

Annual Report

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police

Department:
Police
REPUBLIC OF SOUTH AFRICA

CIVILIAN SECRETARIAT FOR POLICE

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SECTION 1 GENERAL INFORMATION

VISION

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

MISSION

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

VALUES

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

Our relationship with parliament

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

- Be faithful to the Republic and honour the Constitution.
- Put the public interest first.
- Loyal execute the policies of Government.
- Strive to be faithful to statutory requirements and instructions.
- Co-operate with public institutions in promoting public interest.

Our relationship with the public

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

- Promote the unity and well-being of the South African Nation.
- Be unbiased and impartial.
- Be polite, helpful and reasonably accessible and maintain high service standards.
- Have regard for the circumstances and concerns of the public.
- The development and upliftment of all South Africans.
- Not unfairly discriminate against any member of the Public.
- Not abuse our positions as public servants.
- Respect and protect every person's dignity and rights.
- Recognize the public's right to information except where protected by law.

Our relationship with our colleagues

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

- Co-operate fully with our colleagues to advance the public interest.
- Execute all reasonable instructions by persons officially assigned to give such.
- Refrain from favouring friends and family and not abuse our authority nor be unduly influenced.
- Use the appropriate channels to air any grievances or make direct representations.
- Be committed to development, motivation and utilization of our staff and promote sound labour relations.
- Deal fairly, professionally and equitably with colleagues.

Performance of our duties

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

- Strive to achieve the objectives of the Secretariat cost-effectively and in the public interest.
- Be creative in thought in the execution of our duties.
- Be punctual in the execution of our duties.
- Be professional and competent in our duties.
- Not engage in any action or transaction in conflict with the execution of our duties.
- Avail ourselves for further training and self-development throughout our careers.
- Be honest and accountable when dealing with public funds.
- Promote sound, efficient, effective, transparent and accountable administration.
- Report fraud, corruption, nepotism and maladministration.
- Give honest and impartial advice.
- Honour confidentiality.

Our personal conduct and private interests

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

- Dress and behave in a manner that enhances the public service during official duties.
- Act responsibly in the use of alcohol or intoxicating substances.
- Not use our position to obtain gifts or benefits for ourselves or accept such that can be construed as bribes.
- Not disclose official information for personal gain or for the gain of others.
- Not without prior approval undertake remunerative work outside official duties or use official equipment for such work.

Legislative mandates

The Civilian Secretariat for Police derives its mandate from the following legislative framework:

- Constitution of the Republic of South Africa, 1996
- South African Police Service Act, 1995
- White Paper on Safety and Security, 1998
- National Crime Prevention Strategy, 1996
- Public Service Regulatory Framework, for e.g. the Public Finance Management Act & the Public Service Act
- Civilian Secretariat for Police Service Act, 2011
- Independent police Investigative Directorate Act, 2011
- South African police Service Amendment Act, 2012
- Domestic Violence Act

The Constitution of the Republic of South Africa, 1996

The Civilian Secretariat for Police derives its mandate from the Constitution of the Republic of South Africa, Act 108 of 1996. Section 208 of the Constitution requires the Minister of Police to establish a Police Civilian Secretariat which operates directly under the Minister's authority. The Civilian Secretariat for Police Service Act, 2011 (Act No. 2 of 2011) responds to section 208 of the Constitution and also takes into account section 206 of the Constitution that entitles the provincial executive to perform certain oversight functions that relate to policing.

The Civilian Secretariat for Police Service Act, 2011

The Civilian Secretariat for Police Service Act was passed by Parliament in March 2011 and assented to by the President on 16 May 2011 in terms of Government Notice No. 34299 (Notice No. 426) of 16 May 2011. The Act was enacted by the President on 1st December 2011, except for the sections that provide for the Civilian Secretariat for Police to become a designated department and the Secretary of Police to become the accounting officer.

The Act provides, amongst others, for –

- The establishment of a Civilian Secretariat for Police by the Minister of Police as a designated department at national level.
- The appointment, duties and functions of the Secretary of Police.
- The powers and functions of the Civilian Secretariat for Police.
- The responsibility of each MEC responsible for policing in the province to constitute a provincial secretariat within 18 months after the commencement of the Act.
- The establishment of provincial Secretariats which are mandated to cooperate with the Secretariat at national level.
- It further clearly spells out provincial and national communication with regard to lines of reporting.

Entities reporting to the Minister of Police

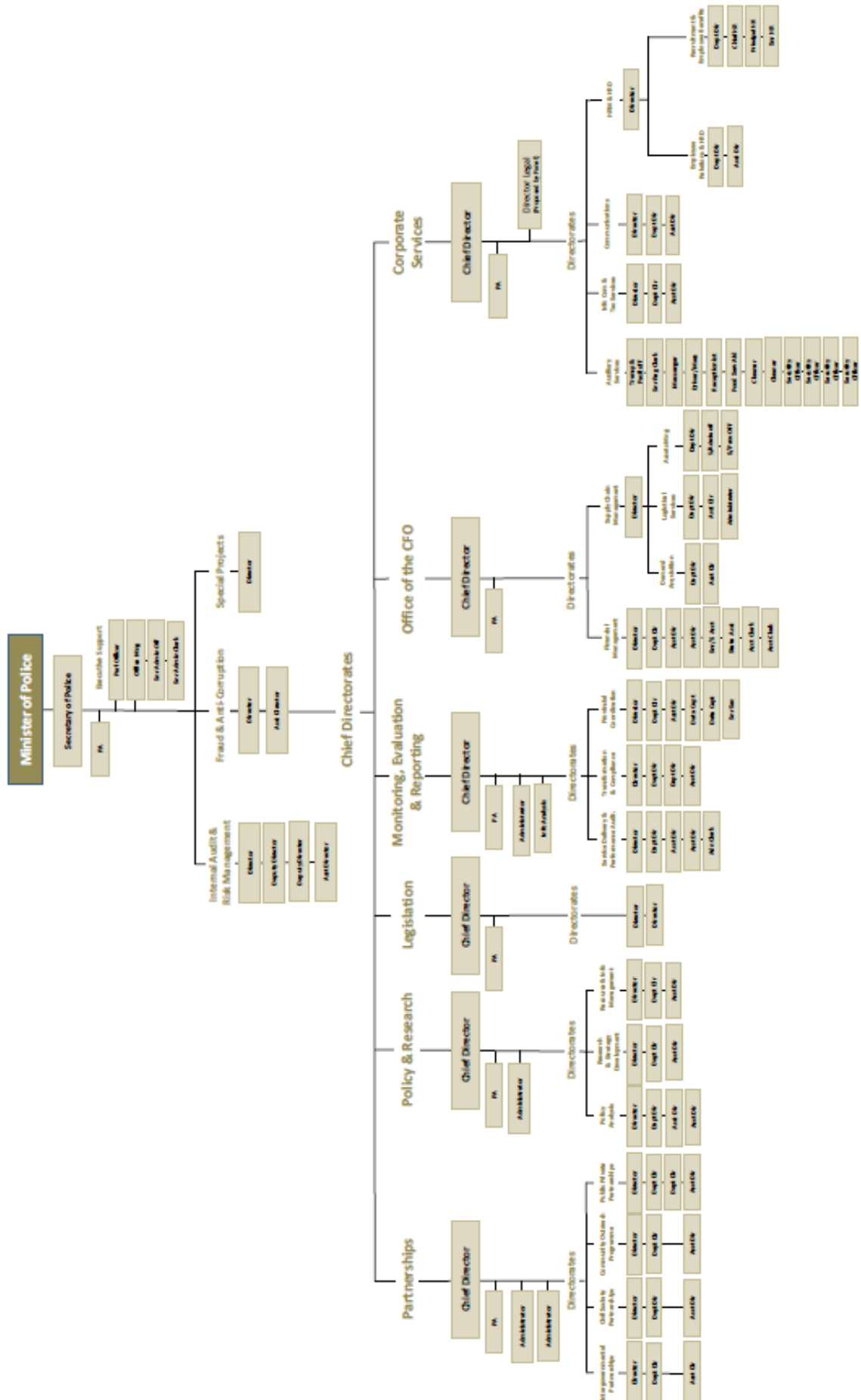
The Civilian Secretariat for Police operates under the legislative framework of the Civilian Secretariat for Police Service Act, 2011. The entity is responsible for providing strategic and technical advice to the Minister as well as to provide civilian oversight over the SAPS. The Civilian Secretariat for Police is headed by the Secretary of Police who reports directly to the Minister of Police.

ICD (IPID): The Independent Complaints Directorate (ICD) also reports directly to the Minister of Police and is responsible for investigating human rights abuse within SAPS. The Independent Police Investigative Directorate Act, 2011, which was passed by Parliament and came into operation in the 2012/13 financial year, effectively replaces the ICD as well as enhances its statutory mandate. The Independent Police Investigative (IPID) is headed by the Executive Director who reports directly to the Minister of Police.

SAPS: The South African Police Service is governed by the South African Police Service Act and is responsible for providing the policing services throughout the country. The SAPS is headed by the National Commissioner, appointed by the President of the Republic of South Africa, and reports directly to the Minister of Police.

PSIRA: The Private Security Industry Regulatory Authority (PSIRA) reports to the Minister of Police as an entity under the Private Security Industry Regulation Act 56 of 2001. The PSIRA is responsible for the regulation of the private security industry.

CIVILIAN SECRETARIAT FOR POLICE Organizational Structure



SECTION 2

INFORMATION ON PREDETERMINED OBJECTIVES

2.1. Overall Performance

The table below outlined the budget of the Secretariat and expenditure for the 2012/13 financial year

2.1.1 Voted Funds

Table 1: Summary: Actual Allocation and Expenditure FY 2012/13

Item	Budget Requested (R'000)	Actual Budget Allocation (R'000)	Unused budget expended back to SAPS	Re adjusted budget allocation	Actual Expenditure (R'000)	Underspent/ Overspent (R'000)	% of Underspent/ Overspent
Operational Budget	17 771	17 927	-3 500	14 427	11 710 (81%)	2 717	19%
Personnel Budget	45 496	45 496	-	45 496	28 205 (62%)	17 291	38%
TOTAL	63 67	63 423	- 3 500	59 923	39 915 (67%)	20 008	33%

The major under spending occurred with regard to personnel and the majority of this under spending related to non-filling of all posts. The major reasons were related to inaccurate projection of personnel expenditure where the budget projections assumed that posts would be filled with effect from 1 April 2012 and also to not finding suitable candidates for the post advertised.

With regard to the operational budget, the Secretariat was underspent by R2,7 million. However this was after the budget was adjusted in January 2013 where R3,5 million was returned to SAPS.

The under expenditure on operations was a due to the following:

- A delay in the finalization of the tender related to the Information Management System (NMET tool).
 - Commitments made in the last quarter of R3,2 million but not finalized before SAPS systems were closed.
- This expenditure related mainly to procurement of fixed assets and office maintenance.

