to deal with pertinent issues such as acts of economic sabotage and violent protest action, and to strengthen by-law enforcement so that municipalities can effectively focus on those functional areas within their purview that promote safety and security. As part of the Justice, Crime Prevention and Security (JCPS) cluster's contribution in this regard, CSPS is involved in a number of initiatives, including the finalisation of priority legislation that will contribute to economic recovery efforts. The SAPS Act Amendment Bill 2020 in particular, is at an advanced stage, having been gazetted for public comments until the end of November last year and inputs received are being incorporated into the Bill for finalisation. The Protection of Constitutional Democracy against Terrorist and Related Activities Amendment Bill 2020 is also being processed for approval to allow for public consultation. The Critical Infrastructure Protection Regulations are also being developed in order to facilitate implementation of the Critical Infrastructure Protection Act and assist in addressing the issue of economic sabotage and targeting of critical infrastructure by criminal elements.



Addressing the issue of gender-based violence (GBV), having been dubbed a *second pandemic* by the President, remains at the top of our priorities for 2021/22, as the CSPS will continue to raise awareness on its role in monitoring the implementation of the Domestic Violence Act by the South African Police Service and ensure that communities are empowered in terms of the various mechanisms of recourse and redress at their disposal. The Department will also continue to leverage on its strategic partnerships with CBOs, NGOs, FBOs and the business sector to mobilise communities in the fight against the scourge of GBV. The implementation of the CSPS' Partnership Strategy and Framework, as a key focus area, will also advance this process.

I am confident that these, and other planned priorities, will go a long way in navigating the changing safety landscape amidst a protracted crisis, and enhancing the role of oversight in this regard. The commitment demonstrated by the CSPS in ensuring continuity and strategic certainty during this time is evidenced by its consistently improving performance levels and the unqualified audit received from the Auditor-General in 2019/20. As such, I hereby endorse the Annual Performance Plan of the Civilian Secretariat for Police Service for 2021/22.



**General BH Cele, MP**

*Minister of Police*

Date: 12/03/2021

# ACCOUNTING OFFICER STATEMENT



**MR. AP RAPEA**

Indisputably, 2020 was been one of the most challenging years for various organisations, and in particular the public sector. The year was characterised by several challenges posed by the COVID-19 pandemic, requiring an intense response from Government to ensure effective service delivery while at the same time, minimising the spread of the virus. The measures taken by Government included the implementation of a hard lockdown, which restricted movements between provinces and prohibited mass gatherings, amongst other elements.

Unfortunately, our Department was not immune from the challenges associated with the pandemic, as the nature of our work requires us to travel between provinces and to hold mass gatherings with communities. As a result, the task of implementing our 2020/21 Annual Performance Plan has been laborious and difficult, but nonetheless, the Department strived to make progress towards achieving our set targets even under these challenging circumstances.

Although the progress made by the Department thus far has been encouraging, additional efforts are necessary to ensure that the targets which were not met as a result of the nationwide lockdown are all achieved at the end of the 2020/21 financial year.

The widespread disruptions caused by the pandemic compelled us to quickly adapt to new ways of working and engaging with our stakeholders across the country. From the second quarter of the 2020/21 financial year onwards, we embarked on a change process with the goal of ensuring the continuation of public participation programmes and engagements with stakeholders by using collaborative platforms such as Microsoft Teams to hold virtual meetings and workshops. Thus far, we have conducted capacity-building workshops with different provinces such as the Western Cape, Free State, and Limpopo. We have also facilitated CSF workshops in the Northern Cape and Western Cape Province. Furthermore, amidst easing restrictions during the year, we also managed to conduct anti-crime campaigns in partnership with Aware!org, Memeza Shout, and Non-Profit Organisations as part of the intervention plan for gender-based violence (GBV). As part of increasing community awareness on the role of the CSPS in monitoring the implementation of the Domestic Violence Act and the responsibilities of the SAPS in this regard, the Department conducted community awareness campaigns in the Free State, Gauteng, Limpopo, Mpumalanga, North West, Northern Cape, KZN and Western Cape Province. As we plan for the 2021/22 financial year, we look forward to continuing to strengthen partnerships with our stakeholders through the implementation of the Partnership Strategy and Framework.

Despite the impact of COVID-19 and subsequent changes to Government's legislative programme in 2020/21, the Department continued to provide legislative support to the Minister of Police by fast-tracking legislation that was identified as key to post COVID-19 economic recovery. Significant progress has been made in particular with the South African Police Service Amendment Bill 2020 which was published in the Gazette to allow for the submission of public comments until November 2020. During the government-wide review of strategic and annual performance plans in view of COVID-19, the Department undertook to redirect particular indicators to focus on desktop research and the production of knowledge products, given that fieldwork would otherwise be constrained by lockdown restrictions. As such, research briefs were

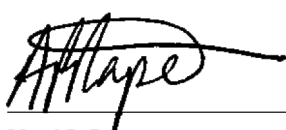
produced on “Five-Year Trends Analysis of Trio Crimes” and “SAPS Discipline Management related to Misconduct Cases of Lost or Stolen State Firearms”.

The new financial year brings a plethora of opportunities, given that we have now adapted to the new normal and have increased our resilience in the face of adversity – individually as a Department, and collectively as a Government. We are presented, in particular, with an opportunity to realign strategic orientation and focus as a Department in order to contribute to the national priority of halving violent crime in five years. The implementation of the Integrated Crime and Violence Prevention Strategy will be a critical lever in this regard. Having identified the strategic alignment between the Strategy and the District Development Model, the intention is to leverage on our relationship and work in tandem with the Department of Cooperative Governance to ensure that the Strategy is used, amongst others, as an enabler in the development of community safety plans in the 52 districts.

In exercising our oversight responsibilities over the police in support of the Minister, we will continue to monitor the implementation of the Minister’s Programme of Action (POA) emanating from the 2019 Crime Retreat. The POA has helped to draw attention to some key issues in terms of whether SAPS is executing its Constitutional mandate effectively, and as such, we will also be conducting further research in this regard, with a focus on the analysis of murder case dockets.

Furthermore, as part of our supportive role to the Minister, the Department will also develop a National Policing Policy to fulfil the obligation of the Minister as articulated in the Constitution. The e-Policing Policy will also be finalised in the context of the new normal, moving towards the modernisation of SAPS and attainment of a 4IR policing environment.

I would like to lastly acknowledge the enormous contributions made by the Civilian Secretariat staff amidst the COVID-19 in continuing to advance the objectives of effective civilian oversight over the police. I also remain grateful to the Minister and Deputy Minister of Police for their continued support and leadership.



**Mr. AP Rapea**

*Accounting Officer*

Date: 12/03/2021


# 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 2021/22 period.

**D Wechoemang**

*Chief Director: Corporate Services*

Signature: 

**B Ntuli**

*Chief Director: Inter-Sectoral Coordination and Strategic Partnerships*

Signature: 

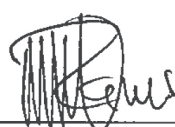
**Advocate: D Bell**

*Chief Director: Legislation*

Signature: 

**T Ramaru**

*Chief Director: Civilian Oversight, Monitoring and Evaluation*

Signature: 

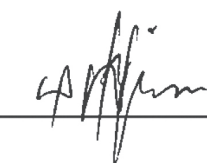
**B. Omar**

*Chief Director: Policy and Research*

Signature: 

**T Nkojoana**

*Chief Financial Officer*

Signature: 

**IP Ledwaba-Moagi**

*Director: Strategic Management*

Signature: 

**AP Rapea**

*Accounting Officer*

Signature: 

Approved by:

**General BH Cele, MP**

*Minister of Police*

Signature: 



# 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:

- 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 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 next five-year planning period are as follows:

### 1.2.1 e-Policing Policy Framework

The objective of the e-Policing Policy Framework 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. The Policy Framework seeks to contribute towards the professionalisation of the SAPS and the modernisation of its approaches, in line with the 2016 White Paper on Policing. Phase two of the e-Policing project entails the development of an e-Policing Policy that is aimed at capitalising on existing police technologies, as identified in the Policy Framework, to enhance policing with a particular focus on addressing inefficiencies that exist at police station level.

### 1.2.2 Guidelines to Enhance SAPS Performance Indicators

The objective of this Guideline is to provide SAPS with a set of comprehensive guidelines that will 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 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 Department is currently in the process of finalising its Communication Strategy, and a communication plan to support the implementation of the Strategy will be developed and implemented over the next five years.

### 1.2.4 Partnership Strategy and Framework

The Department has developed a Partnership Strategy and Framework which is aimed at mobilising role-players and stakeholders, including Community Policing Forums (CPFs) and Community Safety Forums (CSFs), to strengthen police service delivery, and to ensure the safety of communities. The successful implementation of this strategy will require close collaboration with multiple stakeholders.

### 1.2.5 Information and Communication Technology Strategy

The Department has developed an Information and Communication Technology (ICT) Strategy, and implementation thereof is currently underway. The ICT Strategy plays a significant role in supporting the Department by enhancing the efficiency of the different functions and providing effective and reliable ICT services that are available 24 hours a day, 7 days a week. Technological advancements such as gadgets, intranet, internet, video conferencing, emails, telephones, business applications make work and communication with role-players, stakeholders and partners much easier both internally and externally, including internationally. The Department will take the necessary steps to prepare for the 4th



Industrial Revolution, which will make some jobs such as research, monitoring and evaluation, policy development much easier to do. However, given that it will certainly render some jobs extinct or obsolete, reskilling will be necessary to ensure a skilled, competent and capable workforce of the future that delivers on the mandate of the Department.

### **1.2.6 Human Capital Strategy**

A Human Capital Strategy has been developed and is being implemented to ensure that the staffing needs of the Department are met. The strategy highlights key areas such as recruitment, selection, and retention, employee health and wellness, employment equity, labour relations, ICT, human resource development, amongst others. The Department will continue to increase efforts to implement the strategy over the 5-year period.

### **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 and a draft implementation plan is being developed. The Department will support the SAPS in tracking progress towards the implementation of the recommendations.


### **1.2.8 2016 White Paper on Safety and Security**

The 2016 White Paper on Safety and Security (WPSS) aims to provide an overarching policy for safety, crime and violence prevention, and proposes a 'whole of government and whole of society' approach to addressing crime and violence. The Department has developed an Implementation Framework for the WPSS, and over the next 5 years, the Department will facilitate implementation of the proposals of the Framework. The WPSS seeks to promote large-scale use and implementation of evidence-based crime and violence prevention programmes in South Africa. As such, it proposes the establishment of a National Centre for Crime and Violence Prevention to be based within the Presidency. The CSPS has developed a feasibility study for the establishment of a National Centre following consultation with relevant stakeholders. The feasibility study has pointed to key findings that support the location of the Centre at the Presidency to ensure coordination and successful, proactive and participative government efforts. Over the medium-term, the Department will focus on the development of a Business Case for the establishment of the Centre.

An Integrated Crime and Violence Prevention Strategy has also been drafted to support the Framework, which sets out clear roles and responsibilities for implementation, with respect to government departments and spheres of government.

### **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 envisaged in 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 White Paper proposals have culminated into various policies and research reports, including a report on the State of Democratic Policing, which has also informed amendments to the SAPS Act of 1995. The White Paper implementation framework will be developed, which will assist the SAPS to improve its operational and administrative



functioning. The White Paper also calls for the repositioning and restructuring of the Civilian Secretariat for Police Service into the Department of Police which will require a revision of the current organisational structure.

### **1.2.10 Community Policing Policy**

The purpose of the 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 Policy clarifies the responsibilities of community structures, such as Community Policing Forums (CPFs), Community Safety Forums (CSFs), and Neighbourhood Watches (NHWs). The Community Policing Policy has been approved by the Minister of Police.

### **1.2.11 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 CSPS 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 of role-players in the field of police oversight in South Africa.

### **1.2.12 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 Strategy will ensure the effective packaging of the Department's information to support the policy and strategic mandate of the Department.

### **1.2.13 National Policing Advisory Committee Policy Framework**

The establishment of the National Policing Advisory Committee (NPAC) emanates from a recommendation of the NDP, which calls for the establishment of a body (National Policing Board) to set standards for the recruitment, selection, appointment, and promotion of police officials. The Advisory Committee is also required to develop a professional code of ethics and analyse the professional standing of policing, based on international norms and standards. The NPAC will serve as an embedded mechanism within the prevailing oversight machinery to professionalise the police service and assist the police service to achieve the objects of policing within a framework of openness, transparency and accountability.

### **1.2.14 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 SAPS, MPS, and – where relevant – traffic policing, with the particular aim 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.

