

Civilian Secretariat for Police

Strategic Plan

2011-2014



police

Department:
Police
REPUBLIC OF SOUTH AFRICA

PART A: STRATEGIC OVERVIEW

1. Vision

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

2. Mission

To provide an efficient and effective civilian oversight over the SAPS & enhance the role of the Minister of Police.

3. Values

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

As employees of the Secretariat we diligently affirm our commitment to:

- Be faithful to the Republic and honor the Constitution.
- Strive to be faithful to statutory requirements and instructions.
- Always respect parliament
- Promote the unity and well-being of the South African Nation.
- Reflect the Batho Pele principles
- Be unbiased and impartial.
- Strive to achieve the objectives of the Secretariat cost-effectively and in the Public Interest.
- Subscribe to the performance management objectives of the Secretariat
- Promote sound, efficient, effective, transparent and accountable administration.
- Provide professional and effective oversight of the SAPS, without fear or favour in a professional a principled manner,
- Ensure our personal conduct reflects the interest of the public
- Ensure private interest does not interfere in our work

4. Legislative and other mandates

4.1 Constitutional mandates

The Civilian Secretariat for Police derives its mandate from the Constitution of the Republic of South Africa, Act 108 of 1996. Section 208 of the Constitution requires the

Minister of Police to establish a Police Civilian Secretariat which operates directly under the Minister's direction and authority.

4.2 Legislative mandates

Chapter 2 of the South African Police Act of 1995 currently provides the legal mandate for the establishment of the Secretariat for Safety and Security.

The Civilian Secretariat for Police Bill is in the final stages of parliamentary approval. Once the Bill has been signed into an Act, the mandate will be redefined as follows:

- The establishment of the Civilian Secretariat for Police as a structure, falling directly under the authority of the Minister and function as a designated department
- The Secretariat as having the following objectives
 - give effect to section 208 of the Constitution;
 - defines the functions and powers of the Civilian Secretariat;
 - provides for the establishment, composition and functioning of the Ministerial Executive Committee as required by section 206(8) of the Constitution;
 - provides for the establishment, composition and functioning of the senior management forum;
 - provides for co-operation with the Independent Police Investigative Directorate and the South African Police Service;
 - provides for intervention by the Secretariat in the affairs of a provincial secretariat.
 - exercises civilian oversight over the police service;
 - gives strategic advice to the Minister in respect of developing and implementing policies;
 - provides administrative support services to the Minister ;
 - liaises and communicates with stakeholders;
 - implements a partnership strategy to mobilise role-players and stakeholders;
 - implement, promote and align the operations of the Secretariat in the national and provincial spheres of government;
 - co-ordinates the functions and powers of the Secretariat in the national and provincial spheres of government;
 - promotes co-operation between the Secretariat, the police service and the Directorate; and
 - provides guidance to community police fora and associated structures

- The Secretariat as having the following functions
 - To monitor the performance of the police service and regularly assess the extent to which the police service has adequate policies and effective systems and to recommend corrective measures;
 - To monitor the utilisation of the budget of the police service to ensure compliance with all policy directives or instructions of the Minister;
 - To monitor and evaluate compliance with the Domestic Violence Act, 1998 (Act No. 116 of 1998);
 - To make recommendations to the police service on disciplinary procedures and measures with regard to non-compliance with the Domestic Violence Act, 1998;
 - To consider such recommendations, suggestions and requests concerning police and policing matters as it may receive from any source
 - To conduct or cause to be conducted any research as it may deem necessary;
 - To enter into either memoranda of understanding or agreements or both, in consultation with the Minister, with civilian oversight groups and other parties and engage such groups and parties to strengthen co-operation between the various role-players;
 - To advise and support the Minister in the exercise of his or her powers and the performance of his or her functions;
 - To provide the Minister with regular reports with regard to—
 - (i) the performance of the police service; and
 - (ii) implementation of and compliance by the police service with policy directives issued or instructions made by the Minister; and
 - (j) assess and monitor the police service’s ability to receive and deal with complaints against its members.
- Defines the powers of the Secretariat
- Requires the establishment of provincial secretariats that will be aligned to the Civilian Secretariat for Police
- Addresses alignment and co-operation with the ICD
- Provides for the establishment of the Ministerial Executive Committee as contemplated in the constitution

4.3 Policy mandates

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

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

The White Paper expands on the role of the Secretariat of Police as follows:

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

4.4 Planned policy initiatives

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

The Civilian Secretariat for Police will in the 2011/12 year focus on some of the following Policy areas:

- The review of the White Paper for Safety and Security and subsequent amendments required regarding the SAPS Act
- The review of policy linked to the regulation of the Private Security Industry
- Any other policy areas as maybe determined by the Minister

5. Situational analysis

The Civilian Secretariat for Police derives its mandate from the Constitution and the SAPS Act of 1995. Section 208 of the Constitution requires the Minister to establish a Civilian Secretariat for Police which operates directly under the Minister's direction and authority. The new legislation will remove the Secretariat from the SAPS Act of 1995 and reinforce Section 208 of the Constitution

In many other democratic states, policy, planning and monitoring is carried out by non-police civilian officials.

