



STRATEGIC PLAN

South African Police Service

2020 TO 2025

Date of Tabling: 20 March 2020

COMPILED BY:

The Strategic Management Component
South African Police Service

DESIGN AND LAYOUT:

SAPS Corporate Communication

**FURTHER INFORMATION ON THE
2020 to 2025 STRATEGIC PLAN FOR THE
SOUTH AFRICAN POLICE SERVICE MAY BE OBTAINED FROM:**

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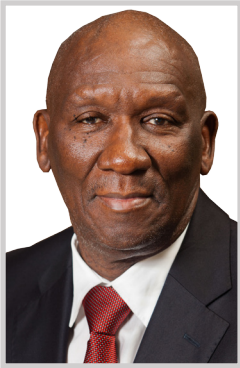
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LIST OF ABBREVIATIONS/ACRONYMS

4IR	Fourth Industrial Revolution	AFCFTA	African Continent Free Trade Area
AGSA	Auditor-General of South Africa	AOP	Annual Operational Plan
APP	Annual Performance Plan	AR	Annual Report
AU	African Union	BMA	Border Management Agency
CIPA	Critical Infrastructure Protection Act	CJS	Criminal Justice System
CPA	Criminal Procedure Act	CPF	Community Police Forum
CSF	Community Safety Forums	CSPS	Civilian Secretariat for Police Services
CSPs	Community Safety Plans	DoCGTA	Department of Cooperative Governance and Traditional Affairs
DoJCD	Department of Justice and Constitutional Development	DPCI	Directorate for Priority Crime Investigation
DPW	Department of Public Works	DPSA	Department of Public Service and Administration
DPME	Department of Planning, Monitoring and Evaluation	GBVF	Gender-based Violence and Femicide
GDP	Gross Domestic Product	GPSJS	Governance Public Safety and Justice Survey
IS/ICT	Information Systems and Information and Communication Technology	JCPS	Justice Crime Prevention and Security
MISS	Minimum Information Security Standards	M&E	Monitoring and Evaluation
MOSAC	Modus Operandi Strategic Analysis Centre	MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework	NAP	National Action Plan
NCCS	National Crime Combating Strategy	NCPF	National Cybersecurity Policy Framework
NDP	National Development Plan	NDMP	National Drug Master Plan
NEPF	National Evaluation Policy Framework	NPA	National Prosecuting Authority
OCC	Operational Command Centre	NTSF	National Tourism Safety Forum
OCTA	Organised Crime Threat Analysis	PDOs	Predetermined Objectives
POP	Public Order Police	ROI	Return on investment
SADC	Southern African Development Community	SAPS	South African Police Service
SCM	Supply Chain Management	SDFs	Spatial Development Frameworks
SDGs	Sustainable Development Goals	SDI	Service Delivery Improvement
SDIP	Service Delivery Improvement Plan	SITA	State Information Technology Agency
SONA	State of the Nation Address	SP	Strategic Plan
STATSSA	Statistics South Africa	VOCS	Victims of Crime Survey

FOREWORD BY THE MINISTER OF POLICE



Minister of Police
**GENERAL
BH CELE, MP**

The development of the Strategic Plan for the South African Police Service (SAPS) for 2020–2025 was directed by the Medium-Term Strategic Framework (MTSF) 2019–2024, which sets out the strategic direction of the 6th Administration of Government. The final Strategic Plan seeks to address the critical issue of safety and security, which is the bedrock of the entire MTSF and National Development Plan (NDP).

The MTSF 2019–2024 epitomises the acceleration of intersectoral efforts and resources towards the achievement of the priorities of the NDP and it prioritises the eradication of economic crime; corruption and fraud; border security and illegal migration; and the proliferation of firearms. It also addresses the reduction of organised crime; drug syndicates; gangsterism; trafficking of persons; the impact of illegal mining on the economy; and cybersecurity as a threat to the country.

Fulfilling the aspirations of this Strategic Plan therefore, will require the South African Police Service (SAPS) and its partners to play an active and meaningful role in growing South Africa together, towards creating a stable and crime-free environment that is conducive for investment and economic growth.

The Strategic Plan is underpinned by key elements of trust; professionalism; increasing access to policing; active community engagement and involvement; the equitable distribution and smarter use of resources; performance management and accountability. The Plan addresses the critical issue of safety and security, which is the bedrock of the entire MTSF and NDP. It, therefore, requires constructive criticism and participative engagement by all sectors to assist the SAPS in delivering on its mandate.

This Plan will inherently be adapted and developed within the context of the targeted impact and outcomes, to ensure the achievement of Government's current and emerging priorities.

As the Minister of Police, I endorse this Strategic Plan for the SAPS. I commit myself and the resources at my disposal to facilitate its implementation through systematic monitoring and reporting on the organisation's progress. I undertake to lead the collaboration of efforts by all stakeholders towards ensuring a safe and secure South Africa that promotes socio-economic development and ensures a better life for all.

General BH Cele, MP
Minister of Police
Date: 16 March 2020

STATEMENT BY THE DEPUTY MINISTER OF POLICE



Deputy Minister of Police
Mr CC Mathale, MP

The 2019 to 2024 MTSF has intensified Government's strategic focus on the achievement of the objectives that are reflected in the NDP and commits the SAPS, in particular, to specific outcomes and outputs, during the period 2020 to 2025. The MTSF and the revised strategic planning process have changed the emphasis and the measurement of strategic initiatives and require departments to align themselves with this new approach by changing the way in which they plan and how they measure the impact of the services that they provide to the people in this country.

The Department has used this opportunity to include outcomes and performance measures, in this Strategic Plan, that focus on the end-result of the policing service that is provided to communities. This end-result is based primarily on the extent to which the public at large, perceive the SAPS as having delivered on its mandate. This places an obligation on the SAPS to ensure that credible mechanisms that enable the regular measurement of stakeholder perceptions, are established and the Ministry of Police will play an active role in monitoring progress, in this regard. However, it also requires active and positive collaboration with the Department, by all sectors of society but particularly from individual communities, which must benefit directly from the implementation of this Plan.

The inclusion of these outcome-based performance measures, however, requires that the SAPS demonstrate its willingness to use the results to qualitatively improve the services that it provides. This implies that there must be a clear link between the APPs that the SAPS develops and implements, during the period 2020 to 2025 and the results of the outcome performance measures in the Strategic Plan 2020 to 2025. The Ministry of Police will, therefore, pay particular attention to these results and will focus the SAPS' efforts on ensuring that there is a sustained and progressive movement towards the achievement of medium-term targets.

The Minister of Police has clearly stated that the Strategic Plan and, in particular the measurement of outcomes, will be developed going forward. This development must be informed by constructive engagements with all stakeholders on the SAPS' strategic direction to ensure an all-inclusive approach to the establishment of a safe and secure South Africa, within the broader context the Government's strategic priorities.

As the Deputy Minister of Police, I implicitly support the SAPS' Strategic Plan 2020 to 2025 and will reinforce the advisory role that the Ministry plays, in guiding the performance of the Department, thereby ensuring the monitoring of the SAPS' progress with implementation and the progressive development of this Plan.

A handwritten signature in black ink, appearing to read 'C Mathale', written over a horizontal line.

Deputy Minister of Police
Mr CC Mathale, MP

Date: 11 March 2020

INTRODUCTION BY THE NATIONAL COMMISSIONER



National Commissioner
**GENERAL
KJ SITOLE (SOEG)**

The compilation of this Strategic Plan for the SAPS has been directed by the revised approach to planning within government, which is designed to re-enforce the implementation of the outcomes-based approach and accelerate all departments and entities towards the achievement of the NDP objectives. The Revised Framework for Strategic Plans and Annual Performance Plans, which was published by the Department of Planning, Monitoring and Evaluation (DPME) during 2019/2020, requires government departments to focus their strategic planning on the achievement of impacts and outcomes, within the context of the strategic direction provided by Government.

The SAPS has identified an impact statement that reinforces the critical role that safety and security has to play in this overarching strategic direction for the country, namely; *a safe and secure environment that is conducive for social and economic stability, supporting a better life for all*". This impact statement clearly indicates that the socio-economic advancement of the country, as directed by the MTSF 2019 to 2024, is underpinned by the actual and perceived levels of safety and security in

the country. The SAPS realises its leading role in realising this impact but also understands that this cannot be achieved without the committed involvement and active participation of every citizen of this country and every stakeholder, in all sectors, who have a vested interest in a safe and secure South Africa. The SAPS has identified five outcomes that it has linked directly to the impact statement, as preconditions of the realisation of this impact. The implications of the identification of these outcomes is that at the end of the five-year period, applicable to this Strategic Plan, the SAPS will look back and be certain that it has *upheld and enforced law and order, in support of the stamping of the authority of the State* and that it has *thoroughly and responsively investigated every crime* that has been reported to its service points, has ensured that the *key policing functions are intelligence-led*, has uncompromisingly implemented *a collaborative, consultative approach to policing*, as well as has established *a police service that is characterised as being both professional and capable*.

It is important to note that the Strategic Plan will be implemented over a five-year period and its primary purpose is to guide the annual direction of the organisation, which is reflected in concomitant APP. The effective implementation of the strategic direction that is encapsulated within the impact statement and outcomes, will, however, be dependent on the annual review of the progress that has been achieved with the implementation of the Strategic Plan itself. This annual review may necessitate that the performance measures that are used to assess the extent of the implementation of the Strategic Plan, are updated, taking actual performance and changes to the internal and external environments into consideration. The SAPS will, therefore, collaborate with all stakeholders, within all sectors, who provide constructive, value-added contributions to the Plan, towards the qualitative improvement of the measurement of the Strategic Plan and the cascading of the results of this measurement and the improvements required, throughout the organisation.