2.1.2 Aim of the Vote

The aim of the Department of Police is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of South Africa and their property, and uphold and enforce the law.

2.1.3 Strategic Outcome Orientated Goals

The Presidency, together with the JCPS Cluster developed an outcomes based model as well evaluation and monitoring tools in order to realize the broad strategic outcome: *All People in South Africa Are and Feel Safe*.

The overall objective of the Civilian Secretariat for Police is to conduct civilian oversight over the police, provide the Minister of Police with strategic support (policy advice, public participation and monitoring and evaluation)

Strategic Goal 1	Effective and efficient governance and administration of the Civilian Secretariat for Police
Goal statement	Ensuring compliance to all Public Service Rules and Regulations, the Public Finance Management Act, all Treasury Regulations and a well run administration.
Strategic Goal 2	Quality, timeous evidence-based strategic research and policy advise to the Minister of Police
Goal statement	To develop and facilitate research and policy to strengthen the policing environment
Strategic Goal 3	Deepened public participation in the fight against crime
Goal statement	To facilitate collaboration between government and civil society organizations in crime prevention
Strategic Goal 4	Efficient and effective oversight of the South African Police Services
Goal statement	To monitor and evaluate the SAPS service delivery, systems, transformation and performance

2.1.4 Overview of the service delivery environment for 2012/13

The Civilian Secretariat for Police continued to operate as a SAPS cost centre in the 2012/13 financial year. Looking ahead the 2013/14 financial year will be the final year that the Civilian Secretariat for Police remains a cost centre and in 2014/15 the Civilian Secretariat for Police will become a fully fledged designated department. Preparations to become a designated department began in 2011/12 and are being strengthened, particularly with regard to engagements with National Treasury and the office of the Auditor General.

The implementation of the Civilian Secretariat for Police Service Act has placed additional responsibilities on the Civilian Secretariat for Police, including the monitoring of the implementation of the Domestic Violence Act, the monitoring of complaints against the SAPS, the drafting of legislation for the department and the overall management of the CPF environment. This has required that the Civilian Secretariat for Police become more focused and ensure better prioritization of tasks.

High profile policy documents and the introduction of new legislation which the Civilian Secretariat for Police spearheaded and finalized, increased awareness of the Civilian Secretariat for Police as an organization within the policing environment. Additionally, the increase in the number of police stations visited and monitored, the Partnership Units engagements with civil society, the number of Izimbizo held and the development of a communication strategy aimed at informing SAPS about the role of the Civilian Secretariat for Police, has also increased the profile of the Civilian Secretariat for Police. The website of the Civilian Secretariat for Police is on average receiving approximately 300 visits per day. However there is still considerable work that needs to be done in raising the profile of the Civilian Secretariat of Police.

The Civilian Secretariat for Police is also participating fully as a role player within the Justice Crime Prevention and Security Cluster (JCPS) of government as well as in a number of inter governmental forums including Inter Ministerial Forums, the JCPS DGs cluster, and the Development Committee (Dev Comm). The Civilian Secretariat for Police contributes to Government's Outcome 3: *All people in South Africa are and feel safe*, by increased oversight of the police, development of key policies and legislations, and through engagement with key stakeholders and communities. The Civilian Secretariat for Police is sometimes faced with poor cooperation from key stakeholders, but high level formalized interventions are being developed and have assisted in reversing this.

The Civilian Secretariat for Police now meets quarterly with the HODs of all provincial Departments of Safety. Each province reports quarterly on progress made with regard to, not only sector indicators, but also the establishment of secretariat's at provincial level. National Treasury is also now using the customized sector indicators to access and monitor provinces.

A number of workshops, facilitated by provincial departments, were held on alignment, synergy and synchronizing of priorities. The process to establish provincial secretariat's is not without its challenges but most provinces are in the process of aligning with the Civilian Secretariat for Police Service Act.

The oversight functions of the Civilian Secretariat for Police were strengthened in the 2012/13 financial year, and certain functions became fully operationalized, including monitoring of the Domestic Violence Act and the monitoring of recommendations made by IPID to the SAPS. To ensure greater cooperation between SAPS, the IPID and the Civilian Secretariat for Police, official compliance forums have been established, with regard to both the implementation of the DVA and the IPID recommendations. Although some advances have been made with regard to the DVA compliance forum, more work needs to be done on the compliance forums that addresses IPID recommendations. To deal with this, provincial visits are now being undertaken.

One of the service delivery challenges facing the Civilian Secretariat for Police is the management of complaints. While the Act places the responsibility on SAPS to manage complaints, it has become increasingly impossible for the Civilian Secretariat for Police not to take a more hands on approach to the management of complaints. As a result, the Civilian Secretariat for Police has engaged with a range of different entities and Ombudsman structures, and has attempted to put in place a complaint management system. However the Civilian Secretariat for Police needs to engage National Treasury, IPID and the SAPS regarding the effective financing and capacitating of the complaints section.

The roll out of Community Safety Forums (CSFs) by provinces has been aligned to the national policy guidelines on CSFs and seven of the nine provinces have established provincial processes to implement CSFs. During the 2012/13 financial year 44 CSFs were established

Within the Policy environment the major focus has been the drafting of the White Paper on Safety and Security, which resulted in the drafting of an additional comprehensive policy, the Green Paper on Policing. Drafting of the White Paper on Safety and Security will continue in the 2013/14 financial year as an inter-departmental process managed through the JCPS cluster.

2.1.5 Overview of the organizational environment for 2012/13

The Civilian Secretariat for Police, prior to the 2012/13 financial year, had a Support Service function that dealt with all support services within the Civilian Secretariat for Police including both HRD and finance. During the 2012/13 financial year, the support services function was divided into different sub-directorates within the Programme: Administration. One sub-directorate now deals exclusively with finances and supply chain management, and another with Human Resource Development and auxiliary services.

By January 2013, a Chief Financial Officer (CFO) had been appointed to head the finance and supply chain management sub programme. The CFO undertook a restructuring of the sub-directorate to ensure better financial budgeting and spending, and to ensure the Secretariat has the necessary capacity in place to become a designated department in 2014/15.

The appointment of a new head of Corporate Services was finalized at the end of the financial year and commenced work in 1 April 2013.

The Civilian Secretariat for Police established its Internal Audit Unit during the 2012/13 financial year. Preliminary audits on certain processes were conducted and a global organizational risk assessment was developed. Internal Audit has primarily focused on key areas that will affect the Civilian Secretariat for Police in becoming a designated department in 2014/15. Internal audit has already had an impact on the manner in which the Civilian Secretariat for Police reports on its targets and on the manner the Civilian Secretariat for Police now conducts its business.

The Legislation Programme was also officially established during the 2012/13 financial year and the position of Chief Director Legislation was also filled towards the end of the financial year. There is considerable pressure on the Civilian Secretariat for Police to develop critical legislation which will affect policing and this appointment will contribute to the successful finalization of such legislation.

The Civilian Secretariat for Police will see a major improvement in its organizational environment now that all its key line function personnel are in place to execute their duties.

One of the key organizational challenges that the Civilian Secretariat for Police faced has been growing its staff component from 53 at the end of 2011/12, to 114 staff as approved at the beginning of 2012/13. This has required the Civilian Secretariat for Police to more than double its staff complement. This process has been slower than anticipated. The major challenge has been poor performance of candidates during the interview process, and the subsequent competency assessments. This has forced the Civilian Secretariat for Police to re-advertise posts and begin recruitment processes afresh.

Also during the financial year, a skills audit was initiated to assess the existing skills level of staff within the Civilian Secretariat for Police. Arising from this audit and in line with requirements of the DPSA, all existing SMS members in the Civilian Secretariat for Police are now undergoing external competency assessments. It is hoped that these assessments will better assist the organization with ensuring that its staff are capacitated to perform the functions required.

During the 2012/13 financial year, staff of the Civilian Secretariat for Police began to unionize and a recognition agreement will be signed in the 2013/14 financial year.

2.1.6 Key policy developments and legislative changes

Certain changes were made to the organizational structure of the Civilian Secretariat for Police to align it with the Civilian Secretariat for Police Service Act. The structure has also taken into account the need for the Civilian Secretariat for Police to become a designated department in the 2014/15 financial year.

During the 2012/13 financial year amendments were made to the South African Police Service Act through the South African Police Service Amendment Act, enacted at the end of March 2013. The new Act places certain responsibilities on the Civilian Secretariat for Police with regard to supporting the Judge who will be appointed to hear complaints against the DPCI.

In relation to the Independent Police Investigative Directorate Act and the Civilian Secretariat for Police Service Act, the Civilian Secretariat for Police has during the 2012/13 financial year assumed full responsibility for the monitoring of the Domestic Violence Act and for the monitoring of service delivery complaints against the police.

2.1.7 Departmental revenue, expenditure and other specific topics

Table 2: Ratio of spent Personnel Budget against Overall Allocated Budget

Item	Budget Requested R'000	Actual Budget Allocation R'000	Unused budget expended back to SAPS R'000	Readjusted budget allocation R'000	Actual Expenditure R'000	% of spent Personnel Budget against Total budget
Operational Budget	17 771	17 927	- 3 500	14 427	11 710	-
Personnel Budget	45 496	45 496	-	45 496	28 205	
Total Budget	63 267	63 423	-3 500	59 923	39 915	44%

Table 3: Comparative year-on-year increases

Program	Allocation 2010/11 (R'000)	% Increase/ Decrease	Allocation 2011/12 (R'000)	% Increase/ Decrease	Allocation 2012/13 (R'000)	% Increase/ Decrease	Unused budget expended back to SAPS (R'000)	Re Adjusted budget allocation
Administration	3 715	-1%	7 014	89 %	7 884	12%	1 330	6 554
Monitoring and Evaluation	4 264	541%	3 210	-25%	4 567	42%	2 100	2 467
Policy and Research	1 773	-24%	1 593	-10%	1 155	-27%	70	1 085
Legislation	-	-	-	-	1 380	100%	-	1 380
Partnerships	1 529	100%	2 389	56%	2 941	23%	-	2 941
TOTAL	11 281	-12%	14 206	26%	17 927	26%	3 500	14 427

Table 4: Programme Expenditure (FY12/13)

Programme		Actual Allocation (per budget code) (R'000)	Unused budget expended back to SAPS (R'000)	Re Adjusted budget allocation (R'000)	Actual Expenditure (R'000)	Underspent/ Overspent (R'000)	% Overspent/ Underspent
Administration	Office of the Secretary	1 757	-500	1 257	1 238 (98%)	19	2%
	Support Services	6 127	-830	5 297	3 596 (68%)	1 701	32%
Monitoring and Evaluation		4 567	-2 100	2 467	2 191 (89%)	276	11%
Policy and Research		1 155	-70	1 085	879 (81%)	206	19%.
Partnerships		2 941		2 941	2 882 (98%)	59	2%
Legislation		1 380		1 380	923 (67%)	457	33%
Total		17 927	-3 500	14 427	11 710 (81%)	2 717	19%