Comparative international experience in policing highlighting that conflicts of interest particularly between policy and monitoring, and implementation functions, impact negatively on governments' ability to redirect delivery to priority areas.

The institutional reforms and the delineation of roles and functions outlined in the White Paper were never fully implemented.

The situation that existed prior the introduction of the Civilian Secretariat Bill was more reflective of the pre-1994 period where policing in South Africa was characterised by weak accountability and a lack of civilian and Ministerial input into policing policy. This resulted in the SAPS maintaining an extensive degree of autonomy.

In view of the changing policing environment, the Minister has stressed the need for a strong Civilian Secretariat for Police that will be able to perform its roles as envisioned in the Constitution.

To ensure the Secretariat is able to fulfil these roles, two key interventions have been developed:

- 1) Institutional reform of the department to ensure that the Secretariat is able to support the Minister in meeting his Constitutional and legislative obligations (through the introduction of the Civilian Secretariat for Police Bill)
- 2) Re-Organising of the current Secretariat to enable it to perform its role to the standard required.

5.1 Performance environment

Two important requirements are being addressed: The Secretariat is currently undergoing institutional reform in order to support the Minister to fulfil his constitutional and legislative obligations. At the same time the Secretariat is re-organising itself in order to be able to perform its role to the required standard.

5.2. Organizational environment

As stated above the Secretariat is being re-organized. And a new legislative framework is being finalized to improve the oversight function of the Secretariat. A new management team led by the Secretary for Police has been appointed. Four key programme components are being developed that will engage in the process of policy development, research and legislation; monitoring and evaluation; partnership management and corporate services.

The organizational environment for the MTEF period must include the following:

- Capacitating the Secretariat to become a designated department in 2012/13
- The establishment and alignment of provincial secretariats
- The transfer of certain functions from the ICD to the Civilian Secretariat for Police and closer co operation with the ICD

The DPSA and the Secretariat are in the process of finalizing the redesigned organizational structure of the Civilian Secretariat for Police. This new structure will address the requirement of the Civilian Secretariat for Police Bill. The new structure should be finalized and approved by June 2011. This new structure will reflect the four programme components.

5.3 Description of the strategic planning process.

Chief Directorates of the Secretariat had planning sessions with their respective units during December 2010 and January 2011 to discuss priorities and map out plans for the next five years. This was followed up by a SMS strategic session on 24th and 25th January 2011 and a subsequent follow up sessions on 12th February 2011 and 21st February 2011. In the lead up to this a series of meetings were held with provincial departments of Safety and Liaison, National Treasury, DPSA and the reference groups in Policy and Monitoring and Evaluation.

6. Strategic Outcome orientated goals of the institution

The Overall Objective of the Secretariat is to ensure that all South Africans are and feel safe, in line with the National Outcome 3 of Government.

Strategic Outcome Orientated Goal 1	Effective and efficient governance and administration of the Civilian Secretariat for Police
Goal Statement	Ensuring compliance to all Public Service Rules and Regulations, the Public Finance Management Act, all Treasury Regulations and a well run administration.

Strategic Outcome Orientated Goal 2	Quality, timeous evidence-based strategic research and policy advise to the Minister of Police
Goal Statement	To develop and facilitate research and policy to strengthen the policing environment

Strategic Outcome Orientated Goal 3	Deepened public participation in the fight against crime
Goal Statement	To facilitate collaboration between government and civil society organisations in crime prevention

Strategic Outcome Orientated Goal 4	Efficient and effective oversight of the South African Police Services
Goal Statement	To monitor and evaluate the SAPS service delivery, systems, transformation and performance

Part B: Strategic Objectives

The strategic objectives to achieve the set goals have been identified per programme. The following strategic objectives that have been identified are related to and are discussed within the context of the approved departmental budget programme structure.

7. Programme 1: Administration

Programme Purpose:

The purpose of the programme is to ensure that staff of the Civilian Secretariat for Police are supported to operate in a conducive work environment and ensure improved service delivery.

