



2020-25

REVISED STRATEGIC PLAN

Civilian Secretariat For Police Service



**civilian secretariat
for police service**

Department:
Civilian Secretariat for Police
REPUBLIC OF SOUTH AFRICA



2020-25

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ACRONYMS AND ABBREVIATIONS

B-BBEE	Broad-Based Black Economic Empowerment
CoGTA	Cooperative Governance and Traditional Affairs
COVID-19	Coronavirus Disease 2019
CPF	Community Policing Forum
CSF	Community Safety Forum
CSPS Act	Civilian Secretariat for Police Service Act
DDM	District Development Model
DPCI	Directorate for Priority Crime Investigations
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service And Administration
DPWI	Department of Public Works and Infrastructure
ED	Executive Director
ERRP	Economic Reconstruction and Recovery Plan
FSL	Forensic Science Laboratory
GBV	Gender-Based Violence
GBV&F	Gender-Based Violence and Femicide
GIZ	German Development Cooperation
HODs	Heads of Department
HRM	Human Resource Management
ICT	Information Communication Technology
ICVPS	Integrated Crime and Violence Prevention Strategy
IGR	Intergovernmental Relations
IJS	Integrated Justice System
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security Cluster
MECs	Member of the Executive Council
MINMEC	Minister of Police and Members of the Executive Council
MTSF	Medium Term Strategic Framework

MTEF	Medium Term Expenditure Framework
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MPS	Municipal Police Service
NDP	National Development Plan
NHWS	Neighbourhood Watches
NPP	National Policing Policy
NSP	National Strategic Plan on GBVF
PESTEL	Political, Economic, Social, Technology, Environmental and Legal framework
PSIRA	Private Security Industry Regulatory Authority
SALGA	South African Local Government Association
SAPS	South African Police Service
SITA	State Information Technology Agency
SMS	Senior Management Service
SoNA	State of the Nation Address
TID	Technical Indicator Description
WPP	White Paper on Policing
WPSS	White Paper on Safety and Security

EXECUTIVE AUTHORITY STATEMENT



GENERAL BH CELE, MP

At the start of the five-year planning period, we placed particular impetus on the consolidation of gains made in terms of our development trajectory as a country, and on focusing on implementation as we geared towards Vision 2030. We could not have anticipated that a pandemic of colossal proportions would soon inverse the world as we knew it. During this period, the effectiveness of our policing approaches, safety strategies and various other plans was put to the ultimate test as Government and the country at large navigated the storm that was COVID-19. Tumultuous as it has been, the past two years have provided us with the opportunity to reapply our minds with regard to transformation and what is truly meant by a transformed and accountable police service. We have also had time to reflect on our approach in terms of facilitating that transformation in the South African Police Service (SAPS) through effective oversight as the Civilian Secretariat for Police Service (CSPS) and maximising on the lessons learnt from the COVID-19 pandemic, subsequently prompting a review of the CSPS strategic orientation.

The CSPS has thus embarked on a theory of change process to strengthen its resolve in contributing in earnest to ensuring that communities feel and are safe, by focusing all efforts on impact and results. The emergent theory of change still finds its premise on Chapter 12 of the National Development Plan (NDP) and Priority 6 of the revised Medium-Term Strategic Framework (MTSF), and seeks more to enhance rather than change the direction to which we committed ourselves in 2020/21. In addition to the outcomes identified at the beginning of the planning cycle, the revised strategy now also centres around the need to strengthen the relationship between the SAPS and the CSPS in order to ensure responsive policing and strengthen coordination between the CSPS and its key role-players in general to affirm its people-centred mandate, particularly given that an approved Partnership Strategy and Framework is now in place and ready for implementation. My specific emphasis to the management of the CSPS in this respect is that the change we want to see must first and foremost be felt by the people we serve.

The civil unrest of July 2021 has brought particular attention to some of the weaknesses in the Police Service that need to be addressed if we are to truly fulfil our obligation to create a conducive environment for economic recovery post COVID-19 by maintaining law and order and employing more strategic, evidence-based approaches to policing and safety. It is clear that, among other key reforms, a comprehensive policy instrument is required that will guide the posture, doctrine and philosophy of policing in this country. The CSPS will thus utilise the remainder of the medium-term period to focus on the development of a National Policing

Policy (NPP), informed by various research that it has conducted over the years, including on whether or not SAPS is fulfilling its Constitutional mandate. The NPP will also complement those provisions of the South African Police Service Amendment Bill that speak to the development of programmes and interventions that will facilitate and hold the SAPS accountable.

Although the events of July 2021 have also brought into question the issue of coordination and collaboration within the Security Cluster as a whole, COVID-19 has shown us that the propensity and capacity for us to work and rally together towards a common goal is inherent in the Government machinery and need only be strengthened. The foundation has thus been set to institutionalise and entrench the integrated approach to crime and violence prevention through the implementation of the Integrated Crime and Violence Prevention Strategy (ICVPS), which, once approved by Cabinet, will replace the National Crime Prevention Strategy as the primary coordinating mechanism for crime prevention efforts. Effectively dealing with some of the social ills in communities, including the abhorrent treatment of women, children and vulnerable groups evident through the ever-rising number of gender-based violence and femicide cases, clearly requires all hands on deck, and the ICVPS provides a blueprint for government and civil society alike to ensure that this happens.

Essentially, the work of the CSPS must provide an early warning system in terms of critical issues which, if not adequately attended to, could contribute to increased levels of criminality. I have thus reiterated the importance of strengthening the monitoring and evaluation function in order to enhance the role of oversight in addressing these burning issues. I have also emphasised the need for the CSPS to cohere particularly to the mandate of monitoring service provision by the police and to continue to advise me on matters that require rapid intervention.

The CSPS must reassert itself as a centre of excellence in terms of the advancement of a transformative agenda for the Police Service, and become agents of real change as we heed the call from the President to ensure that the police become embedded in the communities they serve. I have full confidence in the ability of the Secretariat to implement this five-year strategy towards the achievement of the new outcomes over the remainder of the medium-term period, and as such, I hereby endorse the revised 2020 – 2025 Strategic Plan of the Civilian Secretariat for Police Service.



GENERAL BH CELE, MP
MINISTER OF POLICE
Date: 10 March 2022

ACCOUNTING OFFICER STATEMENT



MR. TL RAMARU

We have reached the mid-term point in the five-year planning cycle after an extremely challenging two years for the Department, and Government as a whole. The Department was not exempted from the impact of the COVID-19 pandemic, as we were required to find creative ways of ensuring strategic certainty and continuity towards the achievement of our set outcomes in the 2022 – 2025 Strategic Plan in tandem with other departments who were also changing their traditional way of doing things and gradually implementing new initiatives in order to adapt. In spite of the chaos, we remained committed to the vision to transform and ensure an accountable police service through monitoring and evaluation, encouraging public participation in crime prevention initiatives, and improving police service delivery.