## 1.3 RELEVANT COURT RULINGS

Most of the legislation under the mandate of the Minister specify 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. The relevant court rulings are as follows:

### 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


Planning in the CSPS is informed by the priorities reflected in Priority 6 of the 2019-2024 MTSF, and influenced by the underpinning normative framework of the government of the day. The sixth administration has centred its developmental trajectory around key priority areas as reflected in this normative framework, with COVID-19 also having necessitated the various government clusters to come together and reimagine a post-crisis economy through various strategies and plans. As part of this eco-system, CSPS continues to strive to execute its mandate to **(1)** provide oversight of SAPS, **(2)** develop policy towards an enabling environment for effective policing and crime prevention, **(3)** support SAPS in various ways in order to increase its capacity for law enforcement and crime prevention, **(4)** build partnerships in order to increase policing and crime prevention efforts, **(5)** provide evidence-based research, and **(6)** enable communication and dialogue on policing and crime prevention. Priority 6 of the MTSF also identifies CSPS as a lead department in 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.

Taking into account established Ministerial priorities, the Department's strategic focus for the financial year and over the medium term includes the following, amongst others:

- Addressing the lack of trust in the police and improving police service delivery;
- The need for a localised approach to addressing crime concerns;
- Targeted implementation of the Provincial and Local Crime Prevention Frameworks and District Action Plans, in line with the District Development Model (DDM);
- The implementation of the 2016 White Paper on Safety and Security;
- Beefing up detective service and forensics, as well as facilitating the modernisation of the SAPS through an e-Policing Policy;
- Focus on the finalisation and implementation of an Integrated Crime and Violence Prevention Strategy (ICVPS); and
- Ensuring the implementation of a Partnership Strategy and Framework which seeks to mobilise key role-players and harness the social capital in communities by facilitating greater involvement of various community safety structures in the fight against crime.

During the first year of implementing the 2020 – 2025 Strategic Plan, the Department, like many others, was affected by the unprecedented, widespread impact of the COVID-19 pandemic on both the performance of the economy and the overall functioning of the State. The declaration of a national state of disaster and subsequent lockdown also significantly reshaped the policy and delivery environment within which government generally implements its programmes. A fundamental reassessment of current strategies, programmes and plans by all government departments was thus required to support government efforts and redirect resources to address new, COVID19-related priorities. As a key response, departments were also required to review their overall strategic orientation to ensure alignment with and support to post-COVID19 recovery efforts.

Although the review did not entail any significant changes to the departmental Strategic Plan, there were a number of key programmes in the 2020/21 Annual Performance Plan (APP) that were impacted by COVID-19, including in particular, programmes that required consultations with stakeholders, extensive travel across provinces, and mass public



participation. In order to mitigate against the effects of the pandemic and subsequent lockdown on these programmes, the Department reviewed a number of indicators, targets and timeframes in line with the guidelines issued by the Department of Planning, Monitoring and Evaluation (DPME) and National Treasury. Other mitigating strategies included leveraging on technology and social media platforms for engagements and consultations; refocus certain indicators to focus on desktop research and the production of knowledge products; and exploring alternative methods of data collection for monitoring reports.

Despite the challenges brought about by the generalised impact of the COVID-19 pandemic, the Department remained committed to business continuity and performance demonstrated by the number of achievements with regard to its predetermined objectives. Amongst these key achievements included the following:

- The development and approval of the Recruitment, Selection and Retention Strategy; the Change Management Strategy; and the Operations Management Framework;
- Anti-crime campaigns were conducted as a pro-active approach to the current situation on crime and gender-based violence (GBV) in the country, and in support of government regulations in the fight against COVID-19;
- Capacity-building sessions were conducted with all provinces on the Detectives Services project;
- The report on DVA compliance monitoring was produced and community awareness campaigns were conducted in seven (7) provinces in order to increase community awareness on the role of the CSPS in monitoring DVA implementation and the responsibilities of the SAPS; and
- Research briefs on trends analysis of SAPS' assault and torture discipline cases; five-year trends analysis of trio crimes; and SAPS' discipline management related to misconduct cases of lost or stolen state firearms were produced and approved.

Furthermore, the South African Police Service Amendment Bill was published in the Gazette for public comments.

The Department conducted a strategic planning session on 16-17 October 2020 to review performance over 2020 – 2021. The strategic planning session was used to (1) review progress in preparation for the 2021/22 APP and ensure alignment with critical strategic frameworks of government; and (2) reflect on the internal and external environment and its implications for the execution of the CSPS Strategic Plan and its mandate.

The outcomes of the planning session are articulated below and divided into two major sections, namely, external environment analysis and internal environment analysis. Given the impact that COVID-19 had on the delivery environment within which the Department operates, it was also necessary to reassess our strengths, weaknesses, opportunities, and threats as part of this environmental analysis. The summary of the SWOT analysis is thus also outlined herein.

### **2.1.1 SWOT Analysis**

The table below sets out the Department's strengths, weaknesses, opportunities and threats that have been taken into consideration in the development of the Department's APP for 2021/22. All of the strengths, weaknesses, opportunities and threats relate to the original SWOT assessment in the CSPS Strategic Plan, with the exception of new issues that have emerged linked to the COVID-19 pandemic, and its related economic effects.

Table 1: SWOT Analysis

INTERNAL	<b>STRENGTH (S)</b> <ul style="list-style-type: none"> <li>• An enabling legal framework to execute oversight mandate</li> <li>• Established collaborative protocols to improve coordination on complaints management, including National Prosecuting Authority, Military Ombudsman and Western Cape Police Ombudsman</li> <li>• High quality policy and legal research capacity sustained</li> <li>• Improved relationship and cooperation with SAPS, e.g. committees formed</li> <li>• SaferSpaces portal sees increased number of users</li> <li>• Good relationships with external stakeholders (Provinces, Public Private Partners-Aware!org, SABRIC, BBMH, CSFs, CPFs)</li> <li>• Continued political support from the Ministry of Police</li> <li>• Clear corporate strategies, direction, and sound institutional management)</li> </ul>
	<b>WEAKNESSES (W)</b> <ul style="list-style-type: none"> <li>• Capacity constraints: staffing in different areas</li> <li>• Need for skills development in different areas: complaints management skills, conflict management and counselling skills; report-writing skills</li> <li>• Lack of integrated electronic complaints management system to be used by the Ministry of Police, CSPS, Office of the DPCI Judge and DNA Board, which makes complaints management inefficient</li> <li>• Limited capacity for the CSPS to substantially influence SAPS strategic direction</li> </ul>
EXTERNAL	<b>OPPORTUNITIES (O)</b> <ul style="list-style-type: none"> <li>• Technology can be used to achieve productivity gains through innovation</li> <li>• Active involvement and participation of communities would allow the Department to direct its efforts towards building safer communities</li> </ul>
	<b>THREATS (T)</b> <ul style="list-style-type: none"> <li>• Effects of downturn in national economy linked to COVID-19.</li> <li>• Government budget cuts may affect CSPS ability to fulfil the Department's mandate effectively</li> <li>• Potential of a third wave of COVID-19 in the country, and the implementation of more stringent lockdown levels</li> <li>• Prolonged debates on SAPS Act amendments, thus impacting on the implementation of the Policy on Community Policing</li> <li>• CoGTA delays in approval of CSF MOU</li> <li>• Delays in review of school safety protocol</li> <li>• Loss of skilled employees through resignation and promotional opportunities</li> <li>• Freezing of vacant posts and loss of available compensation budget</li> </ul>

## 2.1.2 External Environment Analysis

### 2.1.2.1 Factors contributing to the performance of policy

Various research reports have highlighted the devastating effect that the COVID-19 pandemic and lockdown regulations have had on large segments of the South African population, in which there have been alarming increases in poverty, unemployment, food insecurity, hunger and domestic violence. These dynamics are likely to exacerbate the current crime crisis in the medium term, as existing risk factors for violence perpetration will be exasperated, such as physical violence in the home; dropping out of school; and diminishing meaningful job prospects. This will especially be the case for already marginalised communities, who are most at risk for violence perpetration.

The pandemic has also fundamentally transformed the policing landscape. Policing in a time of crisis has seen the balancing act between the need to protect citizens, whilst upholding the rule of law put to the ultimate test. The enforcement of regulations during the nationwide lockdown presented many challenges, as in many instances members of the public blatantly ignored the regulations which were intended to protect them, while containing the spread of the virus. In addition to the lack of clarity in terms of the roles and responsibilities of different stakeholders involved in the enforcement process, managing the compliance fatigue and growing social discontent resulted in frustrations by the police playing out in the form of excessive use of force. The number of cases of police brutality recorded during the lockdown is a cause for concern as it correlates to the ever increasing civil claims paid as a result of failure by police officials to abide by legislative and policing prescripts.

One of the objects of the CSPS is to exercise civilian oversight over the police service. The CSPS must, in order to achieve its objects, monitor the performance of the police and regularly assess the extent to which the police service has adequate policies and effective systems, and to recommend corrective measures. During these extraordinary circumstances brought about by the pandemic, the importance of the role of oversight in promoting and maintaining police accountability cannot be overstated, particularly in view of the strained relations between police and the communities they serve, the growing number of incidents of police brutality and the increasing civil claims against the police in this regard. In 2018, the Minister of Police approved the *Professional Use of Force Policy and Guidelines for the South African Police Service*, which seeks to address this seemingly recurring challenge of defining and understanding the parameters in which necessary and proportional force may be applied by the police. The Policy sets out the obligations of police management to develop appropriate systems of accountability and administrative review within the Service when the limits of legal force are exceeded; and to fulfil its responsibility in ensuring that police officials are appropriately equipped and resourced to perform their functions. It exists in conjunction with a range of initiatives to strengthen and professionalise the police service as articulated in the NDP and the 2016 White Paper on Policing.

The pandemic has, however, highlighted the fact that the existence of approved policies and guidelines alone cannot eliminate the risk of abuse of power and ill-discipline by members of the police service, particularly when the rules of engagement are confounded by an uncertain environment. With the South African Police Service Act currently being amended, it is also an opportune time to explore the feasibility of further strengthening the regulatory regime through the development of a Use of Force Act or similar legislation.

The current state of the economy, and subsequent efforts aimed at post COVID-19 economic recovery, will also play a critical role in terms of the performance of policy.

Government's central policy goals over the next three years are to position the economy for faster, broad-based economic growth, and to return the country's public finances to a sustainable position. Working with its social partners in business,

labour and civil society, Government has begun implementing the Economic Reconstruction and Recovery Plan (ERRP), with immediate measures to boost confidence and investment, and longer- term reforms to promote sustained higher economic growth. The CSPS played an integral role in the development of the JCPS cluster economic recovery strategy, the key focus areas of which find expression in the broader ERRP announced by the President.

In the short term, the economic recovery plan will focus on building infrastructure, expanding electricity generation, allocating digital spectrum, supporting rapid industrialisation and employment, and tackling crime and corruption. At the same time, government will roll out structural reforms such as modernising network industries, reducing barriers to entry, and increasing regional integration and trade. The National Treasury estimates that, in combination, these reforms can raise growth to over 3 per cent over the next 10 years and create more than 1 million jobs.

The June 2020 special adjustment budget significantly reordered public expenditure priorities and increased spending to provide emergency resources to frontline services, provincial and local government, and firms and households, with a focus on the most vulnerable South Africans. National and provincial departments, social security funds and public entities (functions) were all affected by the downward pressure on budgets. Over the period 2020/21 through 2023/24, Police Services will see an average annual growth of only 0.5%, a substantial reduction in real terms, considering adjustments for inflation and population growth. Other sub-functions in the Peace and Security function: Defence and State Security will see an average annual growth of -2.5%, compared with Law Courts and prisons 0.3%, and Home Affairs -1.7%.<sup>1</sup> In nominal terms, CSPS's budget was reduced from R 156m to R 137m in 2020/21, and further cuts are anticipated. These cuts have a significant constraining effect on the Department to deliver on its mandate, ensure policy coherence, and specifically on its ability to reach partners and stakeholders at grassroots level.

Against this sobering backdrop, the Department will have to carefully position itself as it continues to exercise its core mandate, in order to mitigate against the full effect of identified risks and shocks in the external environment, whilst simultaneously finding pathways to higher levels of influence, effectiveness and more capacity through involvement in key strategy initiatives as part of the JCPS cluster contribution to overall economic recovery, such as:

- Enhance broader public participation and community partnerships;
- Finalisation of the Integrated Crime and Violence Prevention Strategy;
- Increase the utilisation of community based structures and capabilities as force-multipliers;
- Finalisation of priority legislation (SAPS Act Amendment Bill, Firearms Control Act, POCDATARA, Regulation of Gatherings, IPID Amendment Bill);
- Expedite finalisation of regulations for the Critical Infrastructure Protection Act (CIPA);
- Professionalise the police by implementing key policy recommendations;
- Implementation of the Policy Framework on an Integrated Model of Policing (Single Police Service); and
- Integration within the JCPS Cluster to share resources in order to ensure efficiencies of scale and enhance service delivery.

If CSPS is to achieve its envisaged impact over the 5-year period to improve safety and security of all people in South Africa, the Department will have to adequately respond to the following:

- **Key National Outcome:** realigning our policy orientation and strategic research focus to contribute towards the priority of halving violent crimes within five years, linked to the outcome of improved safety and security for citizens.

<sup>1</sup> NT (2020) MTBPS. Table 4.1 Consolidated expenditure by function.