The implementation of the SAPS' Strategic Plan 2020 to 2025 will require the committed participation of all relevant stakeholders, but in particular of every SAPS member, whose collaborative and steadfast efforts are needed to ensure its successful implementation. I, therefore, call on every citizen of this country and every member of this organisation, to constructively contribute to the realisation of the impact and outcomes that the SAPS' Strategic Plan 2020 to 2025, is striving to achieve.

**National Commissioner: South African Police Service
General KJ Sitole (SOEG)**

Date: 2 March 2020

INTRODUCTION BY THE NATIONAL HEAD OF THE DIRECTORATE FOR PRIORITY CRIME INVESTIGATION



National Commissioner
Lt Gen (Dr/Adv)
SG LEBEYA (SOEG)

To install investor confidence and stimulate economic development, the Directorate for Priority Crime Investigation (DPCI/Directorate/Hawks) shall enhance its capacity in terms of resources, skills and operations.

The DPCI, as established in terms of Section 17C of the South African Police Service Act 1995, (Act No 68 of 1995), is mandated to investigate national priority offences, as provided for in terms of Section 17D of the SAPS Act. In turning the tide, the Directorate will focus on enhancing the investigation of serious corruption, serious organised crime and serious commercial crime.

In investigating serious corruption, the Anti-Corruption Task Team and Operational Committee shall continue to be enhanced by mobilising of stakeholders to support the mandate of the DPCI and the priorities of government. The Directorate shall also support the work of the Ministerial Committee, in terms of Section 17I of the SAPS Act. During our efforts to eradicate corruption in the Public Sector, we will work closely with the Auditor-General of South Africa (AGSA).

Our efforts will strive towards making sure that those individuals who are plundering the economic resources of South Africa are brought to book and face the consequences of their actions. Ultimately, our efforts are aimed at reversing the current perception that corruption is thriving in South Africa.

The Directorate will continue to counter the “mob operational” method of organised criminal groups with a multidisciplinary teamwork approach, as opposed to an individual approach. Investigative projects and major investigations will be designed to, not only increase the number of arrests for serious crime, but also to ensure convictions in court. Our investigations will be across all commodities but a focused approach will be made towards those crimes impeding on the feeling of safety of our communities such as the proliferation of drugs, firearms and ammunition, as well as crimes targeting the environmental wellness of the country and crimes against the State.

The current threat of cyber-related and economic crimes demands an effective response by the DPCI, which must work closely with the Asset Forfeiture Unit to ensure ill-gotten gains are attached.

Strategically, we acknowledge the critical role of the National Prosecuting Authority (NPA) to ensure convictions in court. Over the medium-term, we will revisit the demarcation threshold for cases allocated to the DPCI for investigation. This purification process shall eliminate perceived competition and encourage a complimentary approach between all investigative authorities.

The newly approved organisational structure of the Directorate provides for a uniformed approach at national and provincial levels, in all three operational legs of the Directorate. The structure also creates room for growth and the retention of skilled personnel within the Directorate. The structure will be capacitated in the medium term giving full effect to the capacity of the DPCI to fulfil its mandate.

The integrity of personnel attached to the DPCI remains an integral part of the work they do and the manner in which they conduct themselves. We will be guided by Section 195(1) of the Constitution, Section 17B (b) and Section 17E of the SAPS Act, to ensure that the integrity of members is beyond reproach.

In ensuring effective governance, the concept of, Assessment, Implementation and Monitoring (AIM) will continue to ensure that the Directorate performs effectively and efficiently. The approach requires assessment of the current situation and the identification of gaps and inconsistencies, implementation of corrective actions and monitoring of achievements and progress.

Although there are pockets of excellence, our oversight bodies have identified shortcomings in our monitoring and reporting processes which need to be improved. To this end, the Directorate will implement an improved monitoring process, which will also function as an early warning mechanism to identify areas of under-performance. Ultimately, the DPCI is working towards system based monitoring to keep track of our data and performance.

Other areas of priority includes the securing of suitable accommodation, prioritisation of acquiring resources and the upgrading of tools of the trade necessary to investigate crime in a technological age. Continued efforts will be made towards the implementation of Section 17G of the SAPS Act, with regards to conditions of service, remuneration and allowances of members of the Directorate, as well as Section 17K of the Police Act, regarding the establishment of a separate programme.

As Management and personnel of the DPCI, we will, with the same commitment, dedication and integrity beyond reproach, continue to fight national priority offences and provide excellent service to the community.



Lieutenant General

(Dr/Adv) SG Lebeya (SOEG)

National Head: Directorate for Priority Crime Investigation

Date: 24 February 2020

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan 2020 to 2025:

- Was developed by the Management of the SAPS, under the guidance of the Minister of Police.
- Takes into account all the relevant policies, legislation and other mandates applicable to the SAPS.
- Accurately reflects the impact and outcomes that the SAPS will endeavour to achieve, during the period 2020 to 2025.

Major General L Rabie
Head: Strategic Management

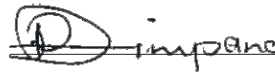
Date: 24 February 2020



Signature

Lieutenant General PP Dimpane
Chief Financial Officer

Date: 24 February 2020



Signature

Lieutenant General SF Masemola
Deputy National Commissioner: Policing

Date: 24 February 2020



Signature

Lieutenant General SC Mfazi
Deputy National Commissioner:
Crime Detection

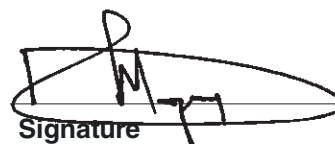
Date: 2 March 2020



Signature

Lieutenant General BC Mgwenya
Deputy National Commissioner:
Human Resource Management

Date: 24 February 2020



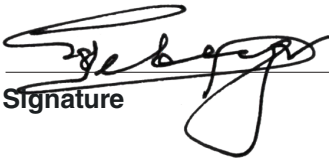
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Lieutenant General FN Vuma
Deputy National Commissioner: Asset and
Legal Management
Date: 24 February 2020




Signature

Lieutenant General (Dr/Adv) SG Lebeya (SOEG)
National Head: Directorate for
Priority Crime Investigation
Date: 24 February 2020



Signature

General KJ Sitole (SOEG)
Accounting Officer
Date: 2 March 2020



Signature

Mr CC Mathale, MP
Deputy Minister of Police
Date: 11 March 2020



Signature

General BH Cele, MP
Executive Authority
Date: 16 March 2020



Signature

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PART A: OUR MANDATE

1. Constitutional Mandate

The SAPS derives its mandate from Section 205 of the Constitution of the Republic of South Africa, 1996.

The objects of policing are to -

- prevent, combat and investigate crime;
- maintain public order;
- protect and secure the inhabitants of the Republic and their property; and
- uphold and enforce the law.

2. Legislative and Policy Mandates

2.1 Acts Impacting Directly on the SAPS, Administered by the Minister of Police

The Minister of Police is responsible for the administration of the following legislation:

- Civilian Secretariat for Police Service Act, 2011 (Act No 2 of 2011).
- Control of Access to Public Premises and Vehicles Act, 1985 (Act No 53 of 1985).
- Dangerous Weapons Act, 2013 (Act No 15 of 2013).
- Explosives Act, 1956 (Act No 26 of 1956).
- Firearms Control Act, 2000 (Act No 60 of 2000).
- Game Theft Act, 1991 (Act No 105 of 1991).
- Intimidation Act, 1982 (Act No 72 of 1982).
- Independent Police Investigative Directorate Act, 2011 (Act No 1 of 2011).
- National Key Points Act, 1980 (Act No 102 of 1980).¹
- Private Security Industry Regulation Act, 2001 (Act No 56 of 2001).
- Protection of Constitutional Democracy Against Terrorist and Related Activities Act, 2004 (Act No 33 of 2004).
- Regulation of Gatherings Act, 1993 (Act No 205 of 1993)
- Second-Hand Goods Act, 2009 (Act No 6 of 2009).
- South African Police Service Act, 1995 (Act No 68 of 1995).
- Stock Theft Act, 1959 (Act No 57 of 1959).
- Tear-Gas Act, 1964 (Act No 16 of 1964).
- Transfer of the South African Railways Police Force to the South African Police Act, 1986 (Act No 83 of 1986).

In the execution of its constitutional mandate, the SAPS derives its powers and functions mainly from the following key legislation:

- Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No 32 of 2007).
- Child Justice Act, 2008 (Act No 75 of 2008).
- Children's Act, 2005 (Act No 38 of 2005).
- Criminal Procedure Act, 1977 (Act No 51 of 1977).

¹

Please note that the Critical Infrastructure Protection Act 8 of 2019 ("CIPA") is not yet in operation. It will come into operation on a date determined by the President, by notice in the Government Gazette. It mandates the National Commissioner to perform certain functions assigned in the CIPA.

