Civilian Secretariat for Police Service

Strategic Plan

2020|2025

civilian secretariat
for police service

Department:
Civilian Secretariat for Police Service
REPUBLIC OF SOUTH AFRICA

NDP 2030

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ACRONYMS AND ABBREVIATIONS

ABIS	Automated Ballistic Identification System
AGSA	Auditor-General South Africa
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BBMH	Big Brand Media Holdings
BCP	Business Continuity Plan
CCTV	Closed-Circuit Television
CoE	Compensation of Employees
CONTRALESA	Congress of Traditional Leaders of South Africa
CPF	Community Policing Forum
CSF	Community Safety Forum
CSPS Act	Civilian Secretariat for Police Service Act
DPCI	Directorate for Priority Crime Investigations
DPSA	Department of Public Service And Administration
DRP	Disaster Recovery Plan
ED	Executive Director
GBV	Gender-Based Violence
HODs	Heads of Department
HRM	Human Resource Management
JCPS	Justice Crime Prevention and Security Cluster
MEC	Member of the Executive Council
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
MRM	Moral Regeneration Movement
MoU	Memorandum of Understanding
MPS	Municipal Police Service
NAFU	National Farmers Union
NDP	National Development Plan
NHWs	Neighbourhood Watches
PFMA	Public Finance Management Act
SABRIC	South African Business Risk Information Centre
SAPS	South African Police Service

SCM	Supply Chain Management
SMS	Senior Management Service
SP	Strategic Plan
SoNA	State of the Nation Address
SWOT	Strengths, Weaknesses, Opportunities and Threats
TID	Technical Indicator Description
TVET	Technical and Vocational Education and Training
WPSS	White Paper on Safety and Security

EXECUTIVE AUTHORITY STATEMENT
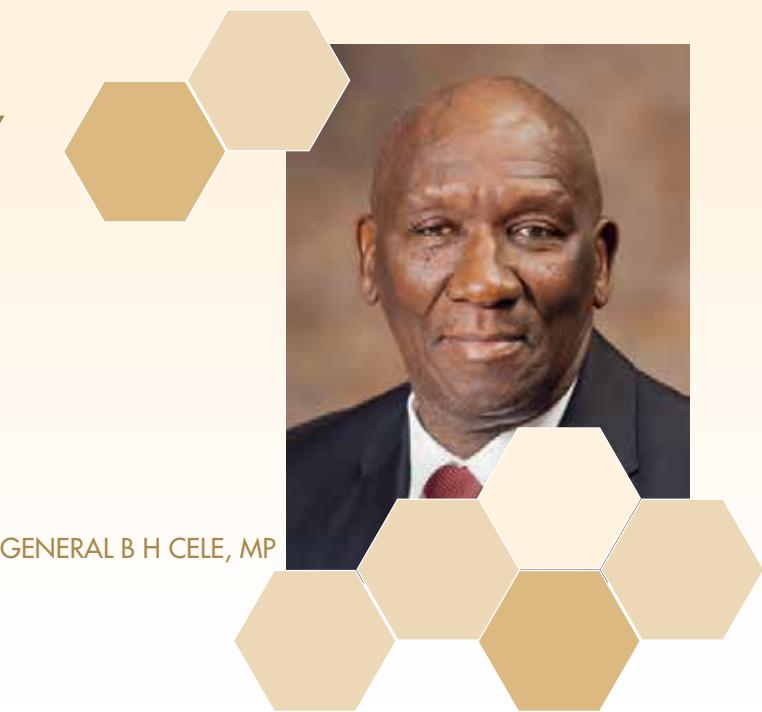
GENERAL B H CELE, MP

The last decade of Vision 2030 entails a concerted move towards consolidating the gains made in attaining the objectives of the National Development Plan (NDP) and accelerating the implementation thereof. The sixth administration has thus placed emphasis on the need to focus on implementation, and has identified the creation of a capable, ethical and developmental state as the apex of its seven priorities. Strong institutions with a high standard of accountability and commitment to an ethic of service are the backbone of successful developmental states, and are also a critical success factor in terms of realising the other six priorities.

As such, a transformed and accountable Police Service remains key to building safe, cohesive communities, to restoring public confidence in the police, and to ensuring the realisation of the impact espoused in both the NDP and the 2019 – 2024 Medium-Term Strategic Framework (MTSF); that all people in South Africa *are* and *feel* safe. The MTSF acknowledges that significant progress has been made to reduce crime and improve feelings of safety in communities, however, there is still more work to be done. In recognising the multiplicity of factors that contribute to crime and violence, and the need for an integrated approach to halve violent crime in the next ten years, the MTSF highlights the strengthening of community partnerships; increasing police visibility; working to increase levels of trust in the police; and coordinating efforts to end the scourge of gender-based violence as some of the key priorities in this regard.

It is against this backdrop that the Civilian Secretariat for Police Service (CSPS) has reviewed its Strategic Plan , not only with the aim of aligning to the priorities of the new administration, but to also refocus and re-orientate its efforts towards supporting the South African Police Service (SAPS) in fast-tracking the implementation of key policies and programmes that are essential in ensuring that the country's development trajectory is not compromised by the persistent high levels of crime, corruption and violence perpetrated particularly against women, children and other vulnerable groups.

In an effort to improve integration, coordination and collaboration on safety, crime and violence prevention across the three spheres, the CSPS will – over the next five years – focus on the finalisation and implementation of an Integrated Crime and Violence Prevention Strategy. The CSPS will also ensure the implementation of a Partnership Strategy and Framework which seeks to mobilise key role-players and harness the social capital in communities by

facilitating greater involvement of various community safety structures in the fight against crime. The development and implementation of an e-Policing Policy, the objective of which is to contribute to the professionalisation of SAPS and to enhance policing efficiencies, will also see the creation of a more smarter policing environment with much needed police resources being redirected from administration to frontline tasks.

The CSPS remains committed to strengthening its role in exercising civilian oversight over the Police Service, mobilising communities, providing legislative support, and strategic policy advice, amongst its other responsibilities. The vision of the Department is centred on the inculcation of continual transformation and accountability in the Police Service, and undoubtedly, realising this vision will result in greater strides towards reducing crime, restoring public trust and confidence in the criminal justice system, and ultimately achieving the priorities outlined in the NDP and MTSF on building safer communities.

The Department has strengthened its administrative and operational functions to ensure improved oversight over the SAPS, and as such, I would like to express my confidence in the ability and commitment of the CSPS in achieving its planned outcomes over the next five years. I hereby endorse the 2020 – 2025 Strategic Plan of the Civilian Secretariat for Police Service.

GENERAL B H CELE, MP
MINISTER OF POLICE
Date: 16/03/2020

ACCOUNTING OFFICER STATEMENT
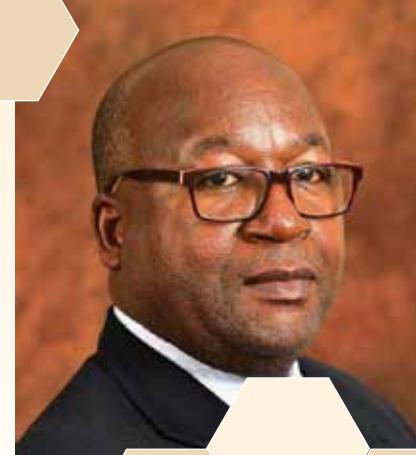
MR AP RAPEA

As we embark on a new five year planning cycle, the increasing demand for improved police service delivery cannot be overlooked. It is thus imperative that we focus our resources and efforts on activities that will make a difference in our communities, particularly bearing in mind the renewed emphasis on implementation by the sixth administration. The Department has adopted a revised approach to strategic planning in line with the guidelines issued by the Department of Planning, Monitoring and Evaluation (DPME), with a particular orientation towards outcomes and impact aligned to our core mandate. The envisaged end result of this approach will be redirecting our attention to the most pressing community needs in terms of safety and security.

In line with the revised approach, the Department has also revised its vision and mission to enable us to focus on progress towards realising the priorities outlined in the NDP and the MTSF. Our revised long-term vision is: *"A transformed and accountable Police Service that reflects the democratic values and principles of the Constitution of the Republic of South Africa"*.