- **Community Engagement:** enhancing the role of oversight in contributing to resolution of burning issues in the country, for example, racism (Normandien and Senekal), and other flare-ups.
- **Alignment of Functions and Improved Service Delivery:** focusing on tangible ways to strengthen SAPS service delivery and enable SAPS to become more effective; determining how CSPA will implement, promote and align its national and provincial operations in this regard; and ensuring CSPA alignment with the DDM, NSP on GBV and Femicide and other normative framework.
- **Minister's Programme of Action on the Crime Retreat:** monitor the implementation of Crime Retreat outcomes and improve collaboration between National and Provincial Secretariats to address capacity requirements in this regard.
- **Institutional Reform for the Civilian Secretariat:** fully implement reforms proposed by the 2016 White Paper on Policing.

### ***2.1.2.2 Information regarding the demand for services and other factors that inform the development of the Annual Performance Plan***

The CSPA 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, departmental 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 departmental 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 CSPA is mandated to monitor and evaluate SAPS' compliance with the Domestic Violence Act, and engage with civil society organisations to conduct intervention programmes to improve SAPS' response to GBV. With the alarming number of GBV-related cases seen during the nation-wide lockdown, the President declared the scourge of GBV a "second pandemic" that requires a multiplicity of responses from all sectors of society. There has thus been an increased 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, the Department has, in collaboration with its provincial counterparts, embarked on a series 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.

Calls have also been made by the Portfolio Committee on Police for the CSPA to conduct audits of the Family Violence, Child Protection and Sexual Offences (FCS) units to assess the capacity thereof to deal with and adequately respond to reported cases of GBV. As such, further audits of FCS units will be undertaken in the 2021/22 financial year to supplement the study that was conducted in 2019/20 on the implementation of the SORMA Act.

Post COVID-19 recovery efforts also requires the prioritisation and finalisation of key legislation, policies and strategies that will assist in facilitating a conducive environment for national stability and economic recovery. The Department was thus required to prioritise the following Bills to support government responses to COVID-19:

#### *2.1.2.2.1 The South African Police Service Amendment Bill*

The Bill is aimed at strengthening the legal framework pertaining to the South African Police Service by providing for:

- The establishment and regulation of the Intelligence Division of the South African Police Service in the South African Police Service Act, 1995 (Act No. 68 of 1995).
- Addressing integrity testing and lifestyle audits of recruits for and members of the police service.
- The enhancement of the oversight over and support of community policing structures.
- Improved coordination between the police service and municipal police services and supplementing the powers of municipal police service.

#### *2.1.2.2.2 Protection of Constitutional Democracy against Terrorist and Related Activities Matters Amendment Bill*

The Bill is aimed at updating the status of the Republic in respect of international instruments relating to terrorism which were adopted since the implementation of the Protection of Constitutional Democracy against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004); amending the definition of “terrorist activity”, in order to remove the motive requirement; aligning the penalties provided for in the Act, in accordance with the gravity of the offences and related legislation; providing for ancillary orders which may be made by a court, including the appointment of a curator bonis on property related to the financing of terrorism.

The Department is also continuing work with respect to the following Bills:

#### *2.1.2.2.3 Controlled Animal Movement and Animal Products Bill*


The Bill is aimed at regulating the possession and ownership of controlled animals and to control the movement of controlled animals and animal products within and through the borders of the Republic of South Africa in order to combat crimes related to the possession, ownership or movement of controlled animals and animal products; and to provide for matters connected therewith. If adopted by Parliament and implemented, it will repeal and substitute the Stock Theft Act, 1959 (Act No. 57 of 1995).

#### *2.1.2.2.4 The Independent Police Investigative Directorate Amendment Bill*

The Bill is aimed at amending the Independent Police Investigative Act, 2011 (Act No. 1 of 2011), to ensure that the Department has the necessary structural and operational independence to fulfil its mandate without undue interference. It further provides for Parliamentary oversight in relation to the suspension, discipline or removal of the Executive Director, and related matters. The Bill provides that the gaps identified in the principal Act be sufficiently addressed.

#### *2.1.2.2.5 Firearms Control Amendment Bill*

The Bill is aimed at enhancing the Firearms Control Act, 2000 (Act 60 of 2000), in order to strengthen the control over firearms. The Bill provides for the ballistic sampling of firearms and the storage of ballistic tests results on the Automated Ballistic Identification System (ABIS). Through the use of technology, this will assist in investigating crimes committed with



firearms. It provides for the limitation on the number of firearm licenses that may be issued to a person, for purposes of dedicated sports shooting and dedicating hunting, for business purposes and collection, the improvement in the processing and control of firearms and applications thereof, improved governance in the management and control of firearms, as well as constitutional compliance of certain provisions.

#### *2.1.2.2.6 Second Hand Goods Amendment Bill*

The Bill is aimed at amending the Second Hand Goods Act, 2013 (Act No. 9 of 2013), regulating dealers in second-hand goods to combat the trade in stolen goods and to promote ethical standards in that industry. As such, the Bill assists in the prevention and combating of property crimes and the Act regulates the whole of the industry from general second-hand dealers to scrap metal dealers and recyclers.

#### *2.4.2.2.7 The Regulation of Gatherings Amendment Bill*

The Bill is aimed at strengthening the legal framework pertaining to the regulation of protest marches and gatherings in public. It provides for the aligning of the Act to the 1996 Constitution of the Republic of South Africa, 1993, as it predates the Constitution. It addresses key recommendations by an International Panel of Experts to review the Act in respect of the notification of gatherings by convenors. The Bill aims to update the Act according to international norms and standards- the United Nations Human Rights Commission had initiated the drafting of a Model Law in this regard. It aims to supplement proposals made in the South African Police Service Amendment Bill, 2019, concerning the use of force.

### **2.1.2.3 External Challenges**

#### *2.1.2.3.1 Constitutional Court Judgments*


New constitutional court judgments may at any time affect legislation that is administered by the Minister of Police by declaring provisions in such legislation as unconstitutional and determining relatively short timeframes to rectify or improve the legislation. Extraneous factors, which are out of the control of the Department, and interdependencies in respect of consultations and certification of draft legislation result in delays regarding the finalisation of legislation.

The proposed intervention in this regard includes constant consultation with support staff and role players to fast track legislative development processes.

#### *2.1.2.3.2 Developmental Challenges*

Many South Africans find themselves in dire socio-economic conditions characterised by poverty and unemployment. Psycho-social issues emanating from violent experiences and unhealthy family and societal exposure exacerbate these matters, further compounded by the effects of the COVID-19 pandemic on communities. These conditions are significant in explaining the relatively high levels of violence and crime, making a case for more efforts to be directed at the prevention of crime and violence.

Policing in isolation of the broader eco-system of safety has also become burdensome because of a multitude of factors that are beyond the role and function of the SAPS. A holistic, multidisciplinary, preventative approach is required to deal with crime and violence.



Crisis policing during the national lockdown has also created social discontent in communities that already distrust the very law enforcement system that is intended to protect them. The reported cases of police brutality during the lockdown threatens to reverse the gains made through transformation efforts and initiatives.

The proposed intervention in this regard includes facilitating the effective implementation of the Integrated Crime and Violence Prevention Strategy. Implementing the Strategy is the responsibility of the whole of government and whole of society, and will require departments and spheres of government to work in an integrated manner, in line with the DDM, to address crime and violence.

In addressing the issue of social discontent and police brutality, the proposed intervention includes the need to ensure the involvement of community safety structures in recovery efforts, the need to ensure the implementation of the approved Use of Force Policy by the SAPS, and the need to strengthen the regulatory regime by exploring the feasibility of a Use of Force Act.

#### ***2.1.2.4 Relevant stakeholders that contribute to the Department's ability to achieve its planned outcomes***

##### ***2.1.2.4.1 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 Department 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 CSPS. There is therefore a need to continuously strengthen the working relationship and ensure effective functioning of corporative governance structures between the SAPS and CSPS, including the development of Memoranda of Understanding (MoU) between the SAPS, IPID and CSPS in this regard.

##### ***2.1.2.4.2 Provincial Secretariats***

Provincial Secretariats are given the mandate to perform the functions of the CSPS 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 Members of the Executive Council (MECs). However, the Provincial Secretariats must undertake the following tasks in order to support the objects of the CSPS:

- 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 CSPS Regulations outline the roles and responsibilities of the CSPS 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 of 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.

#### *2.1.2.4.3 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 policy. The Department reports quarterly, annually, and as and when required by Parliament.

#### *2.1.2.4.4 Independent Police Investigative Directorate*

The relationship with IPID is based on the establishment of a 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 Executive Director, and to discuss, among others, issues relating to trends, recommendations and the implementation of such recommendations by SAPS.

#### *2.1.2.4.5 COGTA*

The relationship with 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).

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.

#### *2.1.2.4.6 DPME*

DPME 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'. There is also a need for better coordination and collaboration between the two departments in the implementation of the WPSS and the ICVPS, as required by the White Paper.

#### *2.1.2.4.7 Other*

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 process; strategic partners such as SALGA, GIZ, Hans Seidel Foundation and other civil society organisations.

## **2.1.3 Internal Environment Analysis**

### **2.1.3.1 Performance Trend Analysis**

In this section, an analysis was made by comparing performance trends to determine whether it has improved, declined or remained the same in the past 5 years.

At the end of the 2015/16 financial year, the Department reached its lowest level of performance of 49%. Subsequently, however, the Department experienced a sharp increase in performance from 49% in 2015/16 to 80% at the end of the 2016/17 financial year, an increase of 31%. The lowest performance score recorded at the end of the 2015/16 financial year was as a result of a number of factors, including inadequate human resource capacity; delays in the finalisation of Bills and the fact that planned regulations were not drafted, as they are dependent on the Bills becoming Acts, amongst other issues.


The sharp increase in 2016/17 is considered to be due to efforts made to improve the level of performance, including, amongst others, strengthening of community initiatives with Community Police Forums (CPFs), Community Safety Forums (CSFs), neighbourhood watches, street committees, and civil society formations with the aim of building partnerships to reduce crime. These efforts also included the completion of research projects such as the Research on Policing Resource Allocation, the development of a Policy Framework on the Establishment of a National Policing Advisory Committee, and the approval of the Critical Infrastructure Protection Bill by Cabinet for introduction in Parliament. In the same year, the Department recorded an unusually high 21.19 % vacancy rate due to the approval of new additional posts in the third quarter of 2016/17, which increased the vacancy rate.

In 2017/18, the Department reached a performance score of 81%, an increase of 1% compared to the preceding year. The almost consistent performance follows the implementation of controls to ensure that the Department achieves and maintains high levels of performance. For instance, the Department made significant progress in reducing the vacancy rate from 21.19 % in 2016/17 to 7.33% in 2017/18. The filling of vacancies was necessary for the effective delivery of the CSPA mandate and to improve on service delivery.

Following the peak period, a slight decline in performance was observed as the performance of the Department dropped from 81% in 2017/18 to 78% in 2018/19. The slight decline in performance was as a result of internal and external audit recommendations that were not fully implemented, consultation for training the trainers with Wits University that was not completed, and an evaluation report on the relevance and effectiveness of oversight initiatives that was not done as the Department was requested by the Minister to conduct an assessment on the resourcing of the Forensic Science Laboratories (FSL). In addition, an assessment report regarding the establishment and functionality of CSFs was not done, as the Minister requested the Department to evaluate the effectiveness of the SAPS Rapid Response Services (10111).

At the end of the 2019/20 financial year, the Department recorded the highest performance in the past 5 years following the implementation of controls to address the gaps identified in previous years, and to ensure the achievement of consistently high levels of performance. As a result, the Department achieved 25 of its 28 planned targets during the 2019/20 financial year.

Finally, it should be noted that corrective actions are continuously taken in an effort to improve organisational performance. Amongst these efforts include the presentation of quarterly performance reports to the Executive Management Committee



and the Audit and Risk Committee to deliberate on the progress made toward achieving targets. The Department also ensures to identify internal bottlenecks and strengthen internal controls to remove these. In addition, a Human Resource Committee has been established to oversee the process of filling vacant funded posts.

### **2.1.3.2 Overall Capacity to deliver on the CSPS Mandate**

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

At the end of the third quarter of 2020/21, the Department had filled 144 of its 155 post establishment, resulting in a vacancy rate of 7%. Of the 144 staff employed by the Department, there are 2 people with disabilities, which translates into 1.39% of the staff complement. Out of the total positions filled, 78 or 54% were females, while 66 or 46% comprised of males. Females occupied 14 or 48% of the senior management positions within the Department, and males occupied 15 or 52% of these positions.

A Human Capital Strategy has been developed with the aim of providing structured guidelines for the activities and initiatives of the Human Resources function to ensure strategic alignment of human capital and departmental activities. The strategy also paves the way for improving operational efficiency within the Department. The implementation of the strategy is well underway with recruitment and selection as the central pillars that will assist the Department to fully implement its mandate in terms of the CSPS Act. In an effort to realise the objective of the Human Capital Strategy, the Department has established a Human Resource Committee. The committee will, amongst other functions, oversee the process of filling vacant funded posts. The Department will continue to ensure that employees with high levels of competencies and skills are recruited and retained. In addition, the Department will ensure that a low vacancy rate is maintained and that gender, race, and people with disabilities are given high priority.