- Criminal Law (Forensic Procedures) Amendment Act, 2013 (Act No 37 of 2013).
- Counterfeit Goods Act, 1997(Act No 37 of 1997).
- Customs and Excise Act, 1966 (Act No 91 of 1966).
- Diamonds Act, 1986 (Act No 56 of 1986).
- Disaster Management Act, 2002 (Act No 57 of 2002).
- Domestic Violence Act, 1998 (Act No 116 of 1998).
- Drugs and Drug Trafficking Act, 1992 (Act No 140 of 1992).
- Exchange Control Regulations, 1961.
- Films and Publications Act, 1996 (Act No 65 of 1996).
- Financial Intelligence Centre Act, 2001 (Act No 38 of 2001).
- Immigration Act, 2002 (Act No 13 of 2002).
- Inquest Act, 1959 (Act No 58 of 1959).
- Implementation of the Rome Statute of the International Criminal Court Act, 2002 (Act No 27 of 2002).
- International Cooperation in Criminal Matters, 1996 (Act No 75 of 1996).
- Liquor Act, 2003 (Act No 59 of 2003).
- Marine Living Resources Act, 1998 (Act No 8 of 1998).
- Mental Healthcare Act, 2002 (Act No 17 of 2002).
- National Conventional Arms Control Act, 2002 (Act No 41 of 2002).
- National Environmental Management Act, 1998 (Act No 107 of 1998).
- National Road Traffic Act, 1996 (Act No 93 of 1996).
- National Strategic Intelligence Act, 1994 (Act No 39 of 1994).
- Non-proliferation of Weapons of Mass Destruction Act, 1993 (Act No 87 of 1993).
- Older Persons Act, 2006 (Act No 13 of 2006).
- Precious Metals Act, 2005 (Act No 37 of 2005).
- Prevention and Combating of Corrupt Activities Act, 2004 (Act No 12 of 2004).
- Prevention and Combating of Torture of Persons Act, 2013 (Act No 13 of 2013).
- Protection from Harassment Act, 2011(Act No 17 of 2011).
- Prevention of Organised Crime Act, 1998 (Act No 121 of 1998).
- Safety at Sports and Recreational Events Act, 2010 (Act No 2 of 2010).
- Sexual Offences Act, 1957 (Act No 23 of 1957).
- State of Emergency Act, 1997 (Act No 64 of 1997).
- The Prevention and Combating of Trafficking in Persons Act, 2013 (Act No 7 of 2013).
- The Regulation of Interception of Communication and Provision of Communication-related Information Act, 2002 (Act No 70 of 2002).

2.2 Policies Impacting on the SAPS

National Development Plan

The NDP is a long-term vision, for the country which provides a broad strategic framework to guide key government choices and actions and focuses on the critical capabilities needed to transform the economy and society. The plan highlights that accelerated development in South Africa requires the active support of all citizens; leadership in all sectors that puts the country's collective interests ahead of narrow, short-term goals; and radically improved government performance.

Medium-term Strategic Framework 2019 to 2024

The MTSF outlines the country's priorities according to the electoral mandate and provides a medium-term roadmap for developing five-year institutional plans to enable the NDP's goals to be achieved. Intergovernmental and interdepartmental planning is crucial in the achievement of government's priorities and vision for South Africa. The MTSF promotes coordination and alignment

of priorities across all spheres of government and with non-government stakeholders, as well as assisting with the integration of all components of national development, into mainstream planning processes.

White Paper on Safety and Security

The White Paper provides direction to government departments in the development and alignment of their respective policies, strategies and operational plans to achieving safer communities. In addition, the White Paper provides governance and oversight tools against which departments can be measured and held accountable. The objectives of the White Paper on Safety and Security are to: provide an overarching policy for safety, crime and violence prevention that will be articulated in a clear legislative and administrative framework to facilitate synergy and alignment of policies on safety and security; and facilitate the creation of a sustainable, well-resourced implementation and oversight mechanism, which will coordinate, monitor, evaluate and report on implementation of crime prevention priorities across all sectors.

White Paper on Policing

The White Paper on Policing separates the police focused policy from that of the broader policy on safety and security contained in the White Paper on Safety and Security and provides an enabling legislative framework for civilian oversight and additionally aligns the police service to the rest of the public service. The focus of the White Paper on Policing is on the core areas of policing and law enforcement, aimed at reducing crime and building safer communities, as called for by the NDP.

Spatial Development Frameworks

Spatial transformation and inclusive economic growth remain elusive despite an enabling legislative and policy environment. Spatial planning, infrastructure investment and social development expenditure by the post-apartheid state and the private sector have reproduced, entrenched and in some cases reinforced these historic spatial patterns. The purpose of Spatial Development Frameworks (SDFs) is to radically change the rationale for and rules by which planning, budgeting and infrastructure investment and development spending in the country take place.

United Nations Sustainable Development Goals

The aim of the Sustainable Development Goals (SDGs) is to end poverty and hunger globally; combat inequalities within and among countries; build peaceful, just and inclusive societies; protect human rights; promote gender equality and the empowerment of women and girls; and ensure the lasting protection of the planet and its natural resources. Countries committed to the SDGs aim to create the conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities. The SDGs are integrated and indivisible and balance the three dimensions of sustainable development: the economic, the social and the environmental. There are 17 SDGs, demonstrating the scale and ambition of this global agenda.

Agenda 2063

Agenda 2063, published by the African Union (AU) Commission in 2015, is a strategic framework for the socio-economic transformation of Africa over the next 50 years. It builds on and aims to accelerate implementation of, past and existing continental initiatives for growth and sustainable development. Agenda 2063 has the following aspirations: an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance; an Africa of good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa; an Africa with a strong cultural identity, common heritage, shared values and ethics; an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth and caring for children; and an Africa that is a strong, united and an influential global player and partner. These aspirations have priority areas aligned to the SDGs.

Policy Framework for the Government-wide Monitoring and Evaluation System

A monitoring and evaluation system is a set of organisational structures, management processes, standards, strategies, plans, indicators, information systems, reporting lines and accountability

relationships, which enable national and provincial departments, municipalities and other institutions to discharge their monitoring and evaluation (M&E) functions effectively. In addition to these formal managerial elements are the organisational culture, capacity and other enabling conditions, which will determine whether the feedback from the M&E function influence the organisation's decision-making, learning and service delivery.

Framework for Strategic Plans and Annual Performance Plans

The DPME revised the 2010 Framework for Strategic Plans and Annual Performance Plans to align and further improve government planning systems and processes and to institutionalise development planning in government. It gives the requirements for strategic and annual performance planning, operational planning, implementation programme planning, infrastructure planning and monitoring, reporting and evaluations and aligns the aforementioned with Government's outcomes-based approach.

National Evaluation Policy Framework, 2011

The National Evaluation Policy Framework (NEPF) provides both the basis for a minimum system of evaluation across government and a common language for evaluation in the public service. Its purpose is to ensure good-quality evaluations that give information about what is working and what is not and in this way, helps to improve the effectiveness and impact of government's work. To improve performance, the framework underlines the need to use credible and objective evaluation-derived evidence in planning, budgeting, organisational improvement and policy review, as well as in programme and project management.

National Cyber Security Policy Framework

National Cybersecurity is a broad term encompassing the many aspects of electronic information, data and media services that affect a country's security, economy and wellbeing. Ensuring the security of a country's cyberspace therefore comprises a range of activities at different levels. The National Cybersecurity Policy Framework (NCPF) is intended to provide a holistic approach pertaining to the promotion of Cybersecurity measures by all role players and will be supported by a National Cybersecurity Implementation Plan, which will be developed by the JCPS Cluster, in consultation with relevant stakeholders, identifying roles and responsibilities, time frames, specific performance indicators and monitoring and evaluation mechanisms.

The King IV Code of Corporate Governance for South Africa 2017

The King Report on Corporate Governance is a report of the King Committee on Corporate Governance, which was established in 1993. The King Report on Corporate Governance was a principles and practices based guideline of the governance structures and operations of companies in South Africa. The King Report recommended standards of conduct for boards and directors of listed companies in South Africa. The evolution of South African law, such as the enactment of the Public Finance Management Act, 1999 (Act No 1 of 1999) and the Companies Act of South Africa, 2008 (Act No 71 of 2008), necessitated the review of the report from King I (1994), King II (2002) and King III (2009). King IV was necessitated by significant corporate governance and regulatory developments, locally and internationally and has now adopted an "*apply and explain*" approach. King IV also places greater emphasis on corporate governance in the public sector.

Minimum Information Security Standards

The Minimum Information Security Standards (MISS) is a standard for the minimum information security measures that any institution must put in place for sensitive or classified information, to protect national security.

White Paper on Affirmative Action in the Public Service

This White Paper sets out the mandatory requirements and guidance on the steps which national departments and provincial administrations should take to develop and implement their affirmative action programmes.

White Paper on Human Resource Management in the Public Service

A professional and impartial public service, which is representative of all sections of society is essential for efficient and effective government and for the achievement of South Africa's democratic, economic and social goals. Transforming the Public Service into an instrument capable of fulfilling its role in bringing about the new South Africa, depends on many things but above all, it depends on the commitment and effectiveness of its employees, which in turn depends on the way in which those employees are managed.

White Paper on Transforming Public Service Delivery

The White Paper on the Transformation of the Public Service, published on 24 November 1995, sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. This is because a transformed South African Public Service will be judged by one criterion above all: its effectiveness in delivering services which meet the basic needs of all South African citizens. Improving service delivery is, therefore, the ultimate goal of the public service transformation programme.

White Paper on Public Service Training and Education

The principal aim of the White Paper on Public Service Training and Education is to establish a clear vision and policy framework to guide the introduction and implementation of new policies, procedures and legislation aimed at transforming public service training and education into a dynamic, needs-based and proactive instrument, capable of playing an integral and strategic part in the processes of building a new public service for a new and democratic society in South Africa.

White Paper on the Rights of Persons with Disabilities

The White Paper, approved by Cabinet, on 2015, seeks to involve all sectors of society in the socio-economic inclusion of persons with disabilities, by accelerating transformation and redress, with regard to full inclusion, integration and equality for persons with disabilities.

South African Statistical Quality Assessment Framework, 2010

The framework provides criteria for evaluating and certifying statistics produced by government and non-government institutions. The framework enables assessment of the quality of statistics and the distinction between official and unofficial statistics. Official statistics are certified by the Statistician General, in line with Section 14 (7) (a) of the Statistics Act and are used by government institutions to inform their planning processes and the development of plans.

