





# OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed under the guidance of the Secretary for Police Service in accordance with the direction of the Honourable NPT Nhleko
- Takes into account all the relevant policies, legislation and other mandates for which the Civilian Secretariat for Police Service is responsible.
- Accurately reflects the strategic goals and objectives that the Civilian Secretariat for Police Service will endeavour to achieve over the period 2015 to 2020

**T Nkojoana**

Chief Financial Officer

  
Signature:

**W Basson**

Director Strategic Planning

  
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**AP Rapea**

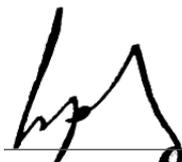
Secretary for Police Service:  
Deputy Director General

  
Signature:

**Approved by:**

**Honourable NPT Nhleko**

Executive Authority

  
Signature:

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# Foreword

*“Without change there is no innovation, creativity or incentive for improvement. Those who initiate change will have a better opportunity to manage change that is inevitable,” said physicist, William Pollard.*

It is in this context that the Civilian Secretariat for Police Service (CSPS) has reviewed its five-year Strategic Plan 2015-2020 to respond to the policy shifts in the policing environment and to ensure continuous performance improvement. Key among these policy shifts is the approval by Cabinet of the White Paper on Policing and the White Paper on Safety and Security. The implementation of these two White Papers will commence in the financial year 2017/18 and, as a result, the CSPS will need to be repositioned structurally and in the way it conducts its business.

The CSPS will have to leverage on technology to keep up with the sophistication of our youth, who remain the most vulnerable as perpetrators and victims of crime. Therefore, there must be a focus in building the information technology (IT) infrastructure and deliberate investment in information and knowledge management capability. The CSPS, as the oversight body over the South African Police Service (SAPS) and an advisory body to the Minister needs to ensure that its capacity fulfils this role in a manner that is beyond reproach by appointing competent people in all critical positions.



**NPT Nhleko**  
Minister of Police



**MM Sotyu**  
Deputy Minister of Police

*It is in this context that the Civilian Secretariat for Police Service (CSPS) has reviewed its five-year Strategic Plan 2014 - 2019 to respond to the policy shifts in the policing environment and to ensure continuous performance improvement.*

The CSPS must, before the end of the term of this administration, clearly define a partnership strategy to mobilise role-players and stakeholders to strengthen service delivery by the police service.

Effective and efficient leadership will be fundamental in transforming the policing environment. This was one of the key considerations for the appointment of a permanent Secretary for Police Service during December 2016. The CSPS had been operating without a permanent Secretary for Police Service and Chief Financial Officer for at least the last two years. The lack of stability in leadership was identified by the Auditor-General of South Africa as one of the major stumbling blocks for reaching all its key targets. These positions are now filled and will be vital in ensuring that the revised Strategic Plan is fully implemented.

**NPT Nhleko**  
Minister of Police  
Date: 9<sup>th</sup> March 2017

**MM Sotyu**  
Deputy Minister of Police  
Date: 9<sup>th</sup> March 2017



# PART A STRATEGIC OVERVIEW

## I. LIST OF ABBREVIATIONS/ACRONYMS

<b>APP</b>	Annual Performance Plan
<b>CPF</b>	Community Policing Forum
<b>CSF</b>	Community Safety Forum
<b>CSPS</b>	Civilian Secretariat for Police Service
<b>HoDs</b>	Heads of Department
<b>ICT</b>	Information and Communications Technology
<b>IJS</b>	Integrated Justice System
<b>IT</b>	Information Technology
<b>IPID</b>	Independent Police Investigative Directorate
<b>JCPS</b>	Justice, Crime Prevention and Safety Cluster
<b>MPS</b>	Municipal Police Service
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>NMT</b>	National Monitoring Tool
<b>PFMA</b>	Public Finance Management Act
<b>SAPS</b>	South African Police Service

## 2. VISION

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

## 3. MISSION

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

## 4. VALUES

The Civilian Secretariat for Police Service subscribes to the following set of values:

Honesty

Integrity

Transparency

Commitment

Respect

Accountability

Fairness

## 5. LEGISLATIVE AND OTHER MANDATES

### 5.1 Constitutional Mandates

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

The Civilian Secretariat for Police Service (CSPS) 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 that operates directly under the Minister's direction and authority. The CSPS also takes into cognisance section 206 of the Constitution, which entitles the provincial executive to perform certain functions that relate to policing. It further provides that the Minister of Police must determine national policing policy after consulting the provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives.