Our commitment to the outcomes we adopted at the beginning of the planning cycle also remained unchanged, having noted their importance in helping to position the sector for recovery post the pandemic. However, as the question of impact and alignment became more pertinent over

time, we were then compelled to reassess our five-year strategy and update our envisaged outcomes in line with the changing dynamics and the broader normative framework of Government, thereby culminating into an emergent theory of change. The revised outcomes for the remainder of the medium-term period are as follows:

- Strengthened community police relations
- Transformed and accountable police service
- Strengthened community participation in the fight against crime
- Strengthened collaboration, coordination and integration towards the implementation of the Integrated Crime and Violence Prevention Strategy
- Strengthened relationship between SAPS and CSPA to ensure responsive policing
- CSPA as a centre of excellence for policing policies and strategies.

We have also revised our impact statement to align with the 2019–2024 MTSF and the rest of the sector, reflecting our desired end state as “communities are and feel safe”. In order to achieve this, we have prioritised the transformation of our organisational culture to embed concerted focus on impact; continued contribution to enhancing the effectiveness of the criminal justice system through active participation in the JCPS Cluster; the utilisation of research to benchmark best practices on policing approaches; improving the relationship

between communities and the police; strengthening monitoring and oversight; and striving to become a centre of excellence with respect to policing policies and strategies.

Despite the challenges experienced during the implementation of the first iteration of our five-year strategy, we had already made notable progress on some of the priority areas we had initially identified under the guidance of the Minister, including the finalisation of the ICVPS; the finalisation of the SAPS Act Amendment Bill and other key legislation; studies conducted on SAPS' capacity to manage litigation (with key recommendations); and the continuation of our public participation programmes through technological and other means in spite of COVID-19 restrictions. The intention is to maintain the same momentum and ethic in the incremental implementation of our emergent theory of change and the achievement of our revised outcomes.

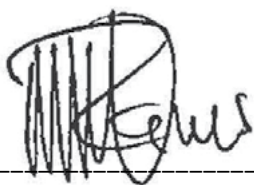
The development and finalisation of a National Policing Policy over the medium-term period will see the Minister being able to set the national policy direction on policing, underpinned by a clear and comprehensive framework that takes into account provincial needs and priorities. The Department will also focus on the analysis of other policies that are currently in existence to advise the Minister of identified gaps and make proposals for review where relevant, in line with our objective of being a centre of excellence in policing policies and strategies.

The implementation of the approved Partnership Strategy and Framework will also help us advance the goal of bringing communities and other key role-players on board in the fight against crime. Over the remainder of the medium-term, the focus will be on the CPF "train the trainer" initiative to be conducted in provinces in collaboration with institutions of higher learning. The Department will also be looking at value-add in terms of signed agreements with stakeholders by developing implementation plans and establishing mechanisms for monitoring these on the ground.

While in the process of driving our organisational strategy, the Department has managed to enhance human resource capacity through the implementation of an Integrated Human Capital Strategy, which also led to the development of numerous policies geared towards operational excellence and efficiencies of scale. In terms of the organisational environment, the total staff establishment has increased to 156. At the time of reviewing this five-year strategy, 145 of the total established posts had already been filled, resulting in the vacancy rate of 7,05% which is still well below the threshold set out by the Department of Public Service and Administration (DPSA) for the public service. As we look at increasing capacity in some of the core functions, such as Legislation and Monitoring and Evaluation in order to implement the Minister's priorities, we are committed to further reducing the vacancy rate and maintaining it at an acceptable level throughout the remainder of the medium-term period.

The other ways in which we will be improving efficiency and effectiveness, while implementing our strategy include exploring ways to deal with the costing of developed policies; enhancing our monitoring and evaluation framework to include an impact assessment on the effectiveness of proposed interventions to improve police service provision; and continuing to leverage on technology to maximise capacity.

Finally, and most importantly, I would like to acknowledge the continued dedication and commitment of the CSPS staff in advancing the objectives of civilian oversight over the police service and achieving our revised outcomes.

A handwritten signature in black ink, appearing to read 'TL Ramaru', is positioned above a horizontal dashed line.

MR. TL RAMARU

ACTING SECRETARY FOR POLICE SERVICE

Date: 10 March 2022

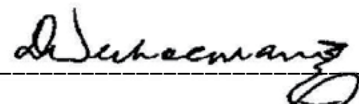
OFFICIAL SIGN-OFF

It is hereby certified that this Strategic 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 impact and outcomes which the Civilian Secretariat for Police Service will endeavour to achieve over the remainder of the 5-year period.

D Wechoemang

Chief Director: Corporate Services

Signature: 


B Ntuli

Chief Director: Inter-Sectoral Coordination and Strategic Partnerships

Signature: 

Advocate D Bell

Chief Director: Legislation

Signature: 

N Mahlangu

Acting Chief Director: Civilian Oversight, Monitoring and Evaluation

Signature: 

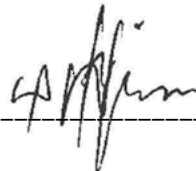
B Omar

Chief Director: Policy and Research

Signature: 

T Nkojoana

Chief Financial Officer

Signature: 

IP Ledwaba

Director: Strategic Management

Signature: 

TL Ramaru

Acting Secretary for Police Service

Signature: 

Approved by:

General BH Cele, MP
Minister of Police

Signature: 



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

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a, 1996

PART A:

OUR MANDATE

1.1 CONSTITUTIONAL MANDATE

1.1.1 Constitution of the Republic of South Africa, 1996

The CSPA derives its mandate from the Constitution of the Republic of South Africa. Section 208 of the Constitution requires that a civilian secretariat for the police service must be established by national legislation to function under the direction of the Cabinet member responsible for policing. The CSPA 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.

The broad mandate of the CSPA is to do the following:

- Provide the Minister with strategic policy advice and research support.
- Develop safety and policing policies through evidence-based research.
- Provide civilian oversight over the Police Service through monitoring and evaluating overall police performance.
- Mobilise role-players, stakeholders and partners outside the Department through engagements on crime prevention and other policing matters.

1.2 LEGISLATIVE AND POLICY MANDATES

1.2.1 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 Service Regulations 2016
- Public Finance Management Act 1 of 1999
- Intergovernmental Relations Framework Act 13 of 2005
- Critical Infrastructure Protection Act 8 of 2019

1.2.2 Policy Mandate

The Department 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

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

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

1.3.1 e-Policing Policy

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

1.3.2. Guidelines to Enhance SAPS Performance Indicators

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

1.3.3. Communication Strategy

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

1.3.4 Partnership Strategy and Framework

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

1.3.5 Information and Communication Technology Strategy

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

1.3.6 Integrated Human Capital Strategy

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

1.3.7 Panel of Experts: Farlam Commission of Inquiry Report

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

1.3.8 2016 White Paper on Safety and Security

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

1.3.9 2016 White Paper on Policing

The 2016 White Paper on Policing (WPP) is focused on the core areas of policing and law enforcement which are aimed at reducing crime and building safer communities, as called for by the NDP. The White Paper calls for an accountable, professional, competent and highly skilled police service that delivers high quality services while maintaining high standards of professional conduct and discipline, and that exhibits exemplary leadership and management. The proposals in the WPP have culminated into various policies and research reports, including a report on the State of Democratic Policing. The WPP will also form the basis of the development of a National Policing Policy (NPP), in compliance with Section 206 of the Constitution which states that the Minister of Police must determine national policing policy after consulting provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives

1.3.10 Community Policing Policy

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

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

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

1.3.12 Oversight Monitoring and Evaluation Framework

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

1.3.13 Knowledge Management Strategy

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

1.4 RELEVANT COURT RULINGS

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

1.4.1 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 convenes a gathering a criminal offence. Not receiving prior notice of a planned gathering effectively obstructs the police from doing 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 such as administrative fines, the nature, and extent of public consultations on the issue.