The Department is currently in the process of relocating to new offices, as the current office accommodation is not sufficient to cater for a large number of employees. This was confirmed by the Department of Labour. It should be noted that the current office accommodation was acquired to accommodate 80 personnel and at the moment the number of employees is more than 140. This poses a health and safety risk to employees, particularly during the COVID-19 pandemic.

The Department has developed an ICT strategy, which is currently being implemented. While progress has been made in implementing the strategy, the lack of ICT infrastructure remains a challenge. Efforts are underway to procure servers for the Department.

The budget allocation for the Department is increasing from a downward adjusted annual baseline budget of R137,168 million in 2020/21 to an annual budget of R150,489 million over the three-year MTEF period. This is equivalent to an average increase of 3.73% per annum over the MTEF period.

The estimated final annual budget of R150,489 million for the 2023/24 MTEF period will, however, increase by approximately 0.55%, from R148,961 million of the prior 2021/22 financial year, which suggests a downward trend in annual budget increase for the remaining MTSF period of the 2025 financial year, considering the estimated average annual budget increase over the 2023/24 MTEF period.

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

The Department has put controls in place in an effort to comply with the requirements of the B-BBEE Act. As a result of such efforts, an independent company was appointed to assess the level of compliance with the requirements of the B-BBEE Act. The results of the assessment showed the Department achieved a BEE score of 42.64 points for the 2019/20 financial year. This means that the Department is a Level Eight (8) Contributor to BEE but as it has not met the subminimum requirements for the Skills Development and the Enterprise and Supplier Development priority elements, it was discounted a level. The final level awarded to the Department is that of a Non-Compliant Contributor. The B-BBEE implementation will remain a priority for the Department to ensure that the level of compliance improves.

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

Gender equality, in particular at the Senior Management level, remains a challenge to be addressed through the Employment Equity Implementation Strategy. Currently, women represent 48% of the senior management positions within the Department, while males represent 52%. Strides are, however, being made to address gender parity. The Department is also not doing well regarding the target for employment of persons with disabilities as there are only two people with disabilities, which translates into 1.39% of the staff complement. Partnerships with the Disabled People of South Africa and the Department of Labour will be strengthened to provide opportunities for people with disabilities and those who are unemployed. Additionally, a Memorandum of Agreement will be signed with organisations of people with disabilities.

The Department has established working relationships with 26 Universities in the country and 50 Technical and Vocational Education and Training (TVET) colleges to promote GBV programmes and the protection of vulnerable people. The Department is also currently working with artists and professional individuals in the space of GBV advocacy. Furthermore, the Department conducted an anti-crime campaign in partnership with Aware!org, Memeza Shout and other Non-Profit Organisations (NPO) as part of the intervention plan and support for victims of GBV and protection of vulnerable people. This was also done in support of government regulations in the fight against COVID-19. The campaign also focused on the distribution of personal alarms to assist GBV victims to call out for assistance. Another campaign led by the Deputy Minister of Police as part of the response in the fight against GBV took place via a virtual platform on the SABC Programme titled Expressions. The virtual Imbizo follows on the fact that during the lockdown, 5082 cases of GBV were reported to the police, 3 373 arrests were made by the police and resulted with only 200 convictions as reported by the "None in my Name" International NPO. The foregoing presents the level of the scourge of the GBV in society against the backdrop perceived police inaction.

As part of ongoing efforts to address issues affecting women, children, youth and people with disabilities, the Department has improved relationships with key stakeholders through MoUs with various organisations.

### 2.1.3.5 Internal Challenges

#### 2.1.3.5.1 Operational Challenges related to the COVID-19 Pandemic

A number of internal operational challenges were also experienced as a result of COVID-19 and its impact on the Department. These included the following, amongst others:

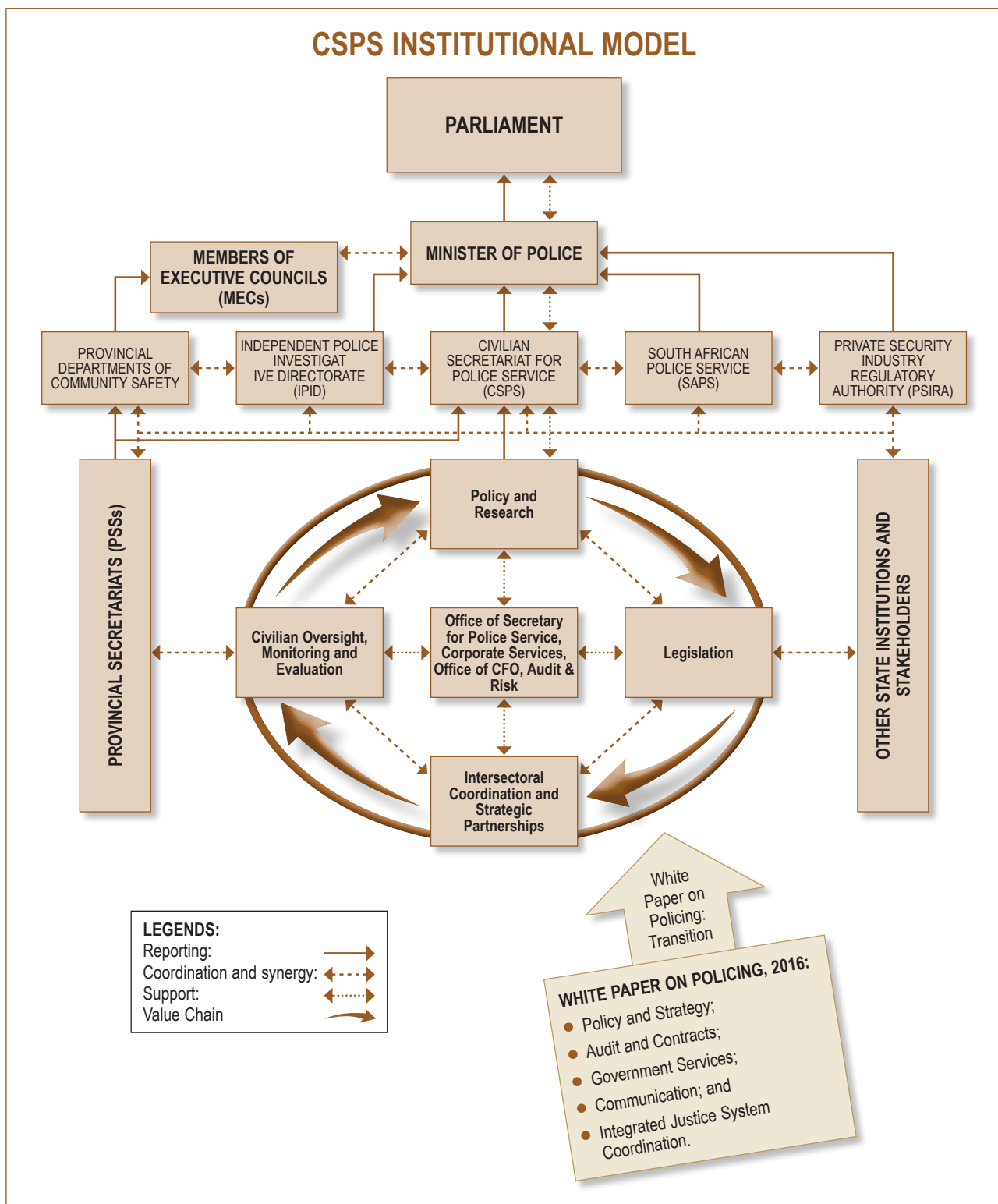
- CSPA had to adopt a different method of data collection for monitoring reports which required the use of virtual communication and also required SAPS to self-administer the data collection tools. This had a negative impact on verification of information resulting in inaccurate and incomplete data / information for the development of reports.
- Delays were experienced in terms of the finalisation of legislation due to unavailability of key stakeholders and few comments received on proposed legislation, in spite of utilisation of virtual platforms.
- The legislative programme was also severely affected as a result of changed priorities on the legislative programme, and as such, legislation which would have been introduced in 2020 will now only be introduced in 2021.
- Timeframes for the delivery of projects were hampered overall, given that only a limited number of staff were permitted on-site in order to minimise the spread of COVID-19.

#### 2.1.3.5.2 Institutionalisation of the CSPA Value-Chain

The value-chain of the CSPA is outlined in Figure 1 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 Members of the Provincial Executive Council (MECs) for safety, security and policing, is then able to take policy decisions that inform the execution of the policing functions.



**Figure 1: CSPS 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 our planned outputs and five-year outcomes. However, there is still a challenge with regards to the institutionalisation of this model at a broader organisational level. 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 CSPS delivery value-chain and encourage a unified way of working internally.

#### **2.1.3.5.3 Partnership in the Fight against Crime**

The inability to mobilise a significant amount of resources required to build well-functioning partnerships in the fight against crime continues to be a challenge. The challenge is further exacerbated by the budget cuts and overall constrained fiscal environment within which the Department is expected to execute its mandate. The proposed intervention is to implement the approved Partnership Strategy and Framework, encourage joint planning, improve access to donor funds, and develop implementation plans in collaboration with key stakeholders.

#### **2.1.3.5.4 ICT Infrastructure**

The Department has an approved revised IT Security Policy, ICT Security Awareness Strategy / Plan and ICT Strategy in place. However, the lack of ICT infrastructure continues to hamper the full implementation of ICT within the Department. CSPS ICT server infrastructure is currently hosted at SITA. The Department manages and monitors the execution of the service rendered through Service Level Agreements (SLA) that are monitored on monthly operational meetings and quarterly SLA meetings. In terms of a proposed intervention, processes are currently underway to ensure that the Department has its own ICT infrastructure. The Department is also in the process of procuring servers. It is also envisaged that the IT challenges will be resolved once the Department relocates to a new building.

#### **2.1.3.6 Medium and Long-Term Policy Environment**

In the first year of its 2020 – 2025 Strategic Plan, the Department indicated a focus on implementation of key policy proposals of the two White Papers in the medium to long-term, in line with Government's emphasis on the implementation of policies for effective service delivery. The delays and disruptions brought about by COVID-19 may have impacted on some of the processes involved with facilitating implementation, however, at the core of advancing the proposals contained in the White Paper on Safety and Security in particular remains the finalisation and implementation of the ICVPS which seeks to provide coordinated and integrated approaches to prevent crime and violence in South Africa.

The Department will also contribute to the implementation of the country's cross-cutting strategic frameworks such as the DDM, the NSP on GBV and Femicide, and the ERRP, in the following manner:

- The ICVPS to be used as an enabler in the development of community safety plans in the 52 districts;
- The ICVPS also provides a distinct role for Provincial Secretariats in the district hubs;
- Use the SaferSpaces portal as a knowledge hub and networking space for community safety, as well as violence and crime prevention;
- Ensure CSPS research recommendations are implemented for a professional SAPS;
- Broaden collaboration and inclusion of stakeholders in planning, implementation, and M&E processes;
- Integration of key priorities into priority legislation (for example: NSP taken into consideration in drafting SAPS Amendment Bill for alignment, domestic violence is addressed in FCA, Stock Theft Amendment Bill strengthens provision on greater safeguarding of female and child headed-households for protection and identification of their livestock);
- Advocating for CSF policy implementation with emphasis on the establishment of CSFs in municipalities;
- Provision of capacity-building to JCPS cluster stakeholders on the implementation of safety and security policies at local level in line with provincial and national government JCPS Cluster priorities;

- Ongoing engagement with stakeholders on NSP with stakeholders such as Moral Regeneration Movement, Faith Based Organisation, CBOs, and other NGOs/NPOs; and
- Provision of communication support during GBV campaigns.

Furthermore, in order to ensure the development of relevant and impactful policies, there will be an increased focus on analysing and reviewing policies to identify policy gaps that influence safety and police service delivery.

### ***2.1.3.7 Emerging priorities and opportunities which will be implemented during the planning period***

The Department has identified the following emerging priorities and opportunities which will be implemented during 2021/22:

- Finalisation of an e-Policing Policy in a new normal moving towards the attainment of a 4IR policing environment
- Facilitating implementation of the ICVPS for safety and service delivery
- Research on whether the SAPS achieving its Constitutional mandate
- Making impact in the JCPS cluster restructuring process for effective implementation of policies and improved service delivery
- Establishment of a Knowledge and Information Management System as a nerve centre to drive the policy and strategic mandate of the Department
- Monitoring and reporting on the implementation of the Minister's Programme of Action emanating from the Crime Retreat
- Providing oversight reports on police station profiles in the context of Ministerial Izimbizo
- Providing oversight reports on police performance station and profiles in contribution to the implementation of the DDM
- Raising awareness on the role of CSPS in monitoring DVA implementation
- Regular community satisfaction surveys and exit polls to measure public perceptions in terms of the performance of the police
- GBV campaigns and project implementation in the build up to the 16 days of activism on violence against women and children
- Continued implementation of both the Human Capital Strategy and the ICT Strategy for organisational efficiency.