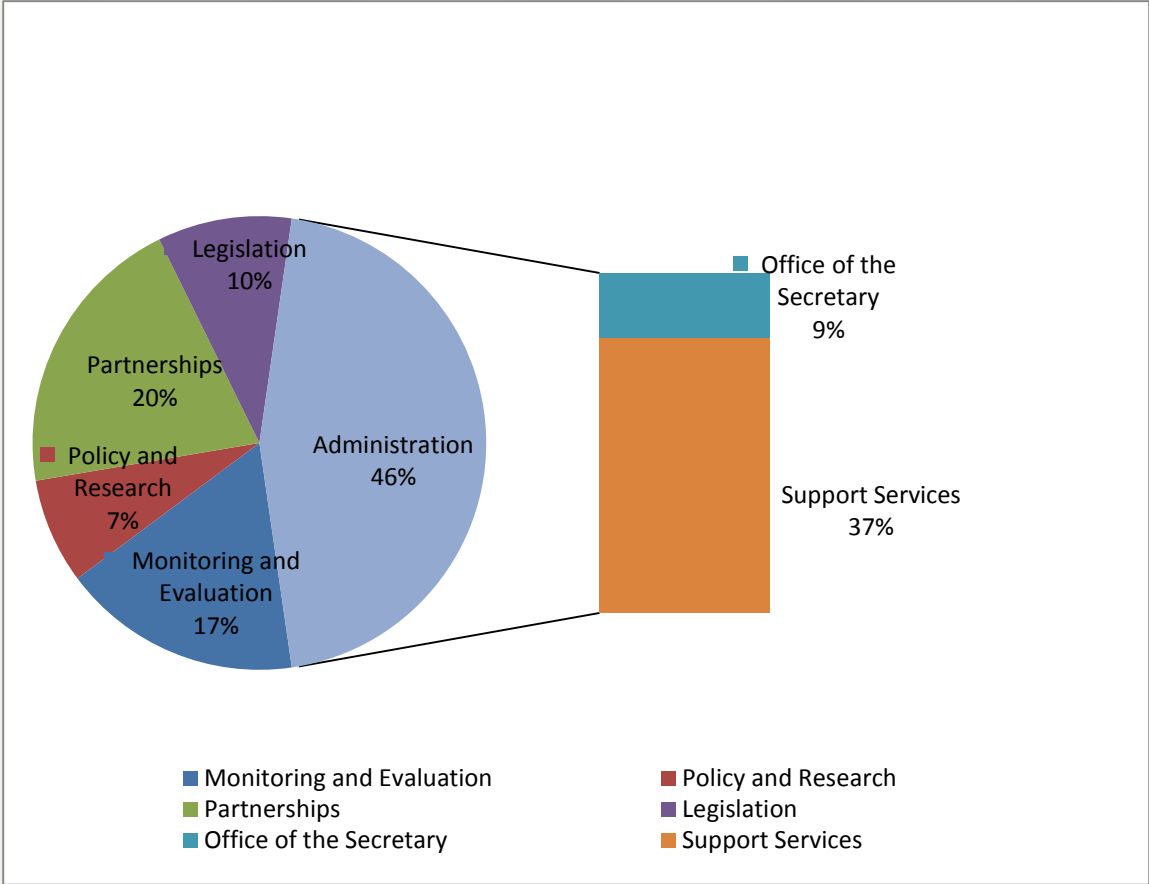
Table 5: SECRETARIAT Programme Budget breakdown

2012/2013	Budgetary allocation R'000	Unused budget expended back to SAPS	Actual Expenditure R'000
Overtime	222		86
Goods & Services	16 442	-3 500	10 981
Transfers & Subsidies	3	-	2
Capital assets	1 260	-	641

Table 6: Transfers & subsidies

Budget	Expenditure description	Expenditure
3,000	Vehicle Licenses	R 1 692

Breakdown of programme expenditure



SECTION 3

PROGRAMME 1: ADMINISTRATION

The purpose of the programme is to ensure that staff of the Secretariat is supported to create a conducive work environment to improve service delivery.

3.1 Sub-programme 1.1: Office of the Secretary

The purpose of the sub-programme is to provide efficient and effective oversight over the SAPS and enhance the role of the Minister of Police.

Strategic Objective: *An effective and efficient Secretariat able to fulfill its mandate*

During the 2012/13 financial year, the Office of the Secretary of Police was restructured and now includes both a communication section and the internal audit section.

A communication strategy was developed for the Civilian Secretariat for Police with the first phase of this strategy focusing on increasing awareness within government departments and the police and ensuring that the Civilian Secretariat for Police is properly branded.

The Internal Audit Unit, although not fully capacitated, has been able to assist the Secretary of Police in identifying key weaknesses with regard to how the Civilian Secretariat for Police conducts its business. Specific areas of weakness where the Civilian Secretariat for Police needs to improve its system and processes are now being developed. The Internal Audit unit also includes a Risk Management section that is responsible for risk identification, risk assessment and control and management.

MINMEC meetings are held on a quarterly basis. During the 2012/13 financial year, the Civilian Secretariat for Police developed a reporting format that would allow MECs from the different provinces to report on key crime and policing trends and issues. The reporting format also requires provinces to report on progress made with regard to the implementation of the Civilian Secretariat for Police Service Act, CPF alignment, as well as the implementation of CSFs. This reporting format was approved by the MINMEC meeting and put in place during the last quarter of the 2012/13 financial year. The format provides for provinces to submit reports prior to the MINMEC meeting and for the Civilian Secretariat for Police to then provide MINMEC with a consolidated report that can be discussed at the meetings.

Quarterly meeting were held with the Heads of Department (HoD's) of the Provincial Departments of Safety. Provinces that are in the process of aligning their structures with the Civilian Secretariat for Police Service Act are as follows:

- The new structure was approved in KwaZulu Natal where the new structure was approved by DPSA on 7th December 2012
- In Mpumalanga priority posts have been identified for filling in 2013/14
- The MEC of Limpopo where the MEC instructed the structure be sent to DPSA by beginning March 2013
- In the Eastern Cape the current structure actually only deals with policing issues
- Posts were advertised in March 2013 in the North West
- The Free State structure was aligned during the 2012/13 financial year
- Gauteng job evaluations have been done for the new structure
- Western Cape was aligned to the Act prior the enactment of the Act
- Northern Cape was still in discussion with Provincial Treasury at the end of 2012/13

Customized Sector Indicators have been finalized and approved and signed off by all provinces for the 2013/14 financial year.

TABLE 7: Office of the Secretary

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Development & submit Strategic Plan	1	1	
Joint consultative IPID/ Secretariat forum meetings	4	4	
Develop Quarterly Report	4	4	
Develop and approval of sector customised indicators	1	1	
Approved project plans for Special Projects	2	2	
Performance agreements signed and implemented with Chief Directors	6	6	
% Compliance with the PFMA	100%	100%	
% Compliance with DPSA Performance Management System	100%	100%	
Development implementation of a communication strategy	100%	100%	
Facilitate MINMEC meetings	4	4	
Develop & submit Annual Report	1		
Develop & submit Annual Performance Plan	1	1	
Reports to the Minister on areas of oversight & policy	10	10	
Full establishment of Legislation Unit	1	1	
Full implementation of Civilian Secretariat for Police Service Act	90%	90%	
Effective implementation of new organizational structure	100%	90%	
Effective communication and alignment with provinces	100%	90%	
Strategic & technical advice to the Minister	100%	100%	
Engage government departments through JCPS Cluster processes	100%	100%	

3.2 Sub-programme 1.2: Human Resource Management

The purpose of the sub- programme is to monitor the provision of Human Resource Management and Development Services

Strategic Objective: Secretariat has an effective HR Management and Services in place

The new organizational structure was approved on the 27 of March 2012. In terms of this structure, the Civilian Secretariat for Police has 114 fixed posts of which 53 were filled by the end of the 2011/12 financial year. All vacant and funded posts were advertised during 2012. Some of the advertised posts were not filled as no suitable candidates were found.

All three critical senior management posts (created in terms of the new organisational structure) were filled. However one of these senior management posts, although finalised at the end of 2012/13, could only be occupied on 1 April 2013.

Performance management agreements were signed by all senior managers and other staff members and regular performance assessments have been conducted. Compliance reports were submitted to the Public Service Commission and the Department of Public Service and Administration.

The members of the Civilian Secretariat for Police staff are all appointed in terms of the Public Service Act, 1994. The systems that are applied, however, are that of the South African Police Service, including the payment of the salaries of staff.

Achievements

All personnel information is correctly captured and remunerated and appears on the Persal system of the SAPS. Access to PERSAL functions increased from the previous year and the Civilian Secretariat for Police currently has 80% of all persal function. The final 20% will be handed in January 2014 in order for the Civilian Secretariat for Police to run these function prior to becoming a designated department. One of the historical problems in the Civilian Secretariat for Police is that there were a significant number of people on the structure who were additional to the structure in the organization. In 2012/13 the persal establishment and the approved organogram were linked and there were no additional to structure staff appearing on persal.

A Human Resource Plan has been developed to adhere to Public Service requirements and to assist with the management of the Civilian Secretariat for Police human resource and to assist with the recruitment, selection, deployment and retention of staff. The Civilian Secretariat for Police currently has a relatively high retention rate with only 2 staff leaving during the financial year (both staff received promotion in other departments). The Civilian Secretariat for Police also finalized its internship programme and strategy and will begin recruiting interns in 2013/14 based on this strategy.

Newly appointed members have all been through induction programmes and signed off on the code of conduct. All performance agreements of SMS members were signed and the performance management system is being adhered to by the Civilian Secretariat for Police.

A skills audit process for all existing staff members has been initiated and based on this audit a decision was taken that all SMS members must undergo competency based assessments. The result will become part of performance procedures through effective career development. The Civilian Secretariat for Police also has an approved annual Work Skills Plan which was submitted and approved by PSETA.

The Civilian Secretariat for Police has developed its own Employee Wellness Program in cooperation with GEMS and quarterly awareness programme were held in 2012/13.

Policies were drafted on, recruitment and selection, training and development, employee health and wellness as well as diversity management. A policy on bursaries is included in the training and development policy. Internal Audit is now reviewing these policies to ensure that the Civilian Secretariat for Police is compliant with all DPSA prescripts.

Challenges

There are a number of challenges that have been identified which include:

- Only 75% of the approved posts were filled during the financial year. The major challenge in filling posts related to selected candidates not performing during competency evaluations or performing below average during interviews and the posts having to be re-advertised.
- All PERSAL functions have not yet been received/transferred from SAPS. This will only occur in January 2014.
- Reliance on other government training institutions regarding certain training needs, and delays related to cancellation of training.
- Current office space available to the Civilian Secretariat for Police.