1.4.2 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, 2019.

1.4.3 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 to align the Act with the Constitutional Court judgment.

1.4.4 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, was also been found unconstitutional by the Court. The South African Police Service Amendment Bill, 2019, proposes to repeal all the provisions affected by the judgment.

1.4.5 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 Independent Police Investigative Directorate (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 IPID

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 would be dealt with as a Committee Bill and would not be processed by the CSPA. The Constitutional Court was requested to extend the cut-off date for the Bill, which has not yet been finalised by the Portfolio Committee (previous Parliament).

1.4.6 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 were found to be constitutional, amendments to the Act were proposed to enhance the application of section 24.

1.4.7 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.

1.4.8 Case 561/2019

National Commissioner of Police v Gun Owners of South Africa (Case No 561/2019), 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 VISION

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

2.2 MISSION

To provide efficient and effective civilian oversight over the South African Police Service for safer and more secure communities through community participation, legislation and policy development.

2.3 VALUES

In carrying out its mission, the CSPA subscribes to the following values:

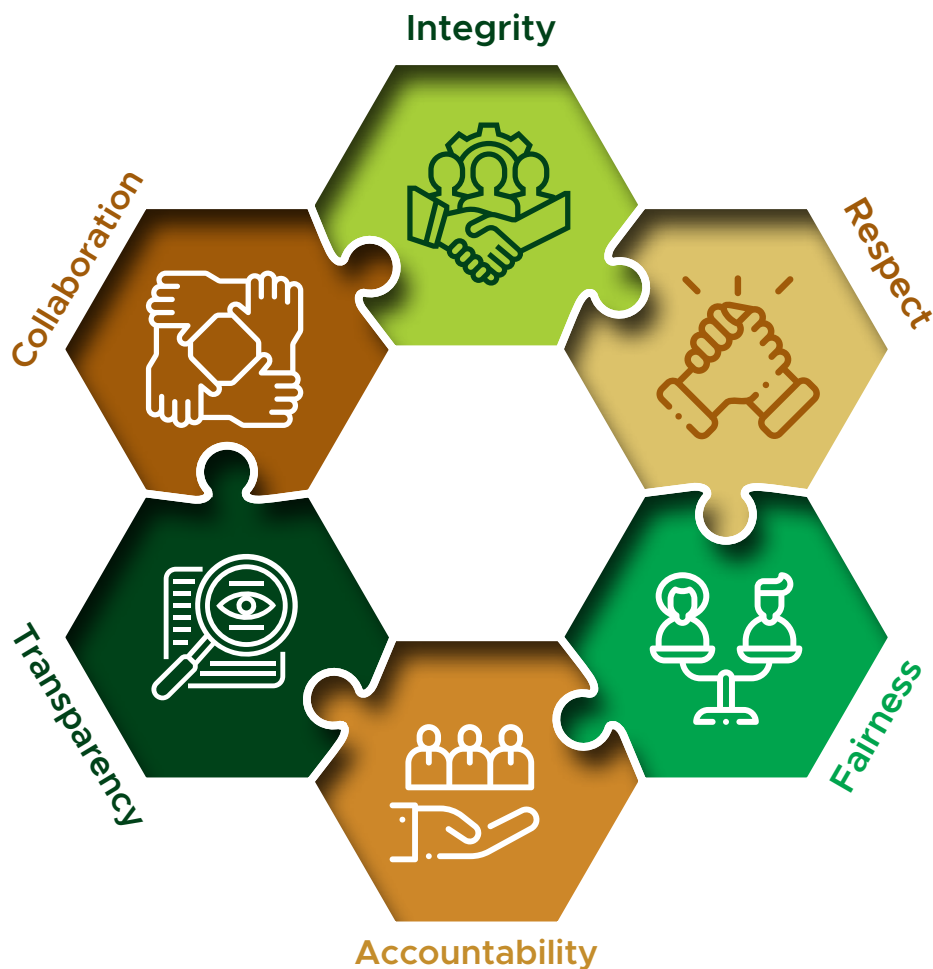


Figure 1: Values that guide the conduct of the Department in carrying out its mission

2.4 SITUATIONAL ANALYSIS

In an uncertain and unpredictable environment, the benefit of a medium- to long-term view is that clearly articulated and carefully considered strategic interventions can significantly alter a country's development path and aid in ensuring strategic certainty. Empirical evidence indicates that the performance of government institutions can change enormously within a short period of time – particularly amid a protracted crisis such as the COVID-19 pandemic, and long-term planning processes and tools can prove effective in mitigating against the fallout. Successful governments have been carrying out long-term integrated planning and developing medium-term strategies for years, both as a mechanism to guide development, and also to provide a foundation for confronting complex socio-economic challenges and defining strategic choices in terms of the allocation of public resources to address these challenges. A long-term view also allows governments to frame medium-term operational plans; link institutional outcomes with operational outputs; and stimulate collective action towards a commonly shared vision in terms of the trajectory of institutional performance.

The medium to long-term view which frames the strategic planning orientation in the CSPA is informed by the recommendations in the NDP and the imperatives reflected in Priority 6 of the 2019-2024 MTSF, which speaks to social cohesion and safer communities. The MTSF places the CSPA in particular, at the forefront in terms of the finalisation of an integrated crime and violence prevention strategy, and in facilitating strong community partnerships, increased police visibility and increasing levels of trust in the police. The departmental planning approach is also influenced by the underpinning normative framework of the government of the day, which places emphasis on integrated service delivery approaches towards growth and development.



Figure 2: Normative framework of the sixth administration

As part of this ecosystem, the CSPS continues to strive to execute its mandate to do the following:

- Exercise oversight over the police;
- Develop policy towards the creation of an enabling environment for effective policing and crime prevention;
- Build strategic partnerships to increase the involvement of communities and other key role-players in crime prevention efforts;
- Provide evidence-based research for informed decision-making; and
- Enable communication and dialogue on policing and safety.

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

In spite of the challenges experienced during these first two years of implementing the 2020 – 2025 Strategic Plan, largely on account of the impact of COVID-19 and the aforementioned factors, some notable progress has been made towards the achievement of the medium-term priorities and the five-year targets in relation to the Department's initially identified outcome indicators. The progress that has been made is outlined as follows:

- **Functionality of CSFs:** In addition to the workshops carried out to facilitate the establishment of CSFs, the Department conducted bilateral engagements with provinces that do not have functional CSFs in order to fast-track the establishment thereof. Furthermore, the Department held engagements with key partners to solicit technical assistance to develop a capacity-building manual and toolkit that can be used to engage and capacitate the relevant stakeholders within the JCPS Cluster regarding CSFs.
- **Functionality of CPFs:** The Department continues to work closely with provinces in assessing the effectiveness and functionality of CPFs. This is done through the assessment of the implementation of CPF Regulations and standards, the outcomes of which are verified by provinces. As at December 2021, there were 1153 CPF structures established in 1155 police stations across the country.