AN EFFICIENT AND EFFECTIVE CIVILIAN OVERSIGHT OVER  
POLICE SERVICE AND ENHANCE THE ROLE OF THE MINISTER

## VISION:

A REFORMED AND ACCOUNTABLE POLICE SERVICE  
THAT UPHOLDS THE VALUES OF OUR



## PART C:

### MEASURING OUR PERFORMANCE

### 3.1 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 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

#### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets				
			Audited Performance		Estimated Performance	MTEF Period	
			2017/18	2018/19	2019/20	2021/22	2023/24
Transformed and accountable police service	Reports and minutes of meetings	1.1.1 Number of joint consultative IPID / Secretariat forum meetings held per year in compliance with the Civilian Secretariat for Police Service Act, 2011	4	3	4	4	4

#### Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual targets	Q1	Q2	Q3	Q4
1.1.1	Number of joint consultative IPID/Secretariat forum meetings held per year in compliance with the Civilian Secretariat for Police Service Act, 2011	4	1	1	1	1

## Sub-Programme 1.2: Corporate Services

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

### 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
	Monthly reports on vacancy rate	1.2.1 Vacancy rate of not more than 7% of the total post establishment	6.7%	6.7%	7.79%	Not more than 7%	Not more than 7%	Not more than 7%	
	Quarterly progress reports	1.2.2 Percentage implementation of the Human Capital Strategy	N/A	N/A	N/A	100%	100%	100%	
	Quarterly progress reports	1.2.3 Percentage implementation of the Information and Communication Technology (ICT) Strategy	N/A	N/A	N/A	100%	100%	100%	

### Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
1.2.1	Maintain a vacancy rate of not more than 7% of the total post establishment	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%	100%	100%	100%	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	
			2017/18	2018/19	2019/20	2021/22	2023/24
	Creditors age analysis report	1.3.1 Percentage of payments made to creditors within 30 days	97%	98%	100%	100%	100%
	Expenditure report	1.3.2 Percentage of expenditure disbursed in relation to budget allocated	95%	94%	96%	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 Programme will also contribute to a capable, ethical and a developmental state by capacitating employees with the relevant skills and ensuring that vacant funded posts are filled. In addition, efforts will be made to ensure that the Department performs in accordance with the agreed standard and complies with the prescripts and policies of the Public Service. Performance agreements will be signed and moderated, and performance will be assessed timeously.

Furthermore, the implementation of the Human Capital Strategy and its operational excellence strategies such as Recruitment, Selection and Retention; Human Resource Development strategy; Employee Health and Wellness Strategy; Talent Management Strategy and the Employment Equity Implementation Strategy as well Performance Management System, and the ICT strategy will contribute to the achievement of the Department's planned outcomes.

## 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	
			2017/18	2018/19	2019/20		2021/22	2023/24
Improved collaboration, coordination and integration on safety, crime and violence prevention with the three spheres of government	Signed MoUs	2.1.1 Number of Memorandum of Understanding (MoU) signed with stakeholders to build safer communities	2	2	2	2	2	2
	Workshop reports	2.1.2 Number of workshops facilitated with provincial secretariats and municipalities on the establishment of Community Safety Forums (CSFs) per year	20	12	14	9	9	9
Improved community participation in the fight against crime	Workshop reports	2.1.3 Number of provincial capacity-building sessions held on crime prevention policies per year	9	9	11	9	9	9
	Campaign reports	2.1.4 Number of Anti-Crime Campaigns conducted per year	3	4	8	3	3	3

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited Performance			Estimated Performance	MTEF Period	
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved community police relations	CPF assessment reports	2.1.5 Number of assessment reports on implementing Community Policing Forum (CPF) regulations/standards approved by the Secretary for Police per year	N/A	2	2	2	2	2

### Output Indicators: Annual and Quarterly Targets

No.	Output indicators	Annual Targets	Q1	Q2	Q3	Q4
2.1.1	Number of Memorandum of Understanding (MoU) signed with stakeholders per year to build safer communities	2	-	1	-	1
2.1.2	Number of workshops facilitated with provincial secretariats and municipalities on the establishment of Community Safety Forums (CSFs) per year	9	2	3	3	1
2.1.3	Number of provincial capacity-building sessions held on crime prevention policies per year	9	2	3	3	1
2.1.4	Number of Anti-Crime Campaigns conducted per year	3	-	1	1	1
2.1.5	Number of assessment reports on implementing Community Policing Forum (CPF) regulations/standards approved by the Secretary for Police per year	2	-	1	-	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	
			2017/18	2018/19	2019/20	2021/22	2023/24
Improved community participation in the fight against crime	Izimbizo / public participation program reports	2.2.1 Number of Izimbizo / public participation programs held with communities to promote community safety per year	7	9	15	4	8

### Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.2.1	Number of Izimbizo / public participation programs held with communities to promote community safety per year	8	2	2	2	2

### Explanation of planned performance over the medium-term period

In the medium-term, the programme will focus on Anti-Crime Campaigns based on initiatives agreed upon with public private partners through signed working agreements or MoUs. The Anti-Crime Campaigns are based on program implementation initiatives that could be short, medium or long-term but focused on social crime prevention initiatives, such as responsible alcohol trade and use, campaign against gender-based violence and protection of vulnerable groups.

Moreover, the Programme will focus on implementing the approved Partnership Strategy and Framework, and will also continue with planned public participation meetings wherein the Minister interfaces with the communities and community leaders on social problems experienced. The Programme will also provide training to members of the CPFs and associated structures. In terms of intergovernmental relations, 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.

### 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 undertakes 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		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Transformed and accountable police service	Approved policies on policing and safety	3.1.1 Number of draft National Policing Policies submitted to the Secretary for Police Service for approval per year	2	3	2	1	1	1	1
	Approved research reports on policing and safety	3.1.2 Number of research reports on policing and safety approved by the Secretary for Police Service per year	2	2	3	1	2	2	2
Improved community participation in the fight against crime	SaferSpaces Gazette	3.1.32 Number of newsletters published on SaferSpaces per year	-	1	1	1	1	1	1

#### 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 Police Service for approval per year	1	-	-	-	1
3.1.2	Number of research reports on policing and safety approved by the Secretary for Police Service per year	2	-	-	1	1
3.1.3	Number of newsletters published on SaferSpaces per year	1	-	-	-	1

### 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	2021/22	2023/24
Transformed and accountable police service	Relevant legislation that strengthens the South African Police Service	3.2.1 Number of Bills submitted to the Minister for Cabinet approval per year	4	3	4	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 per year	2	-	-	1	1



## Explanation of planned performance over the medium-term period

Transformation is defined as a set of behavioural values and strategies specifically aimed at a planned change of an organisation's vision and work settings, in order to promote a paradigm shift that enables the organisation to better respond to or create desirable future environment. It requires a fundamental shift in consciousness, values, attitudes and perceptions and is in essence a constitutional change of the individual and the organization. Transformation is necessary for improved safety and security, for a strengthened police service, in order to achieve the vision of halving the country's violent crime in five years.

Safety and security is a necessary pre-condition for human development, improved quality of life and enhanced productivity, and every citizen has a right to a safe environment that is not harmful to health or well-being. Priority 6 of the MTSF: Social Cohesion and Safer Communities requires a series of intersecting interventions to unite our country and address crime and violence. In this regards, addressing crime and violence would require the need to address the drivers of crime and violence, taking into account the full context of, and cumulative impact of risk factors to crime and violence on a person's life, including the individual, community and structural, environmental, developmental, cultural and social dimensions. Addressing crime and violence requires an integrated approach and is the responsibility of the 'whole of government and whole of safety', and not just the police alone. To emphasise the importance of the integrated approach, a Draft Integrated Crime & Violence Prevention Strategy has been developed and is a target of the MTSF. The Draft Strategy is in the process of consultations with the three spheres of government and will be finalised in March 2021.

The Policy and Research Sub-Programme achieves this through advising the Minister of Police, through the production of information and knowledge products such as research reports and policies. The policies are aimed at providing the SAPS with direction in terms of policing, to effecting change in the policing environment, and to strengthen the police service and policing generally, for a safer South Africa. The Minister in his purview as the Executive Authority must hold the SAPS accountable for non-performance.

The Department also continues to provide legislative support services to the Minister as part of its core mandate. The outputs of the Sub-Programme on Legislation contribute to the outcome of a transformed and accountable police service by drafting Bills that are constitutionally compliant, operationally implementable and that seek to strengthen the SAPS. Considering the current capacity constraints, the programme plans to draft two Bills per annum.

## 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

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited Performance			Estimated Performance	MTEF Period	
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Transformed and accountable police service	Approved oversight reports	4.1.1 Number of Police Oversight Reports approved by the Secretary per year	65	1	2	4	3	3
	Approved SAPS budget and programme performance assessment reports	4.1.2 Number of SAPS Budget and Programme Performance Assessment Reports approved by the Secretary per year	1	1	1	1	1	1
	Approved assessment reports on complaints management	4.1.3 Number of assessments reports on Complaints Management approved by the Secretary per year	1	2	2	2	2	2
	Approved reports on SAPS implementation on IPID recommendations	4.1.4 Number of reports on SAPS implementation of IPID recommendations approved by the Secretary per year	1	2	2	2	2	2
	Approved monitoring reports on compliance and implementation of the Domestic Violence Act (98) by SAPS	4.1.5 Number of monitoring reports on compliance and implementation of the Domestic Violence Act (98) by SAPS approved by the Secretary per year	2	2	2	2	2	2

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
	Approved reports on the implementation of and compliance to legislation and policies	4.1.6 Number of reports on the implementation of and compliance to legislation and policies approved by the Secretary per year	1	1	1	1	2	2	2
	Approved assessment reports on police conduct and integrity management	4.1.7 Number of assessment reports on police conduct and integrity approved by the Secretary for Police Service per year	N/A	N/A	N/A	1	1	1	1
	Assessment reports on the functioning of the National Forensic DNA Database	4.1.8 Number of reports on the functioning of the National Forensic DNA Database assessed per year	N/A	N/A	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 Reports approved by the Secretary per year	3	-	-	2	1
4.1.2	Number of SAPS Budget and Programme Performance Assessment reports approved by the Secretary per year	1	-	-	1	-
4.1.3	Number of assessments reports on Complaints Management approved by the Secretary per year	2	1	-	1	-
4.1.4	Number of reports on SAPS implementation of IPID recommendations approved by the Secretary per year	2	1	-	1	-
4.1.5	Number of monitoring reports on compliance and implementation of the Domestic Violence Act (98) by SAPS approved by the Secretary per year	2	1	-	1	-
4.1.6	Number of reports on the implementation of and compliance to legislation and policies approved by the Secretary per year	2	-	1	-	1
4.1.7	Number of assessment reports on police conduct and integrity management approved by the Secretary for Police Service per year	1	-	-	-	1
4.1.8	Number of reports on the functioning of the National Forensic DNA Database assessed per year	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

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited Performance			Estimated Performance	MTEF Period	
			2017/18	2018/19	2019/20		2021/22	2023/24
Transformed and accountable police service	Approved assessment report on SAPS programmes	4.2.1 Number of assessment reports on SAPS programmes approved by the Secretary for Police Service per year	N/A	N/A	1	1	1	1
	Approved evaluation report on legislation and policies	4.2.2 Number of evaluation reports on legislation and policies approved by the Secretary for Police Service per year	N/A	N/A	1	1	1	1

### Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
4.2.1	Number of assessment reports on SAPS programmes approved by the Secretary for Police Service per year	1	-	-	-	1
4.2.2	Number of evaluation reports on legislation and policies approved by the Secretary for Police Service per year	1	-	-	1	-



### **Explanation of planned performance over the medium-term period**

The focus of the Programme will be on the monitoring of the implementation of the priorities and directives of the Minister of Police by the SAPS as captured in the Ministerial Crime Retreat Matrix and as such, three oversight reports will be produced. The Programme will also conduct an assessment on the effectiveness of the detective training programme. In line with the MTSF interventions on “increased police visibility to reduce crime and violence” and “increased trust in the police”, the Sub-Programme will also assess police visibility and the trust that citizens have on the police through a community perception survey.

In addition, the Programme will continue to assess the conduct of the police through the monitoring of the management of the complaints against the police and the implementation of IPID recommendations. Finally, the Programme will monitor the implementation of the Domestic Violence Act, which also deals with issues relating to GBV. The reports will make recommendations that are meant to transform and improve the performance of the police.