TABLE 8: Human Resource Management

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
% Persal functions implemented	100%	80%	Civilian Secretariat for Police is still a cost center under the accountability of National Commissioner of Police. CFO and the Chief Director Corporate Service were appointed in January and April.
Approved Human Resource Management Plan	1	1	HR Plan developed.
Approved Human Resource Development Plan	1	1	HRM Plan developed.
Code of Conduct signed by % of staff	100%	100%	Code of Conduct in place and signed.
Workshop on Code of Conduct	2	0	PSC postponed the planned date. The Secretariat also postponed due to the newly appointed members .No financial implications occurred in terms of budget
Approved Office Manual	1	1	
Approved disciplinary policy	1	1	
Skills Audit conducted on new appointees	1	1	
Approved WSP	1	1	
Approved employee health and wellness policy & programs	1	1	
Approved reports submitted within set timeframes to, - Public Service Commission - DPSA - PSETA - Department of Labour and other relevant departments	3	2	Employment equity report not prepared due to the fact that Secretariat is not yet a designated department.
Number of HR policies approved	4	4	
Diversity Management policy.	1	1	
% advertised posts filled within agreed timeframe	100%	75 %	Post advertised and interviews conducted but suitable candidates not found
% Implementation of new organizational structure	100%	90%	

3.3 Sub-Programme 1.3: Supply Chain Management

The purpose of the sub-programme is to provide supply chain management services

Strategic Objective: Ensure sound corporate governance and provide robust supply chain management services and asset management services in the Secretariat.

Achievements

The appointment of key supply chain management practitioners has resulted in the improvement in service delivery and compliance during the period under review. The Supply Chain Management Policy for the Civilian Secretariat for Police has been developed and will be implemented with effect from 1 April 2014, which is the envisaged date that the Civilian Secretariat for Police will be proclaimed a national department.

Supply Chain Management has complied with the Public Finance Management Act, National Treasury prescripts, practice notes and circulars issued by the SAPS Supply Chain Management. As a result, the Civilian Secretariat for Police did not incur any unauthorized, irregular, fruitless and wasteful expenditure during the period under review.

Challenges relating to inventory management were experienced during the year. The challenges are expected to be addressed by the end of the first quarter of the 2013/14 financial year when the Deputy Director of Logistical Management is appointed.

SCM and Financial Management have put a system in place to ensure that payments are made to creditors within 30 days of receipt of invoice.

Though the Civilian Secretariat for Police is still operating as a cost-centre of SAPS and its supplier database is linked to the SAPS central database, it is now creating its own database that is linked to the SAPS database.

Challenges: Targets not achieved

The target for the Shared Services Level Agreement has not been met. A Task Team involving members of the Civilian Secretariat for Police and the SAPS has been appointed. Since the appointment of the CFO the project has regained momentum and is expected to be finalized by the end on the second quarter of the 2013/14 financial year.

TABLE 9: Supply Chain

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
% operational SCM system in accordance with Public Service Systems	100%	90%	The Supply Chain Management Policy for Civilian Secretariat has been developed and will be implemented with effect from 1 April 2014, which is the envisaged date that the Secretariat will be proclaimed a national department.
Finalized Shared Service Level Agreement with SAPS in place	1	0	
Services 100% compliant with Treasury prescripts, practice notes and guidelines	100%	100%	
Risk Management Plan & Processes in place	1	0	Internal Auditing has been appointed to facilitate the process
Payment to creditors within 30 days of receipt of invoice	30 days	30 days	
Review & sanitize supplier process & database for procurement	1	0	Still using SAPS Database while compiling ours. The process of having our own database will happen before the end of next financial year 2013/14.

3.4 Sub-programme 1.4: Financial Management

The purpose of this sub-programme is to provide financial and accounting services in line with the PFMA.

Strategic Objective: An efficient and effective budget and financial management in line with all financial policies, prescripts and legislation.

The Civilian Secretariat for Police is currently still functioning as a cost center under Program 1: Administration. Steps are currently underway to formulate policies and implement systems that are required for a national department, following the proclamation of the Civilian Secretariat for Police Service Act, 2011 (Act No 2 of 2011) by the President in December 2011.

The organizational structure approved by the Minister of Police in March 2012 has created more capacity in the unit through the addition of a number of new posts. It is envisaged that all posts in the unit will be filled by the end of the 2013/14 financial year.

Financial management at the Civilian Secretariat for Police is carried out in accordance with the PFMA and applicable National Treasury regulations. The internal control environment has improved during the period under review.

However one of the first challenges identified by the CFO after appointment was the need to improve the budget and expenditure management. While the CFO has established clear processes regarding observance of authorization controls and close monitoring of expenditure against approved budget, this only really took effect in the last quarter of the financial year. The spending pattern of the Civilian Secretariat for Police for the 2012/13 financials still therefore reflects certain weaknesses and challenges related to both budgeting and expenditure. Going forward, particular emphasis has been placed on budgeting for personnel cost where the under spend was not only related to non-filling of vacancies but also inaccurate budget projection.

The finance section has also established a process whereby business units must provide expenditure projections for each quarter to improve operational spending.

TABLE 10: Financial Management

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Upgraded Financial Management Systems in place	1	1	
Accurate financial reports submitted timeously as per PFMA requirements	12	12	
Payment to creditors within 30 days of receipt of invoice	30 days	30 days	
Midterm review conducted	1	1	

3.5 Sub programme 1.5: Auxiliary Services

The purpose of this sub-directorate is to manage the provision of auxiliary services.

Strategic Objective: an effective auxiliary service which enables the Secretariat to meet its mandate

All expenditure for Auxiliary Services is covered under Supply Chain Management

The Auxiliary Services provides a registry service where documents are managed and archived. A File Plan is in place and the filing system is being upgraded with the assistance of SITA and National Archives. All registry personnel underwent training on registry management and a registry manual has been developed in cooperation with the National Archives.

The Civilian Secretariat for Police partly upgraded its vehicle fleet during the 2012/13 financial year, although payment on this upgrade was only effected after the closure of the 2012/13 year.

The building occupied by the Civilian Secretariat for Police is under a lease managed by the SAPS. The office space, however, is maintained by the Civilian Secretariat for Police and occupational health and safety standards are complied with. No occupational health and safety incidents have been reported. The building is in need of upgrading and the Civilian Secretariat for Police is acquiring additional office space to accommodate the staff in terms of its new organizational structure. However space remain a serious issue that needs to be addressed.

TABLE 11: Auxiliary Services

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Updated registry and archive system	1	1	
% Standards compliant with health and safety standards	100%	100%	

SECTION 4

PROGRAMME 2: PARTNERHIPS

Purpose of the programme: The purpose of the programme is to manage and encourage national dialogue on community safety and crime prevention.

4.1 Sub-programme 2.1: Civil Society Partnerships

The purpose of the sub-programme is to manage and facilitate civil society partnership in crime prevention

Strategic Objective: *Strategic collaborative partnerships between government and civil society exists with regard to crime prevention*

In the year under review cooperation found expression through interactions with, amongst others, SAPU, POPCRU and SANCO, Agri-SA and FAWU.

Workshops have been held with the unions and SANCO, aimed at developing shared perspectives on challenges, solutions and approaches. Their response, has indeed been indicative of the willingness of all South Africans who, consistently express and demonstrate a genuine desire to embrace our police, and assist the Ministry in realizing its constitutional responsibility in regard to policing, and the police in locating themselves better with regard to partnerships.

These organizations are among those who have committed themselves to supporting the campaign against stolen goods. And more critically, they are committed to assisting the Ministry in its efforts to ensure dialogue and broader participation in the development and implementation of policing policy, as well as the involvement of communities in issues related to their own policing.

A working relationship has been established with police unions and as well as Agri-SA, FAWU and SANCO. Together with the Partnership Programme, these organizations have taken part in discussions on, improving the functioning of CPFs, the assessment of the effectiveness of the Rural Safety Strategy and the debate on the relevance of the campaign against stolen goods as well as the concept document thereto.

Noting the large constituencies that these organizations represent, together with their national infrastructure and influence, it is believed that these relationships lay a strong basis for deepening dialogue on policing policies and implementation thereof, as well as participation in crime prevention initiatives.

TABLE 12: Civil Society Partnerships

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Number of working agreements with civil society organizations	2	2	
Number of established working groups arising from agreements	2	2	
Launch of anti-crime campaign	1	0	Concept document produced, stakeholders consulted

4.2 Sub-programme 2.2: Intergovernmental Partnerships

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

Strategic Objective: Enhanced intergovernmental cooperation on safety and security issues through a coordinated effort

The sub-programme seeks to facilitate coordinated intergovernmental efforts in the fight against crime. In this regard, work has been undertaken on two fronts: firstly, the establishment of CSFs, and, secondly, the involvement of various departments in discussions on policing policy and the implementation thereof. The former because it is one of government's current priorities and the latter as a basic requirement and prerequisite for involvement and participation.

The process of establishing CSF's was planned to occur in three phases:

- Phase one : the development of policies
- Phase two : roll out of CSF's
- Phase three: assessment of overall functioning

The policy development process has been finalized. A policy integration process was undertaken with SALGA and SALGA is in support of the implementation process and participates actively in CSF processes.

A National Task Team as a sub-committee of the JCPS Development Committee has been established comprising of the following departments

- Civilian Secretariat for Police
- Correctional Services
- Justice and Constitutional Development
- Social Development
- CoGTA
- SAPS
- Human Settlements
- NPA

A National implementation plan was drafted to guide the national process which was concluded at a workshop held with Provinces. The workshop also agreed to National Guidelines to make certain that appropriate people are identified and that uniform standards are applied by all Provinces to cover administrative arrangements, briefings and, indicators for the functioning of CSF's.

Seven of the nine provinces had started to align and roll out CSF in the 2012/13 financial year and the two other provinces will begin to roll this out in 2013/14. During the 2012/13 financial year 44 CSFs were established. All provinces have set clear targets regarding the alignment and establishment of CSF for 2013/14.

The Intergovernmental sub-programme of the Civilian Secretariat for Police also works consistently with the JCPS to keep it abreast on policy issues and approaches.

Work was also undertaken during 2012/13 with the Department of Social Development to facilitate alignment of the EPWPs among provinces. This should be finalized in 2013/14. This is primarily aimed at identifying best practices, and where necessary, effecting alignments and sharing experiences.