### 5.2 Legislative Mandates

The CSPS derives its mandate from the following framework:

- Civilian Secretariat for Police Service Act 2, 2011
- Independent Police Investigative Directorate Act 1, 2011
- South African Police Service Amendment Act 10 of 2012
- Criminal Law (Forensic Procedures) Amendment Act, 37 of 2013
- Public Service Act, 103 of 1994
- Public Finance Management Act 1, 1999
- Intergovernmental Relations Framework Act, 13 of 2005

## Civilian Secretariat for Police Service Act 2 of 2011

The Civilian Secretariat for Police Service Act 2 of 2011 responds to section 208 of the Constitution, which obliges the Minister to establish a Civilian Secretariat that operates directly under the Minister's direction and authority. The Civilian Secretariat for Police Service Act was passed by Parliament in March 2011 and assented to by the President on 16 May 2011 in terms of Government Notice No 34299 (Notice No 426). The Act was enacted by the President on 1 December 2011, and in April 2014, the CSPA was proclaimed a designated department.

The Act provides, among others, for –

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

In addition to the functions contained in section 6 of the Act, the CSPA has responsibilities in terms of other Acts such as –

- Independent Police Investigative Directorate Act 1 of 2011
- Explosives Act, 15 of 2003
- Firearms Control Act, 60 of 2000, as amended
- Second-hand Goods Act, 6 of 2009
- Dangerous Weapons Act, 71 of 1968
- Protection of Constitutional Democracy Against Terrorist and Related Activities, Act 33 of 2004
- National Key Points Act, 102 of 1980
- Tear-Gas Act, 16 of 1964
- Control of Access to Public Premises and Vehicles Act, 53 of 1985
- Private Security Industry Regulation, Act 56 of 2001
- Private Security Industry Levies Act, Act 23 of 2002 (if and once put into operation)

### 5.3 Policy Mandates

The CSPA will, in the 2015 to 2020 years, will be guided by the following policies:

- National Development Plan Vision 2030
- 2016 White Paper on Policing
- 2016 White Paper on Safety and Security (as reviewed)
- Policy on Community Safety Forums
- Policy on the Management and Investigation of Serial Rape and Serial Murder

### 5.4 Relevant Court Rulings

The following court rulings have an impact on the operations of the department:

- *McBride v Minister of Police and Another (2016) ZACC30*: the Constitutional Court confirmed the High Court Judgment, which said that the Minister does not have the power to suspend the Executive Director of the *Independent Police Investigative Directorate* (IPIID) or to institute disciplinary proceedings against him or her.

- *Okah v S (19/2014)[2016] ZASCA 155*; The Supreme Court of Appeal looked at and upheld certain issues as they related to the interpretation and application of s15 of the Protection of Constitutional Democracy Against Terrorist and Related Activities Act 33 of 2004 insofar as it relates to extra-territorial jurisdiction and some exclusions from the definition on terrorism.
- *Minister of Police v Premier of Western Cape in the Khayelitsha matter* that states that sections 208 and 206 of the Constitution should not be unduly conflated.

## 5.5 Planned Policy Initiatives

- Use of Force Policy and Guidelines for the South African Police Service
- Policy on Removing Barriers to Reporting on Gender-based Violence
- Single Police Service Framework
- Policy Guidelines on Community Police Forums
- Critical Infrastructure Protection Bill
- The South African Police Amendment Bill
- Animal Movement and Animal Produce Bill
- Private Security Industry Regulatory Authority Amendment Bill
- Amendment of the Independent Police Investigative Directorate Act

## 6. SITUATIONAL ANALYSIS

### 6.1 Performance Environment

In the two decades since the transition to democracy and the establishment of a democratic police service, South Africa continues to experience alarmingly high rates of crime, particularly violent crime. This is evident, for instance, in successive increases in contact crime, especially murder, with a year-on-year comparison highlighting a 4.9% increase for the 2015/16 financial year. Violence against vulnerable and marginalised groups remains stubbornly high, compromising the ability of these individuals to play an active role in their communities and society at large. SAPS must ensure that barriers to reporting cases of rape, sexual abuse and domestic violence are sufficiently addressed to encourage reporting and minimise secondary victimisation. Seemingly intractable challenges such as gangsterism, drug and alcohol abuse – underpinned by increasingly sophisticated and violent organised criminal enterprises – have resulted in our communities being mired in a cycle of violence and trauma.

