

9 Service Delivery Objectives and Indicators

9.1 Programme 1: Administration

9.1.1 Human Resources Management

(a) Conditions of Service

- All employees, excluding senior management, received an annual cost-of-living adjustment on a sliding scale of between 10% -13%. Employees at the lowest level received a 13% adjustment and those at the highest level 10% as from 1 July 2009. Senior managers received an annual cost-of-living adjustment of 6% as from 1 January 2010.
- Members appointed in terms of the Public Service Act, 1994 (Act No.103 of 1994) qualified for an additional 1,5% pay progression based on proven performance, whereas qualifying members appointed in terms of the South African Police Service Act, 1995, received an additional 4% pay progression, also based on their performance. However, the 4% pay progression occurs once every three years.

(b) Labour Relations

- An early warning system was developed in order to address labour conflict that arises within the workplace. If a labour conflict arises which is not resolved within seven days, it is reported to national level from where interventions are directed to address the conflict in question.
- In order to implement the Management of Poor Performance Policy at both individual and institutional level and in order to enhance service delivery, a total of 547 commanders were sensitised about the implementation of the policy.

(c) Employment Equity

- The South African Police Service (SAPS) is committed to its Constitutional mandate of achieving a broadly representative police service in terms of race, gender and disability.
- In order to mitigate the effects of losses of skilled employees in specialised environments, two additional Affirmative Action programmes have been implemented to supplement the ten programmes that are already active. The programmes not only focus on rectifying past imbalances, but also aim to procure and retain scarce skills for the SAPS.
- The Women's Network in the SAPS contributed positively to Government's priority of "rolling back the frontiers of poverty" by establishing poverty alleviation projects in all the provinces and creating awareness of crimes against women and children.

(d) Career Development

- Career Centres are used to recruit suitable candidates as identified in the Human Resources Plan and the section 20 Employment Equity Plan of the SAPS. The strategy is to effectively market the SAPS as an employer of choice and to inform recruitment strategies for underrepresented business units and scarce skills environments such as the Commercial Branch and Serious Economic Offences Unit. During the 2009/10 financial year mobile career centres participated in approximately 228 career expositions, exhibitions and fairs, as well as recruitment and marketing programmes at schools and tertiary institutions.

(e) Performance Management

- Compliance with performance management practices of almost 99% was achieved for the 2009/10 financial year. The SAPS developed and implemented two customised performance assessment frameworks, one for provincial commissioners and one for station commanders. A new post, namely that of a Cluster Commander, was created in order to coordinate and guide the operational activities of a group of police stations within a cluster. In order to assist with the efficient implementation of this mandate, a third customised assessment framework for cluster commanders was developed and implemented in the course of the financial year. The introduction of the framework has ensured that accountability for the execution of strategic organisational priorities is now being addressed at national, provincial, cluster and station level.

(f) Human Resources Planning and Development

- The establishment of the Department of Police has increased from 182 754 employees at the end of March 2009 to an establishment of 190 199 at the end of March 2010. A further increase in the human resources capacity is anticipated, which will bring the establishment to a total of 200 660 employees by 31 March 2013.
- The Department is moving towards maintaining the establishment while a larger focus is being placed on recruiting high-quality employees instead of large numbers of new employees. Specialised environments were given preference in order to expand their human resources capacity, thereby ensuring compliance with strategic objectives and assisting in the JCPS cluster initiative. The Department committed itself to increasing the number of detectives up to level 7 by 19% by 31 March 2010. The Department surpassed this target and reflected a 22,4% growth up to level 7 for the 2009/10 financial year, bringing the total number of detectives to 20 022 at the end of March 2010.
- To address the shortage of personnel in critical environments such as the Forensic Science Services, the Directorate for Priority Crime Investigation, the Border Police and the Detective Services, the National Commissioner lifted the existing moratorium on the reappointment of former members. Consequently, former members of the SAPS from the rank of Constable up to Senior Superintendent were afforded the opportunity to apply for re-enlistment. All applications received are at present being compared against the predetermined criteria.

(g) Education, Training and Development (ETD)

The Division: Training of the SAPS is an accredited ETD provider with the Safety and Security, Sector Education and Training Authority (SASSETA). Strict adherence to the stringent criteria of the SASSETA ensures the provisioning of value-driven education, training and development in the SAPS with the exponential aim of increasing productivity, enhancing internal functioning, optimising operational functioning and assuring quality policing services to all clients of the organisation.

During the period under review a cumulative total of 231 205 employees (including employees who attended training in more than one category for this period) attended either Entry-Level Training (9,6%), Operational Training (77,5%), Support Training (8,8%) and/or Management and Leadership Development interventions (4,1%). Priority was given to the development of knowledge, skills and abilities towards combating crime and improving police service delivery, including the effective policing of the 2010 Soccer World Cup.

Research, Design and Development

- The National Commissioner, together with the Senior Management Service employees at Head Office, launched the SAPS Health and Wellness Programme Toolkit on 22 March 2010. This was covered live on national television (SABC2). The two-phase toolkit was designed to encourage

all police officials firstly to take ownership of and then to ensure their own wellness and physical fitness in preparation for the proposed continuous official fitness assessments.

- The Integrated Sexual Offences Course (prescribed by legislation for each State department dealing with the perpetrators and victims of sexual offences) was developed in conjunction with the National Prosecuting Authority, the Department of Health, the Department of Social Development, the Department of Correctional Services and the Department of Justice and Constitutional Development for learners to understand how to care for victims by establishing purposeful working relations between the relevant State Departments.
- In anticipation of the Child Justice Act, 2008 (Act No. 75 of 2008), which was due to come into operation on 1 April 2010, one-day and two-day workshops, together with a one-week training course, were developed to equip members on how to deal with children in terms of this Act.
- The Partnership between the Training Division and Tertiary Institutions has, among other benefits, resulted in the Bachelor of Policing Practice Degree being offered by the Southern Business School and the Tshwane University of Technology; the former tertiary institution grants credits towards this degree based on the successful completion of SAPS Management and Leadership Learning Programmes. Based on the successful completion of various SAPS learning programmes, UNISA recognises prior learning (RPL) for certain qualifications and have produced a DVD on Crime Scene Management and one on Communication. These DVDs aim to improve investigative and professional service delivery skills.

ETD Skills Development and Quality Management

- The electronic Skills Audit was expanded to include all operational categories, the results of which have been used to draw up the 2010/11 ETD Provisioning Plan.
- A purposeful partnership with the SASSETA has resulted in grants for providing skills in Project Management (for women), Skills Development Facilitation (SDF), Helicopter Piloting, Monitoring and Evaluation and Internal Auditing.
- In a nation-building drive undertaken with the Department of Labour, 260 interns were provided with workplace experience to complement their post-matriculation studies in preparation of permanent employment in the world of work.
- A SAPS milestone achievement was reached on the implementation of a support Learnership in Information Technology System Support (NQF level 5) which was awarded the Best Training Programme: Public Sector at the Skills and Training Summit Achiever Awards on 9 March 2010 in recognition of creativity and innovation of a government department that has implemented effective and relevant skills development programmes to bring about positive change.
- There was greater interest in Recognition of Prior Learning (RPL), as there were 597 SAPS applicants for the National Certificate: Policing NQF 5. In anticipation of this a further 24 evidence collection facilitators have been trained and are ready to handle the RPL process in the provinces.
- There are now eleven Further Education Training (FET) Colleges throughout the country which, with the guidance and support of the Department of Education (DoE), provide the National Certificate Vocational (Safety in Society). The preparation of the level 4 students for the 2010/11 National recruitment process will specifically include drill, physical fitness and driver's licences.