National Drug Master Plan 2019 to 2024

The National Drug Master Plan (NDMP) seeks to provide an integrated response from all sectors of society, involving policy reforms, the coordinated implementation activities and deployment of resources. The SAPS will implement action plans, at all levels, including local level, to facilitate the organisation's response to the NDMP.

National Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance (NAP)

The NAP intends to combat racism, racial discrimination, xenophobia and related intolerance through the provision of a comprehensive policy framework at both a private and public level. The NAP is not intended to replace existing laws and policies but to be complementary to existing legislation, policies and programmes, which address inequality, inequity and discrimination.

3. Institutional Policies and Key Strategies over the Five-Year Planning Period

3.1 Institutional Policies²:

- 3.1.1 The following institutional policies have been earmarked for review, development and implementation, during the period 2020 to 2025:
 - 3.1.1.2 An inter-departmental programme on the development and alignment of performance indicators in the criminal justice system (CJS).
 - 3.1.1.3 Counter and Security Intelligence Policy for the Division: Crime Intelligence, informed by the National Strategic Intelligence Act, 1994 (Act No 39 of 1994).
 - 3.1.1.4 Cash Management Policy.
 - 3.1.1.5 Loss Management Policy.
 - 3.1.1.6 Strategic Management Policy Framework, informed, *inter alia*, by the Revised Framework for Strategic Plans and Annual Performance Plans (DPME: 2019)³.
 - 3.1.1.7 National Instruction on the Use of Remotely Piloted Aircraft Systems.
 - 3.1.1.8 Review of National Instruction 4 of 2014: Public Order Police: Crowd Management During Public Gatherings.⁴
 - 3.1.1.9 Review of Policy 3 of 2018: Presidential Protection Services.⁵
 - 3.1.1.10 Review of the SAPS Promotion Policy.

3.2 Key Strategies and High-level Plans⁶:

The SAPS' strategic direction comprises a comprehensive set of strategies and high-level plans that are designed to accelerate the SAPS' implementation of the vision and the various strategic thrusts of government. The strategies and high-level plans that are reflected here are the *key strategies and high-level plans* that will be addressed during the period 2020 to 2025, structured into two broad categories, namely Operational and Organisational Support Strategies and High-level Plans.

These strategies and high-level plans, including the full compendium strategies and high-level plans⁷, will be coordinated through the SAPS' Departmental Annual Operational Plan (AOP), which will be developed in conjunction with the APP, over the five-year period. The Departmental AOP will structure the linking of these strategies and high-level plans, with the outcomes and suboutcomes that comprise the SAPS' Strategic Focus.

3.2.1 Key Operational Strategies and High-level Plans:

- 3.2.1.1 Community Policing Strategy, which includes the Community-in-Blue Programme and the Traditional Policing Concept.
- 3.2.1.2 Youth Crime Prevention Strategy.
- 3.2.1.3 On-line Crime Prevention Strategy.
- 3.2.1.4 SAPS Safer City Framework, which includes the Local Crime Prevention Framework.
- 3.2.1.5 Rural Safety Strategy.
- 3.2.1.6 National Crime Combating Strategy.
- 3.2.1.7 Integrated Tourist Safety Action Plan.
- 3.2.1.8 POP Strategy.
- 3.2.1.9 SAPS Anti-Gang Strategy Implementation Plan.
- 3.2.1.10 SAPS Implementation Plan for the National Drug Master Plan.
- 3.2.1.11 Integrated Sexual Offences and Gender-based Violence Strategy.
- 3.2.1.12 SAPS Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance.
- 3.2.1.13 Crime Detection Strategy, which includes the requirements related to the implementation of the CJS 7-Point Plan.
- 3.2.1.13 Organised Crime Threat Analysis (OCTA) Strategy.
- 3.2.1.14 Cybercrime Strategy.
- 3.2.1.15 Crime Intelligence Corporate Renewal Strategy.

² The identified Institutional Policies will be updated annually, within respective APPs.

³ The Department of Planning, Monitoring and Evaluation (DPME) published the Revised Framework for Strategic Plans and Annual Performance Plans, 2019, authorised by National Treasury Instruction 5 of 2019/2020.

⁴ This National Instruction will be reviewed to ensure alignment with the recommendations by the Farlam Commission Panel of Experts.

⁵ This policy will be reviewed to ensure a comprehensive service to the Presidency.

⁶ The identified Key Strategies and High-level Plans will be updated annually within respective APPs.

⁷ The full compendium of the SAPS' strategies and high-level plans is available at: www.saps.gov.za.

3.2.1.16 Service Delivery Improvement Plan (SDIP).

3.2.2 Key Organisational Support Strategies and High-Level Plans

3.2.2.1 Ethics and Anti-Corruption Strategy.

3.2.2.2 SAPS Transformation Plan.

3.2.2.3 Employee Health and Wellness Strategy.

3.2.2.4 Police Safety Strategy.

3.2.2.5 Recruitment, Selection and Retention Strategy.

3.2.2.6 SAPS Corporate Governance Framework, including, *inter alia*, a Combined Assurance Approach (including consequence management).

3.2.2.7 Corporate Communication Strategy.

3.2.2.8 Risk Management Strategy.

3.2.2.9 Integrated Resource Management Strategy.

3.2.2.10 Information Systems/Information and Communication Technology (IS/ICT) Strategy and Plan.

3.2.2.11 Infrastructure and Capital Asset Strategy.

3.2.2.12 Access to Service Points Strategy.

4. Relevant Court Rulings

4.1 Sate v Hadhinha 2019(1) SACR 297 (WCC) - High Court of South Africa Western Cape Division, Cape Town (07 December 2018)

In the case of *Sate v Hadhinha 2019(1) SACR 297 (WCC)*, the Court held that the conviction of the accused, in terms of Section 57(6) of the Criminal Procedure Act (CPA), 1997 (Act No 51 of 1977), was not a conviction, as envisaged in Section 271 of the Act. The court went further and explained that the system is designed for trivial cases, therefore, conviction and sentencing under Section 57(6) is neither a verdict nor a pronouncement by the clerk of the court. A conviction and sentence following an entry into the admission of guilt record book by the clerk of the criminal court in a magistrates' court, is not a conviction whose record is permanent, since the admission of guilt register, of such cases, is destroyed after a year, unlike a proper criminal record book, which is never destroyed. It was not a conviction and sentence to be entered in the Criminal Record System, by the SAPS. The judgment places the responsibility on the SAPS not to enter into the Criminal Record System, a sentence and conviction that is obtained by a person who admitted guilt in a Magistrate's Court, in terms of Section 57(6) of the CPA.

4.2 Mlungwana and Others v The State and Another (2018) ZACC 45 - Constitutional Court (2018-11-19)

The Constitutional Court found Section 12(1) of the Regulation of Gatherings Act, 1993 (Act No 205 of 1993) to be unconstitutional. Section 12(1) of the Act provides that if an organiser of a gathering fails to give notice of a gathering, it is an offence. The Constitutional Court order has an impact on the manner in which the SAPS manages gatherings, as well as the role and function of "responsible officers" of local governments, therefore, the Constitutional Court judgement on the management of gatherings is profound. The judgment effectively removes the incentive for an organiser to give notice of an intended gathering, to a local government. Although Section 3(1) of the Act requires that an organiser must give notice of an intended gathering, this obligation cannot be enforced through Section 12(1)(a). As a result, some of the other offences contained in Section 12 are also rendered ineffective - the effect of the Mlungwana order is that a convener is not criminally liable for a failure to give notice and all the offences related to that notice are affected.

4.3 Minister of Justice and Constitutional Development and Others v Prince, Case CCT 108/17 [2018] ZACC 30 - Constitutional Court (2018-09-18)

The judgment relates to the use, possession or cultivation of cannabis by an adult for that adult's personal private consumption. The Constitutional Court declared certain provisions of the Drugs and Drug Trafficking Act, 1992 (Act No 140 of 1992), read with the Medicines and Related Substances Control Act, 1965 (Act No 101 of 1965), unconstitutional and invalid. The judgment has created uncertainty with regard to the policing and prosecution of cannabis matters, which may or may not

qualify as personal private consumption. The Constitutional Court did not give specific guidelines as to the weight or quantity of cannabis that would be regarded as “cannabis for personal use”. To a large extent, the policing of cannabis is left to the discretion of each police officer, depending on the specific circumstances. Legal certainty will be achieved when the Regulation of Cannabis is finalised in Parliament. The DoJCD is currently processing the Regulation of Cannabis Bill and the SAPS is being consulted, in this regard.

4.4 SA Hunters AO and the Minister of Safety and Security - North Gauteng High Court of South Africa (26 June 2009)

The South African Hunters Association approached the North Gauteng Division of the High Court of South Africa, for an order declaring Sections 1 and 11 of Schedule 1 of the Firearms Control Act, 2000 (Act No 60 of 2000) (Transitional Provisions), to be declared unconstitutional. They further requested an order that all firearm licences that were issued, in terms of the Arms and Ammunition Act, 1969 (Act No 75 of 1969), be declared valid, pending finalisation of the main action. The abovementioned Act repealed the Arms and Ammunition Act, 1969 (Act No 75 of 1969). In terms of Section 1 of Schedule 1, licences issued, in terms of the Arms and Ammunition Act and which were valid before the commencement of the Firearms Control Act of 2000, remain valid for a period of five years, from the date of commencement of the 2000 Act. The High Court granted an interim order, in favour of South African Hunters Association, pending finalisation of the main action. Thereafter, the main action was not pursued any further. The implication of this interim order is that there are now two Acts that regulate the firearm environment.