In the early years of the previous planning cycle, the number of staff was not adequate in order to carry out the mandate of the Department. We have since worked hard to ensure that our recruitment target rate is consistent with the norms and standards set by the Department of Public Service and Administration (DPSA). These standards are intended to improve staffing and productivity levels within the public sector, and the acceptable vacancy rate has been set at 10%. During the 5-year period ending in March 2020, we were able to maintain our vacancy rate at an acceptable level. Our total staff establishment initially consisted of 107 posts, which has since been increased to 154. At the time of publication, out of the total established posts, 144 were already been filled, resulting in a vacancy rate of 6.49%. Although the vacancy rate has been kept within acceptable standards, we are committed to further reducing and maintaining the current rate close to the total number of posts approved in order to improve and sustain high levels of productivity.

In the past 5 years, we saw our efforts bear fruits in terms of legislative support to the Minister of Police, with the Critical Infrastructure Protection Bill being assented to and signed by the President, and is now the Critical Infrastructure Protection Act, 2019 (Act No: 8of 2019). The Minister also approved the following Bills to be processed for public consultation:
- The Firearms Control Amendment Bill
- The South African Police Service Amendment Bill

- Protection of Constitutional Democracy against Terrorist and Related Activities Amendment Bill
- The Second Hand Goods Amendment Bill
- The Controlled Animals and Animal Products Bill
- Regulation of Gatherings Amendment Bill
- Criminal Law (Forensic Procedures) Amendment Bill.

The Department maintained continual oversight over the South African Police Service. We conducted police station oversight visits in conjunction with the Provincial Secretariats in order to monitor service delivery and compliance to policies, National Instructions, Standing Orders and legislations. A National Monitoring Tool (NMT) was utilised for data collection and recording. The tool covered all areas of the police stations including station management, Community Service Centres (CSC), different stores such as firearms and exhibit, detective services and custody management. These oversight visits are conducted on a sample basis, with a census undertaken once in a cycle of five years to provide a baseline in terms of compliance levels by all police stations.

The Department has developed the following policies and undertaken the following research studies: Policy on Improving the Quality and Functioning of the SAPS Detectives Services; Policy on the Establishment of Community Safety Forums (CSFs); 2016 White Paper on Policing; 2016 White Paper on Safety and Security; Policy on Reducing Barriers to the Reporting of Sexual Offences and Domestic Violence; Policy Framework on the Establishment of an Integrated Model of Policing: Single Police Service; and Community Policing Policy Framework, amongst others.

We also conducted several workshops aimed to build capacity in terms of community safety and to establish CSFs across different municipalities. Our outreach work also included Anti-Crime Campaigns and Izimbizo in various provinces. The focus of the Anti-Crime Campaigns included, amongst others, the 16 Days of Activism on Violence Against Women and Children, and the implementation of the community safety project through a partnership established with Memeza on community shout using personal alarms and infrastructure protection alarms installed in the homes of the vulnerable people and schools linked to the police station for improved protection of the facilities.

Finally, and most importantly, I would like to acknowledge the dedication, commitment, and contribution made by the Civilian Secretariat for Police Service staff in advancing the objectives of civilian oversight over the police service and achieving our planned outcomes.
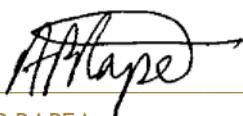
MR AP RAPEA
ACCOUNTING OFFICER
CIVILIAN SECRETARIAT FOR POLICE SERVICE
Date: 16/03/2020

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Civilian Secretariat for Police Service under the guidance of the Minister of Police: General BH Cele, MP.
- Takes into account all the relevant policies, legislation and other mandates for which the Civilian Secretariat for Police Service is responsible.
- Accurately reflects the impact and outcomes which the Civilian Secretariat for Police Service will endeavour to achieve over the 5-year period.

D Wechoemang
Chief Director: Corporate Services   Signature: _____
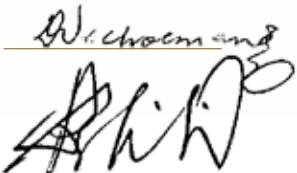
B Ntuli
Chief Director: Inter-sectoral Coordination and Strategic Partnerships   Signature: _____

Advocate: D Bell
Chief Director: Legislation   Signature: _____
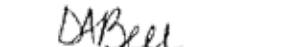
T Ramaru
Chief Director: Civilian Oversight, Monitoring and Evaluations   Signature: _____
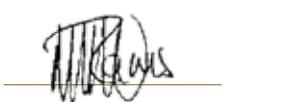
B. Omar
Chief Director: Policy Development and Research   Signature: _____

T Nkojoana
Chief Financial Officer   Signature: _____
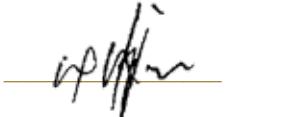
IP Ledwaba-Moagi
Director: Strategic Management   Signature: _____

AP Rapea
Secretary for Police Service   Signature: _____
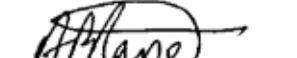
Approved by:
General BH Cele, MP
Minister of Police   Signature: _____

PART A:

OUR MANDATE

1.1 CONSTITUTIONAL MANDATE

1.1.1 Constitution of the Republic of South Africa

The Civilian Secretariat for Police Service (CSPS) derives its mandate from the Constitution of the Republic of South Africa. Section 208 of the Constitution requires that a civilian secretariat for the police service must be established by national legislation to function under the direction of the Cabinet member responsible for policing. The CSPS also takes into cognisance Section 206 of the Constitution, which entitles the provincial executive to perform certain functions that relate to policing. It further provides that the Minister of Police must determine national policing policy after consulting the provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives.

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

1.2 LEGISLATIVE AND POLICY MANDATES

1.2.1 Legislative Mandate

The Civilian Secretariat for Police Service derives its mandate from the following legislative frameworks:
• Civilian Secretariat for Police Service Act 2 of 2011
• Civilian Secretariat for Police Service Regulations 2016
• South African Police Service Act 68 of 1995 as amended
• Independent Police Investigative Directorate Act 1 of 2011
• Criminal Law (Forensic Procedures) Amendment Act 37 of 2013
• Public Service Act 103 of 1994
• The Public Finance Management Act 1 of 1999
• Intergovernmental Relations Framework Act of 13 of 2005
• Firearms Control Act 60 of 2000
• Critical Infrastructure Protection Act 8 of 2019
• Domestic Violence Act 116 of 1998
• Game Theft Act 105 of 1991
• Intimidation Act 72 of 1982
• National Key Points Act 102 of 1980
• Second-Hand Goods Act 6 of 2009
• Tear-Gas Act 16 of 1964
• Transfer of the South African Railways Police Force to the South African Police Act 83 of 1986
• Explosives Act 26 of 1956
• Protection of Constitutional Democracy against Terrorist and Related Activities Act 33 of 2004

-     Regulation of Gatherings Act 205 of 1993
-     Private Security Industry Regulation Act 56 of 2001.

1.2.2 Policy Mandate

The Civilian Secretariat for Police Service is further guided by the following policies:
-     National Development Plan Vision 2030
-     2019 – 2024 Medium-Term Strategic Framework
-     2016 White Paper on Safety and Security
-     2016 White Paper on Policing
-     Policy on Community Safety Forums
-     Policy Framework on Establishing an Integrated Model of Policing: Single Police Service
-     Policy on Reducing Barriers to the Reporting on Sexual Offences and Domestic Violence.

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

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

1.3.1 e-Policing Policy Framework

The objective of the e-Policing Policy Framework is to facilitate the creation of a smart policing environment which leverages on technology to combat crime and enhance policing efficiencies in order to contribute towards improved service delivery to citizens. The Policy Framework seeks to contribute towards the professionalisation of the SAPS and the modernisation of its approaches, in line with the 2016 White Paper on Policing.

1.3.2. Guidelines to Enhance SAPS Performance Indicators

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

1.3.3. Communication Strategy

A comprehensive communication strategy is key in ensuring efficient and effective communication that will strengthen engagements with stakeholders and lead to the fulfilment of the mandate of the Department. The Department is currently in the process of finalising its Communication Strategy, and a communication plan to support the implementation of the Strategy will be developed and implemented over the next 5 years. The objectives of the strategy include the effective profiling of the CSPS in a manner that enhances public understanding, trust, confidence and willingness to participate in oversight programmes and processes; to manage communication channels in support of departmental communication; and to support change management initiatives within the Department by way of communication partnerships.