Entry-Level ETD Provisioning

- A total of 21 700 employees completed Entry-Level Training (Basic Training, Introductory Police Training, Lateral Entry Training, Forensic Science Learnerships and Reservist Training) in the SAPS.

- The one-of-its-kind Basic Training Learning Programme: Forensic Science NQF Level 5 was successfully completed by 97 learners and, after the completion of a further three-month Advanced Crime Scene Management Course, these members were placed in Criminal Record Centres across the country to assist in addressing the backlog being experienced in the environment regarding the analysis of evidence of criminal cases.

In-Service ETD Provisioning

- A substantial training effort in the Investigation of Crime, Crime Intelligence, Protection and Security Services, Visible Policing, Crime Prevention, Forensic and Criminal Recording, Crowd Management, Working Police Dogs and Handlers, Working Police Horses and Riders, FIFA Rights Protection, Bomb Disposal, Aviation Security and the Operational Command of the National Joint Operational Centres (NATJOCs) and Provincial Joint Operational Centres (PROVJOCs) was made not only for day-to-day policing but for the successful policing of the 2010 Soccer World Cup as well.
- The stringent recruitment and training of Tactical Response Teams (TRT) resulted in the establishment of capabilities in all the provinces to deal with medium-risk operations effectively.
- Crime Investigation Training remained a priority for station investigators and also for the newly established Directorate for Priority Crimes Investigation (DPCI). A two-week Basic Crime Investigative Practice Learning Programme was rolled out for new members placed at the detective units. The new two-week Sexual Offences Investigators' Course was developed in partnership with the USA Embassy to enhance the investigation of crimes against women and children at station level.
- SAPS Training Institutions Hammanskraal and Boland have been accredited by SASSETA to present the Resolving of Crime Skills Programme, which is now a recognised qualification.
- The revised Basic Organised Crime Learning Programme and the new Commercial Crime Learning Programme (now a six-week-programme) was registered and rolled out.
- The focus of Crime Intelligence Training was on Human Intelligence Tradecraft, INKWAZI Systems, Crime Information Analysis (CIMAC), Operational Analysis and the Analyst Notebook. The new Counter-terrorism Learning Programme and the training of trainers on the Crime Intelligence Gathering Learning Programme were rolled out. The French Government assisted to further skill these employees in ensuring the safety of stadiums.
- Crime Investigation training assistance was rendered to the Independent Complaints Directorate (ICD), the South African Military Police and the Metropolitan Police Services.
- After receiving training from their policing counterparts in the United Kingdom (UK) and the USA, members of the SAPS Bomb Disposal Units were trained in searching and sweeping techniques and in Underwater Explosives Countermeasures, respectively.
- The current Adult Basic Education Training (ABET) Programme provided by the Thuto Adult Centre throughout the country was attended by 1 300 learners (1 000 funded by the SAPS and 300 funded by SASSETA). Employees with an academic qualification of lower than Grade 9 were developed in academic and functional skills and assessed in an examination set by the Independent Examination Board.
- Forty additional contract instructors were employed to boost the K53 Driver Training in the provinces and at the SAPS Training Institutions – Benoni and Bishop Lavis.

Management and Leadership ETD Provisioning

- The SAPS Executive Management (EM) and Leadership Development Centre (LDC) in Paarl where the Executive Development Learning Programme (EDLP) for Senior Managers are being offered, was officially opened by the Honorable Deputy Minister of Police, Fikile Mbalula, on 11 June 2009. The Basic, Junior and Middle Management Learning Programmes which are presented at Thabong will result in a professional management and leadership capability for the SAPS.

Regional and International ETD Provisioning

- Apart from the SAPS bilateral agreements with the Sudan, Canada and the USA, there was a specific impetus to capacitate the Police Nationale du Congoise of the Democratic Republic of Congo in managing their elections and to have a sustainable ETD capacity to cascade training down to their provinces.
- A Joint Steering Committee and Financing Agreement between the SAPS and the Norwegian Government were concluded that would capacitate the Sudanese Police in skills ranging from rudimentary policing to advanced forensic interventions.
- Collaboration with the USA resulted in courses on Advanced Management, Law Enforcement Executive Development, the Tactical Management of Specific Events and Underwater Explosives. An alliance with Canada resulted in the development of the Live Applications and Technology Transfer Exercise (LATTE), and courses on Electronics for Explosives and Technician Hand-dismantling Techniques.
- The SAPS's membership of the Southern African Regional Police Chiefs Cooperation (SARPCCO) has contributed to the hosting of regional training courses that included the Small Arms and Light Weapons Pilot Course; the Vehicle Crime Investigation Course; the VIP Protection Course; Train the Trainer; the United Nations Police Course; and the SARPCCO Command and Leadership Course for senior policewomen.

(h) Corruption and Fraud Prevention

- The SAPS revised its Corruption and Fraud Prevention Plan in February 2009 for implementation in 2009/10 by all stations, provinces and national divisions. The Corruption and Fraud Prevention Plan was approved and distributed for implementation. The requirement for the implementation of the Corruption and Fraud Prevention Plan by all station commanders, provincial and divisional commissioners was included in the performance agreements of top management at all levels.
- The Minimum Anti-corruption Capacity Requirements (MACC) Audit coordinated by the DPSA towards the end of 2009 revealed that the SAPS was largely compliant with the MACC. However, it was felt that more could be done both to implement the Anti-corruption Strategy of the SAPS, and to inform members of the SAPS and members of the community of the nature and consequences of corruption, as it relates to the powers and functions of a police officer. The SAPS has responded to the shortcomings identified in the MACC Audit by revising its Anti-corruption Strategy for implementation towards the end of the first quarter of the 2010/11 financial year.
- 362 members were charged in terms of the Discipline Regulations of the SAPS for corruption in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004). 193 members were suspended without salary and 7 with salary. 181 members were not suspended. 381 disciplinary cases were brought against them (17 members were charged for more than one crime).