## PART D:

OVERVIEW OF 2021/22 BUDGET AND  
MEDIUM TERM EXPENDITURE FRAMEWORK  
(MTEF) ESTIMATES

## 4.1 SUMMARY OF CHANGES TO 2021/22 BUDGET AND MTEF

Programme	Adjusted Appropriation 2020/2021	Medium-Term Expenditure Estimate		
		2021/22 R'000	2022/23 R'000	2023/24 R'000
<b>R thousand</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Total Appropriation</b>	156 312	157 086	162 008	169 148
<b>Total Change to 2020/21 budget and MTEF estimates</b>	(19 144)	(8 125)	(11 780)	(18 659)
<b>Total Changes due to COVID19 – May 2020</b>	(12 000)	-	-	-
Changes to 2020/21 budget: Compensation of Employees – Special Adjustment (COVID19)	(1 286)	-	-	-
Changes to 2020/21 budget: Goods and Services – Special Adjustment (COVID19)	(10 364)	-	-	-
Changes to 2020/21 budget: Payment for capital assets – Special Adjustment (COVID19)	(350)	-	-	-
<b>Total Changes through MTEF period</b>	-	(8 711)	(9 633)	(16 374)
Change to budget through MTEF estimates: Compensation of Employees	-	(6 343)	(9 453)	(14 443)
Change to budget through MTEF estimates: Goods and Services	-	(1 782)	(2 327)	(4 216)
<b>Total Changes as per AENE and as announce in budget speech September 2020</b>	(7 144)	-	-	-
Change to budget through MTEF estimates: Compensation of Employees – AENE (Announced in budget speech)	(5 493)	-	-	-
Change to 2020/21 budget and MTEF estimates: Compensation of Employees – AENE (Virement)	(480)	-	-	-
Change to 2020/21 budget and MTEF estimates: Goods and Services – AENE (Declared unspent funds)	(1 651)	-	-	-
Change to 2020/21 budget and MTEF estimates: Transfers and subsidies – AENE (Household)	480	-	-	-
<b>Total Appropriation after adjustments</b>	<b>137 168</b>	<b>148 961</b>	<b>150 228</b>	<b>150 489</b>

## 4.2 EXPENDITURE ESTIMATES

1. Civilian Secretariat for Police Service							
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
R thousand	2017/18	2018/19	2019/20	2020/2021	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1 Administration	52 010	53 072	61 844	60 947	66 492	67 125	67 245
2 Inter-Sectoral Coordination and Strategic Partnerships	20 945	21 976	26 807	23 290	25 693	25 917	25 964
3 Legislation and Policy Development	18 580	20 386	20 000	22 202	23 221	23 388	23 422
4 Civilian Oversight, Monitoring and Evaluation	26 810	28 430	28 783	30 729	33 555	33 798	33 858
TOTAL	118 345	123 864	137 434	137 168	148 961	150 228	150 489
Total Change to 2020/21 budget and MTEF estimates	-	-	-	(19 144)	-	-	-
Current payments	114 294	122 758	135 472	135 009	146 830	147 987	148 148
Compensation of employees	82 685	91 446	97 997	104 788	103 839	103 744	103 740
Goods and services	31 446	31 312	37 475	30 221	43 088	44 243	44 408
of which:	-	-	-	-	-	-	-
Administrative fees	22	37	171	51	178	52	53
Advertising	829	875	922	2 093	2 039	2 599	2 602
Assets less than the capitalisation threshold	419	59	183	281	636	293	295
Audit costs: External	2 145	2 210	2 268	1 789	2 221	2 092	2 102
Bursaries: Employees	395	627	181	800	809	832	834
Catering: Departmental activities	533	405	1 152	1 002	983	1 022	1 027
Communication (G&S)	1 315	1 414	1 491	2 059	1 922	2 168	2 178
Computer services	8 343	8 352	7 846	4 151	5 181	4 422	4 434
Consultants and professional services: Business and advisory services	2 027	624	1 260	728	832	1 055	1 059
Legal services	938	-	213	-	-	120	-
Contractors	137	17	80	743	744	766	767
Agency and support/outsourced services	-	-	-	28	28	29	29
Fleet services (including government motor transport)	346	562	502	98	151	304	155
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Consumable supplies	200	262	327	496	536	511	512

1. Civilian Secretariat for Police Service									
Programme	Audited Outcomes				Adjusted Appropriation	Medium-Term Expenditure Estimate			
	2017/18	2018/19	2019/20			2021/22	2022/23	2023/24	
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Consumable: Stationery, printing and office supplies	1 751	1 683	1 181	1 527	1 473	1 663	1 672		
Operating leases	732	891	5 127	4 249	7 611	8 014	8 045		
Rental and hiring	7	-	9	-	-	-	-	-	-
Property payments	-	-	50	-	-	-	-	-	-
Transport provided: Departmental activity	-	-	-	-	-	-	-	-	-
Travel and subsistence	9 375	11 036	11 816	7 883	14 546	15 381	15 715		
Training and development	644	790	528	323	732	752	754		
Operating payments	471	650	1 059	491	598	501	503		
Venues and facilities	817	818	1 109	1 433	1 175	1 667	1 672		
<b>Interest and rent on land</b>	<b>163</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Interest (incl. interest on unitary payments (PPP))	163	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>946</b>	<b>127</b>	<b>597</b>	<b>688</b>	<b>210</b>	<b>217</b>	<b>226</b>		
Municipalities: Vehicle license	5	6	6	6	6	6	6		
Departmental agencies	-	102	189	202	204	211	221		
Households	941	19	402	480	-	-	-		
<b>Purchase of capital assets</b>	<b>3 105</b>	<b>979</b>	<b>1 339</b>	<b>1 471</b>	<b>1 921</b>	<b>2 024</b>	<b>2 115</b>		
Buildings and other fixed structures	-	-	-	-	-	-	-		
Machinery and equipment including vehicles	2 401	905	1 339	1 406	1 586	1 675	1 751		
Software and other intangible assets	704	74	-	65	335	349	364		
<b>Payment for financial assets</b>	<b>-</b>	<b>-</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>118 345</b>	<b>123 864</b>	<b>137 434</b>	<b>137 168</b>	<b>148 961</b>	<b>150 228</b>	<b>150 489</b>		

## Explanation of the resources' contribution to achieving the outputs

The budget allocation for the Department is increasing from a downward adjusted annual baseline budget of R137,168 million in 2020/21 to an annual budget of R150,489 million over the three-year MTEF period. This is equivalent to an average increase of 3.60% per annum over the MTEF period.

The estimated final annual budget of R150,489 million for the 2023/24 MTEF period will, however, increase by approximately 0.55%, from R148,961 million of the prior 2021/22 financial year, which suggests a downward trend in annual budget increase for the remaining MTSF period of the 2025 financial year, considering the estimated average annual budget increase over the 2023/24 MTEF period.

## Reconciling performance targets with the budget and MTEF

2. Administration							
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
R thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Department Management	9 318	9 646	10 401	11 658	12 271	12 156	12 175
Corporate Services	22 040	21 932	22 757	23 172	24 004	24 233	24 270
Finance Administration	15 774	17 049	19 298	17 388	17 995	18 072	18 090
Office Accommodation	732	891	5 177	4 050	7 547	7 948	7 979
Internal Audit	4 146	3 554	4 211	4 679	4 675	4 716	4 731
<b>Total</b>	<b>52 010</b>	<b>53 072</b>	<b>61 844</b>	<b>60 947</b>	<b>60 492</b>	<b>67 125</b>	<b>67 245</b>
Change to 2020/21 budget estimate	-	-	-	-	-	-	-
<b>Economic classification</b>							
<b>Current payments</b>	<b>50 676</b>	<b>52 241</b>	<b>60 176</b>	<b>59 656</b>	<b>65 466</b>	<b>66 050</b>	<b>66 122</b>
<b>Compensation of employees</b>	<b>36 647</b>	<b>39 491</b>	<b>42 011</b>	<b>44 249</b>	<b>43 981</b>	<b>44 981</b>	<b>43 973</b>
<b>Goods and services</b>	<b>13 866</b>	<b>12 750</b>	<b>18 165</b>	<b>15 035</b>	<b>21 485</b>	<b>22 069</b>	<b>22 149</b>
of which:	-	-	-	-	-	-	-
Administrative fees	19	26	56	21	36	21	22
Advertising	96	111	519	473	747	891	894
Assets less than the capitalisation threshold	271	50	119	106	327	110	111
Audit costs: External	1 157	1 130	1 468	990	1 225	1 259	1 264
Bursaries: Employees	263	232	181	800	809	832	834
Catering: Departmental activities	167	54	162	276	173	269	271

2. Administration							
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
R thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Communication (G&S)	627	740	767	863	902	916	920
Computer services	5 819	5 425	4 472	2 849	2 968	3 066	3 073
Consultants and professional services: Business and advisory services	1 313	443	578	446	506	516	517
Consultants and professional services: Legal costs	-	-	15	-	-	-	-
Contractors	-	11	47	636	643	662	663
Agency and Support / outsourced services	-	-	-	28	28	29	29
Fleet services (including government motor transport)	171	83	269	50	102	104	105
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Consumable supplies	111	189	186	353	356	362	363
Consumable: Stationery, printing and office supplies	642	526	526	632	730	725	729
Operating leases	732	891	5 127	4 249	7 611	8 014	8 045
Property payment	-	-	50	-	-	-	-
Travel and subsistence	1 602	1 599	2 252	1 606	2 869	2 716	2 727
Training and development	400	520	528	323	732	752	754
Operating payments	161	227	234	285	287	291	293
Venues and facilities	315	493	609	421	434	534	535
Interest and rent on land	163	-	-	-	-	-	-
Transfers and subsidies	51	106	464	663	210	217	226
Municipalities: Vehicle license	4	4	5	6	6	6	6
Departmental agencies	-	102	189	202	204	212	220
Households	47	-	270	455	-	-	-
Purchase capital assets	1283	725	1 178	628	816	858	897
Transport Equipment	-	-	-	-	-	-	-
Machinery and equipment including vehicles	951	651	1178	628	550	581	608
Software & other intangible assets	332	74	-	-	266	277	289
Payments for financial assets	-	-	26	-	-	-	-
Total	52 010	53 072	61 844	60 947	66 492	67 125	67 245

### Programme resource considerations

The total expenditure for Programme 1 is expected to increase at an average annual rate of 1.1 percent over the MTEF period, from R66,492 million to R67,245 million in 2023/24. 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 0.02 percent, from R43,981 million in 2021/22 to R43,973 in 2023/24.

As at the end of December 2020/21, Programme 1 had a total of 91 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	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
Intergovernmental, Civil Society and Public-Private Partnerships	17 589	18 806	22 714	19 710	21 722	21 916	21 958		
Community Outreach	3 356	3 170	4 093	3 580	3 971	4 001	4 006		
<b>Total</b>	<b>20 945</b>	<b>21 976</b>	<b>26 807</b>	<b>23 290</b>	<b>25 693</b>	<b>25 917</b>	<b>25 964</b>		
	-	-	-	-	-	-	-		
<b>Economic classification</b>									
<b>Current payments</b>	<b>20 600</b>	<b>21 922</b>	<b>26 785</b>	<b>23 028</b>	<b>25 348</b>	<b>25 551</b>	<b>25 582</b>		
<b>Compensation of employees</b>	<b>15 288</b>	<b>15 413</b>	<b>18 100</b>	<b>17 710</b>	<b>17 548</b>	<b>17 547</b>	<b>17 545</b>		
<b>Goods and services</b>	<b>5 312</b>	<b>6 509</b>	<b>8 685</b>	<b>5 318</b>	<b>7 800</b>	<b>8 004</b>	<b>8 031</b>		
of which:									
Administrative fees	3	8	62	14	70	15	15		
Advertising	733	714	403	1 305	982	1 373	1 379		
Assets less than the capitalisation threshold	4	3	5	-	100	-	-		
Audit costs: External	266	273	250	200	250	210	211		
Bursaries: Employees	13	100	-	-	-	-	-		
Catering: Departmental activities	304	174	876	507	511	525	526		
Communication (G&S)	94	28	85	261	210	270	272		
Computer services	682	764	936	421	750	443	445		
Consultants and professional services: Business and advisory services	-	88	570	-	-	-	-		
Legal services	-	-	130	-	-	-	-		

3. Inter-Sectoral Coordination and Strategic Partnerships							
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
R thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Contractors	92	-	-	107	101	104	104
Fleet services	46	132	-	-	44	46	48
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Consumable supplies	12	41	38	43	46	45	45
Consumable: Stationery, printing and office supplies	462	396	126	163	164	169	170
Operating leases	-	-	-	-	-	-	-
Transport provided: Departmental activities	-	-	-	-	-	-	-
Travel and subsistence	2 444	3 485	4 789	1 872	4 299	4 408	4 427
Training and development	109	110	-	-	-	-	-
Operating payments	6	9	227	59	60	62	62
Rental and hiring	7	-	9	-	-	-	-
Venues and facilities	35	184	179	366	261	380	381
Transfers and subsidies	165	19	-	-	-	-	-
Households	165	19	-	-	-	-	-
Payments for capital assets	180	35	22	262	345	366	382
Machinery and equipment including vehicles	78	35	22	262	345	366	382
Software and other intangible assets	102	-	-	-	-	-	-
Total	20 945	21 976	26 807	23 290	25 693	25 917	25 964

### Programme resource considerations

The total expenditure for Programme 2 is expected to increase at an average annual rate of 1.1 percent over the MTEF period, from R25,693 million in 2021/22 to R25,964 million in 2023/24. The spending focus over the medium term will be on Sub-Programme: Intergovernmental, Civil Society, and Sub-Programme Public-Private Partnerships and Community Outreach.

