



**civilian secretariat  
for police service**

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Department:  
Civilian Secretariat for Police Service  
**REPUBLIC OF SOUTH AFRICA**

# **The Partnership Strategy**

**CIVILIAN SECRETARIAT FOR POLICE SERVICE**  
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**Acronyms**

COGTA – Department of Cooperative Governance and Traditional Affairs

CSPS – Civilian Secretariat for Police Service

CPF – Community Police Forum

CSF – Community Safety Forum

MEC – Member of Executive Council

MOA – Memorandum of Agreement

MOU – Memorandum of Understanding

NGO – Non Governmental Organisation

SALGA – South African Local Government Association

SANEF – South African National Editors Forum

SAPS – South African Police Service

## 1 Introduction

The Civilian Secretariat for Police Service Act of 2011 gives the Secretariat an oversight role and an implementation role. The oversight role comprises of, amongst others, “to exercise civilian oversight over the Police Service” while the implementation role, includes “to implement a partnership strategy to mobilise role-players and stakeholders to strengthen service delivery by the Police Service to ensure the safety and security of communities” and to “facilitate (the) proper functioning of community police fora”.

The Partnership Strategy for the Civilian Secretariat is mandated by the Civilian Secretariat for the Police Service Act. This document focusses on the implementation role of the Civilian Secretariat. To this end the Secretariat has developed a Partnership Framework to set the context and a Partnership Strategy, which will allow the Secretariat to fulfil its implementation role. The partnership strategy gives direction on the areas to emphasise for effective partnering. This document is the Partnership Strategy and should be read after a reading of the Framework to assist with the logical flow.

## 2 Purpose of this Strategy

The purpose of this strategy is to mobilise role-players and stakeholders to strengthen service delivery by the Police Service to ensure the safety and security of communities and to facilitate the proper functioning of community police fora (forums), and associated structures. Role players and stakeholders will be mobilised in support of the strategic areas and thrusts both within and outside the Justice and Crime Prevention cluster.

## 3 Context and Regulatory Framework

The Civilian Secretariat for Police Service Act, Act No. 2 of 2011, Section five lists the objects of the Civilian Secretariat as (emphasis added)

- (a) exercise civilian oversight over the Police Service;
- (b) give strategic advice to the Minister in respect of developing and implementing policies;
- (c) provide administrative support services to the Minister to ensure South Africa's engagement with relevant international obligations;
- (d) liaise and communicate with stakeholders;
- (e) implement a partnership strategy to mobilise role players and stakeholders to strengthen service delivery by the Police Service to ensure the safety and security of communities;**
- (f) implement, promote and align the operations of the Civilian Secretariat in the national and provincial spheres of government;
- (g) co-ordinate the functions and powers of the Civilian Secretariat in the national and provincial spheres of government;
- (h) promote co-operation between the Civilian Secretariat, the Police Service and the Directorate; and
- (i) provide guidance to community police fora and associated structures and facilitate their proper functioning.**

This is the context within which this partnership strategy has been developed. The key elements are highlighted namely paragraphs (e) and (i). This document is the partnership strategy of the Secretariat. The proper functioning of community police forums is an important element, and alongside that, the CSFs which have a responsibility to effect and coordinate the interventions identified to improve community safety.

Any strategy to “strengthen service delivery by the police service” of necessity involves working with the Police Service. The police service have already developed a number of documents of direct relevance to this strategy and these are:

- 1) a community policing strategy,
- 2) guidelines for the establishment of crime prevention partnerships,
- 3) the community in blue guidelines, and
- 4) a policy on community safety.

**This strategy was written with these SAPS documents in mind. These are briefly examined below.**

- **The Community Policing strategy.** The Community Policing strategy is built on six strategic pillars

- 1) Public education and awareness;
- 2) Building community-resilience to crime;
- 3) Multidisciplinary collaboration;
- 4) Community policing and public order;
- 5) Capacity, capability and resourcing of CPFs; and
- 6) Communication and marketing.

Each of these pillars is broken down into goals supported by deliverables and activities, e.g. Pillar 4: “Empower the community to appreciate the value of crime combating initiatives” with high level target dates (long term, short term) and high level responsible role players (SAPS, COGTA, SALGA, NGOs...).

- **Guidelines for the establishment of crime prevention partnerships.** The guidelines are to ensure that both the Service and its representatives dealing with the partnership are clear about its purpose and expected outcomes; that the service’s own objectives and priorities are being met; best use is made of resources; there is clarity and accountability for outcomes; partnership involvement, activities and outcomes are monitored and reviewed; risk for the Service and the partnership are assessed and managed, partnerships are properly authorised and empowered and their legal status understood; members of the Service have clarity regarding their roles and responsibilities in terms of partnership activities; and partners satisfy the requirement to properly discharge obligations in respect of good governance and the requirements of service.
- **South African Police Service Community in Blue Concept:** The purpose of the community in blue document is to standardise the establishment and functioning of Community in Blue patrollers within SAPS and to encourage more citizens to participate in a structured way in crime prevention. It is a community policing philosophy that focusses on the police establishing partnerships and enhancing working relationships with communities.