(i) Risk Management

- The office of the National Commissioner has coordinated the undertaking of risk identification and assessments at all national divisions and provinces, with the aim of providing reasonable assurance of achieving the strategic priorities of the SAPS and ensuring that the SAPS is compliant with Section 38(a)(i) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), as well as Section 3.2 of the Treasury Regulations, 2005.
- The risk assessments that were facilitated at all divisions and provinces culminated in the compiling of risk registers for each division and province, which reflected the prioritised residual risk for the respective divisions and provinces. The prioritised residual risk was mitigated by managing the Risk Registers by divisional and provincial management.
- A Strategic Risk Register for the SAPS was compiled and distributed to all divisions and provinces so as to inform their risk identification process. The Strategic Risk Register was also used by the Internal Audit Component of the SAPS to inform the compiling of an Internal Audit Plan for the Department. The Strategic Risk Register was linked to the performance agreements of the station commanders, thereby ensuring that the Strategic Risk Exposure of the SAPS was addressed at all stations throughout the country.
- The Risk Management Strategy of the SAPS was subjected to a high-level review during the last quarter of the financial year to assess its compliance with international risk management standards in terms of risk management as well as the revised Public Sector Risk Management Framework. The revised King III Report on Corporate Governance was also taken into consideration and an Implementation Plan was developed to ensure that the Risk Management Strategy of the SAPS was compliant with both the revised Public Sector Risk Management Framework and the King III Report.

9.1.2 Budget and Resource Management

(a) Collection of Departmental Revenue

Table 6: Collection of departmental revenue

	2006/07	2007/08	2008/09	2009/10	2009/10	% Deviation from target
	Actual R'000	Actual R'000	Actual R'000	Target R'000	Actual R'000	
Non-taxable revenue	136 828	179 409	233 023	204 505	168 869	82,6%
<i>*Sale of goods and services produced by Department</i>	134 564	173 409	217 375	202 225	147 654	73,0%
<i>*Sale of scrap, waste, arms and other used goods</i>	2 264	6 000	5 648	2 280	21 215	930,5%
Fines, penalties and forfeits	7 338	8 021	24 336	5 950	10 043	168,8%
Interest, dividends, and rent on land	1 807	986	2 235	1 200	1 365	113,8%
Sale of capital assets	1 352	14 588	2 515	1 120	4 879	435,6%
<i>*Other capital assets</i>	1 352	14 588	2 515	1 120	4 879	435,6%
Financial transactions in assets and liabilities	104 533	142 047	124 347	103 500	162 416	156,9%
Total departmental receipts	251 858	345 051	376 456	316 275	347 572	109,9%

(b) Departmental expenditure

Table 7: Departmental expenditure

Programmes R' thousand	Voted for 2009/10	Roll- overs and adjustments	Virement	Total voted	Actual expenditure	Variance
1. Administration	15 449 150	456 482	103 888	16 009 520	16 009 520	-
2. Visible Policing	19 015 537	737 397	16 932	19 769 866	19 769 866	-
3. Detective Services	7 625 060	(62 304)	(69 122)	7 493 634	7 493 634	-
4. Crime Intelligence	1 714 134	-	(56 088)	1 658 018	1 658 018	-
5. Protection and Security Services	2 605 812	80 727	4 390	2 690 929	2 690 929	-
Total	46 409 693	1 212 302	-	47 621 967	47 621 967	-

(c) Capital Investment, Maintenance and Asset Management Plan

Capital investment and maintenance – police stations

Table 8 provides an overview of planned new police stations, as well as those that are being built. It also gives an indication of re-established police stations that are being planned and re-established police stations that are being built at present. Police stations (new and re-established) that have been completed are also indicated.

Table 8: Police Stations

New police stations awaiting tender (Construction is dependent on the budget)	
Province	Station
Eastern Cape	Joza
	Lusikisiki
Northern Cape	Keimoes
Gauteng	Doornkop

New police stations under construction			
Province	Station	Latest Projected Date of Completion	Comments
Gauteng	Diepsloot	7 July 2010	Initial difficulty to have site cleared of illegal occupants. Unfavourable soil conditions delayed construction.
North West	Hebron	15 November 2010	No site meetings convened, as construction is on hold, pending awarding of bid for contractor to complete outstanding work on last phase.
Limpopo	Ga-Masemola	23 May 2010	Project is progressing according to programme.
Free State	Zamdela	16 June 2011	Project is progressing according to programme.
Western Cape	Mfuleni (Blue Downs)	31 May 2010	Project in final stages of completion. Installation of lift outstanding.

Re-established police stations being planned depending on the availability of a budget	
Province	Station
Gauteng	Tembisa
	Dube (Mabopane)
Mpumalanga	Ermelo (Wesselton)

Re-established police stations being planned depending on the availability of a budget	
Province	Station
Limpopo	Roedtan
	Elandskraal
KwaZulu-Natal	Nsuze

Re-established police stations being constructed			
Province	Station	Latest projected date of completion	Comments
Eastern Cape	Cradock	19 November 2010	Project is progressing according to programme.
	Bisho	30 June 2010	Challenges experienced with the awarding of tenders for specialised consultants and sub-contractors.
	Lady Frere	12 December 2010	Permission to occupy site delayed. Delays in consultant and sub-contractor appointments.
Gauteng	Brakpan Tsakane	20 May 2010	Project in final stages of completion. Municipal water connection outstanding.
	Thokoza	30 April 2010	Delay in the approval of Variation Orders due to additional funding needed and contractual challenges with contractor.
Mpumalanga	Mbuzini	24 March 2010	Project in final stages of completion.
	Hazyview	18 June 2010	Project in final stages of completion.
	Pienaar	30 April 2010	Project in final stages of completion. Sewerage treatment plant outstanding.
	Tweefontein (Kwa-Mhlanga)	24 March 2010	Cash flow problems and non-performance by contractor. Projected completion date to be reconsidered.
North West	Jouberton (Klerksdorp)	10 December 2010	Project is progressing according to programme.
	Amalia	28 February 2010	Projected completion date to be reconsidered as the contractor has discontinued the work.
Limpopo	Letsitele	30 September 2010	Challenges experienced with the awarding of tenders for specialised consultants and sub-contractors.
	Giyani	31 May 2010	Project is progressing according to programme.
	Musina	30 September 2010	Project is progressing according to programme.

New police stations completed			
Province	Station	Latest projected date of completion	Comments
Limpopo	Jane Furse	23 September 2009	First delivery certificate enclosed.
	Matoks (Sekgosese)	18 November 2009	First delivery certificate enclosed.
Gauteng	Klipgat (Mabopane)	18 February 2010	Practical completion certificates enclosed.

Re-established police stations completed			
Province	Station	Date of Completion	Comments
KwaZulu-Natal	Inanda	21 August 2009	Letter of confirmation by Section Head: Building Services.
	Esikhawini	7 December 2009	First delivery certificate enclosed.

Definitions:

- **New police stations**

Police stations that are constructed in suburbs; townships; towns; cities where no police station existed previously.

- **Re-established police stations**

Existing police stations that are replaced by new structures either on their existing sites or on new sites.

- **Police stations awaiting tender**

Police stations where the planning is completed up to tender stage, but where the continuation to tender and construction stage is dependent on the availability of a budget.