- **Reduced number of civil claims against the police:** The Department conducted two studies on SAPS' capacity to effectively manage litigation and the measures that are in place to curb civil claims against the police. The studies were able to identify the main causes of civil claims, the amount spent by SAPS on civil claims, the top police stations contributing to the most claims, and the predominant law firms that carry out these claims. An assessment on progress made in implementing recommendations from previous studies was also undertaken in order to make future recommendations on how best to manage litigation.
- **Reduced number of complaints recorded against the police:** On a continuous basis, the Department assesses the ability of SAPS to receive and deal with complaints against its members. These assessment reports detail trends in terms of areas with the highest number of complaints, and factors contributing to these complaints. Thus far, the reports have indicated that the bulk of complaints received against the police could be attributed to police conduct, poor investigation and poor communication, amongst other factors. These reports also provide recommendations on appropriate policy responses and interventions that can assist in reducing the number of service delivery complaints against the police.
- **Increased levels of community trust in the police:** Over the previous MTSF period, the Department developed various policies and produced evidence-based research to contribute to the achievement of this outcome. Most notably, the Department has finalised the ICVPS which provides a coordinated and integrated plan to prevent crime and violence in South Africa, which is a necessary precondition for increasing people's feelings of safety and building safer communities. It proposes a 'whole of government' and 'whole of society' approach, as safety is the responsibility of all and not just the police. The sixth pillar of the ICVPS focuses on 'active public and community participation'. It is through this pillar that communities and police will engage to discuss and collaborate on possible and practical programmes and interventions for the effective prevention of crime and violence in communities.
- **Reduced number of SAPS misconduct cases recommended for disciplinary action by IPID:** In compliance with Section 31(2) of the CSPA Act, the Department continuously monitors the implementation of recommendations made by IPID to SAPS and provides the Minister of Police with regular reports on steps taken by SAPS to ensure compliance. The monitoring reports also make recommendations to address challenges that SAPS may encounter in the implementation of IPID recommendations. The Department also conducts regular oversight visits to provincial offices to interact with key stakeholders and follow up on implementation challenges. The Department has also undertaken a research study on the effectiveness of SAPS's mechanisms to strengthen the management of police discipline. Several workshops have also been coordinated between IPID, SAPS, CSPA and Provincial Secretariats to discuss the impact of the SAPS 2016 Disciplinary Regulations on the oversight role of other entities. One of the recommendations in the report refers to amending the SAPS Disciplinary Regulations to ensure that those found guilty of misconduct are given sanctions that are consistent with the transgressions which will serve as a deterrent to those transgressing the policies and legislations.

In terms of the finalisation of key legislation identified as priorities on the country's legislative programme due to their contribution to post-COVID-19 economic growth and recovery, the following can be noted:

- **South African Police Service Amendment Bill**

- Public comments received were considered and incorporated into the Bill.
- The introduction of the Bill in Parliament for consideration is envisaged in the new financial year (2022/23).

- **Criminal Law (Forensic Procedures) Amendment Bill**

- The Bill was introduced in Parliament in December 2021.
- The Portfolio Committee on Police has already commenced with conducting Parliamentary deliberations on the Bill.
- Public hearings on the Bill are scheduled to take place in March 2022.

- **Firearms Control Amendment Bill**

- The Bill was published for public comments in May 2021.
- The Bill will undergo a series of further consultations with stakeholders in February 2022.

- **Protection of Constitutional Democracy Against Terrorist and Related Activities Amendment Bill**

- The Bill was published for public comments in May 2021.
- The introduction of the Bill in Parliament for consideration is envisaged in the new financial year.

- **Independent Police Investigative Directorate Amendment Bill**

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

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

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

In order to review its strategic orientation in view of the prolonged impact of COVID-19 and other extenuating factors, the Department conducted its strategic planning session on 20 - 21 September 2021. Guidelines issued by the Department of Planning, Monitoring and Evaluation (DPME) also require departments to conduct mid-term assessments to provide progress on the implementation of their five-year Strategic Plans, and as such, the planning session was also utilised to critically reflect and determine whether the five-year strategy is being fully implemented as was originally envisioned, and to contextualise the changes that have taken place in the environment within which the CSPS operates. Over the two-day session, the Department also embarked on a theory of change process. The outcomes of the planning session are articulated in subsequent sections, namely; external environment analysis and internal environment analysis. The summary of the PESTEL Analysis is also outlined herein.

2.4.1 PESTEL Analysis

Figure 3 sets out the Department's assessment of the environment within which it operates, utilising the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis framework. The analysis was taken into consideration in the review of the Department's strategic orientation for the remainder of the five-year planning period.



Figure 3: PESTEL Analysis

2.4.2 External Environment Analysis

2.4.2.1 Factors contributing to the performance of policy

It is the task of the police to maintain law and order, to protect the individual's fundamental rights and freedom, to prevent and detect crime, and to provide assistance and policing services to the public. This means the police must constantly strive to provide services that are efficient, effective, accountable, trusted and respected by all, while contributing towards conditions that are conducive for the growth and prosperity for the country. When the police fail to do this, the provisions of the Constitution and of democracy are undermined.

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

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

The implementation of the 2016 WPP, which sets the policy framework for democratic policing in South Africa, remains staggered and the results are evident in terms of the SAPS transformation trajectory; leadership failures; unethical conduct and corruption by members of the police; and the continuous high levels of crime. Professionalising the police must be the cornerstone of the SAPS vision and mission if the transformation of the police service is to be realised. Complementary to the policy proposals in the WPP, the CSPA's State of the Policing report has identified nine dimensions of democratic policing against which to measure the SAPS. These

dimensions illustrate that certain inputs (knowledge, efficiency and effectiveness, ethics and accountability, citizens and police rights) are required in order to achieve the police we want (objective, responsive and empathetic) for a transformed, legitimate, and democratic police service that the people trust.

The CSPS has commenced with the development of the National Policing Policy (NPP), which aims to review the policing policy framework and make the necessary policy proposals that will fast-track the transformation and professionalisation of the SAPS in order to bring about safer communities, improved socio-economic development, and social cohesion. The NPP will serve as the instrument that guides the Minister of Police and MECs in the exercise of their respective political and policing functions. The NPP will also be the instrument that directs the National Commissioner in terms of the management and control of the SAPS. The 2016 WPP will form the basis of the NPP given its focus on the core areas of policing and law enforcement, and its emphasis on an accountable, professional, competent and highly skilled police service that delivers high quality services. Of critical importance is the need for a clear implementation mechanism to ensure that policies are implemented and to avoid policy development becoming a futile exercise.