**Partnership framework document:** This strategy was written in conjunction with a partnership framework document. The framework document sets out the context of the partnership strategy. It provides the principles around partnership in the policing context: what is a partnership and what it is not, what is expected from a partnership and what is not, what should be done in a partnership and what must be avoided, which partnerships are expected to be productive, and the formalism needed to pursue partnerships on a local, regional and national level. Partnership priorities; which areas to focus on, which partners to prioritise, which activities to promote, and to quantify the expected outcomes these partnerships are

expected to realise are set out in that context. It is envisaged that the framework will set the basis for strengthened working relationships between SAPS and the Secretariat as well as other government entities and civil society structures as roles and responsibilities will be clear.

## 4 Partnership Strategy – Strategic Thrusts

The CSPS partnership strategy identifies eight strategic thrusts anchored by two focus areas, Knowledge management and strengthening of community police structures. These areas are both articulated in the Civilian Secretariat for Police Service Act, Act No. 2 of 2011.

### **Knowledge management focused on improved community safety and community policing**

1. Establish an accessible electronic database of partnerships with repository of MoAs<sup>1</sup> and use this to systematically monitor, evaluate and manage the Partnership Portfolio.
2. Facilitate knowledge sharing platforms for practitioners to share experiences and knowledge based on implementation.
3. Set the research agenda for community safety and improvement of community police relations.

### **Capacity building and strengthening structures to promote community safety**

4. Ensure a smooth transfer of the CPF's primary reporting from the precinct to the Provincial Secretariats.
5. Provide guidance to community police forums and associated structures. This includes 1) setting best practice for CPFs, including uniform understanding of their role and 2) setting best practice for Crime Prevention Associations and how they relate to other community police structures.
6. Alignment of Civilian Secretariat operations at national and provincial spheres.
7. Support of CSFs and facilitate the implementation of CPF initiatives.
8. Ensure training of the SAPS and CPFs in community policing.

## 4.1 Knowledge management

### 4.1.1 Establish database and repository of partnerships and MoAs

Partnerships with civilian organisations are a valuable tool for targeting specific needs and for extending state capacity. Partnership agreements need to be clear in their formulation, conform to the established requirements, accessible to those using or monitoring them and be transparent. This is also set out in the South African Police Service Guidelines for the establishment of Crime Prevention Partnerships.

It is therefore important to establish an accessible electronic database of all partnerships, together with a repository of all MoAs. This will be used to systematically monitor, evaluate and manage the Partnership portfolio.

Currently the information on partnerships is in multiple places where multiple agreements are made with different branches and a with inconsistent quality control.

The Secretariat is a possible custodian for an electronic system which is consistent, complete, auditable and up to date and where the agreements are unique, compliant and clear. The database must include all partnerships whether at a provincial or national level and with all

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<sup>1</sup> There is no established legal difference between an MoA and MoU. The two terms are interchangeable. They are both agreements.

relevant crime prevention components. Agreements which are binding must be accessible and monitored for impact and risk assessment and managed over the long term for performance.

SAPS also has such a partnership database, and the Secretariat should coordinate with them to minimise duplication.

The table below provides a summary of the key processes and systems that underpins a robust knowledge management:

	Short description of the deliverable	Target date	Responsible
1	Set out a template which contains all the necessary information and sort keys	6 Months	CSPS
2	Set up an electronic system that can capture the data plus scanned versions of signed documents	12 Months	CSPS
3	Set up a process where the value add can be tracked per partnership and the risk and costs tracked	12 Months	CSPS
4	Set in process an annual review process of partnerships and their impact	12 Months	CSPS

- 1. Set out a template which contains all the key information and sort keys.** This must combine the requirements set out in the South African Police Service Guidelines for the establishment of Crime Prevention as well as those set out in the partnership framework. The template will include at detail needed to manage the partnership portfolio for relevance and impact at regular intervals.
- 2. Set up an electronic system that can capture the data plus scanned versions of relevant documents.** Each agreement should have an MoA signed by both parties. They must have at least an internal minute setting out the key elements of the agreement. The canonical version needs to be captured with signatures electronically.
- 3. Set up a process where the value add can be tracked per partnership and the risk and costs tracked.** Partnerships are undertaken based on clearly identifiable benefit. In addition, every partnership must have a risk analysis and an estimate associated cost both implicit and explicit. These need to be tracked over time.
- 4. Enable an annual review process.** Inconsistencies, duplications, and dated agreements must be reviewed. It is not the number of partnerships that are important but the impact they deliver. It is important that the annual review checks the implicit value and reassess the costs and risks of each partnership.