- **Latest projected date of completion**

The planned date of completion which could change during any construction phase. Various delays to its completion may arise that could not be reasonably planned for. This could include weather delays; labour strikes; the unavailability of material; changes in scope; poor performance by contractor; bankruptcy of contractors; etc.

Asset management: Movable Government Property – firearms, bulletproof vests and vehicles

Table 9 provides an overview of the number of firearms and bulletproof vests and their distribution per province. Table 10 provides an overview of the distribution and age of the SAPS vehicles per province, whilst Table 11 indicates the number of vehicles purchased and delivered.

Table 9: Distribution of firearms and bulletproof vests

Provinces	Firearms in the SAPS	Bulletproof vests in the SAPS	
Head Office (include Protection and Security Services and Training components in the provinces)	38 562	Male	26 049
		Female	5 341
Eastern Cape	22 806	Male	21 435
		Female	4 733
Free State	13 229	Male	9 878
		Female	2,557
Gauteng	36 839	Male	33 334
		Female	6 103
KwaZulu-Natal	29 530	Male	21 798
		Female	4 141
Limpopo	13 170	Male	10 280
		Female	1 738
Mpumalanga	11 561	Male	7 766
		Female	2 242
Northern Cape	7 443	Male	5 223
		Female	1 359
North West	12 880	Male	10 598
		Female	2 184
Western Cape	21 544	Male	19 390
		Female	4 695
Total	207 564	Male	165 751
		Female	35 093
			200 844
Balance of bulletproof vests "In-transfer"			934
Balance of bulletproof vests "in transit"			2 401
Stores (Not issued) as on 31 March 2010	19 901	Male	10 728
		Female	5 415
Balance on inventories in Provisioning Stores	23 016		2 226
Total	250 481		222 548

Table 10: Vehicle Usage Report per Province/National Competencies Comparison: March 2009 and March 2010

Province	0-50 000km		50 000- 100 000km		100 000- 160 000km		160 000 - 200 000km		OVER 200 000km		Total		Increase
	March 2009	March 2010	March 2009	March 2010	March 2009	March 2010	March 2009	March 2010	March 2009	March 2010	March 2009	March 2010	
Eastern Cape	1 064	1 253	945	810	1 060	1 119	654	638	1 039	897	4 762	4 717	-0,94%
Free State	673	710	456	455	648	586	408	307	599	650	2 784	2 708	-2,72%
Gauteng	2 244	2 086	1 736	1 712	1 727	1 834	980	874	1 560	1 397	8 247	7 903	-4,17%
KwaZulu-Natal	1 416	1 466	1 149	1 039	1 350	1 346	747	731	1 327	1 289	5 989	5 871	-1,97%
Limpopo	762	1 257	685	613	698	693	352	291	826	565	3 323	3 419	2,88%
Mpumalanga	515	708	388	368	460	422	268	238	512	403	2 143	2 139	-0,18%
North West	534	587	373	374	600	424	366	290	697	649	2 570	2 324	-9,57%
Northern Cape	317	441	302	264	360	295	210	166	287	252	1 476	1 418	-3,92%
Western Cape	1 378	1 340	1 118	1 175	1 205	1 325	708	696	1 390	1 396	5 799	5 932	2,29%
Sub Total	8 903	9 848	7 152	6 810	8 108	8 044	4 693	4 231	8 237	7 498	37 093	36 431	-1,78%
National Competencies at Head Office	433	396	354	336	263	237	80	70	125	89	1 255	1 128	-0,08%
All Provinces	1 357	1 304	846	851	685	790	265	342	420	409	3 573	3 696	
Total	10 693	11 548	8 352	7 997	9 056	9 071	5 038	4 643	8 782	7 996	41 921	41 255	-1,58%

Table 11: Vehicles purchased and delivered

	1 April – 30 June 2009		1 July – 30 September 2009		1 October – 31 December 2009		1 January – 31 March 2010	
	Vehicles purchased	Vehicles delivered	Vehicles purchased	Vehicles delivered	Vehicles purchased	Vehicles delivered	Vehicles purchased	Vehicles delivered
Eastern Cape	366	0	346	298	0	156	6	264
Free State	208	4	199	145	1	85	0	174
Gauteng	706	0	767	517	0	513	40	483
KwaZulu-Natal	454	0	382	293	0	432	9	120
Limpopo	239	0	205	178	0	196	5	75
Mpumalanga	217	0	173	188	3	44	0	161
Northern Cape	112	0	94	76	0	51	0	79
North West	189	3	145	136	0	80	0	115
Western Cape	336	0	330	219	0	143	40	344
Head Office	17	5	730	16	49	507	111	379
Total	2 844	12	3 371	2 066	53	2 207	211	2 194

Total ordered	6 479
Total delivered	6 479

9.1.3 The Secretariat for Police

(a) Introduction

The White Paper on Safety and Security highlighted the need for the South African Police Service to be regarded as a trusted vehicle for law enforcement.

In many other democratic states policy, planning and monitoring are carried out by non-police civilian officials.

The White Paper points to comparative international experience in policing, highlighting that conflicts of interest, particularly between policy and monitoring, and implementation functions, impact negatively on Government's ability to redirect delivery to priority areas.

The Minister of Police is responsible for the development, monitoring and implementation of policy and is accountable for all three of these dimensions. The role of the Minister (supported by the Secretariat) is to set policy objectives and to measure the effectiveness and efficiency of the SAPS in meeting targets.

In reorganising the present functions in line with the above, systems of accountability are improved and managerial responsibility is clearly allocated. Such a system allows not only for an ability to match policy priorities with operational performance, but also ensures more effective monitoring of the police.

The institutional reforms and the delineation of roles and functions outlined in the White Paper have not been fully implemented.

The situation that existed tended to reflect the pre-1994 period where policing in South Africa was characterised by weak accountability and a lack of civilian and Ministerial input into policing policy. This resulted in the SAPS maintaining an extensive degree of autonomy.

The White Paper defines the structure, role and responsibilities of the Department based on the

institutional reform of the Department.

In addressing changes regarding the Civilian Secretariat for Police certain key principles that had been identified in the White Paper were followed. They included:

- The Minister is responsible for developing, monitoring and implementing policy and is accountable for all three of these dimensions;
- The Police Civilian Secretariat needs to be capacitated and empowered to perform the following functions:
 - To provide the Minister with advice on policy
 - To monitor and audit the police
 - To provide support services to the Minister
 - To mobilise outside role players, stakeholders and partners
- SAPS should focus on their core business which is to prevent, combat and investigate crime, maintain public order and manage all the operational functions of the SAPS.

In September 2009 the position of Secretary of Police was upgraded and the Minister appointed an acting Secretary of Police to restructure the Civilian Secretariat for Police.

(b) Restructuring of the Secretariat

- In restructuring of the Civilian Secretariat of Police two key approaches were adopted. The first was to address the institutional changes required to enable the Civilian Police Secretariat to perform its role. The second was to reorganise the Secretariat.