1.3.4 Partnership Strategy and Framework

The Department has developed a Partnership Strategy and Framework which is aimed at mobilising role-players and stakeholders, including Community Policing Forums (CPFs) and Community Safety Forums (CSFs), to strengthen police service delivery, and to ensure the safety of communities. The successful implementation of this strategy will require close collaboration with multiple stakeholders.

1.3.5 Information and Communication Technology Strategy

The Department has developed an Information and Communication Technology (ICT) Strategy, and implementation thereof is currently underway. The ICT Strategy plays a significant role in supporting the Department by enhancing the efficiency of the different functions and providing effective and reliable ICT services that are available 24 hours a day, 7 days a week. Technological advancements such as gadgets, intranet, internet, video conferencing, emails, telephones and business applications make work and communication with role-players, stakeholders and partners much easier, both internally and externally, including internationally. The Department will take the necessary steps to prepare for the 4th Industrial Revolution, which will make some jobs such as research, monitoring and evaluation and policy development much easier to do. However, given that it will certainly render some jobs extinct or obsolete, reskilling will be necessary to ensure a skilled, competent and capable workforce for the future that delivers on the mandate of the Department.

1.3.6 Human Capital Strategy

A Human Capital Strategy has been developed and is being implemented to ensure that the staffing needs of the Department are met. The strategy highlights key areas such as recruitment, selection, retention, employee health and wellness, employment equity, labour relations, ICT, human resource development, amongst others. The Department will continue to increase efforts to implement the strategy over the 5-year period.

1.3.7 Panel of Experts: Farlam Commission of Inquiry Report

The Farlam Commission of Inquiry was established to address the killing of protestors at the Marikana Mining incident in 2012. One of the findings of the Commission was the need to establish an international Panel of Experts, tasked primarily to address police operations and behaviour in the policing of public protests and events. The Panel finalised its report and the Department will support the SAPS in tracking progress towards the implementation of the recommendations.

1.3.8 2016 White Paper on Safety and Security

The 2016 White Paper on Safety and Security (WPSS) aims to provide an overarching policy for safety, crime and violence prevention, and proposes a '*whole of government and whole of society*' approach to addressing crime and violence. The Department has developed an Implementation Framework for the WPSS and over the next 5 years, the Department will facilitate implementation of the proposals of the Framework. An Integrated Crime and Violence Prevention Strategy has also been drafted to support the Framework, which sets out clear roles and responsibilities for implementation with respect to government departments and spheres of government.

1.3.9 2016 White Paper on Policing

The 2016 White Paper on Policing (WPP) is focused on the core areas of policing and law enforcement aimed at reducing crime and building safer communities, as called for by the National Development Plan (NDP). The White Paper calls for an accountable, professional, competent and highly skilled police service that delivers high quality services while maintaining high standards of professional conduct and discipline, and that exhibits exemplary leadership and management. The White Paper proposals have culminated into various policies and research reports, including a report on the State of Democratic Policing. The White Paper implementation framework will be developed, which will assist the SAPS in improving its operational and administrative functioning. The White Paper also calls for the repositioning and restructuring of the Civilian Secretariat for Police Service into the Department of Police, which will require a revision of the current organisational structure.

1.3.10 Community Policing Policy

The purpose of the Community Policing Policy is to support the enhancement of a collaborative, partnership-based, local level policing and problem solving approach, with the aim of gaining the trust of the community and to promote community participation in the fight against crime. The Policy clarifies the responsibilities of community structures such as Community Policing Forums (CPFs), Community Safety Forums (CSFs) and Neighbourhood Watches (NHWs).

1.3.11 Oversight Monitoring and Evaluation Framework

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

1.3.12 Knowledge Management Strategy

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

1.3.13 National Policing Advisory Committee Policy Framework

The establishment of the National Policing Advisory Committee (NPAC) emanates from a recommendation of the NDP, which calls for the establishment of a body (National Policing Board) to set standards for the recruitment, selection, appointment and promotion of police officials. The Advisory Committee is also required to develop a professional code of ethics and analyse the professional standing of policing based on international norms and standards. The NPAC will serve as an embedded mechanism within the prevailing oversight machinery to professionalise the police service and assist the police service to achieve the objects of policing within a framework of openness, transparency and accountability.

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

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

1.4   RELEVANT COURT RULINGS

Most of the legislation under the mandate of the Minister specifies precise and detailed duties to be performed by the SAPS, and the Department has an oversight role to ensure that these duties are carried out in accordance with such legislation. The remaining pieces of legislation provide for entities under the purview of the Minister, and the Department is responsible to properly advise where court rulings demand action by the Minister. This is achieved through effecting the necessary amendments to align the Act/s to the court rulings. The relevant court rulings are as follows:

1.4.1 Case CCT 32/18

Mlungwana and Others v the State and Others, CCT 32/18, in which the Constitutional Court declared section 12 (1) (a) of the Regulation of Gatherings Act 205 of 1993 as constitutionally invalid to the extent that it makes the failure to give notice or the giving of inadequate notice by any person who convenes a gathering a criminal offence. Not receiving prior notice of a planned gathering effectively obstructs the police from doing the necessary planning in respect of law enforcement relating to the gathering.
The Constitutional Court observed in paragraph 108 of the judgment that it is up to the Legislature to revisit the Act, if so minded, in whatever manner it sees fit. The Court indicated that it is ill-equipped to consider matters such as solutions such as administrative fines, the nature, and extent of public consultations on the issue.

1.4.2 Case CCT 315/16 and CCT 193/17

S v Okah [2018] ZACC 3 (Case CCT 315/16 and CCT 193/17), in which the Constitutional Court confirmed the Constitutionality of extraterritorial jurisdiction that is provided for in the Act. The intention is to clarify wording in section 15 and review the wording of section 1(4) of the Act (exclusions from the definition of "terrorist activity" in terms of international law principles). This is to be achieved through effecting the necessary amendments in the Protection of Constitutional Democracy against Terrorist and Related Activities Amendment Bill, 2019.

1.4.3 Case CCT 174/18

Moyo and Another v Minister of Police and Others (Case CCT 174/18) and *Sonti and Another v. Minister of Police and Others*, in which the Constitutional Court held that section 1(2) of the Intimidation Act 72 of 1982 is unconstitutional and invalid. The order of invalidity is retrospective to the extent that it operates in trials or pending appeals where the *onus* was based on section 1(2) of the Intimidation Act 72 of 1982. The provision has been declared invalid retrospectively in respect of pending investigations and trials. Amendment to be effected is to align the Act with the Constitutional Court judgment.

1.4.4 Cases CCT 07/14 and CCT 09/14

Helen Suzmann Foundation v President of the Republic of South Africa and Others Case CCT 07/14, Glenister v President of the Republic of South Africa and Others Case No. CCT 09/14, in which the Court with effect from the date of the judgment declared a number of sections relating to the Directorate for Priority Crime Investigation (DPCI) in the South African Police Service Act, 1995 (Act No. 68 of 1995), summarily unconstitutional. The affected provisions relate to Ministerial Guidelines which were applicable to the selection of matters which may be investigated by the DPCI. The Court placed the discretion in this regard exclusively with the National Head of the DPCI. The functions of the Ministerial Committee were also limited to the coordination of the functions of the DPCI. The powers of the Minister in respect of the provisional suspension of the National Head of the DPCI, was also been found unconstitutional by the Court. The South African Police Service Amendment Bill, 2019, proposes to repeal all the provisions affected by the judgment.