4.5 Gun Owners of South Africa and the National Commissioner of the Police and the Minister of Police - North Gauteng Division of the High Court of South Africa (27 July 2018)

After the Constitutional Court judgment in the South African Hunters Association case mentioned above, the Gun Owners Association of South Africa approached the North Gauteng Division, of the High Court of South Africa, for an order interdicting the SAPS from demanding that their members hand in firearms, with expired licences, since the police do not have the capacity to store all these firearms and they will, therefore, be lost. The court granted an interim order in favour of the Gun Owners Association of South Africa, pending finalisation of the main action.

4.6 B.J De Klerk V Minister of Police - Constitutional Court (2019-08-22)

The SAPS will become liable for damages suffered by arrested suspects after the first court appearance, if the suspect is not released. The arresting officer will become liable for the subsequent detention, where the police officer plays a part in influencing the magistrate’s decision to further detain the accused, when no justifiable reason existed at the time and where the SAPS member provides information to the court, knowing it to be false and the detention is authorised, based on that false information, as decided in: “Minister of Safety and Security v Tyokwana (2014) ZASCA 130; 2015 (i) SACR 597 (SCA) and Woji v Minister of Police 2015 (i) SACR 409 (SCA); 2015, all SA 68 (SCA). The court indicated that the liability of the SAPS for detention, post-court appearance, should be determined on an application of the principle of legal causation. The conduct of the police after an unlawful arrest, especially after the police acted unlawfully after the unlawful arrest of the plaintiff, is to be evaluated and considered in determining legal causation.

PART B: OUR STRATEGIC FOCUS

5. Vision

To create a safe and secure environment for all people in South Africa.

6. Mission

To prevent and combat crime that may threaten the safety and security of any community;
Investigate any crimes threatening the safety and security of any community;
Ensure that offenders are brought to justice; and
Participate in efforts to address the causes of crime.

7. Code of Conduct

I commit myself to creating a safe and secure environment for all people in South Africa by –

- participating in all endeavours aimed at addressing the root causes of crime;
- preventing all acts that may threaten the safety or security of any community;
- investigating criminal conduct that endangers the safety or security of the community; and
- bringing the perpetrators to justice.

In carrying out this commitment, I shall at all times –

- uphold the Constitution and the law;
- take into account the needs of the community;
- recognise the needs of the South African Police Service as my employer; and
- cooperate with all interested parties in the community and the government at every level.

To achieve a safe and secure environment for all the people of South Africa, I undertake to –

- act with integrity in the rendering of an effective service that is of a high standard which is accessible to everybody and continuously strive towards improving this service;
- utilise all available resources responsibly, efficiently and cost-effectively, thereby, optimising their use;
- develop my own skills and contribute towards the development of those of my colleagues to ensure equal opportunities for all;
- contribute to the reconstruction and development of and reconciliation in our country;
- uphold and protect the fundamental rights of every person;
- act in a manner that is impartial, courteous, honest, respectful, transparent and accountable;
- exercise the powers conferred upon me in a responsible and controlled manner; and
- work towards preventing any form of corruption and bring the perpetrators thereof, to justice.

8. Situational Analysis

8.1 External Environmental Analysis

The refocused approach to the implementation of the NDP, as outlined in the State of the National

Address (SONA), is concretised in the 2019 to 2024 MTSF, as it provides tangible outcomes, outputs and targets for each of the seven Apex Priorities. The sixth priority – “*Social Cohesion and Safe Communities*” has the unique characteristic of being pivotal to the successful achievement of the other six priorities, as the actual⁸ and perceived levels of safety and security⁹ will have a direct impact on all of the initiatives associated with the socio-economic progression of the country.

The prevailing incidence of certain types of crime, is a significant obstruction to the desired socio-economic development of the country. *Violent crime, including crimes against vulnerable groups and national and transnational organised crimes* have a direct, negative impact on the economy of the country, as they invariably involve tangible and irrecoverable losses, either for individuals, organisations or for communities. There is also crime that impacts directly on the economy of the country, such as serious fraud and corruption and the illicit economy, due to the direct financial loss and indirect consequences associated with national and international perceptions of safety, security and future prosperity. The single most important obstacle¹⁰ to the socio-economic progression of South Africa, as envisioned in the NDP, is the prevalence of crime and, as the President indicated in the June 2019 SONA, crime is a “*societal problem that requires a society-wide response*”¹¹. In determining the impact of policing, the SAPS will also engage with leading economists to assess policing’s contribution to the Gross Domestic Product (GDP) of the country and the country’s return on invest (ROI), in respect of policing.

The SONA and the MTSF specify a *50% reduction in the incidence of violent crime*¹², within a decade, which includes the prioritised addressing of gender-based violence and femicide (GBVF), serious corruption in the public and private sectors, reducing organised crime and the curbing of certain elements of the illicit economy. Addressing these crimes and in particular, violent crime and GBVF, is dependent on the *establishment of a multidisciplinary approach*, which involves all sectors of society, including, *inter alia*, key business industries, such as, the banking, transportation and consumer goods industries, led by an effective CJS, which must deliver quality and professional services in an integrated, coordinated, effective and efficient manner. The SAPS will, therefore establish strategic partnerships with key stakeholders in all sectors of society, to ensure a holistic response to reducing levels of violent crime. Crime manifests in specific geographical areas, which necessitates two distinct, yet inter-related tactical approaches, the one being immediate in nature, a *stabilisation approach* and the other being more gradual in nature, the *normalisation approach*. Stabilisation, which will be supported by specific *national crime prevention operations*, such as Operational Fiela, focuses on the removal of the immediate threat posed by crime, in identified high crime or hotspot areas, while normalisation addresses the root causes associated with crime, each within predetermined time frames. Both approaches require a multidisciplinary approach to the coordinated deployment of resources, with the intention of transitioning identified areas from stabilisation to normalisation. As a result, the SAPS will *prioritise the police stations in the country with the highest reported incidence of violent crime, which includes GBVF-related crime*¹³ and hotspot areas, for focused intervention. The hotspots identified by the SAPS for stabilisation will include areas affected by specific national crime-related threats¹⁴ that may impact on certain communities or sectors, such as public disorder, drug-related crime or crimes against women and children, crime impacting on tourists. The implementation of the *National Crime Combating Strategy (NCCS)*, over the medium-term, will provide the SAPS with an additional means of addressing violent crime, including the establishment of *Operational Command Centres (OCCs)*, as the fulcrum from which crime combating is directed and coordinated at all levels in the SAPS, supported by the *Modus Operandi Strategic Analysis Centre (MOSAC)*. The President’s call for a multidisciplinary approach to addressing violent crime, is embodied with the *Fusion Centre Model*, which will ensure the collaboration of all relevant stakeholders and the integrated utilisation of available information and resources.

Addressing the prevalence of GBVF, which was highlighted within the MTSF and elevated by the development of the GBVF National Strategic Plan, will be supported by means of an *Integrated*

8 This implies the measurement of levels of various categories of crime, which will be reflected in the APP, as an output performance measure.

9 This implies the measurement of public perceptions of safety and security, which will be addressed as an outcome performance measure in the SP.

10 There are a number of root causes underlying the prevalence of crime, the overwhelming majority of which, are beyond the SAPS’ direct control to address.

11 June 2019 SONA.

12 Violent crime is reflected in the SAPS’ Strategic Plan (SP) and Annual Performance Plan (APP), as contact crime.

13 The top 30 high contact crime stations, including contact crime and crimes against women and children, will be the focus of this strategic intervention.

14 The SAPS will develop victim profiles to inform the identification of hotspots and other strategic interventions.

Sexual Offences and Gender-based Violence Strategy, for the JCPS Cluster. In managing community perceptions of crime, the SAPS' Corporate Communication Strategy must enable the establishment of a distinction between actual levels of the various categories of crime, including specifically violent crime and perceptions about these crimes.

The purposeful dismantling of the damage inflicted to the country by *serious corruption and commercial crime*, including the omnipresent threat posed by *crimes against the State*, requires that the *DPCI be adequately capacitated and appropriately positioned as an elite investigative capability*. The widely publicised Zondo Commission's investigation of the so-called "state capture", unfortunately but understandably, created public perception that fraud and corruption are the order of the day, in South Africa. Furthermore, the perception may exist, at certain public institutions, that public officials can commit fraud and corruption with impunity and without fear of detection or prosecution. Another assumption made by the public, because of the enquiry into state capture, is that law enforcement agencies have allowed these activities to continue unchecked and that they may be complicit in these acts. This perception is unacceptable and will be corrected. The reviewed DPCI organisational structure provides for the continued, thorough and responsive investigation of serious corruption in the public and private sectors and particularly within JCPS Cluster departments, which are at the sharp-edge of the fight against crime in the country. The detection of fraud and corruption in the public sector will be enhanced by the newly gazetted amendments to the Public Audit Act, 2004 (Act No 25 of 2004), which in Section 5(1A) stipulates that "*The Auditor-General may, as prescribed, refer any suspected material irregularity identified during an audit performed under this Act to a relevant public body for investigation and the relevant public body must keep the Auditor-General informed of the progress and the final outcome of the investigation.*" This amended Act will provide an effective mechanism for a multidisciplinary and integrated investigative approach to serious corruption.

Serious Organised Crime continues to be a threat to the authority of the State and the safety and security of the citizens of South Africa. In particular, *drug syndicates and those perpetrating illegal mining activities*, pose a major risk to the safety of law-abiding citizens. In addition, the development of a sustainable economy is undermined by the movement of illicit goods through South African ports of entry. Criminals have adopted the "mob operational" method of perpetrating their criminal business, which renders the conventional method of "one-member-one-docket" ineffective. Investigative methodologies will, therefore, involve *multidisciplinary teamwork, using a project investigative approach*. This approach will also be applied to the investigation into crimes related to the exploitation of our natural resources.