(c) Institutional Changes

- Section 208 of the Constitution requires the Minister to establish a Police Civilian Secretariat which operates directly under the Minister's direction and authority. This section also requires this Civilian Secretariat to be established by national legislation.
- The Secretariat has in the past fallen under the South African Police Service Act and has operated as a cost centre within the police. This has raised questions about its independence from the operational arm of the Department. The head of the SAPS, as the Accounting Officer for the police, is also the Accounting Officer for the Secretariat. The roles and functions of the Secretariat are compromised by this state of affairs.
- Provinces also have a mandate to monitor and oversee the functioning of the police but there is no formal relationship or cooperation between the provinces and the National Civilian Police Secretariat.
- To address this and to give full expression to Section 208 of the Constitution it was agreed that separate legislation should be developed for the Civilian Secretariat of Police. This legislation is aimed at -
 - establishing a Civilian Secretariat for Police that is independent from the SAPS and as a structure falling directly under the authority of the Minister;
 - responding to the constitutional imperative that obliges the Minister of Police to establish a

Civilian Secretariat under the direction the Minister responsible for policing;

- defining the objectives, functions and powers of the Secretariat;
- defining the powers of the Minister and MEC regarding appointments;
- providing for the appointment of a Secretary of Police by the Minister and outlining the role and function of the Secretary;
- aligning the operations of the Civilian Secretariat for Police and provincial secretariats;
- speaking to alignments and cooperation with the ICD; and
- providing for the establishment of the Ministerial Executive Committee as contemplated in the Constitution.

(d) Reorganisation of the Secretariat

- One of the major challenges facing the Secretariat was the reorganisation of the Personnel Section to meet the proposed changes in the role of the Secretariat.
- In October 2009 Deloitte and Touche agreed to assist the Secretariat on a pro bono basis. The work done by Deloitte and Touche identified the following areas as central to the mandate of the Secretariat:
 - Policy and Strategy: Strategic planning, research and the formulation of departmental policy proposals which, when approved by the Minister, would guide the activities of the SAPS.
 - Audit and Monitoring: Monitoring the Department's budget to ensure alignment with the policies approved by the Minister. Monitoring the effectiveness and efficiency of the implementation of these policies.
 - Providing Ministerial support services: Managing international and stakeholder liaison, as well as providing legal services.
 - Communication and Mobilisation: Implementing a communication strategy aimed at informing and mobilising role players, stakeholders and partners outside the Department about the delivery of the Department of Police.
 - Accountability: Accounting to the Minister and to Parliament on issues and activities from time to time or as requested.

(e) Office of the Secretary

- The office of the Secretary of Police is responsible for the following:
 - Reorganising the Secretariat
 - Providing support to the Minister
 - Providing strategic direction and management
 - Ensuring alignment with the provinces
 - Providing legislative support

- Parliamentary liaison and accountability
- Communication and Special Projects

- **Restructuring of Secretariat**

One of the major responsibilities of the Secretary of Police's office has been the restructuring of the Civilian Secretariat of Police to meet the requirements of its mandate.

- **Strategic Plan and Annual Performance Plans (APPs)**

The office of the Secretary of Police was responsible for the development of the annual strategic plan and the development of the APPs for 2010/11. Now that the legislation has been completed the Office of the Secretary of Police, in consultation with senior management, will be required to develop a five-year strategic plan for approval by the Minister and Parliament

- **Alignment of provinces**

A series of consultations were held with the Heads of Department at provincial level to align the provincial structures with those of the Civilian Secretariat of Police. The principles behind the alignment are:

- The Civilian Secretariat for Police should have influence and input over the Provincial Secretariat.
- The Provincial Secretariat should have dual support regarding the MEC and the National Police Civil Secretariat.
- Relations between MECs and the Provincial Secretariats may not be undermined but should be enhanced.

The alignment of the provinces with the work of the Civilian Secretariat of Police was also discussed at MINMEC level and the outcome of these discussions has shaped aspects of draft legislation proposed for the Civilian Secretariat of Police.

- **Consultation with other organisations**

During the period under review four consultative workshops were held with different role players and stakeholders to obtain their support, input and buy-in and support for the reorganisation of the Secretariat. Participants in the workshops included ICD, NGOs, CPF structures, trade unions and academics. The result of these workshops was strong support for the direction and approach of the Secretariat and a commitment to partner with the Secretariat in taking the process of Civilian Oversight forward.

- **Legislative support**

Pending the restructuring of the Civilian Secretariat for Police, the office of the Secretary of Police has been responsible for providing legislative support to the Minister of Police. During the period under review the office has been responsible for the following legislative areas:

- Draft guidelines on the compensation for firearms used by the State
- The draft Bill for the ICD
- The draft Bill for the Civilian Secretariat of Police

The aims of the latter two Bills are to establish separate legislation for both the ICD and the Secretariat. This legislation aims to strengthen the hand of civilian oversight structures such as the Secretariat and the ICD in the new policing environment. It provides the Minister with more effective oversight services when dealing with misconduct in the case of the ICD and the monitoring of policy implementation in the case of the Secretariat.

Secondly, this legislation aims to separate the Secretariat and ICD budgets from that of the Police. It has to undertake this because its mandate of civilian oversight cannot be met while it remains a cost centre in the SAPS. The legislation provides for effective civilian oversight and strengthens the hand of the Minister through the Secretariat. The Secretariat has been working very closely with the State law advisors to finalise the legislation. It is hoped that the legislation will be finalised in 2010.

The ICD legislation proposes to change the way in which the ICD investigates deaths in police custody and provides for independence in its operations.

- **Support to the Minister**

The Office of the Secretary of Police is also responsible for providing support to the Minister of Police. During the period under review this support has included assistance with international obligations and the hosting of a SARPCCO interministerial meeting, review and advice to the Minister on particular documents and approaches and the streamlining of administrative assistance and processes provided by the Secretariat to the office of the Minister.

(f) Policy and Research Unit

The Policy and Research Unit of the Secretariat has been restructured. A new Chief Director was appointed in January 2010.

During the year under review the component operated with four staff members. The unit was led by a director with two deputies. Administrative support was provided by a personal assistant. The unit was therefore unable to function optimally since the demands placed on it were dictated by changing conditions in the policing environment.

The new vision of the Policy and Research Unit is to provide quality, timely, evidence-based strategic research and policy advice to our clients.

Activities for the year under review

- **Policy guidelines for the ICD and Civilian Secretariat of Police:** The Policy and Research Unit developed policy guidelines for the Secretariat and the Independent Complaints Commission (ICD) which were incorporated into the Bills for the Secretariat and that of the ICD. One of the key features relates to strengthening the independence from the police of both structures so that they can fulfil their mandates. Consultations with the various provinces and civil society partners resulted in recommendations that the ICD should become stronger, so meeting specific mandates. The Secretariat would, as a key function, have oversight over the police and report to the Minister of Police.
- **Policy guidelines for regulating the private security industry:** During the period under review a task team was convened by the Department to examine the Private Security Industry Regulatory Authority (PRISA) and report on the following matters:
 - Any structural weaknesses
 - The competence and experience of key staff members of PSIRA
 - The capacity of PSIRA to deliver on its statutory mandate
 - Organisational gaps and weaknesses that may give rise to risks
 - Gaps and weaknesses in the legislative framework
 - Security weaknesses and threats

The team completed its report. Policy guidelines for the Private Security Industry were then developed during the period under review. It is hoped that the policy guidelines will inform the development of the legislation relating to the industry in the year ahead. The guidelines speak to the issue of ownership and the management of the industry and allow the Department to advise the Minister on the positioning of the regulatory authority, its role and functions and the areas of its jurisdiction regarding the private security industry.