As at the end of December 2020/21, 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		
R thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Policy Development and Research	12 345	13 433	13 112	15 031	15 769	15 892	15 917
Legislation	6 235	6 953	6 888	7 171	7 452	7 496	7 505
<b>Total</b>	<b>18 580</b>	<b>20 386</b>	<b>20 000</b>	<b>22 202</b>	<b>23 221</b>	<b>23 388</b>	<b>23 422</b>
Change to 2020/21 budget estimate	-	-	-	-	-	-	-
<b>Economic classification</b>							
<b>Current payments</b>	<b>17 602</b>	<b>20 309</b>	<b>19 971</b>	<b>21 947</b>	<b>22 919</b>	<b>23 090</b>	<b>23 090</b>
<b>Compensation of employees</b>	<b>12 535</b>	<b>15 626</b>	<b>15 703</b>	<b>17 674</b>	<b>17 365</b>	<b>17 366</b>	<b>17 365</b>
<b>Goods and services</b>	<b>5 067</b>	<b>4 683</b>	<b>4 268</b>	<b>4 237</b>	<b>5 554</b>	<b>5 704</b>	<b>5 725</b>
of which:							
Administrative fees	-	1	15	-	20	-	-
Advertising	-	16	-	-	-	-	-
Assets less than the capitalisation threshold	73	-	50	103	135	107	108
Audit costs: External	399	312	300	406	300	422	424
Bursaries: Employees	9	100	-	-	-	-	-
Catering: Departmental activities	38	68	57	102	161	106	107
Communication (G&S)	169	220	224	387	341	403	405
Computer services	651	877	1 035	611	1 300	636	638
Consultants and professional services: Business and advisory services	525	24	82	252	295	508	510
Legal services	938	-	-	-	-	-	-
Contractors	-	-	-	-	-	-	-
Fleet services (including government)	33	139	40	-	-	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Consumable supplies	10	16	58	74	75	77	77
Consumable: Stationery, printing and office supplies	408	384	380	522	384	544	545
Operating leases	-	-	-	-	-	-	-
Travel and subsistence	1 348	1 888	1 452	1 585	2 308	2 557	2 566
Training and development	21	110	-	-	-	-	-

4. Legislation and Policy Development								
Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate			
R thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
Operating payments	273	400	532	79	80	82	82	
Venue and facilities	172	128	83	152	155	262	263	
<b>Transfers and subsidies</b>	<b>571</b>	<b>-</b>	<b>11</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Municipalities: Vehicle license	-	-	-	-	-	-	-	
Households	571	-	11	-	-	-	-	
<b>Purchase capital assets</b>	<b>407</b>	<b>77</b>	<b>18</b>	<b>230</b>	<b>302</b>	<b>318</b>	<b>332</b>	
Machinery and equipment including vehicles	309	77	18	230	302	318	332	
Software & other intangible assets	98	-	-	-	-	-	-	
<b>Total</b>	<b>18 580</b>	<b>20 386</b>	<b>20 000</b>	<b>22 202</b>	<b>23 221</b>	<b>23 388</b>	<b>23 422</b>	

#### 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 R23,221 million in 2021/22 to R23,422 million in 2023/24. The spending focus over the medium term will be on Policy Development and Research and Legislation Sub-Programmes.

As at the end of December 2020/21, 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	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Police Performance, Conduct and Compliance	15 231	16 838	17 335	15 238	16 036	16 140	16 162
Policy and Programme Evaluations and Information Management	4 874	5 282	4 605	5 613	7 087	6 820	7 153
Office of the Directorate for Priority Crime Investigation Judge	4 663	4 032	4 264	6 456	6 772	7 141	6 833
National Forensic Oversight and Ethics Board	2 042	2 278	2 579	3 422	3 670	3 697	3 710
Total	26 810	28 430	28 783	30 729	33 555	33 798	33 858
Economic classification	-	-	-	-	-	-	-
Current payments	25 416	28 286	28 540	30 378	33 097	33 316	33 354
Compensation of employees	18 215	20 916	22 183	25 155	24 848	24 850	24 857
Goods and services	7 201	7 370	6 357	5 223	8 249	8 466	8 497
of which:	-	-	-	-	-	-	-
Administrative fees	-	2	38	16	52	16	16
Advertising	-	34	-	315	310	335	329
Assets less than the capitalisation threshold	71	6	9	72	74	76	76
Audit costs	323	495	250	193	446	201	203
Bursaries: Employees	110	195	-	-	-	-	-
Catering: Departmental activities	24	109	57	117	138	122	123
Communication (G&S)	425	426	415	548	469	579	581
Computer services	1 191	1 286	1 403	270	963	277	278
Consultants and professional services: Business and advisory services	189	69	30	30	31	31	32
Legal services	-	-	68	-	-	120	-
Contractors	45	6	33	-	-	-	-
Fleet services (including government)	96	208	233	48	49	200	50
Inventory: Food and food supplies	-	-	-	-	-	-	-
Inventory: Fuel, oil and gas	-	-	-	-	-	-	-
Consumable supplies	67	16	45	26	61	27	27
Consumable: Stationery, printing and office supplies	239	377	149	210	195	225	228
Operating leases	-	-	-	-	-	-	-

## 5. Civilian Oversight, Monitoring and Evaluation

Programme	Audited Outcomes			Adjusted Appropriation	Medium-Term Expenditure Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
<b>R thousand</b>							
Rental and hiring	-	-	-	-	-	-	-
Travel and subsistence	3 981	4 064	3 323	2 820	5 072	5 700	5 995
Training and development	114	50	-	-	-	-	-
Operating payments	31	14	66	64	64	66	66
Venues and facilities	295	13	238	494	325	491	493
<b>Transfers and subsidies</b>	<b>159</b>	<b>2</b>	<b>122</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Municipalities: Vehicle license</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Households</b>	<b>158</b>	<b>-</b>	<b>121</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Purchase capital assets</b>	<b>1 235</b>	<b>142</b>	<b>121</b>	<b>351</b>	<b>458</b>	<b>482</b>	<b>504</b>
Machinery and equipment including vehicles	1 063	142	121	286	389	410	429
Software and other intangible assets	172	-	-	65	69	72	75
<b>Total</b>	<b>26 810</b>	<b>28 430</b>	<b>28 783</b>	<b>30 729</b>	<b>33 555</b>	<b>33 798</b>	<b>33 858</b>

**Programme resource considerations**

The total expenditure for Programme 4 is expected to increase at an average annual rate of 0.9 percent over the MTEF period, from R33,555 million in 2021/22 to R33,858 million in 2023/24. The spending focus over the medium term will be on Police Performance, Conduct and Compliance Monitoring and Policy and Programme Evaluations.

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

## 4.3 KEY RISKS AND MITIGATIONS

**Table 1: Outcomes, Risks and Mitigations**

No.	Outcome	Risk	Mitigating Action
1.	Transformed and accountable police service	<p>Interruption of service delivery due to:</p> <ul style="list-style-type: none"> <li>● The national state of disaster declared over the COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of the Departmental COVID-19 Risk Adjusted Workplace Operational Plan</li> <li>● Implementation of the BCP and DRP</li> </ul>
2.	Improved community participation in the fight against crime	<p>Lack of cooperation from relevant stakeholders in the establishment of community safety structures due to:</p> <ul style="list-style-type: none"> <li>● Inadequate understanding of the mandate to establish community safety structures by local government</li> </ul>	<ul style="list-style-type: none"> <li>● Finalisation of the MoU between CSPS and COGTA to facilitate the establishment of CSFs</li> <li>● Develop and implement the action plans for the MoU between COGTA and CSPS</li> </ul>
3.	Improved community-police relations	<p>Dysfunctional CPFs due to:</p> <ul style="list-style-type: none"> <li>● Lack of proper working relations with stakeholders, communities and police stations, and</li> <li>● Inadequate capacity or empowerment of the CPFs</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of the Partnership Strategy and Framework to improve working relations with stakeholders, communities and police stations</li> <li>● Conduct “train the trainers” programme to capacitate and empower the CPFs</li> </ul>
4.	Transformed and accountable police service	<p>Delays in finalisation of legislation process due to:</p> <ul style="list-style-type: none"> <li>● Dependency on other stakeholders</li> <li>● Diversion from the core mandate and inadequate capacity and expertise</li> </ul>	<ul style="list-style-type: none"> <li>● Early and continuous engagement with stakeholders</li> <li>● Expansion of the Legislation Chief Directorate to cover other legal matters required by the Department</li> </ul>
5.	Transformed and accountable police service	<p>Poor management of information due to:</p> <ul style="list-style-type: none"> <li>● Ineffective implementation of the Knowledge Management Policy and Strategy</li> <li>● Lack of ICT facilities (e.g. electronic systems) to support Knowledge Management process in the Department</li> <li>● Lack of buy in from management in the implementation of Knowledge Management</li> </ul>	<ul style="list-style-type: none"> <li>● Continued awareness-raising on the importance of Knowledge Management in the Department</li> <li>● Procurement of ICT infrastructure to support Knowledge Management in the Department</li> </ul>
6.	Transformed and accountable police service	<p>Inability to manage of SaferSpaces portal due to:</p> <ul style="list-style-type: none"> <li>● Lack of ICT facilities to host the SaferSpaces portal in the Department</li> </ul>	<ul style="list-style-type: none"> <li>● Procurement of the ICT infrastructure to enable the Department to host SaferSpaces portal</li> <li>● Review and finalise the MoU between the Department and external service provider to ensure that the service provider continues to host the SaferSpaces portal as an interim measure</li> </ul>
7.	Transformed and accountable police service	<p>Inability to fully provide oversight monitoring and evaluation reports over SAPS due to:</p> <ul style="list-style-type: none"> <li>● Inadequate provision of the relevant information by SAPS</li> <li>● Inadequate skills and human resources</li> </ul>	<ul style="list-style-type: none"> <li>● Enforcement of the CSPS Act and the Regulations</li> <li>● Implementation of the White Paper on Policing and Safety and Security respectively</li> <li>● Implementation of the M&amp;E Framework</li> <li>● Engagement letter to be sent to SAPS detailing information and support required</li> <li>● Regular meetings with relevant SAPS Management.</li> <li>● Provision of relevant and required training</li> <li>● Finalisation of the recruitment process on all vacant posts</li> </ul>



## PART E:

### TECHNICAL INDICATOR DESCRIPTIONS

## ADMINISTRATION: DEPARTMENT MANAGEMENT

Indicator Title	1.1.1 Number of joint consultative IPID / Secretariat forum meetings held per year in compliance with the Civilian Secretariat for Police Service Act, 2011
Definition	The primary objective of this indicator is to facilitate closer cooperation between the CSPA and IPID, and to discuss, amongst others, issues relating to trends, IPID recommendations and the implementation of such recommendations by SAPS.
Source of data	CSPA and IPID reports
Method of calculation / Assessment	Simple count
Means of verification	Attendance registers, minutes of the meetings
Assumptions	The consultative forum meetings every quarter as planned
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired Performance	Improved relations between CSPA and IPID
Indicator responsibility	Programme Manager

## ADMINISTRATION: CORPORATE SERVICES

Indicator Title	1.2.1 Vacancy rate of not more than 7% of the total post establishment
Definition	To ensure that the Department's vacancy rate is maintained within the acceptable levels
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	Quarterly reports
Assumptions	The data is reliable, relevant, valid and timely
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: 50% female at SMS level</li> <li>● Target for youth: 30% of the staff complement</li> <li>● Target for people with disabilities: 2% of the staff complement</li> </ul>
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 indicator aims to improve organisational performance and efficiency.
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	Quarterly reports
Assumptions	The data is reliable, relevant, valid and timely and the evidence is verifiable

Indicator Title	1.2.2 Percentage implementation of the Human Capital Strategy
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: 50/50 between male and female at SMS level</li> <li>● Target for youth: 30% of youth are targeted in all the Human Capital interventions</li> <li>● Target for people with disabilities: 2% of people with disabilities are targeted at recruitment</li> </ul>
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired Performance	Full implementation of the Human Capital Strategy
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 ICT strategy.
Source of data	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	Quarterly reports
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"> <li>● Target for women: 100% of women in the CSPS benefit from the implementation of the ICT strategy</li> <li>● Target for youth: 30% of youth benefit from the all the activities of the CSPS ICT strategy</li> <li>● Target for people with disabilities: 2% of people with disabilities in the Department benefit from the implementation of the ICT strategy</li> </ul>
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired Performance	Full implementation of the ICT Strategy
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"> <li>● Basic Accounting System (BAS) generated report that shows number of days to process invoice</li> <li>● Payment register extracted from BAS</li> </ul>
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"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>