Organised crime does, however, manifest in several forms, which significantly destabilise communities by undermining levels and perceptions of safety and security. Organised criminal groups and syndicates use illegal and legal methods of targeting vulnerable sectors of society, primarily by exploiting inequitable socio-economic imbalances that are inherent in South African Society and thereby also posing a major threat to the legitimate economy. The crimes committed by organised groups or syndicates are "ordinary crimes", such as common robbery, house breaking but also involve crimes that have a more violent and prolonged impact, such as armed robbery, murder and assault with the intent to cause grievous bodily harm (GBH). Illegal drugs are a key feature of organised crime that occurs at local level as sophisticated organised drug syndicates embed themselves in local communities. The *National Drug Master Plan (NDMP)* seeks to provide an integrated response from all sectors of society, involving policy reforms, the coordinated implementation activities and deployment of resources. The SAPS will implement *action plans, at all levels*, including local level, to facilitate the organisation's response to the NDMP.

The Fourth Industrial Revolution (4IR) implies significant technological advancements for the country but also involves substantial risk. The threat to the South African economy and population posed by the malicious and criminal targeting of the cyberspace is significant and must be countered through the appropriate development and implementation of legislative, policy, strategic and operational responses. These responses require a collaborative preventive, effort from all sectors, championed by the JCPS Cluster. The establishment of a Cyber Centre, the development and implementation of a multidisciplinary *Cybercrime Strategy* and the improvement of the *SAPS and the JCPS Cluster's capabilities to address this threat*, will be a key feature of medium-term planning. The SAPS will also collaborate with leading JCPS Cluster departments and other key stakeholders, to implement an *On-line Crime Prevention Strategy*, the focus of which will be the reducing of the opportunity to use the cyberspace for the perpetration of crime, specifically crimes targeting South African citizens.

The President's call for the improved investigation and prosecution of crime, requires that the CJS provide swift, equitable and fair justice in criminal matters and effectively deter crime on a sustainable basis, which will require closer collaboration between the relevant departments over the medium-term, focusing on collaborative development and *optimisation of each element of the CJS value chain*. In this regard, the SAPS will participate in an *inter-departmental initiative to develop an integrated performance measurement system for the CJS value chain*. The *Crime Detection Strategy* will structure the medium-term approach to the improvement of the SAPS' investigative and crime intelligence capabilities, as well as the optimisation of the CJS.

The organisational renewal of crime intelligence, by means of the Crime Intelligence Corporate Renewal Strategy, will be a cornerstone of the framework and support the proactive and reactive intelligence requirements of the SAPS, through the optimisation of the quality and utilisation of intelligence products by conventional policing capabilities and specialised investigative capabilities, such as the DPCI. Policing comprises certain high-level functions, including prevention, combating and investigation, all of which will be supported by the *OCTA Strategy* which will support these policing functions through an integrated, systematic and inclusive approach to the identification, prioritisation and managing of organised crime threats.

The SAPS, as an integral part of the JCPS Cluster, has a unique role to play in leading this collaborative approach to reducing the incidence of crime. The establishing of safe communities must, however, focus on the demographic distinctions that are prevalent in the country, as the overwhelming majority of South Africans reside in cities, a tendency that will become more pronounced over the medium-to long term. The country's urban population will, however, always have a direct dependence on the rural population and economy. A distinction must, therefore, be made between ensuring safe communities within both the urban and rural contexts. The collaborative approach to ensuring safety and security in urban and rural South Africa is centred in the *Safer City Framework*, which will provide the overarching strategic framework for the establishment of *Safe City Strategies* within identified South African cities and the Rural Safety Strategy. The linkage to the community, within both of these approaches, is the *Community Police Forums (CPFs)* that are aligned to the SAPS' geographical footprint of service points (police stations). The SAPS will contribute to the revitalisation of CPFs, as they provide the critical interface between the police at local levels and the communities that they serve and engage these structures in assisting the SAPS to determine the impact of policing methods at local level.

Improved levels of safety and security, particularly at local level, is not the SAPS' sole responsibility but is reliant on the *focused and coordinated efforts of all sectors but importantly, of all levels of government*. The *District Development Model* provides a platform for the improvement of levels of service delivery at local level, including a renewed focus on the development and implementation of *Community Safety Plans (CSPs)* and audits, supported by a coherent *local crime prevention framework*. The effective implementation of the District Development Model will also reduce the incidence of *violent public protest*, the policing of which diverts significant SAPS resources away from normal policing functions and which often involves significant damage to local infrastructure and property. The SAPS has made noteworthy strides in *enhancing its POP capacity and capability*, within the context of the recommendations emanating from the Panel of Experts associated with the Farlam Commission. The finalisation of the implementation of all aspects of the optimisation of the POP capability will be addressed during this medium-term period through the implementation of the *POP Strategy*.

The public response to the SAPS' level of service delivery will largely be determined by the standard of professionalism and competence demonstrated by members providing basic policing services from the SAPS' front offices or police stations. These services include a variety of key policing services, including responses to crimes in process or crimes that have been committed, incidents of public disorder, emergencies or disasters or general enquiries from people encountering police officials or who visit police stations. The progressive improvement of basic service delivery from the SAPS' frontline contact points, based on direct inputs from communities through a citizen-based monitoring approach, will be driven by the *Service Delivery Improvement Plan*, which is a central feature of this strategic plan. A key element of the management of the police's engagement with the public is the manner in which complaints related to poor service delivery are dealt with by the organisation. The SAPS' *complaints management capability and capacity* will be progressed to the point where performance information, in this regard, can be integrated into organisational performance management and consequently, into the overall performance management of the organisation.

Increased police visibility will be a key element of the policing of both urban and rural environments but will not necessarily be achieved through dramatic increases in the actual number of police officers. Police visibility is based largely on public perception of the presence of operationally ready, uniformed police. Police officers must be more visible in areas where the public feel vulnerable and should respond to calls for assistance by the public, particularly in instances where life and limb are at risk. There are several very simple solutions to increasing police visibility, which include ensuring that all police vehicles are properly visible and are deployed in areas where citizens congregate or routes used to travel from one point to another. The *Community Policing Strategy* focuses on a more holistic approach to harnessing and mobilising available resources, across all sectors, including those capabilities directly involved in law enforcement, such as the various *metropolitan police services* and those capabilities which have a direct interest in safety and security, such as traditional leaders, the business sector, health and education sectors and local communities. It is intended to operationalise the concept of community policing, which will have the *Traditional Policing Concept*¹⁵ embedded as a key feature and to stimulate active citizenry and citizen participation in the fight against crime. The *Community-In-Blue Programme* will be a key feature of the strategy, focusing on increasing local communities' participation in social crime prevention and environmental design initiatives, institutionalise community participation within situational and developmental crime prevention, collaborate with the SAPS in increasing visibility and operational capacity and enhancing community-based intelligence. The June 2019 SONA places considerable emphasis on the need for the *upliftment of the youth* as a direct investment in the country's future. The SAPS's *Youth Crime Prevention Strategy*, which is an integral part of the community policing approach, seeks to ensure that the SAPS responds to the policing needs of the youth, while reducing their involvement and exposure to crime and strengthening partnerships into the mainstream economy.

The *increasing incidence of gangsterism and the associated socio-economic consequences*, contribute directly to escalating levels of violent crime, reduced perceptions of safety and security within communities and critically, perceptions of government's ability to counter this societal phenomenon. The response to gangsterism, irrespective of the location, requires a community-based approach that addresses the root causes and enabling factors of gangsterism, which is centred on empowering communities by addressing human development, social cohesion, *unemployment, poverty and inequality, communicating with communities through social partnerships, stakeholders and community engagement* (including civil society and the private sector), prevention through improved spatial design, creating safe living spaces and combating through effective law enforcement strategies, upholding the rule of law and maintaining the integrity and efficacy of the CJS. This approach, which will include the expansion of existing Anti-Gang Units and the establishment of new units in prioritised provinces, is encapsulated within the National Anti-Gang Strategy that will be implemented by the SAPS by means of an *Anti-Gang Strategy Implementation Plan*.

The country's *extensive and diverse transportation network* is a key enabler of socio-economic activity. The safety and security of this network, including the essential *taxi-industry* and the commuters and users who utilise it is, therefore, critical to all sectors of society, the successful implementation of the MTSF and consequently, the NDP. Ensuring safety and security in this environment, will also require a collaborative approach, underpinned by the SAPS' core functions.

The *contribution made by tourism to the economy and the national and international image of the country* is considerable and the SONA prioritises an expansion of this sector of the economy. The threat posed to the tourism industry by crime will be addressed through the *National Tourism Safety Forum (NTSF)*, which is a public/private sector forum, responsible for the coordination and integration of the *Tourism Safety Programme* and the implementation of a multidisciplinary *Integrated Tourist Safety Action Plan*, the development of which will be led by the SAPS and which will include the establishment of a *Tourism Reserve Police* capability.

The *NAP to Action Plan to Combat Racism, Racial Discrimination, Xenophobia and Related Intolerance*, falls within Apex Priority six and is specifically related to social cohesion. The

Department of Justice and Constitutional Development (DoJCD) will coordinate the implementation of the NAP over the medium-term period, which the SAPS will support through the implementation of an *organisational action plan* that comprises both inward and outward focused activities.

The establishment of the *African Continental Free Trade Area (AfCFTA)*, which is currently in the operational phase of implementation, will result in the relaxing of certain restrictions related to the movement of persons and goods across borders. It will require the development of cross-border value chains in the Southern African Development Community (SADC) region, through a national and international collaborative approach to border management control, which must directly involve all JCPS Cluster departments, including the establishment of the *Border Management Agency (BMA)*.