#### 4.1.2 Set the research agenda to support effective service delivery

The Secretariat is required to provide empirical research on the effectiveness of community policy and improving police service delivery. The research needs to be tailored to address pertinent issues and challenges being experienced.

Results and lessons derived from research, active programmes and implemented initiatives need to be shared with the Police Service and recommendations made for improvement. Such research would be useful in guiding the Police Service and keeping the Minister informed.

Research can be localised, regional or national. Different methodologies, including direct engagement with communities through focus groups and workshops. Further, focus should not only be on problematic areas but where community policing is delivering positive results.

Research results will go towards enhancing the quality and accessibility of safety programmes through improved participation by the community; and the facilitation of pro-active and interventionist models in communities.

	<b>Short description of the deliverable</b>	<b>Target date</b>	<b>Responsible</b>
1	Identify problem areas for early interventions and share the information and insights with the police	6 months	CSPS Provincial Secretariats
2	Conduct ongoing interaction with communities as contemplated by the Act to improve community relations and community safety	12 months	Provincial Secretariats CPFs
3	Provide monitoring, evaluation and assessment of programmes under implementation by the service to draw lessons learned, share best practice, etc.	12 months	CSPS Provincial Secretariats
4	Conduct research and make available recent, relevant and evidence-based research.	24 Months	CSPS

The identification of problem areas needs to be undertaken with the involvement of SAPS and the CPFs to ensure relevance and that key users of the research contribute to the process. This will go a long way to ensure relevance of the research.

#### **4.1.3 Facilitate knowledge exchange platforms**

The CSPS must play a proactive role in promoting knowledge sharing within the Police Service and outside of it. This includes creating a knowledge sharing culture, identifying which knowledge is important to share and where it resides, systematic dissemination, implementation and evaluation of knowledge sharing practices. Having a formal strategy for the management of explicit and tacit knowledge is important. One area where there is a significant gap in terms of policing knowledge is community policing with different understanding attached to it. The Police Service should be consulted where initiatives regarding increasing knowledge linkages between police and non-police organisations are considered.

Dissemination of research results and knowledge about community policing and community safety is important. The CSPS needs to facilitate the national dialogue on safety and crime prevention for practitioners and other stakeholders.

The engagements should include stakeholders such as government officials, academics, journalists, SANEF, and ordinary people working towards community safety and violence prevention. It is important to work closely with the Visible Policing Unit and to use the opportunity to provide guidance on programmes, monitor and evaluate to ensure impact on community safety.



	<b>Short description of the deliverable</b>	<b>Target date</b>	<b>Responsible</b>
1	Set up civil society reference group	12 months	CSPS
2	Facilitate and promote the national dialogue on safety and crime prevention	18 months	CSPS Provincial Secretariats CPF's
3	Disseminate results and key learning widely using platforms such as Safer Spaces	18 months	CSPS Provincial Secretariats

1. **Reference group:** Use the civil society reference group/s (may include e.g. a consultative forum) as defined by the CSPS act to independently assess the effectiveness of the partnerships and recommend steps to improve service delivery.
2. **National dialogue:** Facilitate and promote the national dialogue on safety and crime prevention. This will include engagement of practitioners, government officials, academics, journalists and ordinary people working towards community safety and violence prevention. The dialogue needs to be informed by engagements with communities and research conducted.
3. **Dissemination of results:** Distribution channels to be determined by the targeted audience and where appropriate, adapted accordingly.

CSPS needs to work closely with Visible Policing unit provide guidance on programmes, monitor and evaluate their programmes to ensure impact on community safety.

## **4.2 Strengthen structures established to promote community safety**

### **4.2.1 Ensure a smooth transfer of CPF reporting to the Provincial Secretariats**

The South African Police Service Act of 1995 confers the responsibility of establishing CPFs to local police stations. This has been one of the strong drivers for the widespread implementation of functional CPFs. The current intention is to transfer oversight and accountability of the CPFs to the Provincial Secretariats. The South African Police Service Act of 1995 is currently in the process of being amended. Clearly the CPFs will continue to work with both the SAPS and the Provincial Secretariats. The exact relationships will need to be defined (what will be done with the SAPS and what with the Secretariat) for such a transfer of accountability to take place. This needs to be done with the Provincial Secretariats, the police and the CPFs.

The objectives of CPF as per the SAPS Act are as follows:

1. Establish and maintain a partnership between the community and the police service,
2. Promote communication between the police service and the community,
3. Promote co-operation between the police service and the community in fulfilling the needs of the community regarding policing,
4. Improve the rendering of police services to the community at provincial and area and local level,
5. Improve transparency and accountability of the police service to the community, and
6. Promote joint problem identification and problem solving by the Police Service and the community.