1.4.5 Case CCT 255/15

McBride v Minister of Police and Another Case No. CCT 255/15 [2016] ZACC 30; 2016 (2) SACR 585 (CC); 2016 (11) BCLR 1398 (CC), in which the following provisions of the Independent Police Investigative Directorate (IPID) Act have been declared invalid to the extent that they authorise the Minister of Police to suspend, take any disciplinary steps pursuant to suspension, or remove from office the Executive Director of the Independent Police Investigative Directorate —

* Section 6(3)(a) and 6(6) of the Independent Police Investigative Directorate Act 1 of 2011;
* Sections 16A(1), 16B, 17(1) and 17(2) of the Public Service Act, Proclamation 103 of 1994;
* Regulation 13 of the IPID Regulations for the Operation of the Independent Police Investigative Directorate (GN R98 of Government Gazette 35018 of 10 February 2012), (IPID Regulations). Pending the correction of the defect(s);
* Section 6(6) of the Independent Police Investigative Directorate Act 1 of 2011 is to be read as providing as follows: "Subsections 17DA(3) to 17DA(7) of the South African Police Service Act 68 of 1995 apply to the suspension and removal of the Executive Director of IPID, with changes as may be required by the context.";
* Sections 16A(1), 16B, 17(1) and 17(2) of the Public Service Act, Proclamation 103 of 1994 and regulation 13 of the IPID Regulations are declared inconsistent with section 206(6) of the Constitution and shall not apply to the Executive Director of the Independent Police Investigative Directorate.

The Constitutional Court directed Parliament to cure the defects in the legislation within 24 months from the date of this order (i.e. before 6 September 2016). A draft Bill was submitted to Parliament and it decided that the Bill would be dealt with as a Committee Bill and would not be processed by the CSPS. The Constitutional Court was requested to extend the cut-off date for the Bill, which has not yet been finalised by the Portfolio Committee (previous Parliament).

1.4.6 Case CCT 177/17

Minister of Safety and Security v SA Hunters and Game Conservation Association and Others Case No. CCT 177/17, in which the Constitutionality of sections 24 and 28 of the Firearms Control Act, 2000, were confirmed by the Constitutional Court. Despite the fact that these sections were found to be constitutional, amendments to the Act were proposed to enhance the application of section 24.

PART B:

OUR STRATEGIC FOCUS

2.1   VISION

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

2.2   MISSION

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

2.3   VALUES

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

Integrity	• Attributes such as honesty, truthfulness, straightforwardness • Absence of lying, cheating, theft • Holding oneself to consistent moral and ethical standards
Respect	• Treating others the way you would like to be treated
Fairness	• Being even-handed and free from injustice • Treating people equally and in a way that is right or reasonable
Accountability	• Willingness to take responsibility for one's own actions • Willingness to give time and energy towards the cause • Willingness to be answerable
Transparency	• Operating in an open manner • Lack of hidden agendas
Collaboration	• Building positive, cooperative relationships with our stakeholders • Adopting an effective and transparent approach to sharing

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

2.4   SITUATIONAL ANALYSIS

The Department recorded a number of key achievements in the 2014 – 2019 cycle, amongst which are the following:

- Developed the Human Capital Strategy and the ICT Strategy.
- Held capacity-building workshops and anti-crime campaigns.
- Facilitated workshops aimed at establishing CSFs.

- The following Bills were approved by the Minister for public consultation:
    ○ The South African Police Service Amendment Bill
    ○ The Firearms Control Amendment Bill

- Furthermore, the Critical Infrastructure Protection Bill was assented to and signed by the President, and is now the Critical Infrastructure Protection Act, 2019 (Act No.8 of 2019).

- The following policies were developed and approved:

    ○ Policy on Improving the Quality and Functioning of the SAPS Detectives Services
    ○ Policy on the Management and Investigation on Serial Rape and Serial Murder were developed and approved by the Minister
    ○ Policy on the Establishment of Community Safety Forums
    ○ Policy Framework on the Establishment of an Integrated Model of Policing: Single Police Service
    ○ National Policing Advisory Committee Policy Framework

- The Department undertook a review of the 1998 White Paper on Safety & Security and the 1996 National Crime Prevention Strategy.
- The Department has developed an implementation framework on the WPSS, which will find expression as an Integrated Crime & Violence Prevention Strategy.
- The Department, in conjunction with the Provincial Secretariats, conducted police station oversight visits to monitor service delivery and compliance to policies, including National Instructions and Standing Orders, and legislations by the police. During this period, the first census of all police stations was done, which served as a baseline of the level of performance of all police stations in the country.
- Police Station Service Delivery Trends Analysis reports were produced annually, their purpose being to track compliance levels over a period of time.
- Oversight visits were conducted on a sample basis, with a census undertaken once in a cycle of five years.

A critical reflection of past and present performance also points to some challenges that have influenced the Department's ability to effectively deliver on its intended outcomes. The beginning of a new administration has thus provided an opportunity to review, assess and re-orientate the strategic direction of the Department, and to chart the way forward for the next five years. The Department conducted its strategic planning session on 23 - 24 August 2019 to develop a five-year strategic plan. The strategic planning session involved, amongst others, the process of developing a high level impact statement, and the identification of outcomes against which the Department could be measured and evaluated by Parliament and the public. The planning session also involved the identification of Departmental priorities that would contribute to the realisation of the vision, whilst ensuring alignment with government priorities.

The outcomes of the planning session are articulated below and divided into two major sections, namely, external environment analysis and internal environment analysis. The summary of the SWOT analysis (strengths, weaknesses, opportunities, and threats) is also outlined herein.

2.4.1 SWOT Analysis

The table below sets out the Department's strengths, weaknesses, opportunities and threats taken into consideration in the development of the Department's strategic orientation over the next five years.

Table 1: SWOT Analysis

STRENGTH (S)		WEAKNESSES (W)
• The ability of the existing legal research capacity to deliver high-quality work. • The ability to research, interpret and apply policies intended to influence the SAPS's performance. • The department has monitoring and evaluation tools to track implementation. • Governance structures are in place to promote good governance. • Use of SaferSpaces as a tool to engage, share and disseminate knowledge with diverse stakeholders. • A recently developed Partnership Strategy and Framework will allow us to add value to communities through combined efforts.	**INTERNAL**	• The existing resources are limited to carry out the mandate of the department effectively. For example, inadequate capacity to handle service delivery complaints, dependency on the SAPS to draft Bills, etc. • Inadequate Information and Communication Technology (ICT) infrastructure hamper the full implementation of the ICT Strategy. • Reduced ability to implement programmes more effectively due to budgetary constraints. For example, slow progress in implementing the Partnership Strategy and Framework. • Inadequate internal communication which negatively affects the ability achieve greater efficiency. • Inadequate marketing of the department.
OPPORTUNITIES (O)		THREATS (T)
• The department receives political support from the Ministry of Police. This provides the opportunity to ensure effective implementation of Community Policing Policies. • The department may capitalise on opportunities that come with the Fourth Industrial Revolution. For example, productivity gains from the use of new technology and the establishment of better innovation processes. • Active involvement and participation of communities would allow us to direct our efforts towards building safer communities.	**EXTERNAL**	• Government budget cuts may affect the ability to fulfil their mandate effectively. For example, the cuts may stem from economic conditions that can be triggered by domestic or international factors. • The growing threat of cyber-attacks. • The rising level of complaints about the police service and the conduct of the police officers. • Loss of public trust and/or reputational damage as a result of the rising levels of complaints about the police service and the conduct of police officers. • Future technology developments because of the Fourth Industrial Revolution pose a threat of rising inequalities, which may amplify the crime rates, and accordingly, affect the department.

2.4.2 External Environment Analysis

2.4.2.1 Factors contributing to the performance of policy

The high rate of crime in the country and the associated levels of violence have required a dual approach to the State's response in this regard, namely to strengthen the operations and administration of the police service and to address the root causes of crime and violence. A multiplicity of socio-economic factors contribute to the scourge of crime and violence, which necessitates an integrated approach with respect to prevention efforts, taking into account the fact that law enforcement is but one element within a broader eco-system of prevention. Research aptly demonstrates that safety, crime and violence prevention are the responsibility of the whole of government and the whole of society, and not just the police alone.

The White Papers on Safety and Security and Policing respectively, further outline the persistent challenges within the safety and policing landscapes respectively, and both advocate for an integrated and developmental approach to building safer communities. In line with its mandate, the Department has responded effectively with key policies, research reports and monitoring of the SAPS and has supplemented these policies and reports with recommendations and frameworks for implementation. The Department's numerous reports set out guidelines for government departments and municipalities in particular, to prevent crime and violence. Over the 5-year period, this will require concerted and continuous engagement with these stakeholders in order to ensure that the guidelines are disseminated and utilised in a manner that will add value to safety, crime and violence prevention initiatives.