The SAPS is entrusted with the *provisioning of protection and security services to identified dignitaries and key government interests*. This duty forms an integral part of the upholding and enforcing of the law, in support of the asserting of the authority of the State, as any breach of safety or security in this environment, could involve a serious risk to the sovereignty and stability of the country and the international community.

8.2 Internal Environmental Analysis

The description of the police service envisioned by the NDP, which is *"well-resourced and professional, staffed by highly skilled officers, who value their work, serve the community; safeguard lives and property without discrimination; protect the peaceful against violence and respect the rights to equality and justice"*, comprises a number of distinct elements, that must be addressed individually. The requirement that the police service and its members are professional, requires a structured approach to the improvement of professionalism, within the SAPS and an external and internal assessment of the degree to which professionalism has been improved.

The professionalisation of the SAPS is inextricably linked to the transformation of the organisation, which is a long-term objective, aligned to the overarching transformation agenda and legislative and policy requirements of government. Transformation has featured, as a strategic issue, in the SAPS' strategic planning since the introduction of the White Paper on Transforming Public Service Delivery, in 1995 and the White Paper on Transforming Public Service Delivery (Batho Pele), 1997. The broad references that have been made to various elements of transformation and professionalisation, within the SAPS' strategic direction must, however, be concretised within a structured Transformation Plan for the SAPS, based on the requirements outlined in the White Papers and the legislative framework, including, *inter alia*, the Public Service Act, 2007 (Act No 30 of 2007) and the Employment Equity Act, 1998 (Act No 55 of 1998) but also taking into consideration the progress that has been achieved to date, current transformation-related initiatives, such as the integration of the Non-Statutory Forces and emerging transformation priorities, such as the impact of social media on public perceptions of the transformation of the SAPS.

The SAPS' will utilise a holistic and comprehensive approach to the *institutionalisation of corporate governance* over the medium-term, guided by the *King IV Corporate Governance Standard*. The development and phased implementation of a *Corporate Governance Framework* for the SAPS will contribute substantially to the professionalisation of the organisation and its members by addressing issues relating to *performance management*¹⁶, *accountability*, *oversight*, *the ethical culture* of the SAPS and *internal control*. The adverse nature of audit findings made by both internal and external assurance providers in the preceding medium-term, in respect of both reported performance information, financial management and the regulation of assets, necessitates the refocusing of the SAPS' risk management capability, directed by the implementation of the organisation's *Risk Management Strategy*, a review of internal control mechanisms, practice and procedure but also, the establishment of a *risk-based approach to combined assurance provisioning*. The application of *appropriate consequence management*, which is a critical dimension of accountability and internal control, will be an integral part of the SAPS' *Corporate Governance Framework*.

The establishment of a corps of highly skilled police officers is dependent not only on the *alignment of the organisation's skills development initiatives*, with the *actual policing requirement (focusing*

¹⁶ The requirement for a structured approach to the assessment and improvement of the performance of police stations, including the need for the development and implementation of a best practice methodology, was highlighted by both the Minister of Police and the Portfolio Committee on Police, during the preamble to the development of the 2020 to 2025 Strategic Plan (2019).

on identified specialised policing capabilities) but also on the quality of these initiatives. In addition, pursuant to the institutionalisation of good corporate governance, the *progression of the managerial capability* within the SAPS must be addressed. The *establishment of participative management, including the targeted progression of identified high-fliers, mentoring and succession planning*, will feature as a key element of this progression of the organisation's managerial capability, at all levels, thereby ensuring that members are constructively involved in the organisation's decision-making processes to ensure that as the leaders of the future, they are identified and carefully developed. The *annual impact assessment of the value added to the SAPS' implementation of its mandates and its strategic direction*, including the review of the cost-benefit of exposing members to overseas training, particularly in light of prevailing fiscal constraints, will also feature within the strategic review of skills development within the SAPS, culminating in the development of a Human Resource Development Strategy. The SAPS' crime detection capability is one of the few functional areas that is largely within its control and *contributes significantly to the CJS value chain*. The *establishment and development of a Crime Detection University*, within the SAPS, informed by international best practice and catering for all contributing areas within the crime detection portfolio, will enable the professionalisation of the SAPS' crime detection capability and the improvement of the investigation of crime.

A skilled and professional workforce is also dependent on the inherent characteristics of the individuals who opt to join the SAPS' ranks. Establishing policing in South Africa as a career of choice poses significant challenges but will ensure that, through the *qualitative improvement of recruitment practices and procedures*, as reflected in the *Recruitment, Selection and Retention Strategy*, the SAPS is able to populate its ranks with individuals who are recognisable as professional police officers.

The constitutional mandate of the SAPS often places its members at the forefront of complex, multifaceted and often violent manifestations of human behaviour. SAPS members will only *"value their work"*, if they, in turn, perceive and experience the value placed on them by the organisation. The results of the *Organisational Climate Study*, which was completed in 2017, point out that there are several areas of improvement required in the overall approach to the management of the moral of members. The SAPS will, therefore, utilise the *Employee Health and Wellness Strategy*, to improve the well-being of its members through various interventions, while utilising expert, professional assistance and advice, where necessary. These interventions will also focus on *enhancing the safety of members*, particularly those deployed operationally and the *safety of police stations*, which should serve as safe havens for police officers and communities, as captured in the *Police Safety Strategy*.

The fiscal constraints impacting on government that have necessitated *reductions to the budgetary allocations to government departments over the medium-term*, pose the greatest challenge to the achievement of both the MTSF 2019 to 2024 outcomes and outputs and the strategic objectives and priorities of the SAPS. The reductions to the SAPS' baseline allocation of the 4.5%, 6.5% and 4.2% over the Medium-Term Expenditure Framework (MTEF) period, impact primarily on the organisation's compensation budget, which currently constitutes approximately 80% of the total budget, with expenditure on goods and services comprising approximately 15%¹⁷. The SAPS will, therefore, plan to accommodate the impact of possible additional reductions to its baseline budget allocations over the MTEF. *Sound financial management* is a corporate governance prerequisite, necessitating that the SAPS review and align its spending priorities with those of government, including constructively addressing fruitless and wasteful expenditure and implementing measures to *reduce civil claims and the cost of litigation*.

The SAPS has long been characterised as a *"top heavy" organisation* with significant numbers of senior personnel being positioned at national and provincial levels. The fiscal constraints that will impact negatively on the compensation budget will require that the organisation employ a *leaner and flatter organisational structure*, which will involve the cascading of resources to bolster the policing capability at local level, as indicated in the 2018 SONA. It will, however, be necessary for the SAPS to maintain and *capacitate certain key operational*

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A significant threat to the compensation budget is posed by annual cost of living salary adjustments awarded through organised labour and other increases in benefits, e.g. housing allowances delinked to spouses, which are not fully funded by National Treasury.

capabilities, prioritising frontline personnel, the investigative (including the DPCI) and specialised response capabilities. Staffing and retention practices will facilitate the transfer of operational personnel in support capabilities to prioritised operational capabilities and the review of the SAPS' compensation model to lower the average unit cost of employees, within the context of the need for the structured upward mobility and career progression of members.

The SAPS has, for a number of years, conducted organisational structuring and planning in isolation of the determination of the resource requirement underlying the implementation of the SAPS' mandated and associated functions at all levels, including the prevailing strategic and operational direction. In addition, the implementation requirement associated with the SAPS' substantial legislative obligation, has not been specified comprehensively and costed but instead, has been absorbed by routine budget allocations and existing resources. This has resulted in the skewed allocation and utilisation of various categories of resources, which was exacerbated by historical imbalances and driven by the funding that was available at any given point in time and not necessarily by the specified, actual demand. Additionally, it must be acknowledged that the progressive increases in the medium-term budget allocation to the organisation, has not necessarily been matched by increased levels of performance in respect of certain key performance measures. A key feature of the SAPS' internal environment, in support of the various operational capabilities, will be the equitable distribution of all categories of resources, informed by the legislative obligation and strategic requirement, in accordance with predetermined demand and allocation criteria, through the development and structured implementation of an *Integrated Resource Strategy*. This resource requirement that will be addressed by the strategy encompasses all categories of resources, including infrastructure and capital assets, such as police buildings, specifically police stations, aircraft and technology, such as those instruments utilised by the SAPS' forensic analysis capability. It, however, also includes more routine resources, necessary for the performance of everyday policing functions, including vehicles, firearms and computer equipment and software.