Despite these challenges, SAPS has made significant strides in dealing with serious and violent crime. This includes continued emphasis aimed at reducing the number of illegal firearms through focused operations, and more stringent application of the implementation of the legislative framework for firearms management and control. The CSPPS 2015 study on Firearms Control and Management in South Africa recognises the need for a multi-pronged approach in dealing with the demand for and management of firearms, and advocates educational programmes and campaigns to educate and sensitise the public about the Firearms Control Act and other means available for self-defence. Inherent to addressing the challenges is the need for ongoing research on crime and violence to identify the root causes and find solutions, as well as a concise strategy to tackle crime and violence and the restructuring of the Central Firearms Registry. The Firearms Control Act is being amended to incorporate the findings of the study.

It is, however, accepted that building safe and resilient communities requires a broader focus that extends beyond the purview of the police. This requires addressing risk factors at all levels of society through deliberate cooperation and collaboration among state and non-state actors. Added emphasis must be placed on developing the necessary synergy in terms of planning and implementation of interventions targeted at undercutting the root causes of crime and violence. These initiatives must be supported by a professional police service that is well-resourced and highly skilled – able to respond to the changing safety needs and challenges of a growing democracy.

The 2016 White Paper on Policing and 2016 White Paper on Safety and Security provide the appropriate policy frameworks for achieving these goals. The White Paper on Policing provides a focused emphasis into areas of responsibility of SAPS, and deals with a professional, modern and demilitarised police service that it is community-centred, accountable and human-rights based. Moreover, it highlights the importance of regular, independent civilian oversight of the police to foster openness, transparency and accountability. The regular scrutiny of police conduct and performance is a cornerstone of democratic policing, and thus every effort should be made to strengthen the role of the CSPS in holding the police service accountable. The White Paper thus provides a framework for reframing the role and function of the CSPS. Becoming the Department of Police will see a significantly transformed organisation that plays a more central role in ensuring oversight of the police, while providing the Minister of Police with strategic policy and legislative advice and support.

The premise of the White Paper on Safety and Security is that deliberate cooperation and collaboration between departments will enhance policy coherence, providing the basis for building safe and resilient communities through embedding systems and processes that will advance the goal of ensuring the safety of all as the basis for 'human development, improved quality of life and enhanced productivity'. Roles and responsibilities of all key role-players are clarified to ensure that departments assume responsibility for safety within their area(s) of competence. The White Paper also draws on the National Development Plan (NDP) by advocating the development of an active citizenry to support the co-creation of solutions from the ground up.

More recent incidents of police brutality, violent public protests and the events that unfolded at Marikana have further tested the role and competency of SAPS in many respects. The establishment of the Panel of Experts arising from the recommendation of the Farlam Commission of Inquiry to deal with challenges in public order policing will ensure a sharper, more effective public order component. The broader transformation vision of the Minister of Police for SAPS will address other, wider aspects of policing in areas of leadership and management, police corruption, employee health and wellness, and police safety, among others.

The CSPS is critical to framing the subsequent obligations arising out of the Panel of Experts and the Transformation Task Team for the medium- to long-term - in the implementation of and oversight of the recommendations. Key to this will be the incorporation of the Ministers Programme Management Office within the structure of the CSPS, which will ensure objectivity in the content, and accountability in implementation, of recommendations.

Another essential and new area of focus for the CSPS over the medium- to long-term is its oversight role relating to the process towards the creation of the Single Police Service or the uniform policing system for the country. This entails developing closer working relationships between SAPS and the various Municipal Police Service (MPS) departments.