- **Establishment of Resource Centre:** A resource centre has been established which in its first phase of operation will serve the members of the Secretariat while the external architecture of the Resource Centre is being developed. The centre collates all reports developed by the Secretariat and will become a repository of information held on crime prevention projects in the provinces. While it is still in its first stage of development, the resource centre is already working towards building electronic links with other libraries such as those of the SAPS and Parliament.
- **Policy Reference Group:** The Policy and Research reference group has been established and has had its first meeting in Cape Town. The reference group involves both academics and civil society role players who can assist the Secretariat in developing the policy and research component of the Secretariat. The terms of reference for the group include:
 - To advise on relevant theoretical and methodological frameworks and support to the Secretariat regarding crime prevention and effective policing strategies
 - To help the Secretariat keep abreast of international and local policing developments, best practices and innovations
 - To advise on the design of effective policy strategies, policing models and to help identify relevant partnerships for the Secretariat and the police
 - To advise on the latest relevant research reports, data analysis methodologies and research models

Members have been included in the reference group who are experts in their field and can provide the required academic, theoretical and practical support to the Secretariat.

- **Metro Police:** A task team headed by the Policy and Research component consisting of members of the Secretariat and the Gauteng Department of Community Safety is currently reviewing the constitutional imperative to integrate details of all the Metro Police into a single policing agency. A preliminary policy will be tabled at the end of May 2010 for consideration by the political head of the Department. The policy proposal will also include an implementation plan and costing for the integration process.
- **Community Safety Forums (CSF):** In view of the Cabinet Lekgotla instruction on the implementation of community safety forums, the component developed policy guidelines for the implementation of the pilot community safety forums which will be implemented by the partnership component in ten pilot sites throughout the country. The guidelines contain criteria for selection of the pilot site areas and guidelines on the roles and functions of the CSF and potential role players. Once the pilot has been implemented, the Policy and Research component will develop a firm policy on community safety forums.
- **Strategically develop joint research projects as designated by the Secretary:** The Unit has already implemented this objective by working with the SAPS and leading a task team to implement and develop National Instructions on Child Justice. The Child Justice Act came into operation on 1 April 2010 and the Policy and Research Unit played a key role in evaluating and reviewing the SAPS National Instructions, as well as the implementation plan which was tabled in Parliament in April 2010. It is the intention to work closely with SAPS on other joint research projects.

- **Other areas of work:** Submissions were made to the Minister regarding Ministerial oversight on the following reports:

- The SAPS Annual Performance Plan (2010/2011)
- The SAPS Strategic Plan (2010-2014)
- The ICD Annual Performance Plan

Future Plans of the Unit

The Unit has begun to put the building blocks of a research programme in place and is recruiting more staff having the required research experience. A Director: Research and a Director: Strategy and Policy are being sourced. To date, the research programme has already developed standard research goals for each of the projects the Secretariat has taken responsibility for.

Terms of reference for a State of Policing Report have been completed. The work required to implement the report has been tabled at the meeting of the Policy and Research reference group. The Secretariat is negotiating with academics and members of the SAPS to work with us on the report, which will form the basis for intended changes to the South African Police Service Act which is due in 2011.

The Secretariat has already begun working on revising the South African Police Service Act. The Act was written before the completion of the 1996 Constitution and contains elements that are inconsistent with the Constitution. Areas relating to the role and function of community police forums, reservists, the Metro Police and specialised units will be addressed in the process of reviewing the Act. As the process is intended to be inclusive, a multidisciplinary task team will be set up to guide input while the new South African Police Service Act is developed.

The sector policing review is due to take place during the last quarter of the year. The policy will address key deployment matters, as well as the efficacy of sector policing as part of the annual performance plans of the SAPS.

Cabinet has approved the conducting of a Victim and Crime Perception survey with a view to ascertaining to what extent perceptions of crime affect the attitudes to crime in general. Draft terms of reference for this survey have to be completed. An outside supplier will be sourced to carry out the survey.

The Unit is gaining access to the SAPS performance chart with a view to analysing the data and making policy recommendations on police practice.

(g) Partnership Unit

The Partnership Unit was established in November 2010 and a new Chief Director was appointed to head this Unit. The aim of this Unit is to mobilise role players, stakeholders and partners outside the Department in combating crime.

Since the establishment of this Unit a number of meetings have been held with various stakeholders and role players, including:

- Representatives from the Business Community. These meetings have focused on formalising partnerships between the business community and the Ministry. The formalising of these partnerships focuses on using business expertise to assist the Department in streamlining its approach to combating crime.

- Rural communities, including both farmer and farm worker organisations. The focus of these meetings has been to consult and ensure support for the Rural Safety Plan of the Department.
- Interfaith organisations. Interfaith organisations were consulted to introduce the Department's plans and to focus on the firearms amnesty.
- Community Policing Forums (CPFs). A series of meetings were held with the CPF National Board. At present the Partnership Unit is working with the Board on a redefinition and enhancement of the role of CPFs and CPF Boards.
- Izimbiso: The Secretariat's engagement has not been restricted to organisations and formal structures. It has made a concerted effort to engage communities themselves through izimbiso and other community outreach initiatives. The focus of these engagements has been one of listening to what ordinary people are feeling about crime and the police. They have helped to shape the Secretariat's approach to crime, and to pilot Community Safety Forums (CSFs) in ten areas.

Future plans for the Unit

The future focus of the Partnership Unit will be, where appropriate, to formalise relations between the Department and stakeholders, tapping into diverse skills to enhance capacity and ensure coordinated efforts in tackling challenges and shortcomings. To this end the following objectives will be addressed by the Unit:

- To improve intergovernmental cooperation on safety
- To enhance the quality and accessibility of safety programmes through improved participation
- To broaden the national dialogue on safety and crime prevention
- To package partnership models with NGOs, CBOs, etc

High-level activities of the Partnership Unit will include -

- establishing partnership reference group to harness expertise around partnerships;
- identifying and engaging with civil, private and public sector stakeholders;
- identifying, implementing and sustaining community outreach programmes;
- engaging with CPFs, street committees to properly define roles and responsibilities;
- engaging with stakeholders around initiatives concerning volunteers;
- public participation programmes in specific campaigns such as drug and substance abuse;
- entering into and implementing MOUs with the business community;
- piloting small business initiatives;
- engaging with the labour movement around policing issues;
- engaging with Action for a Safer South Africa; and
- piloting Community Safety Forums (CSFs) in ten areas.