Programme	Sub-Programme
1. Administration	1.1. Office of the Secretary for Police 1.2. Human Resource Development 1.3. Supply Chain 1.4. Financial Management 1.5. Auxiliary Services

Sub-Programme 1.1: Office of the Secretary

Sub-programme Purpose:

The purpose of this sub programme is to ensure the Secretariat functions effectively and is able to assist the Minister for Police in fulfilling his role as the Executive Authority.

Strategic Objective 1.1	An effective and efficient Secretariat able to fulfill its mandate
Objective statement	To provide strategic direction and ensure effective administrative management of the Secretariat and to support the Minister of Police to fulfill his Constitutional role.
Baseline	<ul style="list-style-type: none"> • Performance agreements in place • Reorganizing of Secretariat in final stages and is currently at the DPSA Review Committee • Minister provided with advice and support in the following areas: administration, policy, oversight and partnership support • Legislation in finalization stage

Sub-Programme 1.2: Human Resource Development

Sub-programme Purpose:

To manage the provision of HR capacity and development services within the Secretariat

Strategic Objective 1.2	Secretariat has an effective Human Resource Management and Services in place
Objective statement	Ensuring effective HRM and development practices are in place for the Secretariat to deliver on its mandate, based on equality, diversity and transformation.
Baseline	<ul style="list-style-type: none"> • HR policies developed & approved to be implemented in 2011/12 financial year • Job evaluation finalized • Performance management system in placed • Staff training and induction has occurred and is ongoing • Key posts filled in line with reorganization process

Sub-Programme 1.3: Supply Chain

Sub-programme Purpose

The purpose of Supply Chain management is to monitor, balance and facilitate expenditure in respect of the sourcing of goods and services

Strategic Objective 1.3	Sound corporate governance and robust supply chain services and asset management in place within Secretariat.
Objective statement	<ul style="list-style-type: none"> • To promote efficient and effective procurement, provisioning system and best practices that enable the Civilian Secretariat to deliver a required quality service. • To ensure compliance with PFMA, Treasury guidelines and all other policy and guidelines
Baseline	<ul style="list-style-type: none"> • Compliance with procurement in line with the relevant policies with the Secretariat • Asset register being finalized for implementing 2011/12 budget

Sub-Programme 1.4: Financial Management

Sub-programme Purpose:

The purpose of this sub-programme is to provide reliable financial management and to ensure proper control over funds in line with relevant financial policies and prescripts

Strategic Objective 1.4	An efficient and effective budget and financial budget management in line with all financial policies, prescripts and legislation
Objective statement	To ensure effective and efficient financial planning, budgeting, co-ordination, control, monitoring and evaluation of Civilian Secretariat for Police expenditure patterns/trends in line with PFMA.
Baseline	<ul style="list-style-type: none"> • Secretariat is a cost center • New reporting systems are being developed in within all financial prescripts to comply with PFMA requirements.

Sub-Programme 1.5: Auxiliary Services

Sub-programme Purpose:

The purpose of this sub-programme is to ensure that all logistical and material support is provided in the Secretariat to facilitate the smooth execution of the mandate of the Secretariat

Strategic Objective 1.5	An effective auxiliary service which enable the Secretariat to meet it mandate
Objective statement	To ensure sound overall management and support of the Secretariat
Baseline	Effective auxiliary services in place

8. Programme 2: Partnerships

Programme Purpose:

The purpose of the programme is to mobilize Role-Players, Stakeholders and Partners in the fight against crime

Programme	Sub-Programme
1. Partnerships	2.1 Civil Society Partnerships 2.2 Intergovernmental Partnerships 2.3 Community Outreach Programmes 2.4 Community Safety Forums 2.5 Crime Prevention Private-Public partnerships

Sub-Programme 2.1: Civil Society Partnerships

Sub-programme Purpose:

The purpose of this sub-programme is to manage and facilitate civil society partnerships in crime prevention.

Strategic Objective 2.1	Strategic collaborative partnerships between government and civil society exist with regard to crime prevention.
Objective statement	Develop and implement a partnership strategy that mobilize role players and stakeholders in strengthening collaboration in crime prevention initiatives to strengthen service delivery
Baseline	<ul style="list-style-type: none">• Partnership strategy finalized, to be implemented 2011/12• Consultations held with variety stakeholders• Concrete programs developed with stakeholders like unions agricultural sector and religious formations

Sub-Programme 2.2: Intergovernmental Partnerships

Sub-programme Purpose:

The purpose of this sub-programme is to promote intergovernmental cooperation on community safety and crime prevention

Strategic Objective 2.2	Enhanced intergovernmental co-operation on safety and security issues through a coordinated effort
Objective statement	Strengthen cooperation within government departments through memoranda of understanding, protocols and undertakings to improve the safety and security of citizens
Baseline	<ul style="list-style-type: none">• Workshops held with provinces to ensure alignment between provincial liaison department and the Secretariat.• The Secretariat is in the process of establishing intergovernmental coordination, engagement with structures and the strengthening of current forums in improving safety and security

Sub-Programme 2.3: Community Outreach Programmes

Sub-programme Purpose:

The purpose of this sub-programme is to encourage and facilitate community participation in safety programmes.