The CSPS is constrained by the following key issues:

- Its recommendations on oversight reports and policies are often delayed or not acknowledged by SAPS;
- Access to data for monitoring and research purposes within SAPS is an ongoing challenge;
- Financial and personnel constraints are a major challenge for some of the Provincial Secretariats in fulfilling their legislative functions and aligning their work to the CSPS;
- The management of intergovernmental relations and different reporting lines between the Provincial Secretariats and the CSPS ; and
- Inadequate capacity and skills both at provincial and national level hampers effective functioning of the departments.

## **6.2 Organisational Environment**

Since the promulgation of the Civilian Secretariat for Police Service Act in 2011, there has been measured progress in entrenching the institutional outcomes of the department. As of April 2014, the CSPS became a department with its own designated budget and no longer operates as a cost centre under SAPS. This requires the CSPS to reprioritise and align its programmes, organisational structure, budget and focus areas to respond to the challenges and opportunities in order to deliver effective services, as well as to ensure the sustainability of the institution.

Emanating from the White Paper priorities, the CSPA has identified focus areas that will inform the functions and strategic direction of the department over the short-, medium- and long-term.

The CSPA is critical to supporting the Minister of Police in the execution of his political responsibilities in relation to the transformation of the SAPS. The Civilian Secretariat is responsible for providing policy advice through research, monitoring, evaluation and strategy. The Civilian Secretariat conducts proactive and reactive oversight over the SAPS adopting a two-pronged approach - proactively in the transformation of the SAPS, and reactively in an advisory capacity to the Minister through evidence-based research measures and proposals to enable the Minister to direct the SAPS.

The functions of the CSPA in terms of the Act are to advise the Minister; provide strategic research, policy and legislation to the Minister; deepen public participation, and enhance accountability and effect transformation of SAPS through effective monitoring and evaluation. The White Paper on Policing also gives effect to the following additional areas for the department:

- Policy and Strategy, which comprises the development of a strategy for monitoring the entities of the Minister of Police, as well as strategic forecasting and envisioning for the Ministry;
- Knowledge Management, which incorporates proper packaging and management of knowledge generated by the entities of the Minister, including external organisations working in the field of crime and safety, and the production of publications;
- The oversight role of the CSPA expands on the existing role of the Civilian Oversight Monitoring and Evaluation (COM&E) unit, including contract management, financial and institutional analysis, among others, which will require the department to enhance its skills and capacity;
- Government services, which will include administrative support to the Minister in relation to Cabinet and Parliament, responsibilities and international obligations;
- Integrated Justice System (IJS) and the provision of smart policing for more effective policing strategies, and which will include the incorporation of the Project Management Office of the Minister's Transformation process.
- Litigation oversight will include doing oversight over all litigation against the Minister which is processed by SAPS.
- International obligations by the Minister to influence International developments and multi-lateral agreements.

To ensure the CSPA is able to conduct its job effectively, the following focus areas will be prioritised for the years 2017/18 to 2020/21 period:

- Repositioning of the CSPA as the new Department of Police, which will require a new organisational structure;
- Organisational renewal and strategic leadership and the enforcement of the Civilian Secretariat for Police Service Act;
- Repositioning the CSPA as the primary policy advisor to the Minister;
- Strengthen the capacity of the CSPA to influence international developments for the Ministry of Police;
- Facilitate the creation of a smart or e-policing environment;
- Strengthening the Heads of Departments (HoDs) Forum and Senior Management Forum in order to monitor progress of the department's oversight functions;
- The establishment of self-directed project teams in order to give effect to the implementation of the plans;
- Development of a coherent Partnership, Marketing and Communication Strategy to strengthen engagements with key stakeholders and galvanise communities on crime prevention initiatives;
- Establishment of a Knowledge Information Management System as a nerve centre to drive the policy and strategic mandate of the department;
- Building a strong Information Communication Technology (ICT) infrastructure for the department; and
- Development of an integrated human resource strategy.

### 6.3 Description of the Strategic Planning Process

The strategic planning process for the CSPS commenced in January 2016 and involved a two-day workshop with the provincial heads of Departments of Community Safety to review the department’s strategic plans against the mandate as articulated in the Civilian Secretariat for Police Service Act, and to ensure better alignment with provinces.