Indicator Title	1.3.1 Percentage of payments made to creditors within 30 days
Spatial transformation (where applicable)	Not applicable
Calculation type	Non-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"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	Not applicable
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Tight controls on expenditure to avoid the following: <ul style="list-style-type: none"> <li>● Unauthorised expenditure</li> <li>● Irregular expenditure</li> <li>● Fruitless and wasteful expenditure</li> <li>● Under-expenditure</li> </ul>
Indicator Responsibility	Programme Manager

## INTER-SECTORAL COORDINATION AND STRATEGIC PARTNERSHIPS: INTERGOVERNMENTAL, CIVIL SOCIETY AND PUBLIC-PRIVATE PARTNERSHIPS

Indicator Title	2.1.1 Number of Memorandum of Understanding (MoU) signed with stakeholders per year to build safer communities
Definition	Working 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

Indicator Title	2.1.1 Number of Memorandum of Understanding (MoU) signed with stakeholders per year to build safer communities
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Bi-annually
Desired Performance	Strengthened partnerships with organised civil society structures in the fight against crime.
Indicator Responsibility	Programme Manager

Indicator Title	2.1.2 Number of workshops facilitated with Provincial Secretariats and municipalities on the establishment of CSFs per year
Definition	The indicator is about providing guidance to local, district and metro municipalities on building safer communities while establishment of CSFs
Source of data	CSF stakeholders (for example, JCPS Cluster), Provincial Secretariats, SALGA, municipalities, etc.)
Method of Calculation / Assessment	Simple count
Means of verification	Attendance registers / workshop reports
Assumptions	The data gathered is reliable and valid
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	<ul style="list-style-type: none"> <li>● Increased number of CSFs initiatives implemented.</li> <li>● Fully established and functional CSFs.</li> </ul>
Indicator Responsibility	Program Manager

Indicator Title	2.1.3 Number of provincial capacity building workshops held on crime prevention policies per year
Definition	Promote stakeholder awareness (JCPS Cluster and others) on crime prevention policies, which may include White paper on Policing; White Paper on Safety and Security; CSF Policy; CSF Implementation Guidelines and CSPS.
Source of data	Reports from stakeholders (for example, JCPS Cluster, Provincial Secretariats, municipalities, etc.)
Method of Calculation / Assessment	Simple count
Assumptions	Reliable, valid and timely information
Means of verification	Reports / attendance register / minutes
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Well informed community representatives on safety and security issues.
Indicator Responsibility	Programme Manager

Indicator Title	2.1.4 Number of Anti-Crime Campaigns conducted per year
Definition	To promote collaboration among stakeholders on anti-crime campaigns that include among others campaign against gender-based violence, festive season campaign, campaign on safety and security in institutions of learning, campaign on responsible alcohol trade and use in communities.
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 conducted will have impact on social crime prevention initiatives in communities.
Means of verification	Attendance registers, reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Annually
Desired Performance	Social crime prevention impact, improved community police relations, improved collaboration between the community, business and police
Indicator Responsibility	Programme Manager

Indicator Title	2.1.5 Number of assessment reports on implementing CPF regulations/standards approved by the Secretary for Police per year
Definition	To assess the effectiveness and functionality of CPFs
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"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Bi-annually
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 programs held with communities to promote community safety per year
Definition	Platform for dialogue on crime prevention initiatives between the community 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	Attendance registers, reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Improved community police relations, improved collaboration between the community, business and police
Indicator Responsibility	Programme Manager

## POLICY DEVELOPMENT AND RESEARCH

Indicator Title	3.1.1 Number of draft National Policing Policies submitted to the Secretary for Police Service for approval per year
Definition	Development of a National Policing Policy to fulfil obligation of the Minister of Police as per the provision of the Constitution
Source of data	Research, reports and inputs from key stakeholders such as the SAPS, provincial Executives of Safety, Municipal Police Service, IPID, JCPS cluster
Method of Calculation / Assessment	Simple count
Assumptions	Cooperation of key stakeholders such as provincial executives to reach consensus
Means of verification	Policy approved by the Secretary for Police Service
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	100% of actual performance
Indicator Responsibility	Programme Manager

Indicator Title	3.1.2 Number of research reports on policing approved by the Secretary for Police Service per year
Definition	The research on whether SAPS is executing its Constitutional mandate focuses specifically on the analysis of murder case dockets. The focus for 2021/22 will be on two focal areas, namely (i) data collection on two case studies pertaining to the SAPS and NPA; and (ii) analysis of sampled murder dockets in hotspots police stations per province.
Source of data	Primary and secondary data
Method of calculation / Assessment	Simple count
Assumptions	Timely access to data
Means of verification	Research reports approved by the Secretary for Police Service

Indicator Title	3.1.2 Number of research reports on policing approved by the Secretary for Police Service per year
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Annually
Desired Performance	100% of actual performance
Indicator responsibility	Programme Manager

Indicator Title	3.1.3 Number of newsletters published on Safer Spaces per year
<b>Definition</b>	<ul style="list-style-type: none"> <li>● SaferSpaces is an online portal that is an information and knowledge-sharing platform that allows academics and researchers to flag articles and research papers to assist in improving safety conditions at local government level to implement interventions that can help prevent violence and crime.</li> <li>● To educate and empower communities on the prevention and management of violence and crimes</li> </ul>
<b>Source of data</b>	SaferSpaces Portal, Knowledge Management Database, Community safety and violence prevention practitioners within government, civil society and academia
<b>Method of Calculation / Assessment</b>	Simple count
<b>Assumptions</b>	Source of data is valid and reliable for achieving crime prevention information for the use by communities. The information is gathered from reputable sources i.e. research institutes and universities, from material that has been published in peer reviewed publications.
<b>Means of verification</b>	Published newsletters
<b>Disaggregation of beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
<b>Spatial transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	To reach all the communities, including those that have limited access to technology.
<b>Indicator Responsibility</b>	Programme Manager

## Legislation

Indicator Title	3.2.1 Number of Bills submitted to the Minister for Cabinet approval per year
<b>Definition</b>	<p>These Bills seek to improve the legal framework to enhance effective policing:</p> <ul style="list-style-type: none"> <li>● Firearms Control Amendment Bill, Controlled Animals and Animal Products Bill, Protection of Constitutional Democracy Against Terrorist and Related Activities Amendment Bill, South African Police Service Amendment Bill, Second Hand Goods Amendment Bill, and Independent Police Investigative Directorate Amendment Bill.</li> </ul> <p>The process of obtaining Cabinet approval entails submission of the Bills to the Minister in three phases:</p> <ul style="list-style-type: none"> <li>● Phase 1: Submission to the Minister for approval to consult.</li> <li>● Phase 2: Submission to the Minister for Cabinet approval.</li> <li>● Phase 3: Submission to the Minister for approval to introduce the Bills.</li> </ul>

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.
Means of verification	Draft Bills
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
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.
Indicator responsibility	Programme Manager

## CIVILIAN OVERSIGHT, MONITORING AND EVALUATION

Indicator Title	4.1.1 Number of SAPS Oversight Reports approved by the Secretary per year
Definition	The indicator refers to reports produced on the assessment of the implementation of the Minister's Programme of Action on the Crime Retreat, including specific oversight projects aligned to the policy and strategic priorities of the Ministry of Police. These reports contribute to the effective and efficient civilian oversight mandate and enable the CSPA 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 (SAPS) at the national, provincial and district level including at police stations. This will include but not limited to SAPS divisions, sections, units and components at the various. Other relevant secondary sources e.g. reports generated by government departments, private and public institutions will be considered as and when the data collection process triggers them.
Method of Calculation / Assessment	Simple count
Assumptions	The content of the oversight reports and implementation of recommendations will contribute to improved policing service delivery. Furthermore, the oversight reports will contribute towards policy formulation, review and/or accelerated policy implementation to ensuring All People in South Africa are and feel safe.
Means of verification	Approved Police Station Oversight Reports Approved SAPS Trends Analyses Reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Bi-annually
Desired Performance	Two SAPS Oversight, one SAPS Trends Analyses and one Court Watch Brief reports approved by the Secretary per year
Indicator Responsibility	Programme Manager

Indicator Title	4.1.2 Number of SAPS Budget and Programme Performance Assessment Reports approved by the Secretary per year
Definition	This indicator refers to a report that gives an account of how SAPS utilizes the allocated budget pertaining to government and Minister's priorities; and how the SAPS is achieving the planned performance targets.
Source of data	Monthly Expenditure Reports (MER), Quarterly Performance Reports (QPR) and Annual Report (AR) from the SAPS, and other relevant sources.
Method of Calculation / Assessment	Simple count
Assumptions	The content of the reports and implementation of recommendations will contribute to effective, efficient and economic use 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 safe.
Means of verification	Approved SAPS budget and Programme Performance Assessment Reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One (1) SAPS Budget and Programme Performance Assessment Report approved by the Secretary per year
Indicator Responsibility	Programme Manager

Indicator Title	4.1.3 Number of assessment Reports on Complaints Management approved by the Secretary for Police Service per year
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	-
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 (year-end)
Reporting Cycle	Bi-annually
Desired Performance	Two approved Complaints Management reports per year
Indicator Responsibility	Programme Manager

Indicator Title	4.1.4 Number of reports on SAPS implementation of IPID recommendations approved by the Secretary for Police Service per year
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	Report of IPID recommendations as tabled by the IPID to Secretary for Police Service and SAPS.
Method of Calculation / Assessment	Simple count
Assumptions	Cooperation of SAPS in implementing 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 (year-end)
Reporting Cycle	Bi-annually
Desired Performance	Two approved reports on the monitoring of the Implementation of Independent Police Investigative Directorate (IPID) Recommendations by SAPS per year
Indicator Responsibility	Programme Manager

Indicator Title	4.1.5 Number of monitoring reports on compliance and implementation of the Domestic Violence Act (98) by SAPS approved by the Secretary per year
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	-
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"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (year-end)
Reporting Cycle	Bi-annually
Desired Performance	Improved compliance and implementation
Indicator Responsibility	Programme Manager

Indicator Title	4.1.6 Number of reports on the implementation of and compliance to legislation and policies approved by the Secretary per year.
Definition	The indicator will provide information on two projects which are aimed at assessing: <ul style="list-style-type: none"> <li>the status of implementation and compliance to the Child Justice Act, No 75 of 2008 by the SAPS; and</li> <li>the implementation of the SAPS Employee Health and Wellness Programme</li> </ul>
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	-
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"> <li>Target for women: N/A</li> <li>Target for youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Bi-annually
Desired Performance	Improved police performance
Indicator Responsibility	Programme Manager

Indicator Title	4.1.7 Number of assessment reports on police conduct and integrity management approved by the Secretary for Police Service per year
Definition	This indicator is meant to give a report on how SAPS is managing issues pertaining to conduct and integrity.
Source of data	SAPS and IPID databases, reports from SAPS
Method of Calculation / Assessment	Simple count
Assumptions	Reports from SAPS will be available and accessible
Means of verification	Assessment reports produced on police conduct and integrity management
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for women: N/A</li> <li>Target for youth: N/A</li> <li>Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One report on police conduct and integrity management
Indicator Responsibility	Programme Manager

Indicator Title	4.1.8 Number of reports on the functioning of the National Forensic DNA Database assessed per year
Definition	This indicator seeks to assess if SAPS DNA database is fully functional and that it complies 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 (year-end)
Reporting Cycle	Quarterly
Desired Performance	Four assessment reports per year
Indicator Responsibility	Programme Manager

Indicator Title	4.2.1 Number of assessment report on SAPS programmes approved by Secretary for Police Service per year
Definition	This indicator is intended to assess the effectiveness of detective training programme(s).
Source of data	Questionnaires, interviews at SAPS national, provincial offices, specialised units, SAPS Training Academy and 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 reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	One assessment report submitted on time to determine the relevance and extent of implementation of the SAPS detective training programme(s).
Indicator Responsibility	Programme Manager

Indicator Title	4.2.2 Number of evaluation reports on legislation and policies approved by the Secretary for Police Services per year
Definition	The indicator refers to assessment report of police visibility informed by the National Instruction: 3 of 2013 on Sector Policing which establishes sector policing to ensure police visibility at local level. The evaluation will assess if police visibility is impacting on the community perception of their safety and security. This is aligned to the MTSF Priority 6 interventions on <i>"increased police visibility to reduce crime and violence"</i> and <i>"increased trust in the police"</i> .
Source of data	Questionnaires, Police station census, National Instruction: Sector Policing 3 of 2013, SAPS records, communities and 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 reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>● Target for women: N/A</li> <li>● Target for youth: N/A</li> <li>● Target for people with disabilities: N/A</li> </ul>
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Evaluation report submitted on time determining the extent of implementation of the National Instruction 2 of 2013 on Sector Policing.
Indicator Responsibility	Programme Manager

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RP101/2021  
ISBN: 978-0-621-49301-6



**civilian secretariat  
for police service**

Department:  
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**REPUBLIC OF SOUTH AFRICA**