Clearly, the CPFs will need to work closely with both their local police station and with their Provincial Secretariat. The CPFs work with the station in the daily activity of promoting

communication, promoting cooperation, improving the rendering of services and joint problem identification and solution communication and co-operation between the police service and the community. The station commander must be on the CPF and is described as an ex officio member.

On the other hand, the CPFs also have a reporting line to the Provincial Secretariat, from whom they will take direction. Through the Provincial Secretariats and the provincial CPF boards, they provide advice on policing and safety matters and transparency and accountability.

This is a dual reporting role where the solid line (accountability) is to the province and the dotted line (client relationship) is to the Police Service. The station commander must be on the committee and is described as an ex officio member.

However, there is currently lack of clarity regarding the different roles and responsibilities of the SAPS, provincial departments of Community Safety and the Civilian Secretariat for Police in relation to CPFs. In addition, there is no uniform treatment of CPFs in the various provinces. The amendments to the Police Service Act should enable this within defined parameters.

	<b>Short description of the deliverable</b>	<b>Target date</b>	<b>Responsible</b>
1	Map out the activities of the CPF structures.	6 Months	CSPS
2	Define roles and responsibilities of various stakeholders, including the national and Provincial Secretariats and the Police Service	9 Months	CSPS
3	Set out the reporting structure, report templates and their frequencies.	1 Year	CSPS
4	Effect the transfer with the provinces and the ongoing monitoring	Longer term	CSPS

- 1. Map out the activities of around the CPF structures.** All the activity around the CPFs need to be listed.

This includes establishing the CPFs, induction, training, funding, provision of facilities, administrative support, identification of projects, awareness campaigns, reporting, setting the codes of conduct, dispute resolution and the monitoring functions.

This work should be defined and assigned with funding quantum, resourcing models, roles, responsibilities and frequency of interactions well set out.

- 2. Define roles and responsibilities.** For each deliverable/activity the responsibility, accountability must be agreed to. Who needs to be informed and who consulted needs also to be determined. This will define the transition from a joint SAPS/secretariat relationship to a joint secretariat/ SAPS relationship with the primary accountability assigned to the secretariat.

It will also facilitate an operationalisation of the relationship. This needs to be documented and the transition, including funding, needs to be defined. The National Secretariat will transfer any national funds should they be made available to the provinces and play an oversight role.

- 3. Set out the reporting structure, report templates and the reporting frequencies.** Much of the day to day benefit is seen by the station, who in turn will provide most of the

day to day assistance. However, the formal support and formal budgets need to be addressed.

Clearly most of the support from the SAPS is informal. Much of it might continue due to the nature of the daily interaction. There is (unlikely) may not be an identifiable CPF budget that could be transferred.

**The funding Gap needs to be identified as part of this process.**

4. **Effect the transfer with the provinces.** This requires setting out the formal process of hand over and then scheduling the stations for the transfer. Each province will need to work their transition plans with their SAPS stations.

#### 4.2.2 Provide guidance to community police forums and associated structures

This includes 1) setting best practice for CPFs, including uniform understanding of their role and 2) setting best practice for Crime Prevention Associations and how they relate to other community police structures.

**Setting best practice for CPFs:** Community policing has promised to make a significant impact on the safety and security of communities. The CPFs were intended to be the prime driver of community policing. Although in most precincts, the CPFs are functioning, this massive security dividend has not been realised.

Now that the CPFs are functional it is time to see if they can deliver on this promise. To do that it is necessary to see what works and what does not work in a South African setting. This will vary by province and by context. Approaches will differ between urban, suburban, peri-urban, informal, and rural. It will differ depending on community priorities and local resources. Research has a useful role to play here.

There are also many issues that need to be clarified including remuneration, the role in oversight, lines of accountability, relationship to community crime prevention associations, the link to CSFs and the roles of the various stakeholders. It is the responsibility of the National Secretariat to coordinate best practice and the Provincial Secretariats to roll out best practice with maximum impact on safety.

	Short description of the deliverable	Target date	Responsible
1	Top down bottom up target setting process	12 months	CSPS
2	Process to identify and prioritise best practices	12 months	CSPS
3	Produce and implement the best practices	Longer term	CSPS
4	Monitor the impact of CPFs by precinct and province	Longer term	CSPS

1. **Top down bottom up target setting process.** Community policing was initiated with the intention of making a significant impact on safety and security. The aim is that “people living in South Africa feel safe and have no fear of crime”.

The top down approach is to set an expected impact target of the CPFs based on good practice. The bottom up approach is to facilitate this at the precinct level, based on the real challenges of the precincts and the potential that the CPF approach brings to the table. Setting targets is an integral part of introducing best practice aimed at performance improvement.