(h) Monitoring and Evaluation Unit

The purpose of this Unit is to monitor, evaluate and advise the Minister on SAPS governance, compliance with the policing policy, and the effectiveness and efficiency of the service delivered by the SAPS to the citizens of South Africa. In January 2010 a new Chief Director was appointed to head this Unit.

To address the various challenges in rejuvenating and reorganising this Unit that had been identified over a period of time, the Chief Directorate embarked on an extensive review and needs analysis of the programme with the objective of refocusing the programme and developing the much-needed turnaround strategy and subsequently recruit suitably experienced and qualified employees to drive the implementation of the multi-pronged strategic plan.

Participatory democracy and effective civilian oversight entails that citizens must be consulted in the development of strategies that impact on service delivery. True to its commitment to be an inclusive and transparent civilian oversight Secretariat that upholds the democratic values of the Constitution and the spirit of Batho Pele, the programme participated in a number of consultative stakeholder workshops with civil society. Meetings were also held with structures of the Departments of Safety in all nine provinces, including the Independent Complaints Directorate (ICD).

These engagements were aimed at redefining the character of the Secretariat's collective civilian oversight and to inform our strategic direction. Subsequent to the above consultative workshops, the Secretariat crafted the programme's Annual Strategic Plan.

- **Provincial coordination and systems development for improved service delivery:** The programme made great strides in the fourth quarter to address the systematic gaps in the monitoring, evaluation and reporting on SAPS service delivery as revealed by the earlier review. One of the key achievements towards addressing the fragmented oversight approach to SAPS performance regarding the implementation of policing policies, was to obtain buy-in from all the provincial safety departments for our plan to establish a Monitoring and Evaluation Forum in the 2010/11 financial year.

The senior Monitoring and Evaluation officials from the above Departments will constitute the Monitoring and Evaluation Forum established and convened by the National Secretariat of Police. The provincial Safety Departments will have a streamlined reporting responsibility to the Secretariat, which will include the integration and alignment of monitoring tools and systems. This is a major milestone in enhancing strategic coordination and alliances with the provincial structures, which was previously neglected.

This will enable the Secretariat to provide the Minister with a global view of safety sector developments nationally, informed by provincial inputs, using smart systems and further contribute to shared capacity-building initiatives for improved oversight and service delivery.

- **Monitoring System:** The programme has also developed a draft Secretariat Monitoring and Evaluation Framework and System, which will be tabled for adoption by the provincial structures at the official launch of the Monitoring and Evaluation Forum in the first quarter of the 2010/11 financial year.
- **Firearms Amnesty 2010:** In order to pilot and test the planned coordination with provincial structures, national and provincial Firearms Amnesty task teams were established by the Secretariat in January 2010. These teams were composed of officials from the provincial Safety departments, relevant interest groups from civil society and the SAPS. The task teams were assigned to monitor the roll-out and management of the firearms amnesty, which came into effect on 11 January 2010 and lasted until 11 April 2010.

The Secretariat convened a training workshop for all the officially nominated and accredited

Task Team members, with a detailed presentation on the amnesty by the SAPS. A standardised reporting format was also provided.

The provincial Firearms Amnesty task teams conducted weekly oversight visits to the police stations in their respective provinces and submitted weekly assessment reports to the Secretariat.

The provincial assessment reports on the stations' management of the amnesty process were considered and deliberated upon by the National Task Team, which also met weekly for this purpose.

This collaboration with the provinces and civil society proved to be a huge success in enabling the Secretariat to have a bird's eye view of developments in all nine provinces, which positioned it better to provide guidance and direction on key issues and challenges raised.

As the National Task Team included two SAPS representatives, they could note the operational and management shortcomings that were reported so that they could intervene correctively and in good time.

- **Complaints mechanisms:** The Secretariat has changed its focus from receiving complaints to actually monitoring the complaints process of the SAPS and evaluating how it is managing complaints. To this end a system is being developed to monitor how complaints are addressed by the SAPS, including how the SAPS processes and responds to complaints from the Presidential hotline.
- **Establishment of reference groups:** The Monitoring and Evaluation Unit has established a reference group. This reference group draws in expertise from civil society and Government aims to assist and partner with the Monitoring and Evaluation Unit in meeting its mandate
- **Forensic review:** The Minister instructed the Secretariat to undertake an evaluation of the Forensic Science backlogs. Meetings were held with foreign experts who agreed to assist with the process.

Future Plans of the Unit

The lessons learnt from the inclusive and activist monitoring and evaluation approach that the Secretariat adopted in overseeing the amnesty process will continue to shape and inform its future strategic and tactical oversight plans in its endeavours to achieve an inclusive, developmental and interventionist oversight model that it has set for itself.

In view also of the challenges that have been highlighted earlier, the Monitoring and Evaluation programme will champion the implementation of the ambitious plans the Secretariat has committed to its Executive Authority, Parliament's Police Portfolio Committee and, more importantly, the citizens.

Appropriate capacity in respect of human capital and material resources will be brought on board in order to achieve the following key objectives:

- To provide a professional civilian oversight capacity through active monitoring evaluations of SAPS systems, process and approaches
- To monitor and evaluate the transformation of SAPS regarding the management and deployment of human and material resources

To this end, the following will be its focus areas in the 2010/11 financial year:

- To develop an integrated, aligned monitoring tool and system that will be applicable to all the

provincial Safety Departments' civilian oversight units.

- To establish and convene an inclusive Monitoring and Evaluation Forum.
- To facilitate the adoption of the Secretariat's Monitoring and Evaluation Framework by all Safety Departments in order to form the Monitoring and Evaluation Guiding Framework for the national sector.
- To coordinate with provinces and National Treasury on the finalisation of sector indicators for 2011/2012.

(i) Support Services

The main aim of this component of the Civilian Secretariat of Police is to manage and provide corporate functions to the Secretariat relating to the rendering of administrative and office support services, including the following:

- Personnel: Providing human resources services
- Finance: Capturing information, managing the finances and providing financial reports to senior management
- Supply Chain: Engaging in supply chain procedures and the delivery of procurement services internally
- Managing assets
- Managing documents

Structure of Support Services

Support Services has three subcomponents, namely -

- (i) Human Resources Management
- (ii) Finance
- (iii) Supply Chain Management, including assets and document management.

Human Resources Management and Administration

During the period under review, the restructuring of the Secretariat commenced after the appointment of the acting Secretary for Police in September 2009. The process is in its final stages at present. The restructuring and reorganisation has significantly improved the Secretariat's ability to deliver on its key strategic objectives. Pending the finalisation of the structure, the Secretariat revised its objectives and projects. This revision followed a presentation to the Portfolio Committee on Police in October 2009 when approval was given for the revision of the strategic objectives and projects. This revision resulted in the discontinuation of some projects that had been presented to the Parliamentary Committees in June 2009.