TABLE 13: Intergovernmental Partnerships

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Number of facilitation forums established in provinces for roll out of CSF's	9	7	Two provinces had not established forums for the roll out of CSFs.
Number of monitoring reports on the roll out of CSF's	9	10	An additional report for the JCPS cluster was prepared
Number of agreements in place with NWG, DevCom, Prov Secretariat's, SALGA on CSF roll out	4	3	Consultation with SALGA not completed
Number of workshops facilitated with NWG, Devcom & provincial Secretariat's	4	3	Collective workshops held which impacted on target

4.3 Sub-programme 2.3: Community Outreach Programmes

The purpose of the sub-programme is to promote, encourage and facilitate community participation in safety programmes

Strategic Objective: Maximum participation of communities in crime prevention initiatives

The Ministry continues to hold Public Participation Programmes among communities. Out of these events, the Civilian Secretariat for Police is able to get a sense of how people at local level experience our service delivery interventions.

The most commonly raised issues include substance abuse, woman and child abuse, poor service delivery, corruption within the police, tensions between South Africans and foreign nationals, poor report back mechanisms, etc. In these events the Minister brings along the leadership of the police to account before the communities and to indicate steps that would be taken to address the concerns raised.

Generally speaking there has not been sufficient transformation in terms of service delivery levels in some urban areas particularly in townships and also in rural areas. While policing infrastructure is stronger in some urban areas it remains poor in townships and rural areas. The Civilian Secretariat for Police is mindful of this historical infrastructural weakness and the challenge it poses in the short and medium term with regard to service delivery.

It is for this reason that an ongoing conversations and partnerships with communities become critical, as they raise possibilities for creative solutions to address these challenges.

A systematic process to follow up on issues raised in public participation programmes is being developed. In this regard, the Provincial Commissioner in the Western Cape has pledged his full support to the development of a follow up process. All provincial Commissioners will be similarly engaged to seek their assistance in this regard.

Meetings have been held with Provinces, CPF structures to seek ways of improving the functioning of CPF's. With the exception of the issue of the establishment of a national CPF board, there is agreement on all issues. The following key challenges have been identified: resourcing of CPFs, their training, as well as the lack of inclusivity in the manner in which there are constituted. The structures are also male-dominated. Work is being done to address all these challenges.

TABLE 14: Community Outreach Programmes

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Number of public participation engagements of Minister	6	7	
Number of established working relationships with communities on crime prevention initiatives	6	4	A system was developed during the financial year to ensure that participation engagements result in concrete crime prevention initiatives and this was implemented in four areas where public participation meeting were held.
Number provinces implementing CPF guidelines	9	8	One province deviating

4.4 Sub-programme 2.4: Crime Prevention: Private-Public Partnership

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

Strategic Objective: Ensure a collaborative effort between government, private and academic sector on crime prevention initiatives

The work of coordinating anti crime interventions with the business sector is undertaken in partnership with BACSA. In this regard the implementation of a memorandum of understanding signed between the National Commissioner and BACSA is being monitored.

Regular meetings have been held with BACSA to evaluate and monitor progress on identified projects. BACSA is a significant resource to the Partnership Programme of the Civilian Secretariat for Police and the Department. Their willingness to contribute in organizing financial and intellectual resources in the fight against crime is deeply commendable. It is the view of the Partnership Programme of the Civilian Secretariat for Police that one of its strategic weaknesses has been the failure to more fully utilize BACSA's expertise and experience.

Crime affecting the small business sector has been identified as an additional area of cooperation with BACSA. In this regard, a draft strategy to combat small business robberies has been developed. The strategy seeks to incorporate experiences learnt from anti-crime initiatives developed for the big-business sector, and those derived from pilots conducted within the small business environment in central Johannesburg and Tembisa.

TABLE 15: Crime Prevention: Private-Public Partnership

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Number of agreements with regard to anticrime initiatives approved	3	3	
Rural safety strategy implemented.	100%	50%	Engagements were held with FAWU and Agri-SA on the strategy and five provinces visited. Rural strategy was monitored and buy-in for the strategy secured from the above stakeholders in these provinces.
Number of Special Partnerships Projects implemented	2	1	Only one special project assigned

SECTION 5

PROGRAMME 3: POLICY AND RESEARCH

The purpose of this programme is to provide policy and research services to the Secretary of Police

5.1 Sub-programme 3.1: Policy Development

The purpose of this sub-programme is to develop policy

Strategic Objective: The development of policies around policing areas informed by research

Achievements

- During the review of the 1998 White Paper on Safety and Security, it became apparent that there was a need for a comprehensive policy on policing – one that would guide the development of police strategy and operation over the medium to long term. In light of this, a decision was taken to draft a White Paper on Policing while retaining, and continuing the review of the 1998 White Paper. The drafting process entailed regular, extensive consultations with the SAPS as well as other key role players and stakeholders. These include the Director's General (DGs) forum of the Justice, Crime Prevention and Security Cluster (JCPS), the Development Committee (DEVCOMM), as well as the civil society reference group. In the absence of a 'Green Paper' which legally precedes the development of a 'White' Paper, the Civilian Secretariat for Police was required to draft a Green Paper on Policing. The Green Paper will be finalized and will be presented for public comment in the first quarter of the 2013/14 financial year.
- The Policy on the establishment of a DNA database was also finalized and approved by the Portfolio Committee on Police. This policy sets the basis for the development of the DNA Bill (Criminal Law -Forensic Procedures- Amendment Bill), which will establish and regulate a forensic DNA database at the SAPS Forensic Science Service. The DNA Database will act as a criminal investigative tool to aid in fighting crime, taking into account constitutional requirements. The DNA Database will also influence judicial and legal processes. The drafting of the DNA Bill will start in the 2013/2014 financial year and will be finalized during the same year.
- The policy and guidelines on the establishment and functioning of the South African Police Reserve Service was completed and signed off by the Minister of Police in December 2012. The policy drafting process was undertaken through continuous engagement with SAPS, CPFs, reservists and other stakeholders, together with the Civilian Secretariat for Police's Partnership unit.
- A policy on the Selection of Cases to be dealt with by the DPCI was drafted and tabled in Parliament in accordance with the South African Police Service Amendment Act.
- Responses to recommendations made by the Portfolio Committee on Police on the Detective Service were undertaken by the unit together with SAPS. A decision was further made that the Civilian Secretariat for Police would draft a Detection Policy and the SAPS would develop an implementable strategy in support of the policy.
- The unit also initiated a process exploring the use of force within the police. The policy development was initially focused on the use of non-lethal equipment, but after consultations, it was extended to address the general use of force in the police. This policy will be finalized during the 2013/14 financial year after an international study tour has been conducted.

Challenges: Targets not achieved

- The review of the 1998 White Paper on Safety and Security was not finalized due to the decision to commence drafting a Green Paper on Policing. The review of the White Paper on Safety and Security will commence during the second quarter of 2013/14, after the finalization of the White Paper on Policing.
- Meetings with the Policy & Research Reference Group were held three during the year under review, as the need for smaller technical meetings with experts became necessary to deal with particular projects.

TABLE 16: Policy Development

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Finalized and approved White Paper on Safety and Security	1	0	Green Paper on Policing finalized for public comment
Number of engagements with reference group established by the Secretary	4	3	Bilateral were held on various projects rather than larger forums
Forum with SAPS to feed into ongoing research and policy issues	4	4	
Work with M&E on key issues based on recommendations	100%	100%	Discipline Management for WPP & Report on Inspectorate
Identify & develop policy of specific areas refer in White Paper on Safety and Security	1	0	Green Paper on Policing only finalized in fourth quarter
Develop policy on establishment of DNA database	1	1	

5.2 Sub-programme 3.2: Research

The purpose of this sub-programme is to undertake research strategy development.

Strategic Objective: High quality, evidence-based research programmes on policing, crime, safety and security issues

Achievements:

- A review of the gang situation in the Western Cape was undertaken and the findings were presented to the Portfolio Committee on Police during the second quarter of 2012/13. Emanating from this the unit drafted an opinion on some of the legislative challenges (Prevention of Organized Crime Act) that exist in hampering effective responses to gangs and gangsterism. The study found that certain sections could be reviewed to strengthen prosecutions of gang related cases. An inter-governmental process has now been established within the JCPS cluster to take this process forward.
- The review of Sector Policing undertaken highlighted that the approach can be successful if implemented with maximum resources and existing elements of policing, such as visible policing, reservists, special operations, crime analysis, intelligence-led policing and community policing.
- A review of the SAPS Inspectorate was also undertaken and the findings form part of the White Paper on Policing.
- The unit participated in the fifth international conference on "Security, Democracy and Cities: the Future of Prevention", in December 2012 in Paris, France. Funded by GIZ, South Africa, the multidisciplinary conference was dedicated to the exchange of experiences, knowledge and practices in the field of crime prevention in Europe and the World.

TABLE 17: Research Development

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Research document on the National Police Inspectorate	1	1	
Research document on Specialized policing areas such as gangsterism	1	2	<ul style="list-style-type: none"> • POCA Report • Report on Gang situation in WC
Research document on the use of technology in SAPS	1	0	Ongoing work on Use of force draft policy
Research document on the implementation of SAPS Communication strategies (Nat Instructions & Standing Orders & Regulations)	1	1	
Research document on SAPS Training & recruitment	1	1	
Provide reports on crime & policing trends	2	2	Two reports on: Crime Stats & Victim Survey
Research to compliment M&E RAG findings	1	0	RAG still under review
Research to compliment M&E monitoring of detectives	1	1	Detection policy
Research in areas identified by M&E and Partnership units	100%	100%	GIZ Mayor's Conference & Small Business Anti Robberies Strat, Public Order Policy Report for use of force policy
Research into areas to be addressed in SAPS Act	100%	0	White Paper deadline extended

5.3 Sub-programme 3.3: Resource Information Management

The purpose of this sub-programme is to provide resource information management to the Civilian Secretariat and relevant stakeholders.

Strategic Objective: An information hub that supports all components

The Civilian Secretariat for Police Service Act of 2011 allows for the creation of a Resource Information Centre (RIC). The purpose of the RIC is to provide resource information management to the Civilian Secretariat and relevant stakeholders. The strategic objective is to provide resource and information support to the Secretariat and provincial Secretariat's

Achievements:

During the year under review a policy to regulate the management and usage of the RIC was approved and signed. The policing research database continues to be updated with local and international reports and literature. The RIC subscribes to various newsletters and publications of academic institutions and can be accessed online through the Secretariat website.