2. **Process to identify and prioritise best practices.** A process to identify areas where best practice would be of use and to prioritise based on expected impact and ease of

implementation is required. This could be driven by the National Secretariat or delegated to provinces. This includes target hardening, place based strategies, offender based strategies, patrol strategies, legitimacy based strategies including strategies around community support for the criminal justice process.

3. **Produce and implement the best practices.** The Secretariats should prioritise the best practice development. The key to the development of best practice is to link it to roll out. The aim is not to produce a document; success is measured by the implementation and its impact. It's not the document but the impact that is the issue.
4. **Monitor the impact of CPFs by precinct and province:** This can be done on an initiative level consolidated by precinct and province. A tracking mechanism needs to be set up similar to the typical improvement tracking mechanisms used in the private sector. From the Secretariat's perspective this monitoring is part of managing implementation.

**Set best practice for crime prevention associations:** The community in blue concept encourages more citizens to participate and be involved in community safety in a structured way. It promotes reporting of criminal activities and any suspicious behaviour, increases visibility in order to deter criminal activities, and promotes community participation in crime prevention initiatives.

Members of a community residing in a particular neighbourhood may establish a voluntary neighbourhood patrolling or neighbourhood watch association to address crime and safety issues in their neighbourhood. These community crime prevention associations such as neighbourhood watch, street patrols, block watch are coming out as self-organised. The self-organised crime prevention associations do not necessarily see themselves as aligned to the CPFs or other community safety structures.

Community crime prevention associations that are not regulated pose the risk of infiltration and vigilantism. Both are being experienced. On the other hand, it is not necessarily desirable for CPFs to become "gatekeepers" at the cost of other legitimate organisations who have and continue to be valuable safety role-players. This includes faith based organisations and organisations who might not necessarily wish to report to CPFs.

There needs to be minimum requirements for any group of people, formal or informal, who are involved in community crime prevention associations, not only to protect itself but to protect the community as well.

	<b>Short description of the deliverable</b>	<b>Target date</b>	<b>Responsible</b>
1	Set out the criteria for registering crime prevention associations	6 Months	CSPS
2	Set up a database of all crime prevention associations including community in blue	12 months	CSPS
3	Create a community in blue app that obviates the need for paperwork	24 months	CSPS
4	Create an incident log for all incidents registered by community watches in a precinct	24 months	CSPS

1. **Set out the criteria for the registration of crime prevention associations.** Registration might include that crime prevention associations will need to formally register with the local police station. Also, they might need to appoint a person to liaise with the police station, register their members and provide particulars, and register any vehicles that are used for

patrolling. An induction programme should be prepared for all registered crime prevention associations and their members.

In addition should they meet the private security criteria, they will need to formally register with PSIRA.

2. **Set up a database of all crime prevention associations.** There needs to be a database for easy access. The database should include all associations including community in blue members that assist the police with crime prevention. Consistent rules regarding people with previous criminal records need to be set out.
3. **Create a community in blue app that obviates the need for paperwork.** The crime prevention associations will expect and be expected to liaise with the police station for that neighbourhood and with the local CPF. In particular the community in blue are expected to co-ordinate and record any observations or patrols performed by members and report to the nearest police station any activity in respect of which there is a reasonable suspicion that the person involved in such activity committed or intends to commit an offence. This should be integrated into an app, which would make the paperwork effortless and facilitate direct entry into a database.  
**The community in blue app should be available to any crime prevention association as part of making it easy for them to integrate into the existing systems.** Apps save cost and offer convenience.
4. **Create an incident log for all incidents registered by community watches.** This should be integrated with an App that automates the recording of incidents and patrols. This will be part of the monthly problem solving sessions by the CPFs and the Police Service. The App will need to be updated on a regular basis.

#### 4.2.3 Alignment of Secretariat operations at national and provincial spheres

The National Secretariat implements to a large extent through the Provincial Secretariats which in turn influence the day to day running of CPFs and the local police community partnership. Activities performed at a precinct level need not be duplicated or triplicated provincially and nationally. The Provincial Secretariats are not a mirror of the National Secretariat; they are expected to add value in their own right. The role of the National Secretariat is more than a consolidator of activities at a provincial level.

	<b>Short description of the deliverable</b>	<b>Target date</b>	<b>Responsible</b>
1	Map out the activities that need to be performed and allocate responsibilities at a precinct, provincial and national level	12 Months	CSPS and Provincial Secretariats
2	Set out one on one compacts between each province and national on an annual basis put in place a regular performance review	12 Months	CSPS
3	Provide communication support to the Secretariats and CPFs	12 Months	CSPS

1. **Map out the activities that need to be performed.** This will include service delivery as well as monitoring and also direction setting activity. Efficiency suggests that what could be performed locally should be performed at a local level by local actors.
2. **Set out one on one compacts (agreements) between each province and national on an annual basis put in place a regular performance review:** National would want

to avoid a situation where they are collating reports and passing them on. Such activity over time is perceived as a cost rather than a value add.