The second phase included an environmental scan conducted by the Government Technical Advisory Centre (GTAC), followed by a facilitated three-day strategic planning session in June 2016 attended by all middle and senior managers of the CSPS. A drafting task team chaired by the Secretary for Police Service and consisting of all senior managers was established to develop the strategy. A follow-up strategic session was held on 19/20 January 2017 to consolidate the revised Strategic Plan and the 2017/18 Annual Performance Plan.

#### Strategic Outcome-oriented Goals of the CSPS

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

<b>Strategic Goal 1</b>	A well advised and supported Minister in terms of insight, policy and regulation required to ensure civilian oversight over SAPS
<b>Goal statement</b>	Ensuring compliance to all Public Service Rules and Regulations, the Public Finance Management Act (PFMA) and all Treasury Regulations, and maintaining a well-run administration
<b>Strategic Goal 2</b>	Quality and evidence-based strategic research, policy advice and legislative support to the Minister of Police
<b>Goal statement</b>	To develop and facilitate legislation, research and policy to strengthen the policing environment
<b>Strategic Goal 3</b>	Deepened public participation in the fight against crime
<b>Goal statement</b>	To facilitate collaboration between government and civil society organisations in crime prevention
<b>Strategic Goal 4</b>	Enhanced accountability and transformation of SAPS into a professional and human-rights-based organisation
<b>Goal statement</b>	To promote accountability and transformation of SAPS by providing effective and efficient monitoring and evaluation

The above depicts the relationship between core business units within the CSPS and stakeholders external to it. The COM&E Programme is responsible for monitoring the performance of the police service, regularly assesses the extent to which the police service has adequate policies and effective systems, and recommends corrective measures thereon.

The Legislation and Policy Development Programme develops strategies, policies and legislation based on the recommendations and interventions made by the COM&E and Intersectoral Coordination and Strategic Partnerships programmes, as well as the Provincial Secretariats and Parliament.

The value chain goes further by ensuring that Intersectoral Coordination and Strategic Partnerships play a central role in the mobilisation of stakeholders in the fight against crime. This also entails obtaining stakeholder input in development and implementation of policies, strategies and legislation dealing with matters related to crime, safety and security. All core programmes (COM&E, Policy Development and Legislation, and Intersectoral Coordination and Strategic Partnerships) provide the Secretary for Police Service with reports with recommendations or advice for the Minister of Police. Performance of functions and information between the core programmes is shared through meetings and other engagements internally, and with the Provincial Secretariats externally.

The value chain is also informed by the 2016 White Paper on Policing, wherein additional functions will find expression going forward.

## **Internal Stakeholders**

### **SAPS**

SAPS is the primary client of the CSPA in relation to executing its oversight mandate over the police service, and is expected to fully implement all policies developed by the CSPA on behalf of the Minister of Police. As per the legislation, the CSPA is independent of the police service and reports directly to the Minister and Parliament through the Secretary for Police Service.

### **Provincial Secretariats**

Provincial secretariats are given the mandate to perform the functions of the CSPA within the provincial sphere of government. It should also be noted that provincial secretariats do not report directly to the CSPA, but to their respective heads of department and the Members of the Executive Council (MECs). However, the Provincial Secretariats must, in order to support the objects of the CSPA:

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

### **Parliament**

Parliament plays an oversight role over the department's reporting to the Minister of Police in the execution of its mandate. The CSPA reports quarterly, annually and when required to by Parliament.

### **Independent Police Investigative Directorate**

The relationship with the Independent Police Investigative Directorate (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 role 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.

### **Private Security Industry Regulatory Authority**

The Private Security Industry Regulatory Authority (PSIRA) reports to the Minister of Police. PSIRA's function is to ensure that the private security industry is well regulated.