Priority 6 of the 2019 – 2024 Medium-Term Strategic Framework, which deals with *Social Cohesion and Safe Communities*, also recognises the need for consolidating and fast-tracking the implementation of an integrated approach to building safer communities by emphasising the need to finalise the Integrated Crime and Violence Prevention Strategy during this 5-year period. The finalisation of the Strategy will be done in collaboration with a number of key actors, including departments, provinces, municipalities and civil society organisations in the sector.

The aspect of implementation is viewed as a '*new*' function by staff, as it has required the Department to expand its current mandate of policy development, research, monitoring and evaluation to that of facilitating implementation. Critical factors for success in terms of this implementation process will not only require the cooperation of and collaboration with various departments and stakeholders, but will also require a change management process in order to support the staff to adapt to the new approach.

In terms of strengthening the operations and administration of the police service, the Minister of Police has identified a plethora of interventions to reinforce the SAPS, including interventions that are aimed at a localised approach to addressing crime concerns. In this regard, the Minister has also issued a directive for the redeployment of senior police officers to police stations in order to beef up management and operations at station level.

Strengthening the police will also require the SAPS to adapt to smarter policing approaches and technologies. In order to operationalise some of the policy proposals of the 2016 White Paper on Policing, the Department has developed an e-Policing Policy Framework to enhance operational efficiencies within the SAPS and to assist the organisation with adapting to the demands of the Fourth Industrial Revolution. The automation of certain business

processes and modernisation of policing approaches will also make the Department's oversight role of monitoring and evaluation, policy development and research a lot easier to do. The e-Policing Policy Framework will be finalised during this 5-year period.

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

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

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

The significant role of oversight in improving policing and building safer communities cannot be understated. As such, the past five years have been characterised by continued growth in demand for the services provided by the CSPS. For example, the Department conducted a census of all police stations in response to the need for baseline information on the performance of all police stations. The census results have pointed to serious challenges in the performance of the SAPS in different areas. Amongst these are challenges in the detective service, fleet management and the implementation of the Domestic Violence Act (DVA). These challenges, including some of the findings from various research reports produced by the CSPS, have influenced the strategic orientation of the Department during this five year period.

There has also been an increasing demand for an improved regulatory environment within the sector, and as such, the Department was required to develop the following Bills:

2.4.2.2.1 The South African Police Service Amendment Bill

The Bill is aimed at strengthening the legal framework pertaining to the South African Police Service by providing for:
- Criteria for appointments in the top police ranks.
- The establishment and regulation of the Intelligence Division of the South African Police Service in the South African Police Service Act, 1995 (Act No. 68 of 1995).
- Addressing integrity testing and lifestyle audits of recruits for, and members of the police service.
- The enhancement of the oversight over and support of community policing structures.
- Improved coordination between the police service and municipal police services and supplementing the powers of municipal police service.

2.4.2.2.2 Controlled Animal Movement and Animal Products Bill

The Bill is aimed at regulating the possession and ownership of controlled animals and to control the movement of controlled animals and animal products within and through the borders of the Republic of South Africa in order to combat crimes related to the possession, ownership or movement of controlled animals and animal products; and to provide for matters connected therewith. If adopted by Parliament and implemented, it will repeal and substitute the Stock Theft Act, 1959 (Act No. 57 of 1995).

2.4.2.2.3 The Independent Police Investigative Directorate Amendment Bill Act

The Bill is aimed at amending the Independent Police Investigative Act, 2011 (Act No. 1 of 2011), to ensure that the Department has the necessary structural and operational independence to fulfil its mandate without undue interference. It further provides for Parliamentary oversight in relation to the suspension, discipline or removal of the Executive Director, and related matters. The Bill provides that the gaps identified in the principal Act be sufficiently addressed.

2.4.2.2.4 Firearms Control Amendment Bill

The Bill is aimed at enhancing the Firearms Control Act, 2000 (Act 60 of 2000) in order to strengthen control over firearms. The Bill provides for the ballistic sampling of firearms and the storage of ballistic test results on the Automated Ballistic Identification System (ABIS). The use of technology will assist in investigating crimes committed with firearms. It provides for the limitation on the number of firearm licenses that may be issued to a person for purposes of dedicated sports shooting and dedicating hunting, for business purposes and collection, improvement in the processing and control of firearms and applications thereof, improved governance in the management and control of firearms, as well as constitutional compliance of certain provisions.

2.4.2.2.5 Second Hand Goods Amendment Bill

The Bill is aimed at amending the Second Hand Goods Act, 2013 (Act No. 9 of 2013) regulating dealers in second-hand goods to combat the trade in stolen goods and to promote ethical standards in that industry. As such, the Bill assists in the prevention and combating of property crimes and the Act regulates the whole of the industry from general second-hand dealers to scrap metal dealers and recyclers.

2.4.2.2.6 Protection of Constitutional Democracy against Terrorist and Related Activities Matters Amendment Bill

The Bill is aimed at updating the status of the Republic in respect of international instruments relating to terrorism which were adopted since the implementation of the Protection of Constitutional Democracy against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004); amending the definition of "terrorist activity" in order to remove the motive requirement; aligning the penalties provided for in the Act, in accordance with the gravity of the offences and related legislation; providing for ancillary orders which may be made by a court, including the appointment of *a curator bonis* on property related to the financing of terrorism.

2.4.2.2.7 The Regulation of Gatherings Amendment Bill

The Bill is aimed at strengthening the legal framework pertaining to the regulation of protest marches and gatherings in public. It provides for the aligning of the Act to the 1996 Constitution of the Republic of South Africa, 1993, as it predates the Constitution. It addresses key recommendations by an International Panel of Experts to review the Act in respect of the notification of gatherings by convenors. The Bill aims to update the Act according to international norms and standards- the United Nations Human Rights Commission had initiated the drafting of a Model Law in this regard. It aims to supplement proposals made in the South African Police Service Amendment Bill, 2019, concerning the use of force.

2.4.2.3 External Challenges

2.4.2.3.1 Constitutional Court Judgments

The new constitutional court judgments may at any time affect legislation that is administered by the Minister of Police by declaring provisions in such legislation as unconstitutional and determining relatively short timeframes to rectify or improve the legislation. Extraneous factors, which are out of the control of the Department, and interdependencies in respect of consultations and certification of draft legislation result in delays regarding the finalisation of legislation.

The proposed intervention in this regard includes constant consultation with support staff and role players to fast track legislative development processes.

2.4.2.3.2 Developmental Challenges

The country's developmental challenges and the service delivery needs of communities have become increasingly complex. This has been demonstrated, for example, by violent public protestation leading to loss of life and property, which in turn has resulted in undesirable semblance for the country globally.

The proposed intervention in this regard includes the need to collaborate with municipalities during public participation to ensure that public complaints are addressed before public protests erupt.