3. **Communication support:** Communication and awareness is one of key activities at provincial and local level; communities need to be aware of CPFs in place. The name of the CPF chairperson and the Secretary including their contact numbers should be available at all police stations for escalation of issues. It should also be clear which issues and when such issues need to be escalated. The need for synergy and alignment of communication to programmes and initiatives being implemented by SAPS and CPFs cannot be over emphasised. All community safety structures need to work towards achieving the same goals, making communities safer and for citizens to feel safe and have no fear of crime.

#### 4.2.4 Support of CSFs and facilitate the implementation of CPF initiatives

CSFs are coordination mechanisms to serve as a platform for coordination, integration and monitoring the implementation of multi-sectoral crime prevention- and community safety initiatives. They are aligned to a municipal boundary and are made up of representatives from government, community organizations (including CPFs) and civil society organisations.

The MEC responsible for safety and security in the province is mandated to establish a CSF in consultation with the mayor and prior Municipal Council Resolution must be secured. The councillor responsible for Safety is the designated chair the CSF and therefore a key stakeholder to bring on board to get the CSFs established and functional; without the support of the councillor CSFs will not function let make a significant impact on deliver on municipal safety.

The CSF derives its agency and its resourcing from its members. Nevertheless where functioning, it provides an important avenue to deliver on the interventions identified by SAPS, CPFs, and the community whether it is target hardening, hotspot management, social crime, risk identification, environmental safety, awareness of any of the myriad of issues that SAPS, the CPF and the community identify. This is the CSF guidelines.

Where the provincial departments of community safety/the Provincial Secretariats take the lead, these coordinating forums seem to have a chance of functioning at least to the level of meeting regularly. Where they cannot be made to function, the Provincial Secretariats need to develop alternative approaches including the capacity to raise safety issues directly with the relevant officials.

	Short description of the deliverable	Target date	Responsible
1.1	Set out provincial strategies with the provincial departments of community safety/the Provincial Secretariats	12 Months	CSPS and Provincial Secretariats
1.2	Set out a mechanism for each province to track their CSFs	12 Months	CSPS
1.3	Set out best practice for dealing directly with relevant bodies where CSFs are only functioning at a minimal level	24 Months	CSPS
1.4	Workshop to set out appropriate strategies where CSFs are not sufficiently functional	24 Months	CSPS

1. **Set out provincial strategies with the provincial departments of community safety/the Provincial Secretariats.** The MEC responsible for safety and security in the province is mandated to establish a CSF in consultation with the mayor. This would require mapping the CPFs onto municipalities and setting out the functionality of the

CSFs. Progress would be mapped looking at the degree of functionality and the benefit delivered.

2. **Set out a mechanism for each province to track their CSFs.** A tracking mechanism needs to start off with a simple scale to track the functionality of CSFs. This would range from not constituted, constituted and meeting regularly, meeting regularly and adding value, and adding value which is tracked and significant on a municipal scale.
3. **Set out best practice for dealing directly with relevant bodies where CSFs are only functioning at a minimal level.** CSFs provides an important avenue to deliver on the interventions identified by CPFs, whether it is target hardening, hotspot management, social crime, risk identification, environmental safety, awareness of any of the myriad of issues that SAPS, the CPF and the community identify. Where CSFs are fully functional, this facilitates delivery. However, delivery occurred prior to CSFs and can continue despite the difficulty in getting these coordinating bodies functional. Best practice in the form of interactive workshops at the provincial level should be ongoing as to where and how to use the CSF structure and practical alternatives to implementing safety initiatives.

#### 4.2.5 Ensure training of the SAPS in community policing

Community policing has been proven around the world to have a big impact on safety and security. It extends the reach of the police by involving the community. This is of particular importance in the combatting of social crime, prevalent in many South African communities. It facilitates crime prevention with joint problem solving, targeting hot spots, hardening targets and identifying people at risk. It reduces the collateral damage caused by “the war against crime”. Equally, training is needed first to create an awareness of its potential among professional police officers and secondly to maximise the impact.

This training programme needs to be more than knowledge of the legislation. It needs to cover the law, but also best practice. It needs to be followed with a specialised, police specific training of community policing in practice. The contexts including best practices in urban, suburban, peri-urban, informal, and rural settings. Some areas highlighted for inclusion during interviews include ways to improve the work ethic and professionalism of the police officers and where those Improvements in building trust and confidence in the police. This includes techniques for feedback and communication with communities, be it direct or through CPFs. Finally, there need to be master classes workshopping international best practice and the relevance to our local situation. This will be informed by research that the Secretariat commissions.