TABLE 18: Resource Information Management

PERFORMANCE INDICATOR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCE & COMMENTS
	TARGET	ACTUAL	
Final information Collection Development policy	1	1	
% Historical research being done by SAPS or external role player (rework)	70%	50%	Work in progress
% Information on best practices into policing internationally	50%	40%	Focus during the financial year was on detection services and international information for use in the Green Paper. Other areas remain work in progress
% Repository of all reports prepared by Secretariat	100%	80%	The focus was on ensuring that historical reports produced within the policing environment are archived and available for use. Other areas remain a work in progress
Data base of all legislation, instructions and standing orders with regard to policing	1	1	
Collating all information relating to policing dealt with in parliament	100%	100%	
Provide Secretary with current & historic information on specific areas of policing as required	100%	100%	
Conduct research into specific areas identified by the Secretary	100%	100%	

SECTION 6

PROGRAMME 4: LEGISLATION

The purpose of this programme is to provide legislative support services to the Secretary of Police

Strategic Objective: Relevant legislation within the safety and security environment developed and processed

Establishment, Structure and Staffing

The Programme Legislation was established through the review of the organizational structure of the Civilian Secretariat for Police. The newly created and funded post of Chief Director: Legislation for the unit was advertised and appointed during the last month of 2012/13 financial year. During this period, the legislative function was led and directed by the Secretary of Police.

Plans have been put in place to fill all the vacant posts in the first half of the 2013-2014 financial year. Notwithstanding the vacancies, significant progress was made in drafting Bills during the financial year

The following pieces of legislation were drafted during 2012/13 –

- The Dangerous Weapons Bill was drafted and consulted with departmental role-players. The Bill was finalised and introduced in Parliament in 2012 and presentations were made to the Portfolio Committee on Police during its deliberations. The Bill is still in the Parliamentary process and is expected to be passed in Parliament's second semester of 2013.
- The Criminal Law (Forensic Procedures) Amendment Bill, 2012, relating to DNA was drafted in 2012, with its introduction in Parliament being scheduled for May 2013. The Bill was aligned to the Policy on DNA and was consulted with key departmental role-players such as the Departments of Justice and Constitutional Development, of Correctional Services and of Health. This Bill is a priority Bill and will be deliberated by Parliament from the second semester of 2013.
- The South African Police Service Amendment Bill ("DPCI") was finalised and introduced in Parliament. The Bill was passed by Parliament in August 2012 and put into operation in September 2012. This Bill responds to the judgement of the Constitutional Court and implementation of the Act is in progress. The Act is now in the process of being implemented.
- The Private Security Industry Regulation Amendment Bill, 2012 was drafted by PSIRA and introduced in Parliament in 2012. After its introduction, the Portfolio Committee encountered problems with the Bill and the Committee requested the Secretary of Police to take over the process from PSIRA. Public hearings on the Bill were held and the Civilian Secretariat for Police made presentations to the Committee on the Bill. The Committee requested the Secretary of Police to engage with stake-holders on critical policy areas before the Committee dealt with the Bill any further. Further deliberations on the Bill by the Committee will follow in the 2013-2014 financial year.
- The Firearms Control Amendment Bill has been drafted and is subject to further consultation before it is promoted to Cabinet and Parliament. The introduction of the Bill was put on hold due to the prioritization of the Dangerous Weapons Bill, the South African Police Service Amendment Bill ("DPCI"), the Dangerous Weapons Bill and the Criminal Law (Forensic Procedures) Amendment Bill, 2012.
- Draft Regulations for the Civilian Secretariat for Police were drafted and submitted to Provincial Departments / Secretariat's for comments, inputs with a view to finalization.

TABLE 19: Legislation

PERFORMANCE INDICATR	ACTUAL PERFORMANCE AGAINST TARGET		REASONS FOR VARIANCES & COMMENTS
	TARGET	ACTUAL	
Draft Regulations for the Civilian Secretariat for Police approved and implemented	1	1	Draft Regulations circulated to Provinces for comments.
Shared service agreement with SAPS approved and implemented	1	0	
Approved and enacted South African Police Amendment Act 2012 (DPCI)	1	1	DPCI Bill being implemented.
Approval and enactment of Dangerous weapons Act of 2012	1	1	Dangerous Weapons Bill passed by National Assembly.
Legislation on the Firearms Amendment Act placed before Parliament	1	0	Draft Bill done but was put on hold because the DNA Bill was prioritized
Legislation on the review of SAPS Act tabled in parliament	1	0	Pending finalization of White Paper.

SECTION 7

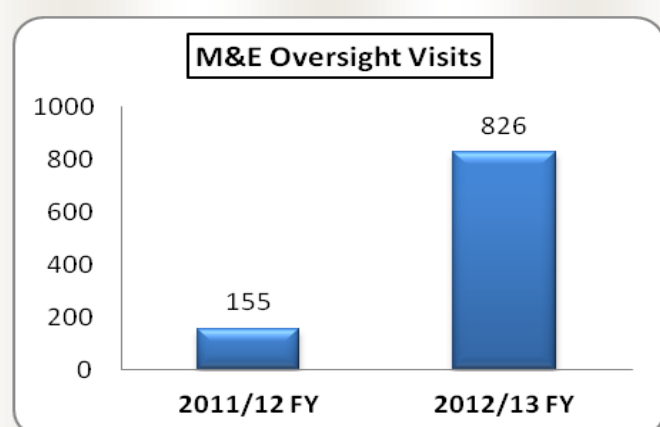
PROGRAMME 5: MONITORING, EVALUATION & REPORTING

Purpose of the programme: The purpose of the programme is to monitor and oversee the functions of the police service

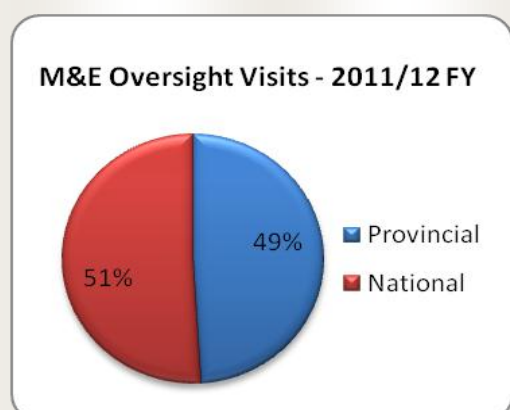
Monitoring and evaluation is one of the key mechanisms in providing effective civilian oversight of the police. It is a powerful public management tool that is used to improve achievement of results.

The M&E system of the Civilian Secretariat for Police is designed to monitor and evaluate the performance of the South African Police Service (SAPS) from a civilian perspective at policy and programme levels. The purpose of the system is to identify centers of excellence, highlight systemic inadequacies and recommend changes in policy and procedures.

In order to inform the processes above, routine monitoring data had to be collected on a national scale through oversight visits. In total, **826** oversight visits were conducted nationally in the period under review. This is an **81%** increase when compared to the 2011/12 financial year as depicted by figure 1 below. Most of these visits (89%) were conducted at various police stations which are key service delivery points of the SAPS.



It is interesting to note the significant shift in terms of the contribution played by the national and provincial sphere of the Secretariat when compared to the previous financial year. Figure 2 and 3 below illustrate that in the 2011/12 financial year the national office undertook most of the oversight visits as compared to the period under review.



This can be attributed to the efforts undertaken by the Secretariat to capacitate provinces to be able to collect quality data that is consolidated and analyzed at the national level. The main focus for the current financial year was to ensure that in-depth trends analysis is conducted to identify gaps and recommend corrective action.

The M&E function performed extremely well despite the challenges being faced and non achievement of certain targets. The non achievement of targets can be attributed lack of capacity and the handling of service delivery complaints against the police which was a vacuum created by the inception of the IPID Act.

The over achievement of targets has been mainly due the number of oversight visits conducted. This means that the 2013/14 Annual Performance Plan should reflect a realistic target for oversight visits. Proper planning processes are now in place to ensure that provinces provide correct information in order to set an appropriate target.

TABLE 20: M&E ANNUAL PERFORMANCE

Sub-programmes	Target	Actual	Performance
Service Delivery and Performance Audit	109	737	676%
Transformation & Compliance	21	16	76%
Provincial Coordination	30	33	110%
	160	786	491%

7.1 Sub-programme 5.1: Service Delivery and Performance Audit:

The purpose of the sub-programme to develop and monitor service delivery and audit performance of the SAPS.

Achievements:

Oversight visits are conducted through the National Monitoring Tool (NMT) at a national and provincial level in order to monitor the performance of the SAPS in relation to among others compliance to policy¹ and legislation². The National Monitoring Tool (NMT) related reports reflected the overall picture of how the SAPS comply with policy and legislation including resource allocation and utilization thereof.

A combined total of 429 oversight visits were conducted for the period under review administering the NMT at police stations across the country. These visits were complemented by the individual police station reports that indicated the key findings and recommendations regarding service delivery at the police station level. These reports were subsequently communicated to the Station Commanders respectively, and follow-up visits undertaken to monitor the implementation thereof. Similarly, the Bi-annual Performance Trends Analysis Reports were generated in order to Consolidate Provincial Performance Trends Analysis Reports emanating from the oversight visits.

The Civilian Secretariat for Police is mandated to monitor the performance of the SAPS including budget utilization, and report to the Minister. The SAPS Annual Performance Plan and Annual Report of 2011/12 financial year were utilized as source documents in terms of monitoring actual against actual performance. A Technical Analysis Report was generated to reflect on the achievements made by the SAPS during 2011/12 financial year. The report was also submitted to the Portfolio Committee on Police as an input prior the latter's parliamentary hearings on the SAPS Annual Report of 2011/12.

The budget remains a critical factor in the implementation of policy hence the statutory obligation placed upon the Secretariat to monitor SAPS budget utilization. The SAPS Monthly Budget Expenditure Reports of the police service were used as source documents to inform the content of the Bi-annual Budget Expenditure Analysis Report. Although challenges still exist in terms of constantly receiving the SAPS Monthly Expenditure Reports, efforts will be strengthened during the 2013/14 financial year to improve the flow of information between the SAPS and Secretariat.

The allocation of human and physical resources remains one of the key factors within the police service in their fight against the scourge of crime. It was in this context that the Secretariat produced a Resource Allocation Guide (RAG) Review Report to reflect on the systematic issues regarding the SAPS Resource Allocation Guide (now renamed Theoretical Human Resource Requirements (THRR). The Secretariat will continue to monitor the allocation of resources within the SAPS through the implementation of the National Monitoring Tool (NMT) during oversight visits.

The main challenge had been on the approach to follow in communicating the reports to the SAPS and monitoring the implementation of recommendations emanating from the oversight visits reports and other reports. Consequently, the focus for the 2013/14 financial year will be on strengthening efforts through institutional arrangements to ensure that the reports generated have an impact on the planning processes of SAPS and associated performance thus leading to improved service delivery.

¹ e.g. SAPS National Instructions and Standing Orders

² Domestic Violence Act, Child Justice Act, Criminal Law (sexual offences and related matters) Amendment Act, Second-Hand Goods Act and Firearms Control Act

TABLE 21: Service Delivery and Performance Audit

Performance Indicator	Actual Performance against target		Reason for variance
	Target	Actual	
Number of stations monitored	100	429	The provincial oversight visits are not prescribed in number. Therefore, provinces were allowed to undertake as many oversight visits as possible with the capacity at their disposal. The aim was to cover as many police stations as possible.
Number of Consolidated Station Monitoring Reports	2	1	A management decision was taken to consolidate this report into the National Trends Analysis Reports.
Number of Performance Trends Analysis Reports	2	2	
Number of SAPS Performance Management System Review Reports	1	1	
Number of budget and Expenditure Review Reports	2	1	The March 2013 Expenditure Report from the SAPS was not received.
Number of RAG Review Reports	1	1	
Number of evaluation reports on specific utilization of different resources, eg Government Garages	1	1	

7.2 Sub-programme 5.2: Transformation and Compliance:

The purpose of this sub-programme is to monitor SAPS transformation programme and compliance with directives of the department.