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

2.4.2.4.1 South African Police Service

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

2.4.2.4.2 Provincial Secretariats

Provincial Secretariats are given the mandate to perform the functions of the Civilian Secretariat for Police Service within the provincial sphere of government. It should also be noted that provincial secretariats do not report directly

to the Department, but report to their respective heads of department (HoDs) and the Members of the Executive Council (MECs). However, the Provincial Secretariats must undertake the following tasks in order to support the objects of the CSPS:

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

2.4.2.4.3 Parliament

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

2.4.2.4.4 Independent Police Investigative Directorate

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

2.4.3 Internal Environment Analysis

2.4.3.1 Trend Analysis

In this section, an analysis was made by comparing achievement trends to determine whether performance has improved, declined or remained the same in the past 5 years.
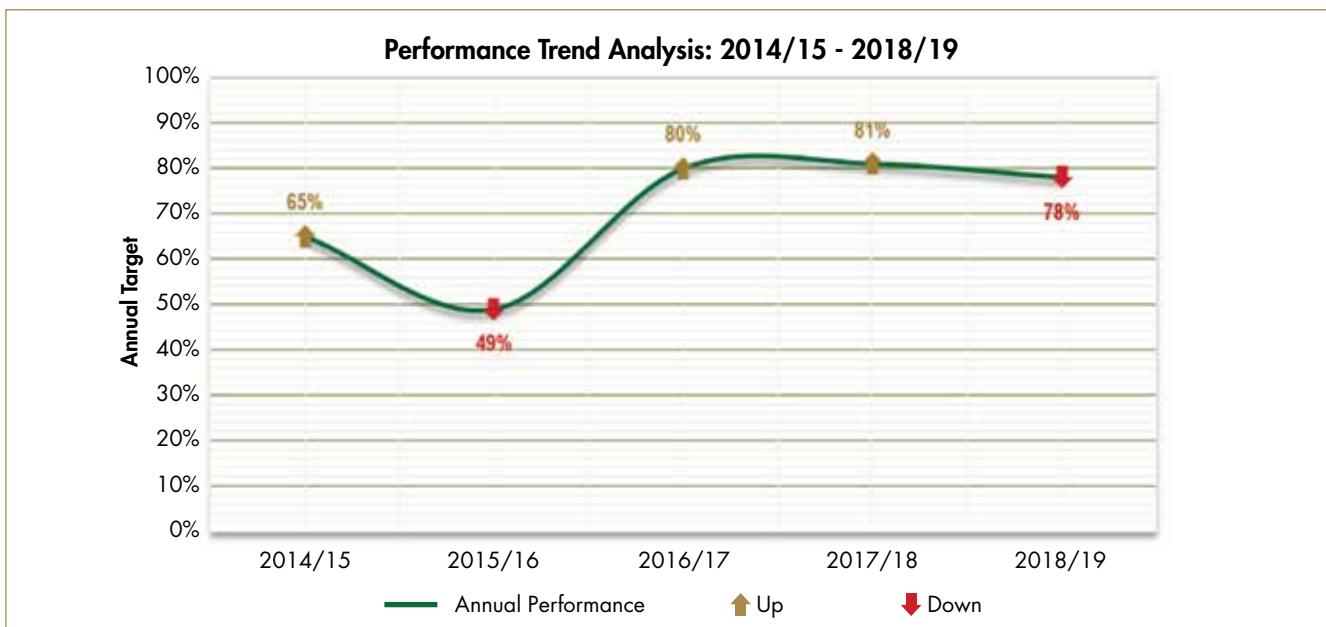

Figure 2: Trends from 2014/15 - 2018/19

Figure 2 shows that the Department achieved a performance score of 65% at the end of the 2014/15 financial year. Subsequently, however, the Figure shows an apparent decline in performance with 2015/16 having the lowest performance score (49%) of the recorded period. The decline in performance during this period was as a result of the following factors:

- Inadequate human resource capacity;
- The lack of leadership at senior and top management of the Department;
- An unapproved Risk Management Policy;
- A research scope on firearms management in SADC which was changed to focus on concerns regarding the management of firearms in South Africa;
- The Critical Infrastructure Protection Bill that was referred back for further refinements;
- The Animal Movement and Produce Bill deferred due to prioritisation of the Firearms Control Amendment Bill and the Critical Infrastructure Protection Bill;
- The drafting of the SAPS Amendment Bill which was delayed pending the finalisation of the White Paper on Policing and related policies, and
- The fact that planned regulations were not drafted as they are dependent on the Bills becoming Acts, amongst other factors.

A year later a sudden increase in performance was observed, reaching as high as 80%. The sudden increase in 2016/17 is considered to be due to the change in the leadership of the Department and the improvement of departmental systems and processes. These efforts included, amongst other improvements, strengthening of community initiatives with Community Police Forums (CPFs), Community Safety Forums (CSFs), neighbourhood watches, street committees and civil society formations with the aim of building partnerships in reducing crime; completion of research projects such as the Research on Policing Resource Allocation and a Paper on the Establishment of a National Policing Advisory Committee; conducting oversight visits in police stations; promoting community safety through izimbizo and the approval of the Critical Infrastructure Protection Bill by Cabinet for introduction in Parliament. Although the performance improved, the Department recorded an unusually high 21.19 % vacancy rate resulting from the approval of new additional posts in the third quarter of 2016/17, which increased the vacancy rate.

Figure 2 shows a slight improvement in performance after the 2016/17 financial year, with 2017/18 showing the highest recorded performance during the past 5 years, reaching as high as 81%. The slight improvement in performance follows the implementation of controls to ensure that the Department achieves consistently high levels of performance. For instance, the Department made good progress in reducing the vacancy rate from 21.19% in 2016/17 to 7.33% in 2017/18. The filling of vacancies was necessary to effectively deliver on the mandate of the Department and to improve on service delivery.

Following the peak period, a slight decline in performance was observed. As shown in Figure 2, the performance of the Department dropped from 81% in 2017/18 to 78% in 2018/19. The slight decline in performance is as a result of internal and external audit recommendations that were not fully implemented; consultation for training the trainers with Wits University that was not completed; and an evaluation report on the relevance and effectiveness of oversight initiatives that was not done as the Department was requested by the Minister to conduct an assessment on the resourcing of the Forensic Science Laboratories (FSL). The DPCI Judge also cancelled four planned community engagements to market his office, which also affected the levels of performance. In addition, an assessment report regarding the establishment and functionality of CSFs was not done as the Minister requested the Department to evaluate the effectiveness of the SAPS Rapid Response Services (10111).

Finally, it should be noted that corrective actions were taken in an effort to improve future performance. For instance, measures were put in place to ensure ongoing implementation of internal and external audit action plans, quarterly performance reports were presented to the Executive Management Committee and the Audit and Risk Committee to convey the progress made toward achieving quarterly targets. In addition, a Human Resource Committee was established to oversee the process of filling vacant funded posts. As a result, the vacancy rate was reduced from 6.7% in 2018/19 to 6.49% at the end of Q3 of 2019/2020.

* *In 2014/15 to 2018/19, all targets were set at 100%*

2.4.3.2 Overall capacity to deliver on the CSPS mandate

The following section summarises the Department's capacity to deliver on its mandate, including information about human resources, financial resources and ICT.

In 2012, the Department had a total establishment of 107 posts. Currently, there are 154 posts. The number of posts has increased by 47 in total. The additional posts were created to capacitate the Department to deliver on its mandate. Currently, plans are underway to review the organisational structure with the aim of increasing the number of posts by 50. The additional posts will increase the post establishment to 204.

The Department has filled 144 of its 154 post establishment, resulting in a vacancy rate of 6.49%. In terms of Employment Equity, of the 144 staff employed by the Department, there is only one person with a disability, which translates into 0,70%. In terms of gender differences, 79 out of the total positions filled comprises of females, which translates into 55%, while 65 or 45% are males. Females occupy 50% of the senior management positions within the Department, while males occupy 50%.

A Human Capital Strategy was developed with the aim of providing structured guidelines for the activities and initiatives of the Human Resources function to ensure strategic alignment of human capital and departmental activities. The strategy also paves the way for improving operational efficiency within the Department. The implementation of the strategy is well underway with recruitment and selection as the central pillars, and will assist the Department to fully implement its mandate in terms of the Civilian Secretariat for Police Service Act 2 of 2011. In an effort to realise the objective of the Human Capital Strategy, the Department has established a Human Resource Committee. The committee will, amongst other functions, oversee the process of filling vacant funded posts.

The Department will continue to ensure that employees with the highest level of competence and skills are recruited and retained. The Department will also ensure that gender, race and people with disabilities are given high priority while ensuring that the vacancy rate is maintained at not more than 7%.

The Department is currently in the process of relocating to new offices as the current office accommodation is not sufficient to cater for the 154 posts. This was confirmed by an assessment conducted by the Department of Labour. Furthermore, it should be noted that the current office accommodation was acquired to accommodate 80 personnel. The Department has developed an Information Communication Technology (ICT) strategy, which is currently being implemented. While progress has been made in implementing the strategy, the lack of ICT infrastructure remains a challenge. Efforts are underway to procure servers for the Department.

The budget allocation for the Department is increasing from a downward adjusted annual baseline budget of R143.051 million in 2019/20 to an annual budget of R173.321 million over the three year MTEF period. This is equivalent to an average increase of 6.60% per annum over the MTEF period.