Strategic Objective 2.3	Maximum participation of communities in crime prevention initiatives
Objective statement	Mobilize communities to participate in crime prevention activities
Baseline	<ul style="list-style-type: none">• Workshops and izimbizo conducted within communities• Consultation and workshops conducted with national and Provincial CPF Boards• Workshops held with all provinces on revised guidelines for CPF's

Sub-Programme 2.4: Community Safety Forums

Sub-programme Purpose:

The purpose of this sub-programme is to facilitate and support the roll out of CSF's

Strategic Objective 2.4	Functional CSF's in all Provinces
Objective statement	Facilitate and support the roll out of CSF's
Baseline	<ul style="list-style-type: none">• Final draft policy developed• Assessments of CSF models conducted• Provincial consultations held with provincial departments and support secured• JCPS Cluster buy-in obtained into the roll out CSF's

Sub-Programme 2.5: Crime Prevention Private/Public Partnerships

Sub-programme Purpose:

The purpose of this sub-programme is to manage and facilitate public private partnership services.

Strategic Objective 2.5	A collaborative effort between government and business on crime prevention
Objective statement	Strengthen collaboration between government and business in the fight against crime
Baseline	<ul style="list-style-type: none"> • Monthly collaborative meetings with business. • Reference groups established • Identified areas of cooperation between businesses and Secretariat being implemented eg small business

9. Programme 3. Policy and Legislation

Programme Purpose: To provide timeous, evidence-based strategic research and policy advice and legislative support to the Minister of Police.

Programme	Sub Programmes
3. Policy and Legislation	3.1 Policy and Research 3.2 Legislation

Sub-programme 3.1: Policy and Research

Sub-programme Purpose:

The purpose of the sub-programme is to provide quality research and policy advice to the Secretariat and the Minister

Strategic Objective 3.1.1	Continuous high quality, evidence-based strategic policy advice provided to the Minister
Objective statement	To develop clear policies around major policing areas informed by government and Ministers programme of action
Baseline	<ul style="list-style-type: none"> • Policy and policies developed on Civilian Secretariat Bill, DPCI, CSF's and PSIRA • Facilitated in the development of national instructions of the Child Justice Act • Review of reservists policy currently under way

Strategic Objective 3.1.2	High quality, evidence-based research programmes on policing issues
Objective statement	To develop and implement a research programme on major policy and policing issues
Baseline	<ul style="list-style-type: none"> • A research unit, supported by a Resource Center, has been set up to enhance the capacity • Appointment of Research Director • Engagement and cooperation with STATS SA on Victim Survey
Strategic Objective 3.1.3	Enhanced research and policy development within the policing environment
Objective statement	To engage with different academics and researchers in policing environment to sharpen our research and policy capacity
Baseline	<ul style="list-style-type: none"> • Policy and Research Reference Group has been established • Gender-based Violence Reference Group has been established • Child Justice Reference Group has been established

Strategic Objective: 3.1.4	A Resource Centre that acts as an information hub to support all components of the Secretariat and provinces
Objective statement	To developed, collate and provide recognized resource information to all components of the Secretariat
Baseline	<ul style="list-style-type: none"> • A functional and operational resource center established • Director for Resource Centre appointed • An established Research Database with catalogued research papers and reports • An Index of available material completed • Partnerships developed with universities

Sub-programme 3.2: Legislation

Sub-programme Purpose:

The purpose of the sub-programme is to ensure that relevant legislation is developed and aligned in the policing environment.

Strategic Objective 3.2	Relevant legislation within the safety and security environment is developed and processed
Objective statement	Relevant legislation within the safety and security environment is developed , updated and drafted
Baseline	<ul style="list-style-type: none"> • The Civilian Secretariat for Police Act • The Independent Police Investigative Directorate Act • Draft Regulations in terms of the Firearms Control Amendment Act are being reviewed • Draft Cash-in-Transit Regulations being finalized • Joint SAPS/ Secretariat team established to draft legislation addressing the Amendments to the FCA and the Review of SAPS Act. • Work on White Paper already in progress.