Achievements:

The Civilian Secretariat for Police Service Act provides for the establishment of Provincial Secretariat under a Provincial Head who must through the head of the department responsible for Safety and Security report to the MEC and the Secretary of Police quarterly reports on the activities undertaken. It was for this reason that the M&E unit conducted training sessions to capacitate Provincial Secretariat's to ensure a seamless transition. The feedback received from the attendees was positive in that they were appreciative of both the information provided and the way in which it was delivered even though there were pockets of improvements highlighted.

As part of monitoring compliance and implementation of Domestic Violence Act, DVA Audits conducted totaled 300 for the 2012/13 financial year. Joint information sessions were held with the SAPS, Secretariat, and Provincial Secretariat regarding the management of DVA in all nine (9) provinces.

Six (6) Compliance Forum meetings were convened during the financial year. The Compliance Forum developed Terms of Reference and Standard Operating Procedures (SOP) on the implementation of DVA, reporting and role clarification. The SOP has been signed by the Secretary for Police and submitted to the National Commissioner for authorization.

As part of monitoring the implementation of Public Order Policing, three oversight visits were conducted and one assessment report produced.

As part of strengthening stakeholder management a Reference Group that was established in the previous financial year was convened. The group serves as an advisory group to the M&E unit on issues relating to the implementation of legislation.

The Honeydew initiative was evaluated based on mostly anecdotal information. Interviews were conducted with SAPS at Honeydew police station and National office, private security companies and Business Against Crime South Africa. The final report was submitted to the Secretary.

The evaluation of SAPS Garages was implemented with Provincial Secretariats as a special project. The evaluation is carried out in two phases. An evaluation plan covering the first phase of the evaluation was drafted, evaluation tool drafted piloted at two sites and finalized. Data was collected from 92 SAPS garages. The final report was submitted.

The TORs for the evaluation of the Resolving of Crime learning programme was presented to the Deputy National Commissioner responsible for training in the SAPS which resulted in the establishment of a working group that facilitated the evaluation process. As the evaluation is conducted in two phases, data for phase 1 was collected from the two SAPS training academies implementing the learning programme. An evaluation report was compiled and key findings presented to the Secretary of Police.

A workshop facilitated by Department of Performance Monitoring and Evaluation (DPME) on the development of evaluation plans was held on 18 July 2012. The aim of the workshop was to build Monitoring and Evaluation (M&E) capacity within the Civilian Secretariat.

TABLE 22 : Transformation and Compliance

Performance Indicator	Actual Performance against target		Reason for variance
	Target	Actual	
Number of DVA audit reports	4	3	DVA audits were only conducted in the second quarter of the financial year as the first quarter was dedicated to building capacity at a provincial level.
Number of DVA compliance reports to Parliament	2	1	The second report is prepared for final approval but the finding of this report has been reported to Parliament.
Number of firearms management reports (internal & external)	1	1	
Number of monitoring reports on policy directives	2	1	One report was produced on Public Order Policing. The second report will be compiled once the Marikana Inquiry has been completed.
Number of DVA compliance forums convened	4	6	The DVA compliance forum had to sit on a regular basis to ensure alignment and streamlining of processes between the Secretariat and the SAPS.
Number of evaluation reports on identified areas of HRD within SAPS (training, recruitment)	1	1	
Number of evaluation reports on the Inspectorate	1	0	This project was transferred to the Policy and Research component of the Secretariat to form part of the White Paper on Safety and Security review process,
Number of reports on the implementation of the Second Hand Goods Act.	2	1	
Number of Reference group meetings convened	4	2	Unavailability of members

7.3 Sub-programme 5.3: Provincial Coordination

The purpose of the sub-programme is to coordinate and monitor the engagements between the Civilian Secretariat for Police and Provincial Secretariats

Strategic Objective: Improved civilian oversight of the police between the Secretariat and provincial Secretariats

The sub-directorate managed to address a number of service delivery complaints. This was followed by the analysis of complaints received by the Civilian Secretariat for Police. In this study the Secretariat has started to understand the nature of complaints received, unpacked the categories, reflected on constitutional and legal requirements, gave insight on the state of complaints, their origin and made recommendations for future consideration. This study is the first of its kind and it serves as a baseline and a source for situational analysis for complaints management. It has also given rise to future studies and plans for the next financial year such as the analysis of the performance of Provincial Secretariats and the Inspectorate.

A business case for complaints was undertaken with the purpose of strengthening the complaints management function within the Secretariat. The business case has begun to:

- strategically conceptualize service delivery complaints against the SAPS

- clarify the link between complaints management and Outcome 3, namely ***“To ensure that all people in South Africa are and feel safe”***,
- Outline the situational scenario as it relate to complaints, business opportunity analysis, lessons learned from fact finding mission, complaints and results based approach and resource analysis.

The business case serves as a roadmap for taking the process of police complaints management forward in South Africa.

Engagements between key stakeholders, such as SAPS, IPID and Civilian Secretariat for Police were facilitated. These engagements have resulted in the establishment of provincial structures and to strengthen communication between all role players. As the result of these engagements, the Civilian Secretariat for Police will play the chairing role on monthly meetings between SAPS and IPID on the implementation of these recommendations.

In 2012/13 financial year, a total of 254 service delivery complaints from the public were received. Most of these have been finalized and the rest are awaiting feedback from SAPS.

Electronic data collection tools and databases were developed for all M&E projects undertaken in the period under review.

Quarterly M&E forum meetings were held. The M&E Forum serves as a platform for alignment of M&E functions by the Secretariat and provincial Secretariat’s to enhance civilian oversight.

TABLE 23: Provincial Coordination

Performance Indicator	Actual Performance against target		Reason for variance
	Target	Actual	
Number of complaints management system review reports	2	1	The initial phases of the process involved the establishment of an effective complaints management system and reports are only now being generated after the establishment of the system.
Number of reports on the implementation of recommendations (IPID, AG, SCOPA and Parliament)	2	1	The Secretariat requested more detail on the actual recommendations made by IPID and the details on the recommendation took some time to be generated by IPID.
Number of discipline management review reports	1	1	
Number of litigation management review reports	1	0	Due to lack of capacity this indicator was not achieved.
Number of M&E Forum meetings convened	4	4	
M&E Frameworks finalized and approved	1	0	The draft framework has been consulted with the Presidency. Inputs received indicate that the organization needs to undertake further research in order to inform the development of the framework appropriately.
Number of reports on implementation of special projects	2	2	
% Databases developed for all M&E projects	100%	100%	
Number of end-user training sessions conducted	1	1	
Number of Data/Information backup reports	12	12	
% Data warehouse developed	1	0	The tender for the development of the database is in the process of being finalized.
Number of M&E training sessions conducted	1	9	Instead of holding one training session at a national level, it became necessary to hold sessions at each province to ensure that all M&E Practitioners are trained on M&E and data collection.
Approved User-requirements developed	1	1	

SECTION 8

HUMAN RESOURCE MANAGEMENT

Employment and vacancies

The vacancy rate reflects the percentage of posts that are not filled.

TABLE 24: Employment and vacancies by programme, 31 March 2013

Programme	Number of Posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the Establishment
Secretary	16	13	19%	0
Partnership	17	12	29%	0
Policy Research	15	10	33%	0
Monitoring & Evaluation	18	17	6%	0
Corporate Services	25	18	28%	0
Legislation	4	2	50%	0
Finance	19	14	26%	0
Total	114	86	25%	0

TABLE 25: Employment and vacancies by salary bands, 31 March 2013

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the Establishment
Lower skilled (Levels 1-2)	2	2	0	0
Skilled (Levels 3-5)	15	13	13%	0
Highly skilled Production (Levels 6-8)	22	21	5%	0
Highly skilled supervision (Levels 9-12)	46	28	39%	0
Senior management (Levels 13-16)	29	22	24%	0

TABLE 26: Employment and vacancies by critical occupation, 31 March 2013

Critical Occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Level 14	6	5	16%	0
Total	6	5	16%	0

Training

This section highlights the efforts of the department with regard to skills development.

TABLE 27: Training needs identified 1 April 2012 to 31 March 2013

Occupational Categories	Gender	Number of employees as at 1 April 2012	Training needs identified at start of reporting Period			
			Learnerships	Skills Programmes & other short courses	Other Forms of training	Total
Legislators, senior officials and Managers(11-15)	Female	8	-	5	-	5
	Male	6	-	15	--	15
Professionals(8-10)	Female	7	-	10	-	10
	Male	5	-	6	-	6
Technicians and associate Professionals(7)	Female	4	-	3	-	3
	Male	2	-	4	-	4
Clerks(4-6)	Female	5	-	5	-	5
	Male	9	-	-	-	-
Service and sales Workers(1-3)	Female	3		5		5
	Male	4	-	4	-	4
Skilled agriculture and fishery workers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Craft and related trades workers	Female	-	-	-	--	
	Male	-	-	-		-
Plant and machine operators and assemblers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Elementary occupations	Female	--	-	-	-	-
	Male	-	-	-	-	-
Sub Total	Female	-	-	-	-	-
	Male	-	-	-	-	-
Total		53		63		51

TABLE 28: Training provided 1 April 2012 to 31 March 2013

Occupational Categories	Gender	Number of employees as at 1 March 2013	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms Of Training	Total
Legislators, senior officials and Managers(11-15)	Female	17	-	6	1	7
	Male	19	-	2	2	4
Professionals(8-10)	Female	13	-	5	2	7
	Male	10	-	4	1	5
Technicians and Associate Professionals(7)	Female	4	-	4	1	5
	Male	2	-	2	1	3
Clerks(5-6)	Female	5	-	3	2	5
	Male	9	-	1	0	1
Service and sales Workers(1-4)	Female	3	-	1	2	3
	Male	4	-	0	1	1
Skilled agriculture and fishery workers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Craft and related trades workers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Plant and machine operators and assemblers	Female	-	-	-	-	-
	Male	-	-	-	-	-
Elementary occupations	Female	-	-	-	-	-
	Male	-	-	-	-	-
Sub Total	Female	-	-	-	-	-
	Male	-	-	-	-	-
Total		86		28	13	41

Job evaluation

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organization. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

The following table summarizes the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 29: Job Evaluation, 1 April 2012 to 31 March 2013