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

2.4.2.2 Medium and Long Term Policy Environment

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

In the long term, the institutionalisation of the 2020 National Policy Development Framework will provide clear context and universal guidelines for the development and implementation of policy across government owing to the existing fragmentation in the policy landscape. The CSPS will also be influenced by this, given that policy development forms a critical part of its mandate and the Department continues to strive to become a centre of excellence for policing policies and strategies.

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

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

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

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

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

In line with national priorities, the Minister has further emphasised the need for the work of the CSPS to serve as an early warning system in terms of underlying issues in communities and other key stakeholders that may pose a threat to safety and security.

There has also been an increasing demand for an improved regulatory environment within the sector, including the review of legislation that impacts negatively on the ability of the criminal justice system to create and maintain a safe and secure society. As such, the Department will continue to place impetus on the acceleration of its legislative programme, and will also strive to collaborate with other security cluster entities in identifying areas that require critical review.

2.4.2.4 External Challenges

2.4.2.4.1 Developmental Challenges

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

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

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

2.4.2.5.1 South African Police Service

SAPS is the primary client of the Department in relation to executing its oversight mandate over the police service, and is expected to fully implement all policies developed by the CSPS 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 (and ultimately, the willingness to implement CSPS policy proposals and recommendations). There is therefore a need to continuously strengthen the working relationship and ensure effective functioning of cooperative governance structures between the SAPS and CSPS, including the development of Memoranda of Understanding (MoU) between the SAPS, IPID and CSPS in this regard.

2.4.2.5.2 Provincial Secretariats

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

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

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

2.4.2.5.3 Parliament

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

2.4.2.5.4 Independent Police Investigative Directorate

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

2.4.2.5.5 Department of Cooperative Governance and Traditional Affairs

The relationship with the Department of Cooperative Governance and Traditional Affairs (COGTA) has increasingly become a critical one in view of the strategic alignment between the ICVPS and the District

Development Model (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 a 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.

2.4.2.5.6 Presidency and DPME

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

2.4.2.5.7 Civil Society

Other relevant stakeholders that contribute to the Department's ability to achieve its planned outcomes include the JCPS Cluster departments, Chapter 9 institutions who are consulted in legislation drafting processes, strategic partners such as the South African Local Government Association (SALGA), the German Development Cooperation (GIZ), the Hans Seidel Foundation and other civil society organisations.

2.4.3 Internal Environment Analysis

2.4.3.1 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.

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

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

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

Training and development, as one of the pillars of the Integrated Human Capital Strategy, has also been prioritised. In accordance with the Workplace Skills Plan, 25% of the staff complement was targeted to be trained, however as at December 2021, 28% of the staff complement was trained – thereby exceeding the target by 3%.

Notwithstanding the impact of the Integrated Human Capital Strategy on improving the capacity of the Department, there are still critical gaps in terms of its overall capacity to effectively deliver on its mandate. Given that the demand for the services offered by the CSPS has increased, there is an urgent need to increase capacity in the Legislation, Research and Monitoring and Evaluation components, amongst others. In meeting this need, the Department will continue to ensure that employees with the highest level of competence and skills are recruited and retained. The Department will also ensure that gender, race and people with disabilities are given high priority, while ensuring that the vacancy rate is maintained at 7%, which is well below the 10% threshold set for the Public Service.

In spite of the strides made in improving operational efficiencies, there are elements that continue to serve as stumbling blocks to the organisation strategy and the optimal performance of the Department. The delays that have been experienced in procuring new office accommodation as a result of dependencies on external role-players (Department of Public Works and Infrastructure (DPWI), the State Information Technology Agency (SITA) and the local municipality), for instance, has affected the ability of the Department to implement certain projects and programmes, and has also contributed to low staff morale.

Although the Department continues to implement its ICT strategy to improve efficiencies and enhance performance, the challenges faced by the Department are exacerbated by the lack of its own IT infrastructure and persistent delays with SITA procurement processes. These challenges can only be mitigated in earnest when the Department relocates to its new office accommodation, whereby adequate space will be available for the housing of a server and other key equipment.

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

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

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

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

Through the implementation of the Integrated Human Capital Strategy and the Employment Equity Implementation Strategy, strides have been made to address gender parity at all levels of employment in the Department. The Senior Management Service (SMS) level currently has equal representation in terms of gender parity, and the aim is to sustain this going forward.

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

In terms of race, at SMS level, white employees constituted 10%, exceeded the target in terms of the National Race Profile (NRP) by 1%. Indian employees at SMS level constituted 3.33%, and the target of 2% was exceeded by 1.33% in terms of the national race profile. Coloureds at SMS level constituted 6.66% which was exceeded by 3.33%. At Middle Management, Junior Management and lower levels, other races do not seem to apply for lower level jobs and therefore the ratio of other races is 1.75% against black employees which is

higher at 98.2% having exceeded the 70% target by 28.2%. This scenario indicates that the Department is compliant with transformational matters and also illustrates that the Department is making strides to ensure the balance of forces at all levels.

2.4.3.4 Internal Challenges

2.4.3.4.1 Effective Implementation of the Organisational Strategy

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

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

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

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

2.4.3.4.2 Overcoming the Silo Approach to Delivery

The value-chain of the CSPS is outlined in Figure 4. 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.

Figure 4 also depicts how the CSPS 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 CSPS delivery value-chain manifest in the form of the policy and strategic advice to the Minister of Police. The Minister of Police, with the support of and in consultation with the MECs for safety, security and policing, is then able to take policy decisions that inform the execution of the policing functions.