	<b>Short description of the deliverable</b>	<b>Target date</b>	<b>Responsible</b>
1.1	Review the induction, introductory and refresher training.	12 months	CSPS
1.2	Commission master classes for best practice	12 months	CSPS
1.3	Monitor community policing training and its impact	12 months	CSPS

1. **Review the induction, introductory and refresher training.** There needs to be an ongoing review of the introductory and refresher level training nationally and provincially.
2. **Commission master classes for best practice.** Set out best practice in community policing and update it on a regular basis. Use Universities to offer postgraduate qualifications in the Crime Prevention and Community Policing areas.

### 3. Monitor community policing training and its impact (both curriculum and training delivery)

## 5 Role of the Partnerships Unit

The Partnerships Unit plays a key role in the establishment and coordination of partners. To this end the Unit is mandated to carry out the following:

#### Unit level

- Develop and manage the partnerships strategy and framework
- Identify, negotiate and implement the strategic partnerships for the department (CSPS)
- Develop and implement policies to enhance the performance and realisation of the departmental goals for partnering
- Develop programmes in association with the relevant units within CSPS and provinces
- Develop applicable indicators to measure achievement of objectives on programmes in collaboration with M&E Unit
- Review, monitor and evaluate the strategy

#### Ministerial level

- Translate stakeholder interests into programmes and projects for consideration by the department and the Minister
- Facilitate the implementation of the Minister's stakeholder engagement programme
- Delegate mobilisation activities on behalf of the Ministry to provinces
- Conduct follow-ups on commitments made by the department and Minister during stakeholder engagement sessions (imbizos, etc.).

#### Intergovernmental relations

- Coordinate and manage the intergovernmental relations structures of the department as they relate to crime prevention
- Establish and maintain good relations between CSPS, other departments and provinces

## 6 Key Strategic Issues

The Civilian Secretariat is one of the state actors that will “mobilise role-players and stakeholders to strengthen service delivery by the Police Service to ensure the safety and security of communities”. The strategic thrusts above are contingent upon defining the roles of all the actors and of defining which partners should be the focus.

This section looks at the key strategic issues that are not yet directly addressed such as “With whom should we partner and what are the roles?”

### 6.1 Choosing partnerships to prioritise

A partnership strategy must give an indication of which partners to consider for collaboration. This section sets out which partners the Secretariat should actively pursue, which ones the Secretariat should stay clear of and which ones the Secretariat should accept if they are proactively approached.



**Pursue:** The following partnerships should actively be pursued as part of the partnership strategy

- At the local level CPFs and Community in Blue. Each police station should have a fully functioning CPF. Community in blue should be encouraged as an extension of each CPF.
- Provincial partnerships over more than one province as potential national partnerships.

**Take:** If proactively approached, the following partnerships should be pursued as part of the partnership strategy.

- **Community crime prevention associations which are not part of the community in blue concept:** The Provincial Secretariats should work to get CPF, Community in Blue and CSFs functional. However, where crime prevention associations are formed, they need to be regulated by the Provincial Secretariat in conjunction with the relevant station commander. Where relevant, the association must register with PSIRA.
- **Provincial partnerships entered into by the more than one province as potential national partnerships:** These should be flagged by the database and reviewed as possible national partnerships.
- **Functioning CSFs:** - Where CSFs are functioning, they should be used to coordinate crime prevention projects and to co-opt local capacity. Lessons should also be extracted to inform the establishment of CSFs in other provinces. In the absence of functional CSFs, Provincial Secretariats should approach relevant departments directly.

**Leave:** The Secretariat, Provincial Secretariats and the Police Service should walk away from the following partnerships:

- Partnerships that create the impression that the partner is receiving preferential treatment or access.
- Partnerships which create a burden or pose risk to the Police Service.
- Partnerships where the benefits are not defined or not in line with government objectives.

## 6.2 Roles to be played at a national, provincial and local level

The National Secretariat is according to the (CSPS) Act assigned roles involving policy, research, M&E, best practice, community engagement and service delivery. The roles are organised into focus areas as follows in the following Table:

Key Functional Area	Key Activities
Policy	<ul style="list-style-type: none"> <li>• conduct research into any policing matter and report to the Secretary thereon;</li> <li>• provide policy advice to the Minister through the Secretary;</li> </ul>
Research	<ul style="list-style-type: none"> <li>• make available recent, relevant and evidence-based research to the Minister and to Parliament;</li> <li>• identify problem areas for early interventions;</li> </ul>
Monitoring & evaluation	<ul style="list-style-type: none"> <li>• conduct quality assessment of the Police Service and monitor and evaluate its performance;</li> <li>• recommend steps for improved service delivery and police effectiveness;</li> </ul>
Knowledge management	<ul style="list-style-type: none"> <li>• create a resource information centre;</li> <li>• develop at least one civil society reference group;</li> <li>• encourage national dialogue on safety and crime prevention;</li> </ul>
Best practice	<ul style="list-style-type: none"> <li>• review police practices and develop best practice models;</li> <li>• develop frameworks and strategies to ensure improved police accountability;</li> </ul>
Community engagement	<ul style="list-style-type: none"> <li>• conduct ongoing interaction with citizens in the manner contemplated by the Act;</li> <li>• enhance the quality and accessibility of safety programmes through improved participation by the community;</li> <li>• facilitate pro-active and interventionist models in communities;</li> </ul>
Service delivery	<ul style="list-style-type: none"> <li>• facilitate and implement intergovernmental co-operation on safety;</li> <li>• co-ordinate efforts to deal with challenges faced by the Police Service as requested by the Minister;</li> <li>• develop frameworks and strategies to ensure uniformity, accountability and enhancement of community police fora and associated structures; and</li> <li>• maximise capacity and expertise in the Civilian Secretariat.</li> </ul>