The acting Secretary for Police opted to create critical senior management posts and proceeded to fill these posts in order to improve delivery of the Secretariat's mandate. Three chief directors were appointed to head the Policy and Research Unit, the Monitoring and Evaluation Unit and the Partnership Unit respectively. The post of Secretary for Police, which became vacant following the departure of Mr Themba Mathe as the Secretary for Safety and Security, has been advertised and the appointment process is scheduled to be completed in the first quarter of the 2010/2011 financial year. The human resources component provides support to the acting Secretary for Police

in restructuring and reorganising the Secretariat, in addition to providing human resource support to the staff of the Secretariat.

The pressing challenge is to finalise the organisational structure of the Secretariat. The structure will be informed by the impending legislation relating to the Secretariat, and the ensuing process will include the appointment of staff in critical posts. This will ensure that the Secretariat meets its constitutional and legislative mandate under the leadership of the Secretary for Police.

The members of the Secretariat staff have all been appointed in terms of the Public Service Act, 1994. However, the systems that are applied are those of the South African Police Service, including the payment of the salaries of the staff of the Secretariat.

Not all the vacant posts within the existing structure of the Secretariat were filled during the period under review. The major reason for this was the reorganisation of the Secretariat pending its structural review. A new macro-organisational structure and the accompanying work-study investigations needed to be developed for the creation and establishment of fixed establishment posts and post levels. The Secretariat is finalising this process with the assistance of the Department of Public Service and Administration.

The Office of the Secretary of Police has developed Performance Agreements for all the new Chief Directors appointed. The Human Resources Management is working with all senior managers in redesigning the performance agreements for all other employees.

The Secretariat granted performance rewards to 7 members of the staff during the year under review at a total cost of R103 000. The beneficiaries were 2 males and 4 females. The breakdown in terms of race and gender was as follows – 1 African male, 1 white male and 4 African females.

The future plans for the Human Resources component include developing and submitting a Human Resources Plan to DPSA, finalising an organisational structure for approval by the Minister and implementing a change management process.

In order to ensure that the Secretariat optimally delivers on its oversight mandate, the Human Resources component will assist and support the Secretary for Police and the top management in recruiting and retaining skilled and appropriately qualified employees. This will include skills enhancement as required. A plan for employee wellness will be developed during the 2010/2011 financial year. A key aspect of the work of the Human Resources component, in order to institutionalise a professional ethos, is the revision and alignment of human resources policies to those of the Public Service.

Table 12: Employment equity

Occupational categories	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Legislators, senior officials and managers	6	1	1	2	6	0	1	1
Professionals	0	0	0	0	3	0	0	1
Technicians and associate professionals	1	0	0	0	1	0	0	0
Clerks	3	0	0	0	4	0	0	0
Service and sales workers	1	0	0	0	1	0	0	0
Total	11	1	1	2	15	0	1	2

Table 13: Recruitment for the period 1 April 2009 to 31 March 2010

Occupational Bands	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Top management	1	1	0	0	1	0	0	1
Other levels	0	0	0	0	0	0	0	0
Total	1	1	0	0	1	0	0	1

Table 14: Personnel budget against overall allocated budget

Item	Budget requested R'000	Actual budget allocation R'000	Actual expenditure R'000	% of spent Personnel budget against total budget
Personnel Budget	9 056	9 056	11 132	

(j) Financial Management

The Secretariat functions as a cost centre falling under Programme 1: Administration of the South African Police Service. The Secretariat's finances are managed in terms of the Public Finance Management Act (PFMA) and the applicable regulations. The financial management and control had some weaknesses but steps have been taken to improve controls and, with the creation and filling of critical posts, this will improve significantly. The Secretariat is implementing the PAS system to ensure that inventory and assets are dealt with in accordance with the provisions of the PFMA so that they comply with the Treasury Regulations applicable to Supply Chain Management. There are challenges in terms of proper staffing to ensure that there is a division of responsibilities to minimise risks. Training is needed to enhance functional capacity.

The audit of the finances of the Secretariat is managed by the Auditor General and, because the Secretariat is a cost centre of the South African Police Service, the Auditor General's Report is contained in the Annual Report of the South African Police Service.

The Accounting Officer of the Secretariat, in terms of the PFMA, is the National Commissioner of the South African Police Service. He is also the Head of the Department of Police under the Schedule to the Public Service Act.

Summary: Actual allocation and expenditure FY 2009/10

Item	Budget requested	Actual budget allocation	Actual expenditure	Underspent/Overspent
	R'000	R'000	R'000	R'000
Budget	21 912	21 912	16 934	4 978

NB: The under-expenditure was largely due to the fact that the R3 million that had been allocated for the Soccerex exhibition had not been used. Approval for using this amount was withdrawn following the appointment of the acting Secretary for Police in September 2009. The remaining budget was not used due to the discontinuation of some of the projects that had initially been planned for. The bulk of the Secretariat budget was expended between September 2009 and 31 March 2010.

(k) Supply Chain Management

Supply Chain Management entails proper planning at budgeting phase, careful product/services selection, supplier selection and management, bidding, requisitions, catalogue management, ordering,

invoicing and payment, customer service and assets and inventory management. The process begins when the needs are identified during the strategic planning phase of the organisation when service delivery targets are identified, to the point of finally disposing of an asset.

Supply Chain Management aims to add value at each stage of the process – from the demand for goods or services to their acquisition, the management of the logistical process and finally, after use, to their disposal. In doing so, it addresses shortcomings in current practices relating to procurement, contract management, inventory and asset control and obsolescence planning.

The elements of Supply Chain Management

- Demand management
- Acquisition management
- Logistics management
- Disposal management
- Supply chain performance

The following shortcomings were identified during the review of supply chain management:

- A lack of evidence that, in some cases, three quotations had been obtained for purchases of between R10 000 and R50 000.
- Late requests for procuring services being received, causing undue pressure on the Supply Chain component to deliver timely services.
- A lack of sufficient personnel to address demand management.
- A lack of an updated assets register.

Appropriate steps are being taken to address the identified shortcomings. These include the development of proper supply chain policies and procedures, the review of the structure and staffing of the supply chain component during the development of the new macro-organisational structure and the accompanying work study investigations. The Supply Chain Management component is understaffed and the appropriate structure and staffing is under way and will be finalised early in the 2010/2011 financial year during the Secretariat's restructuring process.

Asset Management

This process entails the requirements for all procurement and provisioning to be done through the PAS system. It ensures that all assets can be captured and issued after they are properly marked, and that all inventories will be kept updated. The Secretariat's asset register has not been fully implemented and completed. The completeness of the asset register could not be verified as a result of insufficient identification numbers affixed to the assets. The Secretariat is addressing the weaknesses relating to the asset register.

The PAS system is controlled by the SAPS and an asset management plan is being developed to ensure that the Secretariat asset are all captured, inventorised and regularly updated. The process will also involve the verification of the asset register and the addressing of any deviations.

Asset Management Plan

All the Secretariat assets will be listed on the PAS system, which will lead to an integrity-based and updated asset register.