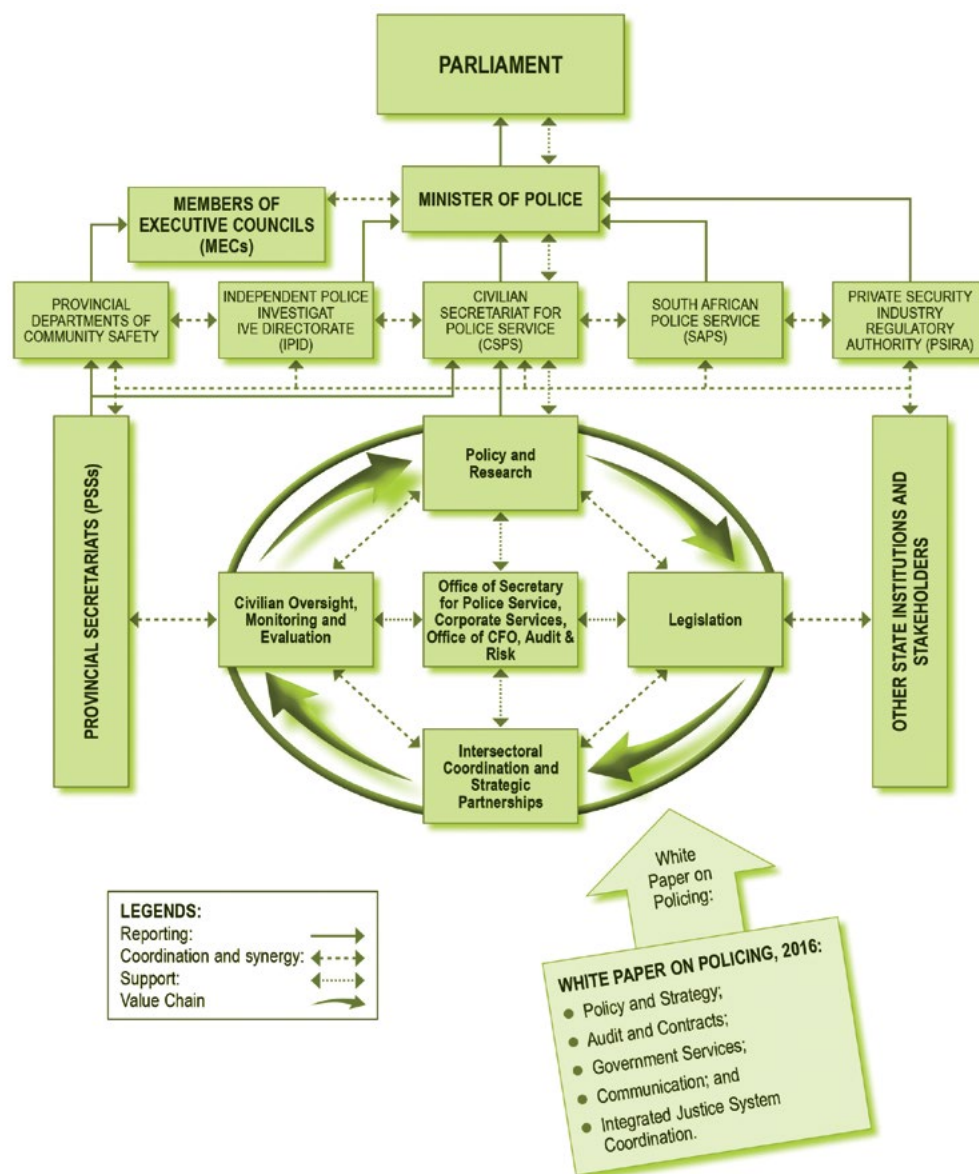


Figure 4: CSPS Institutional Model

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

2.4.4. Emerging priorities which will be implemented during the planning period

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

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

2.5 EMERGENT CSPS THEORY OF CHANGE

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

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

Although the planned outcomes were in line with the mandate of the CSPS and were also aligned to the 2019 - 2024 MTSF, the ability to clearly articulate the change pathways towards the desired end state continued to present as a challenge during the first two years of implementation of the Strategic Plan,

evidenced primarily by the persistent questions concerning the impact made by the CSPS on the ground; the gaps in the process of ensuring alignment with the provinces in terms of appropriate sectoral performance measures; and the inability to adequately measure progress made with respect to the institutional outcomes in the past two years.

In previous assessments of the Department's plans, DPME also identified as a weakness, the fact that the CSPS' five-year strategy was not backed by a clear theory of change. In view of the aforementioned, and in line with the planning methodologies outlined in the Revised Framework for Strategic and Annual Performance Plans (FSAPP), the Department subsequently undertook a process to develop a theory of change to underpin its five-year strategy and clarify how the planned outcomes and interventions are expected to lead to the envisaged five-year impact. The intention of the theory of change process was also to enable the Department to assess its strategy by identifying the original assumptions made when the strategy was designed, and assist in clearly mapping the change process towards expected outcomes.

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

2.5.1 CSPS' Theory of Change

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

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

Policy Development, Research and Legislation

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

Inter-Sectoral Coordination and Strategic Partnerships

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

Civilian Oversight, Monitoring and Evaluation

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

Administration and Corporate Services

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

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

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

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

The CSPS has adopted this as an emergent theory of change that will be implemented incrementally over the remainder of the medium-term and adapted where relevant, as and when the contextual environment evolves and the Department applies the lessons learnt in this regard towards improvement.



PART C:

MEASURING OUR PERFORMANCE

3.1 INSTITUTIONAL PERFORMANCE INFORMATION

3.1.1 Impact Statement

Table 1 presents the revised impact statement to which the Department will contribute over the remainder of the medium-term, as informed by its ToC.

Table 1: Impact Statement

Impact statement	Communities feel and are safe
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3.1.2 Measuring our Outcomes

Table 2 below summarises the revised outcomes that are in line with the ToC, and that are also aligned to the 2019 - 2024 MTSF priorities. The outcome indicators, baselines and targets for the remainder of the five-year period are also included in the table.

Table 2: Measuring Outcomes

MTSF Priority	Priority 1: A Capable, Ethical and Developmental State Priority 6: Social Cohesion and Safe Communities		
	Outcome Indicator	Baseline	Five Year Target
1. Strengthened community-police relations	1.1 Percentage of functional Community Policing Forums	772 functional CPFs	49% increase in the number of functional CPFs
	1.2 Percentage of households satisfied with the service provided by the police	54.9% households satisfied with the service provided by the police	60% households satisfied with the service provided by the police
	1.3 Percentage change in the levels of community trust in the police	New	50% increase in the levels of community trust in the police
2. Transformed and accountable police service	2.1 Percentage change in the number of civil claims against the police	New	50% reduction in the number of civil claims against the police
	2.2 Percentage change in the number of complaints recorded against the police that are resolved	New	50% increase in the number of complaints recorded against the police that are resolved
	2.3 Percentage change in the number of SAPS misconduct cases recommended for disciplinary action by IPID	New	50% reduction in the number of SAPS misconduct cases recommended for disciplinary action by IPID
3. Strengthened community participation in the fight against crime	3.1 Percentage of functional Community Safety Forums	42 functional CSFs	50% increase in the number of functional CSFs
4. Strengthened collaboration, coordination and integration towards the implementation of the Integrated Crime and Violence Prevention Strategy	4.1 Percentage of partnership agreements implemented	New	100% of partnership agreements implemented

MTSF Priority	Priority 1: A Capable, Ethical and Developmental State Priority 6: Social Cohesion and Safe Communities		
	Outcome Indicator	Baseline	Five Year Target
5. Strengthened relationship between SAPS and CSPS to ensure responsive policing	5.1 Percentage of CSPS recommendations implemented by SAPS	New	75% increase in the number of CSPS recommendations implemented by SAPS
6. CSPS as a centre of excellence for policing policies and strategies	6.1 Improvement in levels of organisational performance	86% achievement of predetermined objectives	90% achievement of predetermined objectives

3.1.3 Explanation of Planned Performance over the Five-Year Planning Period

3.1.3.1 The contribution of outcomes to achieve the aims of the MTSF and the mandate of the Department, including priorities in relation to women, youth and people with disabilities; and provincial priorities, where applicable

The work of the CSPS contributes towards the achievement of Priority 6 of the MTSF and the mandate of the Department through the following, amongst others:

- By the drafting of constitutionally compliant legislation that seek to improve the integrity of the police and to address additional policing powers, international obligations relating to combating crime and issues such as CPFs and the protection of the communities, including priorities in relation to women, children, youth and people with disabilities.
- By ensuring a transformed and accountable SAPS that is able to provide efficient policing services to communities, as well as through strengthened collaboration and integration of efforts with other spheres of government and civil society in the development and planning of safety and crime prevention initiatives.
- Through the provision of evidence-based policy and research services in order to advise the Minister of Police on effective, smart policing approaches that will contribute to the building of safer communities.
- By facilitating implementation of policy through the development of key strategies and plans.