### **Government Departments – National, Provincial and Local**

External Stakeholders

Labour

Business

Civil Society

Academic and Research Institutions

## Overview of 2017/18 budget and Medium Term Expenditure Framework (MTEF) estimates

### Expenditure Estimates

I. Civilian Secretariat for Police Service								
Programme		Audited outcomes			Adjusted appropriation	Medium-term expenditure estimate		
R thousand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
1	Administration	26 806	31 163	40 960	42 898	48 051	51 696	55 394
2	Intersectoral Coordination and Strategic Partnerships	10 450	23 735	26 569	22 208	24 918	27 022	28 913
3	Legislation and Policy Development	11 563	13 195	24 349	24 430	28 114	30 218	32 310
4	Civilian Oversight, Monitoring and Evaluation	12 159	14 302	20 014	21 056	23 590	25 648	27 454
<b>TOTAL</b>		<b>60 978</b>	<b>82 395</b>	<b>111 892</b>	<b>110 592</b>	<b>124 673</b>	<b>134 584</b>	<b>144 071</b>
<b>Direct charges against the National Revenue Fund</b>		-	-	-	-	-	-	-
<b>Total</b>		<b>60 978</b>	<b>82 395</b>	<b>111 892</b>	<b>110 592</b>	<b>124 673</b>	<b>134 584</b>	<b>144 071</b>





## PART B STRATEGIC OBJECTIVES

### PROGRAMME I: ADMINISTRATION

**Programme Purpose:** Provide strategic leadership, management and support services to the department

**Strategic Objective:** To enhance corporate governance in ensuring that the CSPS achieve its mandate

**PROGRAMME OVERVIEW:**

Programme	Sub-programme
I. Administration	1.1 Department Management
	1.2 Finance Management
	1.3 Corporate Services

## Sub-programme: 1.1: Department Management:

**Sub-programme Purpose:** Provide administrative management support to the Secretary for Police Service and strategic support to the Minister of Police

<b>Strategic Objective</b>	To provide strategic leadership and overall management of the department
<b>Objective Statement</b>	To execute the mandate as derived from the Civilian Secretariat for Police Service Act and support the operations of the CSPS
<b>Baseline</b>	The CSPS started operating as a department on 1 April 2014

## Sub-programme: 1.2: Corporate Services

**Sub-programme Purpose:** Provide reliable and efficient corporate services to the Civilian Secretariat, including the provision of human resource management and development services as well as employee relations, communication and information technology service and auxiliary services.

<b>Strategic Objective</b>	To provide effective and sufficient corporate services to the CSPS to enable the achievements of its oversight mandate through communication, information technology, human resources and auxiliary services
<b>Objective Statement</b>	To manage the provision of human resource management and development as well as employee services
<b>Baseline</b>	Legislative framework that regulates the Public Service

### Risk Management:

- The absence of an ICT system
- Lack of information and management system
- Unsecured/unsafe work environment
- Inadequate corporate identity

### Mitigation of Risks:

- The recruitment and selection of the Chief Information Office finalised
- 24/7 hour security services to be implemented
- Procurement of alternative office accommodation currently underway
- Implementation of the communication and marketing plan

## Sub-programme: 1.3: Finance Management

**Sub-programme Purpose:** Provide PFMA-compliant financial, accounting and supply chain services to the CSPS

<b>Strategic Objective</b>	To ensure sound corporate governance, provide supply chain and financial management services in line with financial management legislation
<b>Objective Statement</b>	To ensure that expenditure of the department falls within the allocated financial resources To ensure compliance with PFMA, Treasury Guidelines and all other policies
<b>Baseline</b>	Qualified audit for two consecutive years: 2014/15 and 2015/16

### **Risk Management:**

- Lack of segregation of duties
- Non-compliance on certain PFMA provisions
- Under- and overspending of funds
- Misstatement of the accruals in the financial statement

### **Mitigation of Risks:**

- Make funds available to fill positions to implement LOGIS and address segregation
- Budgetary review committee has been established
- Demand management is in place
- Establishment of budget committee at Directorate level
- Enhance register at supply chain management (SCM) and finance
- Monthly reconciliation of accrual

## **PROGRAMME 2: INTERSECTORAL COORDINATION AND STRATEGIC PARTNERSHIPS**

**Programme Purpose:** To manage and encourage national dialogue and participation in community safety and crime prevention

**Strategic Objective:** To contribute towards creating a safe and secure environment through ongoing partnerships with stakeholders