The estimated final annual budget of R173.321 million for the 2022/23 MTEF period will, however, increase by approximately 4.20% from the R166.330 million of the prior 2021/22 financial year, which suggests a downward trend in annual budget increases for the remaining MTSF period of the 2025 financial year, considering the estimated average annual budget increase over the 2022/23 MTEF period.

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

The Department is required by Section 10 of the Broad-Based Black Economic Empowerment Act 53 of 2003 (B-BBEE Act), as amended, to integrate B-BBEE requirements in awarding contracts, licenses, grants, incentives and concessions to entities that are B-BBEE compliant. The Department has in the past failed to comply with the requirements of the B-BBEE Act, which resulted in a finding being raised by the Auditor-General South Africa (AGSA). During the 2019/20 financial year, the Department put controls in place in an effort to comply with the requirements of the Act. As a result of such efforts, the Department now complies with the requirements of the B-BBEE Act.

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

Gender equality, in particular at the Senior Management level, remains a challenge to be addressed through the Employment Equity Implementation Strategy. Currently, females represent 50% of senior management positions within the Department, while males represent 50%. Strides are being made to address gender parity at all levels of employment. The Department is not doing well regarding the target for employment of persons with disabilities as there is only one person with a disability, which translates into 0.7%. Partnerships with the Disabled People of South Africa and Department of Labour will be developed and strengthened to provide opportunities for people with disabilities and the unemployed youth.

The Department has established working relationships with 26 Universities in the country and 50 Technical and Vocational Education and Training (TVET) Colleges to promote programmes of Gender-Based Violence (GBV) and the protection of vulnerable people. The Department is also currently working with artists and professional individuals in the space of gender-based violence.

As part of ongoing efforts to address issues affecting women, children, youth and people with disabilities, the Department has improved relationships with key stakeholders through Memorandums of Understanding (MoUs). The MoUs signed between the Department and various stakeholders are as follows:
- The MoU with the Moral Regeneration Movement (MRM) was signed to promote positive values in societal sectors.
- The MoU with the South African Business Risk Information Centre (SABRIC) was signed to assist the Department in receiving new crime trends. Thus once identified, anti-crime campaigns are planned and conducted in collaboration with the SAPS.
- A Memorandum of Understanding with Big Brand Media Holdings (BBMH) was signed to mobilise the youth in the fight against crime.

- The MoU with the Congress of Traditional Leaders of South Africa (CONTRALESA) was signed to promote community safety in the countryside.
- The MoU between the Department and Aware.org promotes responsible drinking and correct use of liquor in the society.
- Working relations between Memeza- Shout (PTY) Ltd and CSPS have been established, whereby campaigns against Gender-Based Violence and the protection of Vulnerable People are carried out.

2.4.3.5 Internal Challenges

2.4.3.5.1 Leadership Capabilities

Some of the internal challenges faced by the Department include the lack of an integrated and coherent value chain in terms of leadership capability, a siloed organisational culture and generally low staff morale.

Proposed interventions in this regard include the development and implementation of operational excellence strategies that support the Human Capital Strategy.

2.4.3.5.2 Technical Support to Provincial Secretariats

Although the CSPS Regulations outline the roles and responsibilities of the Civilian Secretariat and the Provincial Secretariats, there is no clearly defined working protocol between the Department and the provinces, which leads to duplication of efforts and sometimes confusion of roles.

The proposed intervention to address this challenge includes the development of a working protocol with the Provincial Secretariats with a view to them performing operational work, while the Department assumes a coordination and standard-setting role with limited operational functions. There is also a need to ensure joint and integrated annual planning with Provincial Secretariats.

2.4.3.5.3 Partnership in the Fight against Crime

The inability to mobilise the significant amount of resources required to build well-functioning partnerships in the fight against crime remains a challenge.

The proposed intervention is to encourage joint planning, improve access to donor funds and the development of implementation plans in collaboration with stakeholders in line with the newly introduced Partnership Strategy and Framework.

2.4.3.5.4 ICT Infrastructure

The lack of ICT infrastructure continues to hamper the full implementation of ICT within the Department.

In terms of a proposed intervention, processes are currently underway to ensure that the Department has its own ICT infrastructure. The Department is also in the process of procuring servers.

2.4.3.6 Medium and Long Term Policy Environment

In line with government's focus on the implementation of policies for effective service delivery, the focus for the medium to long term policy environment will be on the implementation of the policy proposals of the two White Papers and other polices of the Minister of Police. Key to this will be the implementation of the recommendations of the State of Democratic Policing report and associated research findings.

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

2.4.3.7 Emerging priorities and opportunities which will be implemented during the planning period

The Department will direct its efforts towards strategic focus areas to achieve maximum impact in the next five years. As such, the Department has identified the following emerging priorities and opportunities which will be implemented during the planned period:

- Facilitating the implementation of the 2016 White Paper on Safety and Security and the Integrated Crime and Violence Prevention Strategy.
- Drafting and promoting constitutionally sound legislation to give effect to government policies related to policing.
- Repositioning of the Civilian Secretariat for Police Service as a new Department of Police and the primary policy advisor to the Minister, which requires a review of the current organisational structure.
- Organisational renewal, strategic leadership and the enforcement of the Civilian Secretariat for Police Service Act and Regulations.
- Strengthening the capacity of the Department to influence international developments for the Ministry of Police.
- Facilitating the creation of a smart or e-policing environment.
- Strengthening the Heads of Departments (HoDs) Forum and Senior Management Forum to monitor the progress of the Department's oversight functions.
- Establishing a Knowledge Information Management System as a nerve centre to drive the policy and strategic mandate of the Department.
- Implementing the departmental Communication Strategy.
- Implementing a Partnership Strategy and Framework to strengthen engagements with key stakeholders and galvanise communities on crime prevention initiatives.
- Building strong ICT infrastructure for the department.
- Implementing an integrated Human Capital Strategy and the related operational excellence strategies.

PART C:

MEASURING OUR PERFORMANCE

3.1   INSTITUTIONAL PERFORMANCE INFORMATION

3.1.1 Impact Statement

Table 2 presents the impact statement to which the Department contributes, as informed by its Mandate.

Table 2: Impact Statement

Impact Statement	Improved levels of trust in the police through effective civilian oversight.

3.1.2 Measuring our Outcomes

Table 3 below summarises the intended outcomes that are in line with the Medium Term Strategic Framework (MTSF) priorities. The outcome indicators, baselines and targets for the next five years are also included in the table.

Table 3: Measuring Outcomes

MTSF Priority	Priority 1: A Capable, Ethical and Developmental State Priority 6: Social Cohesion and Safe Communities		
Outcome	**Outcome Indicator**	**Baseline**	**Five Year Target**
Improved community participation in the fight against crime	3.1.2.1 Number of functional Community Safety Forums	42	45
Improved community police relations.	3.1.2.2 Number of functional Community Policing Forums	543	605
Improved collaboration, coordination and integration on safety, crime and violence prevention within the three spheres of government	3.1.2.3 Percentage community satisfaction with government in relation to safety	New	50%
Transformed and accountable police service	3.1.2.4 Increased levels of households satisfied with the service provided by the police	54.9%	60%
	3.1.2.5 Reduced number of civil claims against the police	New	50%
	3.1.2.6 Reduced number of complaints recorded against the police	New	50%
	3.1.2.7 Increased levels of community trust in the police	New	50%
	3.1.2.8 Reduced number of SAPS misconduct cases recommended for disciplinary action by IPID	New	50%

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

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

The work of the CSPS contributes towards the achievement of Priority 6 of the MTSF and the mandate of the Department as follows:

- By drafting of Bills, improving the integrity of the police and by addressing additional policing powers, international obligations relating to combating crime and issues such as community policing forums and the protection of the communities including priorities in relation to women, children, youth and people with disabilities.
- By ensuring an improved and transformed SAPS and concomitant policing services to communities, as well as through improved collaboration and integration of government and civil society services.
- Through the provision of evidence-based policy and research in order to advise the Minister of Police on enhancing efficient and improved policing that will work toward the promotion of safer communities.