The Department also contributes to Priority 1 of the MTSF (a capable, ethical and a developmental state) by improving the capability of the CSPS and capacitating the Department both in terms of numbers and improved performance. By reducing the vacancy rate and maintaining it below 7%, the Department will be ensuring that what is committed in terms of service delivery can be achieved. The Department will also continue to strive to achieve gender parity in terms of its staff complement, in line with the targets set by DPSA.

Furthermore, the implementation of the Integrated 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 ensure the continuous improvement of the overall performance of the CSPS.

3.1.3.2 Enablers intended to assist the Department in achieving the five-year targets

The enablers required to assist the Department in achieving its five-year targets include increased capacity in core programmes such as Legislation, Research and Monitoring and Evaluation; effective mechanisms to enforce compliance with the CSPA Act and Regulations; increased financial resources to undertake key activities as outlined in the emergent CSPA theory of change; adequate technological resources; and a functional, well-equipped resource and media centre.

3.1.3.3 An explanation of the outcomes' contribution to achieving the intended impact

The outcomes contribute to the achievement of the envisaged impact through the effective implementation of the ICVPS and other key policies, strategies and initiatives; collaboration with other departments, spheres of government and civil society; mobilisation of communities and key stakeholders; and continuous efforts aimed at the transformation of the SAPS. The CSPA theory of change also clearly articulates the pathways of change towards the expected outcomes and envisaged impact of ensuring that communities are and feel safe.

3.1.4 Key Risks and Mitigations

This section includes a summary of the key risks that may affect the achievement of the outcomes and the measures to be taken in order to mitigate the risks identified.

Table 3: Outcomes, Risks and Mitigations

No.	Outcome	Risk	Mitigating Action
1.	Strengthened community-police relations	Dysfunctional CPFs due to: <ul style="list-style-type: none">• Lack of proper working relations with stakeholders, communities and police stations, and• Inadequate capacity or empowerment of the CPFs	<ul style="list-style-type: none">• Implementation of the Partnership Strategy and Framework to improve working relations with stakeholders, communities and police stations• Conduct "train the trainers" programme to capacitate and empower the CPFs
2.	Transformed and accountable police service	Interruption of service delivery due to: <ul style="list-style-type: none">• The national state of disaster declared over the COVID-19 pandemic	<ul style="list-style-type: none">• Implementation of the Departmental COVID-19 Risk Adjusted Workplace Operational Plan• Implementation of the BCP and DRP
		Delays in finalisation of legislation process due to: <ul style="list-style-type: none">• Dependency on other stakeholders• Diversion from the core mandate and inadequate capacity and expertise	<ul style="list-style-type: none">• Early and continuous engagement with stakeholders• Expansion of the Legislation Chief Directorate to cover other legal matters required by the Department

No.	Outcome	Risk	Mitigating Action
2.	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"> Inadequate provision of the relevant information by SAPS Inadequate skills and human resources 	<ul style="list-style-type: none"> Enforcement of the CSPS Act and the Regulations Implementation of the White Paper on Policing and Safety and Security respectively Implementation of the M&E Framework Engagement letter to be sent to SAPS detailing information and support required Regular meetings with relevant SAPS Management Provision of relevant and required training
3.	Strengthened 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"> Inadequate understanding of the mandate to establish community safety structures by local government 	<ul style="list-style-type: none"> Finalisation of the MoU between CSPS and COGTA to facilitate the establishment of CSFs Develop and implement the action plans for the MoU between COGTA and CSPS
		<p>Inadequate orientation and training for stakeholders and communities in fighting crime due to:</p> <ul style="list-style-type: none"> Limited knowledge on crime fighting policies and strategies Lack of targeted stakeholder interventions; and Lack of resources and skills. 	<ul style="list-style-type: none"> Targeted stakeholder training Capacitate internal resources through training Conduct awareness programmes on the Partnership Strategy and Framework
4.	Strengthened collaboration, coordination and integration towards the implementation of the Integrated Crime and Violence Prevention Strategy	<p>Inability to provide support for the implementation of community safety functions by Provincial Secretariats due to inadequate human resource capacity</p>	<ul style="list-style-type: none"> Conduct capacity building programmes with Provincial Secretariats Engagements with CPFs, COGTA and Provincial Secretariats to strengthen collaboration Awareness campaigns in community safety Ensure inclusion of ICVPS implementation in MINMEC Consolidated Report
		<p>Lack of opportunities for planning of relevant programmes and interventions with the key role-players due to:</p> <ul style="list-style-type: none"> Lack of cooperation and commitment from the key role-players. 	<ul style="list-style-type: none"> Ensure that planning of programmes between CSPS and key role-players is a standing agenda item at HOD Forums and MINMEC meetings Review the Terms of Reference for HOD and MINMEC meetings to encourage co-operation and commitment from key role-players
5.	Strengthened relationship between SAPS and CSPS to ensure responsive policing	<p>Lack of participation and cooperation from SAPS due to:</p> <ul style="list-style-type: none"> Inadequate enforcement mechanisms compelling SAPS to comply with CSPS Act and Regulations 	<ul style="list-style-type: none"> Participate in relevant forums with SAPS on a quarterly basis Review Terms of Reference for the forums annually

No.	Outcome	Risk	Mitigating Action
6.	CSPS as a centre of excellence for policing policies and strategies	<p>Poor management of information due to:</p> <ul style="list-style-type: none"> • Ineffective implementation of the Knowledge Management Policy and Strategy • Lack of ICT infrastructure (e.g. electronic systems) to support Knowledge Management process in the Department • Lack of buy in from management in the implementation of Knowledge Management 	<ul style="list-style-type: none"> • Continued awareness-raising on the importance of Knowledge Management in the Department • Procurement of ICT infrastructure to support Knowledge Management in the Department



PART D:

TECHNICAL INDICATOR DESCRIPTIONS

This section provides technical indicator descriptions (TID) for each outcome indicator that has been identified in Part C.