10. Programme 4: Monitoring and Evaluation

Purpose of the programme: To provide efficient and effective oversight over the SAPS through monitoring and evaluation

Programme	Sub-Programme
4. Monitoring and Evaluation	4.1 Service delivery and Performance Audit 4.2 Policy Compliance 4.3 Provincial Coordination

Sub-Programme 4.1: Service Delivery and Performance Audit

Sub-programme purpose: The purpose of this sub-programme is to monitor police service delivery through performance audits.

Strategic Objective 4.1	Improved oversight over the police
Objective statement	To monitor service delivery of the SAPS by vigorous oversight through effective station audits.
Baseline	<ul style="list-style-type: none"> • A monitoring tool was developed and approved by provinces. This tool is being supported by police station visits and reports thereafter. • Data base in final stage • Sub-programme capacitated through employment of additional staff members

Sub-Programme 4.2: Policy Compliance

Sub-programme purpose: The purpose of this sub-programme is to monitor SAPS transformation and compliance with the directives of the Minister and government.

Strategic Objective 4.2	Improved compliance in the implementation of policy, legislation, Ministerial directives and government policing priorities by SAPS
Objective statement	To monitor and evaluate SAPS adherence to policy, legislative mandates, Ministerial directives and policing priorities.
Baseline	<ul style="list-style-type: none"> • M & E system developed • Assessment report submitted with regard to Central Fire Arms Registry • Workshops held with ICD • Reference group established • Workshops held with NGO's related to DVA and Sexual Offenses Act

Sub-Programme 4.3: Provincial Coordination

Sub-programme purpose: The purpose of this programme is to improve coordination between the Civilian Secretariat for Police and Provincial Secretariats with regard to civilian oversight

Strategic Objective 4.3	Improved civilian oversight of the police through alignment between the Secretariat and provincial Secretariats
Objective statement	Enhance and align national and provincial capacity to monitor and evaluate oversight of the SAPS
Baseline	<ul style="list-style-type: none"> • Workshops held with provinces to align planning processes • M & E forum established with Provincial M & E officials • Additional staff appointed • Customized provincial indicators for the M & E sector developed and submitted to Treasury

11. Resource Considerations

The Secretariat budget allocation is currently under the control of the SAPS Chief Financial Officer. The Secretariat will have its own independent allocated budget during the 2012/13 financial year, once the Secretariat becomes a designated department. The move to a designated department will require a significant increase in the budget to the reorganized Secretariat. The personnel budget will increase from R14, million in 2010/11 to R27 million in the 2011/12 and to R37 million in 2012/13 financial years.

The overall budget of the Civilian Secretariat for Police will increase from R25 281 000 in 2010/11 to R41 558 854 in 2011/12. This increase is largely due to the reorganization of the Secretariat and an increase in the personnel budget as well as to increases in the area of Partnership and Monitoring and Evaluation.

Comparative year-on-year increases

Program	Expenditure 2007/08 R'000	Expenditure 2008/09 R'000	Expenditure 2009/10 R'000	Preliminary Allocation 2010/11
Administration	9 833	4 658	4 204	3 715 873
Monitoring and Evaluation	467	341	245	4 263 850
Policy and Research	2 358	1 778	1 441	1 772 700
Legal Services	416	64	119	
Partnerships				1 528 577
Communication	924	5 042	91	
TOTAL	13 998	11 883	5 802	11 281 000

12. Risk management:

The following risk factors were identified:

- Current HR capacity is impacting on the Secretariat in carrying out its mandate. The capacity can only be addressed once the new structure is approved and signed off.
- The total budget of the Secretariat is under the control of the SAPS with the Secretariat being run as a cost center.
- Office space, outdated IT systems and other infrastructure shortcomings impact on the Secretariat's ability to increase its capacity and to function effectively.
- The new Secretariat legislation will place serious responsibilities on the Secretariat to operate as a designated department. This will have an impact on its competencies and capacity to meet these obligations

The Secretariat will mitigate the effects of these risks through the following measures:

- Approval and implementation of the new reorganized structure and the filling of posts and the population of structure.
- Specialised training of staff within the Secretariat.
- Needs assessment with regard to space and infrastructure have been submitted to the Police
- Shared service agreements will be developed and implemented by July 2011

PART C: LINKS TO OTHER PLANS

13. Links to the long-term infrastructure and other capital plans

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

14. Conditional grants

The Secretariat receives no conditional grants.

15. Public entities

The Secretariat has no public entities.

16. Public-private partnerships

The Secretariat will establish public-private partnerships as describe within the objectives of the Partnerships Programme.