The Department will also contribute to a capable, ethical and a developmental state by improving the capability of the CSPS and capacitating the Department both in terms of numbers and performance management. By reducing the vacancy rate and containing it below 7% the Department will be ensuring that what is committed in terms of service delivery can be achieved.

Furthermore, the implementation of the Human Capital Strategy and its operational excellence strategies such as Recruitment, Selection and Retention; Human Resource Development strategy; Employee Health and Wellness Strategy; Talent Management Strategy and the Employment Equity Implementation Strategy as well Performance Management System, and the ICT strategy will ensure the improvement of the overall performance of the CSPS.

3.1.3.2 Enablers intended to assist the Department in achieving the 5-year targets

Human, financial and technology resources, policies, processes, systems, procedures and structures for the approval of legislation.

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

The outcomes contribute to the achievement of the impact through effective implementation of the Integrated Violence and Crime Prevention strategy, collaboration and continuous efforts aimed at the transformation of the SAPS.

3.1.4 Key Risks and Mitigations

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

Table 4: Outcomes, Risks and Mitigations

Outcome	Risk	Mitigating action
Improved community participation in the fight against crime.	Lack of cooperation from relevant stakeholders in the establishment of community safety structures.	To develop and sign a Memorandum of Understanding with COGTA and SALGA.
Improved community-police relations.	Dysfunctional CPFs due to lack of proper working relations with stakeholders, communities and police stations.	Implementation of the partnership strategy and framework.
Transformed and accountable police service.	Dependency on other stakeholders in the finalisation and implementation of legislation processes.	Early and continuous engagement with stakeholders.
Transformed and accountable police service.	Delays in drafting of legislation due to diversion from the core mandate and inadequate capacity and expertise.	Expansion of the Legislation Unit to cover the other legal matters required by the departments.
Transformed and accountable police service.	Poor management of information due to: • Inadequate implementation of knowledge and records management. • Working in silos.	• Raise awareness on the importance of Knowledge Management in the department. • Provide information that will add value and knowledge that will help grow the organisation.
Transformed and accountable police service.	Ineffective management of SaferSpaces Portal due to: • Lack of funding and resources for the SaferSpaces portal. • Inadequate awareness and lack of buy-in from management.	• Ensure that the portal is taken over effectively by the department. • Allocation of resources for proper and effective management of the portal. • To create awareness regarding the value of the portal.
Improved collaboration, coordination, and integration on safety, crime and violence prevention with the three spheres of government.	Failure to finalise the integrated crime and violence prevention strategy due to a lack of collaboration with the 3 spheres of government.	To ensure continuous engagement with the JCPS cluster and other related structures to enhance collaboration.
Transformed and accountable police service.	Interruption of service delivery due to: • The national state of disaster declared over the coronavirus pandemic. • The lack of a Business Continuity Plan (BCP). • The lack of a Disaster Recovery Plan (DRP).	Development and implementation of the BCP and DRP.

Outcome	Risk	Mitigating action
Transformed and accountable police service.	Inability to fully provide oversight monitoring and evaluation reports over SAPS.	• Enforcement of the CSPS Act and the Regulations. • Implementation of the White Paper on Policing and Safety and Security. • Implementation of the Monitoring and Evaluation Framework. • Engagement letter to be sent to SAPS detailing information and support required. • Regular meetings with relevant SAPS Management. • Provision of relevant training. • Targeted recruitment of staff.

PART D:

TECHNICAL INDICATOR DESCRIPTIONS

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

Table 5: Technical Indicator Description: Number of functional CSFs.

Indicator Title	3.1.2.1 Number of functional Community Safety Forums
Definition	The indicator is about providing guidance to local, district and metropolitan municipalities on building safer communities and to ensure that CSFs are established and made functional
Source of data	CSF stakeholders e.g. JCPS Cluster, Provincial Secretariats, SALGA, municipalities, M&E assessment reports
Method of calculation or Assessment	Simple count
Assumptions	The source of data is valid, reliable and timely.
Disaggregation of beneficiaries (where applicable)	All women, youth and people with disabilities in municipalities
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	248 functional CSFs
Indicator responsibility	Programme Manager

Table 6: Technical Indicator Description: Number of functional CPFs.

Indicator Title	3.1.2.2 Number of functional Community Policing Forums
Definition	This indicator is about monitoring the implementation of Community Policing Forum (CPF) regulations/standards to ensure that CPFs are established and made functional
Source of data	SAPS data base and Provincial Secretariats
Method of calculation or Assessment	Simple count
Assumptions	The source of data is valid and reliable. However, the data is not always timely.
Disaggregation of beneficiaries (where applicable)	All communities within a policing precinct
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	1148 functional CPFs
Indicator responsibility	Programme Manager

Table 7: Technical Indicator Description: Percentage community satisfaction with government in relation to safety.

Indicator Title	3.1.2.3 Percentage community satisfaction with government in relation to safety
Definition	The indicator is about the various government departments and municipalities responsible for safety jointly planning and implementing safety initiatives for safer communities
Source of data	Statistics South Africa, Citizen Satisfaction Surveys
Method of calculation or Assessment	$\frac{\text{Number of joint plans implemented}}{\text{Total number of joint plans}} \times 100$
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	All departments and municipalities collaborating jointly to implement safety initiatives for safer communities
Indicator responsibility	Programme Manager

Table 8: Technical Indicator Description: Increased levels of households satisfied with the service provided by the police.

Indicator Title	3.1.2.4 Increased levels of households satisfied with the service provided by the police
Definition	The indicator refers to reports produced based on perception satisfaction surveys conducted with citizens who received or requested services from the South African Police Service
Source of data	Statistics South Africa, Victims of Crime Survey
Method of calculation or Assessment	Percentage
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	Community surveys consistently showing high levels of satisfaction regarding the police service
Indicator responsibility	Programme Manager

Table 9: Technical Indicator Description: Reduced number of civil claims against the police.

Indicator Title	3.1.2.5 Reduced number of civil claims against the police
Definition	This indicator tracks the number of civil claims lodged against the police service as a result of alleged misconduct by police officials
Source of data	SAPS records
Method of calculation or Assessment	Simple count
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	A reduction in the number of civil claims against the police
Indicator responsibility	Programme Manager

Table 10: Technical Indicator Description: Reduced number of complaints recorded against the police.

Indicator Title	3.1.2.6 Reduced number of complaints recorded against the police
Definition	This indicator tracks the number of service delivery complaints recorded against police officers. The focus is on those complaints, which after assessment, are found to be genuine.
Source of data	CSPS and SAPS Complaints Databases
Method of calculation or Assessment	Simple count
Assumptions	The source of data is valid, reliable and timely
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	A reduction in the number of complaints recorded against the police.
Indicator responsibility	Programme Manager

Table 11: Technical Indicator Description: Increased levels of community trust in the police.

Indicator Title	3.1.2.7 Increased levels of community trust in the police
Definition	This indicator intends to describe the degree to which trust levels in the police are improved following relevant interventions.
Source of data	Corruption Perception Index, Corruption Watch Annual Reports
Method of calculation or Assessment	$\dfrac{\text{Number of ...}}{\text{Total Number of ...}} \times 100$
Assumptions	The source of data is valid, reliable and timely.
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	Perception surveys consistently showing a reduction in levels of corruption in the police service
Indicator responsibility	Programme Manager

Table 12 - Technical Indicator Description: Reduced number of SAPS misconduct cases recommended for disciplinary action by IPID.

Indicator Title	3.1.2.8 Reduced number of SAPS misconduct cases recommended for disciplinary action by IPID
Definition	This indicator tracks the number of police officers who are allegedly suspected of criminal offences and/or corruption cases in-line with Section 28 of IPID Act No. 1 of 2011. The focus is on those who, after investigations by IPID, are recommended for prosecution and/or disciplinary procedures.
Source of data	IPID Database
Method of calculation or Assessment	Simple count
Assumptions	The source of data is valid, reliable and timely.
Disaggregation of beneficiaries (where applicable)	• Target for women: N/A • Target for youth: N/A • Target for people with disabilities: N/A
Spatial transformation (where applicable)	• Contribution to spatial transformation priorities: N/A • Description of spatial impact: N/A
Desired Performance	Reduction in the number of misconduct cases recommended for disciplinary action by IPID.
Indicator responsibility	Programme Manager

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