Table 4: Technical Indicator Description: Percentage of functional CPFs

Indicator Title	1.1 Percentage of functional Community Policing Forums
Definition	This indicator seeks to measure the percentage of established CPFs that are functional. As at December 2021, there were 1153 established CPFs across the 1155 police stations in the country. The baseline as at December 2021 was 772 functional CPFs. In order to ensure that all 1153 established CPFs are functional, a total of 381 CPFs would need to be assisted and adequately capacitated. CSPS' contribution includes the facilitation of training for CPFs and the compilation of assessment reports on the implementation of CPF regulations/standards, based on reports from provinces.
Source of data	SAPS database, CSPS Act; CPF reports; reports from the Provincial Secretariats
Method of Calculation/ Assessment	% change from original number of functional CPFs
Assumptions	The source of data is valid and reliable. There is also cooperation internally and externally
Disaggregation of beneficiaries (where applicable)	All communities within the policing precinct
Spatial transformation (where applicable)	N/A
Desired Performance	100% of established CPFs that are functional
Indicator responsibility	CSPS Programme Management

Table 5: Technical Indicator Description: Percentage of households satisfied with the service provided by the police

Indicator Title	1.2 Percentage of households satisfied with the service provided by the police
Definition	The indicator refers to the outcomes of perception surveys conducted with citizens who received or requested services from the SAPS, in terms of their level of satisfaction. This is aligned to the MTSF Priority 6 interventions on "increased police visibility to reduce crime and violence" and "increased trust in the police".
Source of data	Questionnaires, Police station census, SAPS records, communities and secondary data from any relevant source such as Statistics South Africa's Victims of Crime Survey (VOCS)
Method of Calculation/ Assessment	Percentage
Assumptions	There is access to the relevant premises and the sources of data are valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	Perception surveys consistently showing high levels of satisfaction regarding the services provided by SAPS
Indicator responsibility	CSPS Programme Management

Table 6: Technical Indicator Description: Percentage change in the levels of community trust in the police

Indicator Title	1.3 Percentage change in the levels of community trust in the police
Definition	This indicator intends to describe the degree to which trust levels in the police are improved following relevant interventions by multiple stakeholders, in line with the “whole of society” approach. This is aligned to the MTSF Priority 6 intervention on “increased trust in the police”. Over the medium-term, CSPS’ contribution will include advocacy for and facilitation of implementation of the ICVPS, and the implementation of the Partnership Strategy and Framework, amongst other key interventions.
Source of data	Perception surveys, communities and secondary data from any relevant source, including VOCS and media reports
Method of Calculation/ Assessment	% change from identified baseline
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	Perception surveys consistently showing an incremental increase in levels of trust in the police
Indicator responsibility	CSPS Programme Management

Table 7: Technical Indicator Description: Percentage change in the number of civil claims against the police

Indicator Title	2.1 Percentage change in the number of civil claims against the police
Definition	This indicator tracks the percentage change in the number of civil claims lodged against the police service on account of alleged misconduct by police officials, in order to determine whether key interventions have had an impact in this respect. CSPS’ contribution will include, amongst others, research reports, M&E reports and policy briefs with recommendations on the management of civil claims by SAPS.
Source of data	SAPS records, reports on the implementation of the National Litigation Strategy
Method of Calculation/ Assessment	% change from identified baseline
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	50% reduction in the number of civil claims against the police as a result of key interventions by various role-players
Indicator responsibility	CSPS Programme Management

Table 8: Technical Indicator Description: Percentage change in the number of complaints recorded against the police that are resolved

Indicator Title	2.2 Percentage change in the number of complaints recorded against the police that are resolved
Definition	This indicator tracks the percentage change in the number of service delivery complaints recorded against police officers that have been resolved. The focus is on those complaints, which after assessment, are found to be genuine. CSPA's contribution includes the assessment of SAPS' to receive and deal with complaints against its members, and the compilation of reports with recommendations on appropriate policy responses and interventions that can assist in reducing the number of service delivery complaints against the police.
Source of data	CSPA and SAPS Complaints Databases
Method of Calculation/ Assessment	% change from identified baseline
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	Increased resolution rate of complaints recorded against the police
Indicator responsibility	CSPA Programme Management

Table 9: Technical Indicator Description: Percentage change in the number of SAPS misconduct cases recommended for disciplinary action by IPID

Indicator Title	2.3 Percentage change in the number of SAPS misconduct cases recommended for disciplinary action by IPID
Definition	This indicator tracks the percentage change in the number of police officers who are allegedly suspected of criminal offences and/or corruption cases in-line with Section 28 of IPID Act No. 1 of 2011. The focus is on those who, after investigations by IPID, are recommended for prosecution and/or disciplinary procedures. The aim is to determine whether key interventions have had an impact in this respect. CSPA's contribution includes the continuous monitoring of the implementation of recommendations made by IPID to SAPS and providing the Minister of Police with regular reports on steps taken by SAPS to ensure compliance. The monitoring reports also make recommendations to address challenges that SAPS encounters in the implementation of IPID recommendations.
Source of data	IPID Database
Method of Calculation/ Assessment	% change from identified baseline
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	50% reduction in the number of SAPS misconduct cases recommended for disciplinary action by IPID
Indicator responsibility	CSPA Programme Management

Table 10: Technical Indicator Description: Percentage of functional CSFs

Indicator Title	3.1 Percentage of functional Community Safety Forums
Definition	This indicator seeks to measure the percentage change in the number of established CSFs that are functional. This is done in order to determine the extent to which the provision of guidance to local, district and metropolitan municipalities with respect to the implementation of the CSF Policy is effective. CSPS' contribution includes, amongst others, capacity-building workshops with Provincial Secretariats and municipalities, and facilitating engagements with provinces that are experiencing specific challenges that may not be addressed during the workshops.
Source of data	CSF stakeholders e.g. JCPS Cluster, Provincial Secretariats, SALGA, COGTA, municipalities, M&E assessment reports
Method of Calculation/ Assessment	% change from identified baseline
Assumptions	The source of data is valid, reliable and timely. The assumption is that there is also cooperation internally and externally
Disaggregation of beneficiaries (where applicable)	All women, youth and people with disabilities in municipalities
Spatial transformation (where applicable)	N/A
Desired Performance	Functional CSFs in all 278 municipalities across the country
Indicator responsibility	CSPS Programme Management

Table 11: Technical Indicator Description: Percentage of partnership agreements implemented

Indicator Title	4.1 Percentage of partnership agreements implemented
Definition	This indicator seeks to determine the effectiveness of the approved Partnership Strategy and Framework by measuring the percentage of partnership agreements that are actually implemented after being entered into.
Source of data	MoUs / agreements with key stakeholders, relevant implementation plans
Method of Calculation/ Assessment	Percentage
Assumptions	The assumption is that resources are available to implement these agreements
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	100% implementation of the approved Partnership Strategy and Framework
Indicator responsibility	CSPS Programme Management

Table 12: Technical Indicator Description: Percentage of CSPS recommendations implemented by SAPS

Indicator Title	5.1 Percentage of CSPS recommendations implemented by SAPS
Definition	The indicator seeks to monitor SAPS' implementation of key recommendations made by the CSPS with respect to policies, research reports and M&E assessments.
Source of data	SAPS reports, SAPS/CSPS Policy and Legislation Forum, M&E reports and other secondary data
Method of Calculation/ Assessment	Percentage
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	Strengthened relationship between SAPS and CSPS contributing to the improvement of police service delivery
Indicator responsibility	CSPS Programme Management

Table 13: Technical Indicator Description: Improvement in levels of organisational performance

Indicator Title	6.1 Improvement in levels of organisational performance
Definition	This indicator seeks to measure incremental improvement in levels of organisational performance as a result of the implementation of key strategies to enhance operational efficiencies and the institution of effective internal controls.
Source of data	Annual Reports
Method of Calculation/ Assessment	% of predetermined objectives achieved per year
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	100% achievement of predetermined objectives
Indicator responsibility	CSPS Programme Management

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