### **PROGRAMME OVERVIEW:**

<b>Programme</b>	<b>Sub-programme</b>
<b>2. Intersectoral Coordination</b>	2.1. Intersectoral Coordination and Strategic Partnerships
	2.2. Community Outreach

### **Sub-programme 2.1: Intergovernmental, Civil Society and Public-Private Partnerships**

**Sub-programme purpose:** Manage and facilitate intergovernmental, civil society and public partnerships

<b>Strategic Objective</b>	To contribute towards creating a safe and secure environment through partnerships with stakeholders
<b>Objective Statement</b>	To develop and implement a partnership strategy that mobilises role-players and stakeholders in strengthening collaboration in crime prevention initiatives to strengthen service delivery
<b>Baseline</b>	Reference groups established and functional

## Sub programme 2.2: Community Outreach

**Sub-programme Purpose:** Promote, encourage and facilitate community participation in safety programmes

<b>Strategic Objective</b>	To enhance stakeholder and community participation in safety and crime prevention programmes through izimbizo, establishment of Working Groups and Community Policing Forums (CPFs) functionality
<b>Objective Statement</b>	To strengthen cooperation within government departments through memoranda of understanding, protocols and undertakings to improve the safety and security of citizens
<b>Baseline</b>	<ul style="list-style-type: none"> <li>▪ Working groups arising from izimbizo established</li> <li>▪ CPF Implementation Guidelines in nine provinces</li> </ul>

### Risk Management:

- Inadequate awareness of school safety protocol

### Mitigation of Risk:

- Resume engaging cluster police stations on safety protocol implementation

## PROGRAMME 3: LEGISLATION & POLICY DEVELOPMENT

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

**Strategic Objective:** Constitutionally compliant legislation, research and evidence-led policies for policing and safety

### PROGRAMME OVERVIEW:

Programme	Sub-programme
3. Legislation and Policy Development	3.1: Policy Development & Research
	3.2: Legislation & Legal Services

## Sub Programme 3.1: Policy Development & Research

**Purpose of Sub-programme:** Develop policies and undertake research in areas of policing and crime

<b>Strategic Objective</b>	To provide evidence-based research and evidence-led policies on policing, crime and safety to the Minister of Police
<b>Objective Statement</b>	To conduct research and develop clear policies on policing areas as directed by the Secretary for Police Service for implementation by SAPS
<b>Baseline</b>	<p>The following policies and research have been approved in line with the strategic objective:</p> <ul style="list-style-type: none"> <li>▪ 2016 White Paper on Safety and Security</li> <li>▪ 2016 White Paper on Policing</li> <li>▪ Two policies addressing challenges related to gender-based violence</li> <li>▪ Research on the Demilitarisation of the police (Tactical Response Team and Public Order Policing units)</li> <li>▪ A concept paper on the professionalisation of SAPS</li> <li>▪ A joint provincial project on policing needs and priorities</li> <li>▪ Research report on firearms management in South Africa</li> </ul>

### Resource Considerations:

Provision is made for inflation-related increases over the medium-term, in terms of both Compensation of Employees and goods and services. In addition, an increase in expenditure trends is expected mid-way through the five-year period owing to the migration of the Safer Spaces portal to the Policy Development and Research sub-programme from the German Development Corporation. It is further anticipated that the portal will be expanded gradually over the period in line with the long-term vision to build a sound knowledge and information management capacity within the sub-programme and the department. This anticipated growth will have cost implications in terms of both recruiting more staff and enhancing the ICT infrastructure.

Furthermore, it is anticipated that the sub-programme will expand on its current key performance areas to accommodate the work of the Panel of Experts and the Transformation Task Team.

The sub-programme experienced a number of resignations during the second half of 2016, which impacted on the output of the unit. Increased effort has, however, been directed towards filling these vacancies by the end of the 2016/17 financial year.