The Civilian Secretariat Act of 2011, Section 17 sets out a more direct role for the Provincial Secretariats, namely to:

(a)

- i. monitor and evaluate the implementation of policing policy in the province;
- ii. evaluate and monitor police conduct in the province;
- iii. develop and evaluate safety models and monitoring tools to ensure alignment with the functions of the Civilian Secretariat; and
- iv. assist the Civilian Secretariat with any monitoring and evaluation projects; and

(b) (emphasis added)

- i. promote community police relations;**
- ii. establish and promote partnerships; and**
- iii. manage the enhancement of community safety structures with the province.**

The Secretariat has therefore to a large extent, to implement through the provincial structures which in turn indirectly influence daily community policing indirectly. There is a key

requirement that the National Secretariat is not a replica of the Provincial Secretariats but adds value in its own right. Furthermore, the cost of coordination needs to be weighed against the expected benefit.

## 7 Implementing the Strategy

This is the strategy of the National Secretariat. However, to “implement a partnership strategy to mobilise role-players and stakeholders to strengthen service delivery by the Police Service to ensure the safety and security of communities” requires working with SAPS and the Provincial Secretariats.

In addition, all three (SAPS, the National Secretariat and the Provincial Secretariats) have different reporting lines. The police report to provincial commissioners who reports to the national commissioner. The Provincial Secretariats report to the provincial government. The National Secretariat reports independently to the minister of police.

This means that particular care needs to be taken to ensure that the implementation steps are clear, that accountabilities are assigned to designated individuals and that the strategy scales to full implementation.

A strategy must work at the “rational”, “emotional” and “political” level. It must work **rationally** in that it must present a good solution. It must work **emotionally** in that it must appeal to the people who are required to implement it and it must work **politically** in that there must be a champion to drive the implementation.

The implementation of this strategy is contingent on getting buy in of SAPS, the nine Provincial Secretariats and ultimately the active commitment of each and every station commander.

### **Setting out accountabilities (who is accountable, needs to be consulted or informed):**

The high level strategic steps are outlined in the strategic thrusts. Each is a set of interrelated activities which will need to be coordinated and managed. Each of the eight strategic thrusts will need to be workshopped with SAPS and the Provincial Secretariats. The deliverables will need detailed action plans. At each step the RACI will need to be mapped out: who is responsible for delivering that step, who is accountable if it is not delivered, which stakeholders need to be consulted or informed.

**Trust from SAPS will need to be earned:** The partnership strategy will reach its potential with active commitment from those involved in the implementation. Much of the implementation will be through the police service both at the national level and also at the precinct level. Active commitment will require highlighting and selling the benefits. Positional power and coercion will be counterproductive.

**Buy-in from the provinces:** The Provincial Secretariats have a dotted line to the National Secretariat and a solid line to the provincial government. The implementation of local partnership strategies falls well into their domain. The provinces have different but overlapping issues. The detailed plans need to be built up for each province if the provincial implementation is to succeed.

**Strengthening the capacity of the National Secretariat:** The SAPS structure has a strong element of command and control. Working with SAPS from outside the structure needs particular skills of credibility, authority, persuasion and attention to detail as well as a good knowledge base. The Secretariat as part of the plan needs to estimate the implementation capacity needed, the capacity needed at station and provincial level and then the capacity and skills needed at national level.

**Managers must manage.** Delivery of the expected benefits will require management skills. This requires managing directly the key variables in real time in addition to any independent evaluations.

**Setting the correct budget:** The strategy once cascaded will have budget implications at the Secretariat, province and at the station level. These need to be calculated and allocated.

**Estimate of the benefit:** The impact of partnerships in general and community policing in particular is expected to have significant impact on safety and security across the country. Once the detailed planning has been done an estimate of the expected benefit will help drive the implementation. The strategy should set a target both globally and locally. A tangible benefit will serve to motivate the implementation.

At a local level it appears that some precincts see the advantages of partnerships, others view partnerships as a duty and others as a cost. Where partnerships constitute primarily meetings, coordination and shepherding the local partners, this is indeed a cost.