Salary band	Number Of Posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts Downgraded	
				Number	% of posts evaluated	Number	% of Posts Evaluated
Lower skilled (Levels 1-2)	2	2	100%	0	0	0	0
Skilled (Levels 3-5)	10	10	100%	0	0	2	100%
Highly skilled Production (Levels 6-8)	23	23	100%	0	100%	0	0
Highly skilled Supervision (Levels 9-12)	46	46	100%	6	100%	0	0
Senior Management Service Band A (13)	22	22	100%	0	0	1	100%
Senior Management Service Band B(14)	6	6	100%	0	0	0	100%
Senior Management Service Band C(15)	1	1	100%	0	100%	0	0
Senior Management Service Band D(16)	0	0	0	0	0	0	0
Total	109	109	100%	6	100%	3	100%

- **4 Posts not evaluated are Security guarding posts from the DPSA**

TABLE 30: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2012 to 31 March 2013

Beneficiaries	African	Asian	Coloured	White	Total
Female	3	0	0	0	3
Male	3	0	0	0	3
Total	6	0	0	0	6
Employees with a disability					

The following table summarizes the number of cases where remuneration levels exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

TABLE 31: Employees whose salary level exceed the grade determined by job evaluation, 1 April 2012 to 31 March 2013 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration on level	Reason for Deviation
Director	1	8	13	Filled before job evaluation process
Food service Aide	1	2	3	Filled before job evaluation process
Receptionist	1	4	5	Filled before job evaluation process
Total	3			
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2012/13				3
Percentage of total employment				3%

Employment changes and profile

TABLE 32: Annual turnover rates by salary band for the period 1 April 2012 to 31 March 2013

Salary	Number of employees per band as on 1 April 2012	Appointments and transfers into the department	Terminations Band and transfers out of the department	Turnover Rate
Lower skilled (Levels 1-2)	2	0	0	0
Skilled (Levels 3-5)	13	5	0	0
Highly skilled production(Levels 6-8)	10	12	0	0
Highly skilled supervision(Levels 9-12)	17	18	2	11%
Senior Management Service Band A	7	7	0	0
Senior Management Service Band B	3	3	0	0
Senior Management Service Band C	1	0	0	0
Senior Management Service Band D	0	0	0	0
Total	52	33	2	2.3%

TABLE 33: Reasons why staff are leaving the department

Termination Type		% of total
Death	0	0
Resignation	0	0
Expiry of contract	0	0
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	0	0
Transfers to other Public Service Departments: promotion and lateral transfer	2	0
Other	0	0
Total	2	2.3%
Total number of employees who left as a 2.3% of the total employment		

Table 34: Promotions by critical occupation

Occupation	Employees as at 1 April 2012	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Level 13-15	11	0	0	7	64%
Level 11	7	1	14%	7	100%
Level 8-10	12	3	25%	8	67%
Level 5-7	20	5	25%	8	40%
Level 1-4	3	0	0	3	100%
Total	53	9	17%	37	70%

Table 35: Employment equity

Female					Male			
	African	Indian	Coloured	White	African	Indian	Coloured	White
SMS	5	1	1	1	8	2	2	-
Non SMS	31	1	1	1	30	-	-	2
TOTAL	36	2	2	2	38	2	2	2

The Secretariat has 42 women and 44 males. At the SMS level 40% of posts are filled by women and 60% by males. At a non SMS level just over 48% of posts are filled by women and 52% by males

Table 36: Recruitment for the period 1 April 2012 to 31 March 2013

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0		1	0	0	2
Senior Management	2	1	1	0	4	0	0	0	8
Professionally qualified and experienced specialists and mid-management	3	0	0	1	3	0	0	0	7
Skilled technical and academically qualified workers, Junior management, supervisors, foreman and superintendents	2	0	0	0	5	0	0	0	7
Semi-skilled and discretionary decision making	3	0	0	0	0	0	0	0	3
Unskilled and defined decision Making	4	0	0	0	0	0	0	0	4
Total	15	1	1	1	12	1	0	0	33
Employees with Disabilities	0	0	0	0	0	0	0	0	0

Employment and vacancies

The following tables summarize the number of posts on the establishment, the number of employees, the vacancy rate, and whether there is any staff that is additional to the establishment.

TABLE 37: Employment and vacancies by programme, 31 March 2013

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the Establishment
Secretary	16	13	19%	0
Partnership	17	12	29%	0
Policy Research	15	10	33%	0
Monitoring & Evaluation	18	17	6%	0
Corporate Services	25	18	28%	0
Legislation	4	2	50%	0
Finance	19	14	26%	0
Total	114	86	25%	0

TABLE 38: Employment and vacancies by salary bands, 31 March 2013

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the Establishment
Lower skilled (Levels 1-2)	2	2	0	0
Skilled (Levels 3-5)	15	13	13%	0
Highly skilled Production (Levels 6-8)	22	21	5%	0
Highly skilled supervision (Levels 9-12)	46	28	39%	0
Senior management (Levels 13-16)	29	22	24%	0

TABLE 39: Employment and vacancies by critical occupation, 31 March 2013

Critical Occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Level 14	6	5	17%	0
Total	6	5	17%	0

The information in each case reflects the situation as at 31 March 2012. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

TABLE 40: Annual turnover rates by salary band for the period 1 April 2012 to 31 March 2013

Salary Band	Number of employees per band as on 1 April 2012	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover Rate
Lower skilled (Levels 1-2)	2	0	0	0
Skilled (Levels 3-5)	13	5	0	0
Highly skilled production(Levels 6-8)	10	5	0	
Highly skilled supervision(Levels 9-12)	17	14	2	11%
Senior Management Service Band A	7	7	0	0
Senior Management Service Band B	3	2	0	0
Senior Management Service Band C	1	0	0	0
Senior Management Service Band D	0	0	0	0
Total	53	32	2	2.3%

Table 41: Promotions by critical occupation

Occupation	Employees as at 1 April 2012	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Level 13-15	11	0	0	7	64%
Level 11	7	1	14%	7	100%
Level 8-10	12	3	25%	8	67%
Level 5-7	20	5	25%	8	40%
Level 1-4	3	0	0	3	100%
Total	53	9	17%	37	70%

TABLE 42: Employment Equity linked to Post

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0		1			2
Senior Management	2	1	1	0	4	0	0	0	8
Professionally qualified and experienced specialists and mid-management	3	0	0	1	3	0	0	0	7
Skilled technical and academically qualified workers, Junior management, supervisors, foreman and superintendents	2	0	0	0	5	0	0	0	7
Semi-skilled and discretionary decision making	3	0	0	0	0	0	0	0	3
Unskilled and defined decision Making	4	0	0	0	0	0	0	0	4
Total	15	1	1	1	12	1	0	0	33
Employees with Disabilities	0	0	0	0	0	0	0	0	0

Job evaluation

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organization. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

The following table summarizes the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 43: Job Evaluation, 1 April 2012 to 31 March 2013

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts Downgraded	
				Number	% of posts evaluated	Number	% of Posts Evaluated
Lower skilled (Levels 1-2)	2	2	100%	0	0	0	0
Skilled (Levels 3-5)	10	10	100%	0	0	2	100%
Highly skilled production (Levels 6-8)	23	23	100%	0	100%	0	100%
Highly skilled supervision (Levels 9-12)	46	46	100%	6	100%	0	100%
Senior Management Service Band A (13)	22	22	100%	0	100%	1	100%
Senior Management Service Band B(14)	6	6	100%	0	100%	0	100%
Senior Management Service Band C(15)	1	1	100%	0	100%	0	100%
Senior Management Service Band D(16)	0	0	0	0	0	0	0
Total	110	109	100%	6	100%	5	100%

The following table provides a summary of the number of employees whose salary positions were upgraded due to their posts being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

TABLE 44: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2012 to 31 March 2013

Beneficiaries	African	Asian	Coloured	White	Total
Female	3	0	0	0	3
Male	3	0	0	0	3
Total	6	0	0	0	6
Employees with a disability					

The following table summarizes the number of cases where remuneration levels exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

TABLE 45: Employees whose salary level exceed the grade determined by job evaluation,

1 April 2012 to 31 March 2013 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration on level	Reason for Deviation
Director	1	8	13	Filled before job evaluation process
Food service Aide	1	2	3	Filled before job evaluation process
Receptionist	1	4	5	Filled before job evaluation process
Total	3			
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2012/13				3
Percentage of total employment				3%

Employment equity

The Secretariat has 42 women and 44 males. At an SMS level 40% of posts are occupied by women and 60% by males. At a non SMS level just over 48% of posts occupied are women and 52% by males

TABLE 46: Breakdown of employment equity progress

<i>Female</i>					<i>Male</i>			
	<i>African</i>	<i>Indian</i>	<i>Coloured</i>	<i>White</i>	<i>African</i>	<i>Indian</i>	<i>Coloured</i>	<i>White</i>
SMS	5	1	1	1	8	2	2	-
Non SMS	31	1	1	1	30	-	-	2
TOTAL	36	2	2	2	38	2	2	2

Staff Bonuses

A total of 25 staff received performance bonuses during the financial year. These bonuses were for the previous financial year but paid and approved in this financial year. Therefore a total of 45% of the staff of the previous financial year received bonuses. The amount out in bonus was R565 611.05. Of the 25 staff members who received bonus 18 staff were non SMS and 7 were SMS staff members.

Table 47: breakdown of staff level and performance bonuses

Level	Number who received bonuses
Chief Director	2
Directors	5
DD and Assistant Directors	10
Level 3 to 8	8
Total	25

Sick Leave

Sick leave runs from January to December 2012 and during this time 420 sick days were taken by staff members. A total of 53 staff member (62%) took sick leave during this period. 77% of the staff who took sick leave took more than one day and medical certificates was required. The average number of sick days taken per staff member (based on the 53 staff members) was just under 8 days per staff member per annual. However not all of the 53 staff took a full eight days.

To address sick leave and possible abuse of sick leave the Secretariat has initiated the following:

- All medial certificates are scrutinized before approval
- Monthly reconciliation of sick days per unit now being submitted to Unit Head to address
- Internal audit is doing an audit on all sick leave within the Secretariat
- If the head of the Units believes that sick leave is being abused by individual staff members, they are required to insist on medical certificates even if only one day is taken

No temporary incapacity leave was taken during this period.

Annual Leave

A total of 1078 annual leave days were taken between January and December 2012 which is an average of only 8 days per person. The allocated number of leave days per year is 22 days. Yearly leave plan have been introduced to ensure that staff are able to better plan their leave

No payment for leave not taken were paid to staff

Two SMS members took capped leave which was owed to them prior to 2012.

Grievances, Misconduct and disciplinary hearing

No disciplinary processes were instituted

One grievance was lodged and was resolved during the financial year

Foreign workers

The Secretariat has no foreign workers employed.