### Risk Management:

- Delay in finalisation of research projects due to lack of information from SAPS

### Mitigation of Risks:

- Letter of engagement submitted to SAPS for better cooperation

## Sub-Programme 3.2: Legislation and Legal Services

**Purpose of Sub-programme:** Provide legislative support services to the Minister

<b>Strategic Objective</b>	Effective policing legislation and legal advice and support to the Minister
<b>Objective Statement</b>	To ensure that the Minister, through the support of the Secretary for Police Service, develops and maintains effective policing legislation that is implemented by SAPS, as well as the provision of legal advice and support on the Minister's statutory responsibilities and obligations
<b>Baseline</b>	Civilian Secretariat for Police Service Regulations

### Resource Considerations:

Expenditure within the Legislation unit experienced a gradual increase over the last five years as a result of the annual cost-of-living salary adjustment for employees as far as Compensation of Employees are concerned. The expenditure trends also relate to the drafting and processing of legislation informed by the Annual Performance Plan (APP) targets, the cost drivers being workshops, publication of Bills in the Gazette, subsistence and travel, accommodation and car hire. These expenditure trends are dependent on constraints that impact on delivery on the agreed APP targets. Goods and services growth can be attributed to the inflation-related increases on items such as stationery, office equipment, State Information Technology Agency (SITA) computer services and consumables.

The key staff complement remained constant, except for the resignation of a junior staff member. This position was subsequently filled. Approval has been granted for the appointment of a Deputy Director.

### Risk Management:

- The process to submit Bills to Parliament is sometimes delayed by engagements with DevCom and the Director General's Justice, Crime Prevention and Safety (JCPS) cluster, which assist with the accuracy of the content of legislation.

### Mitigation of Risks:

Timeous engagements with all role-players

# PROGRAMME 4: CIVILIAN OVERSIGHT, MONITORING & EVALUATION

**Programme Purpose:** Oversee, monitor and report on the performance of the SAPS

**Strategic Objective:** Effective oversight monitoring and evaluation that contributes towards an accountable and transformed police service

**PROGRAMME OVERVIEW:**

Programme	Sub-programme
4. Oversight, Monitoring and Evaluation	4.1. Police Performance, Conduct and Compliance Monitoring
	4.2. Programme and Policy Evaluation

## Sub-programme 4.1: Police Performance, Conduct and Compliance Monitoring

**Sub-programme Purpose:** Monitor the performance, conduct, compliance and transformation of SAPS

<b>Strategic Objective</b>	Effective oversight, monitoring and evaluation to improve police compliance and conduct
<b>Objective Statement</b>	To improve police accountability by monitoring performance, conduct, integrity and compliance
<b>Baseline</b>	<ul style="list-style-type: none"> <li>12 station visit reports produced during 2015/16</li> <li>Two Police Station Service Delivery Trends Analysis Report developed</li> <li>SAPS Budget and Programme Performance Assessment Report developed</li> <li>Assessment reports on complaints management by SAPS</li> <li>Report produced on SAPS's implementation of IPID recommendations</li> <li>Two Domestic Violence Act compliance reports produced</li> <li>Capacity-building initiatives conducted</li> </ul>



## Sub-programme 4.2: Policy and Programme Evaluations

**Sub-programme Purpose:** Evaluate the effectiveness of programmes implemented by SAPS

<b>Strategic Objective</b>	Evaluate the effectiveness, efficiency and impact of programmes implemented by SAPS
<b>Objective Statement:</b>	Improve through evaluation the effectiveness and impact of programmes implemented by SAPS
<b>Baseline</b>	Evaluated legislation, namely Criminal Law Amendment Acts (DNA and Fingerprints), and Stock Theft Act Capacity-building initiatives conducted

### Risk Management:

- Inability to visit all the targeted police stations
- Inadequate analytical reporting on police performance (Budget analysis report)
- Compromised quality of the analysis and reports produces (NMT)
- Inability to monitor compliance on Ministerial directives

### Mitigation of Risks:

- Finalisation of the governance framework to assist with the cooperation from SAPS
- Critical posts to be filled
- In-service training provided to provinces to improve quality assurance
- Include Ministerial directive monitoring process in the M&E Framework
- Enforce the compliance of the Constitution and the Act through the Office of the Minister





## PART C LINKS TO OTHER PLANS

### LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

There are no links to long-term infrastructure and other capital plans

### CONDITIONAL GRANTS

The CSPS receives no conditional grants

### PUBLIC ENTITIES

The CSPS has no public entities

### PUBLIC-PRIVATE PARTNERSHIPS

The CSPS is not establishing public-private partnerships



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