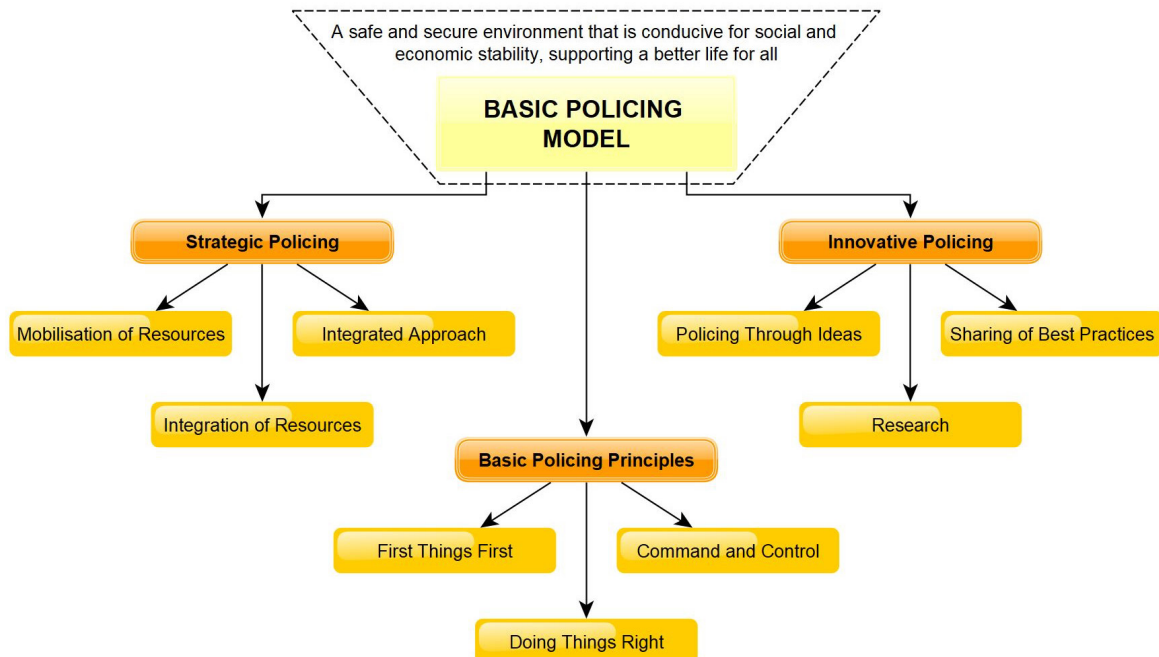
There is a dire need for the SAPS to innovatively extend its infrastructural geographical footprint to communities that require its services, guided by a medium-term *Capital Asset and Infrastructure Strategy and Access to Service Points Strategy*, which invariably will place additional resourcing pressures on all other categories of resources, in particular on human resources. It is also essential that existing infrastructure assets are properly maintained, in particular in respect of the police stations that serve as the public's first point of contact with the organisation. *The revitalisation of the SAPS' Supply Chain Management (SCM) capacity*, will address issues related to procurement, demand management and selective commodity sourcing. Furthermore, the unrelenting advancement of technology, characterised by the pressures and opportunities posed by 4IR¹⁸, requires that the SAPS adopt innovative approaches to modernising its technology, so as to not merely keep abreast with but directly technologically optimise the various demands associated with policing, driven by the *IS/ICT Strategy and Plan*, which will both require review, based on prevailing technological needs and developments.

The SAPS does, however, have crucial dependencies on key government departments, whose mandate is to provide support within the technology and infrastructure spheres. The delivery of services by these departments has a direct, tangible impact on the quality of the policing service that is provided by the SAPS.

The SAPS functions within a highly regulated environment that comprises legislation that the organisation is directly responsible for implementing and legislation that the organisation is required to respond to, indirectly. The review and rationalisation of this legislation, is necessary over the medium-term, particularly given the time frames applicable to the last review of certain acts and within the context of changing operational dynamics, within the SAPS.

9. Strategic Response

The basic policing model that underlies the SAPS' strategic direction, is a *strategic response* to the constantly evolving challenges that the SAPS faces, as described in the internal and external environments that comprise the situational analysis. The model is a representation of an overall approach to policing that comprises three key dimensions, namely; *strategic policing* and *innovative policing*, reinforced by *basic policing principles*, as indicated below.



These dimensions are interrelated and represent approaches to policing that will enable the sustained development of the SAPS, guided by the impact statement, outcomes and associated outputs, activities and inputs that comprise the strategic direction of the organisation. *The strategic policing dimension requires the integrated mobilisation of all resources* in the fight against crime and not necessarily just those under the direct control of the SAPS. In addition, linked to the mobilisation of resources, it presupposes the adoption of an *integrated approach to resourcing*.

In 2019, the Secretary General of the International Criminal Police Organisation (INTERPOL), Jürgen Stock, emphasised the need for an innovative approach to policing, emphasising that policing agencies needed to move beyond *"traditional policing comfort zones, in order to boost innovation"*. The *innovative policing dimension* encapsulates the spirit of the Secretary General's advice, identifying the need for *policing to be informed by ideas* that are generated by all who have a vested interest in the improvement of safety and security in our country; the conducting of *research that enhances the body of policing knowledge* that is available; and importantly, the identification, documentation and sharing of *policing best practices*.

The success of the application of the strategic and innovative policing approaches, are reliant on the uncompromising application of the third dimension of the model, namely; ensuring that *basic policing principles* are universally and consistently applied. This dimension includes what is referred to as *"first things first"*, which implies that the priorities of the organisation and those of government will be at the forefront of everything that the SAPS and its individual members do. It is, however, important that *things are done right*, which implies that the internal and external rules that govern the organisation are understood and properly implemented. *Command and control* lies at the heart of the basic policing principles dimension and requires that there is accountability and responsibility for the performing of any function, supported by the consistent application of consequence management.

PART C: MEASURING OUR PERFORMANCE

10. Institutional Performance Information

10.1 Measuring the Impact

Impact Statement A safe and secure environment that is conducive for social and economic stability, supporting a better life for all

10.2 Measuring Outcomes and Suboutcomes¹⁹

10.2.1 Outcomes, Performance Indicators, Baselines²⁰ and Five-year Targets

Outcomes	Performance Indicators	Baseline	5-year Target
1. The law upheld and enforced, to underpin the stamping (asserting) of the authority of the State	» Public perceptions ²¹ of the SAPS' effectiveness ²²	New performance indicator (baseline to be determined)	Dependent on the determination of a baseline ²³
2. Thorough and responsive investigation of crime	» Levels of satisfaction ²⁴ with the SAPS' investigation of crime ²⁵	New performance indicator (baseline to be determined)	Dependent on the determination of a baseline ²⁶

¹⁹

The DPME has acknowledged, that departments must include outcome performance indicators in the strategic plan but that they may not be able to include baselines and 5-year targets for these performance indicators, by date of tabling, during March 2020. This is due to the absence of a performance measurement mechanism to measure outcome performance indicators, which are perception-based performance indicators. The DPME has indicated that departments may, therefore, follow a structured, documented approach to establishing these baselines and 5-year targets and include the aforementioned in a re-published strategic plan during March 2021. Departments should, however, limit the number of performance indicators that are addressed, in this manner. It needs to be mentioned, that this will influence the development of the TIDs for the affected KPIs.

²⁰ The baseline for the outcome performance indicator denotes the level of performance at the start of the 5-year period.

²¹ The assessment of the perceptions that vulnerable groups and in particular those of women and children, have with regard to the SAPS' execution of its mandated functions, will feature as a distinct element of this measurement, over the medium-term.

²² This is an external perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baselines and 5-year targets. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021. The public's perceptions of the extent to which the SAPS addresses its constitutional mandate, as per Section 205(3) of the Constitution, will be the focus of measurement over the medium-term.

²³ A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

²⁴ The assessment of the perceptions that vulnerable groups and in particular those of women and children, have with regard to satisfaction with the SAPS' investigation of crimes, will feature as a distinct element of this measurement, over the medium-term.

²⁵ This is an external perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baseline and 5-year target. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021.

²⁶ A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

Outcomes	Performance Indicators	Baseline	5-year Target
3. Intelligence-led policing	» End-user perceptions of the value-add of Crime intelligence gathered in respect of the prevention, combating and investigation of crime ²⁷	New performance indicator (baseline to be determined)	Dependent on the determination of a baseline ²⁸
	» Percentage of identified severe threats on the Threat Management System, successfully neutralised ²⁹	12.6% ²⁹	15% ³⁰
4. Collaborative and consultative approach to policing	» Percentage households who felt safe walking alone in their areas of residence during the day ³¹ (STATSSA: GPSJS ³²)	85% ³³	10% increase per annum ³⁴
	» Percentage households who felt safe walking alone in their areas of residence during the night ³⁵ (STATSSA - GPSJS ³⁶)	35% ³⁷	10% increase per annum ³⁸
5. A professional and capable SAPS	» Public perceptions ³⁹ of the SAPS' professionalism ⁴⁰	New performance indicator (baseline to be determined)	Dependent on the determination of a baseline ⁴¹
	» SAPS members' perceptions on the extent to which the police live up to the SAPS' Values ⁴²	New performance indicator (baseline to be determined)	Dependent on the determination of a baseline ⁴³

²⁷ This is an internal perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baseline and 5-year target. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021.

²⁸ A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

²⁹ The performance indicator was initiated in 2019/2020. The baseline represents actual performance at the end of the 3rd Quarter.

³⁰ The number of severe threats may vary from one year, to the next, which necessitates that a targeted percentage per annum be provided, which may be revised during the five-year period.

³¹ Please note that this performance indicator has been included in the MTSF 2019 to 2024.

³² STATSSA: GPSJS indicates that the performance indicator is measured and maintained by STATSSA and reflected within the GPSJS, otherwise referred to as VOCS. It may be necessary for the SAPS to develop a similar external perception-based outcome performance indicator, if STATSSA is not able to provide the SAPS with the data required, in support of the measurement of the performance indicator.

³³ GPSJS 2018/2019, page 56.

³⁴ The target is informed by the 2019 to 2024 MTSF.

³⁵ Please note that this performance indicator has been included in the MTSF 2019 to 2024.

³⁶ STATSSA: GPSJS indicates that the performance indicator is measured and maintained by STATSSA and reflected within the GPSJS, otherwise referred to as VOCS. It may be necessary for the SAPS to develop a similar external perception-based outcome performance indicator, if STATSSA is not able to provide the SAPS with the data required, in support of the measurement of the performance indicator.

³⁷ GPSJS 2018/2019, page 56.

³⁸ The target is informed by the 2019 to 2024 MTSF.

³⁹ The assessment of the perceptions that vulnerable groups and in particular those of women and children, have with regard to the SAPS' execution of its mandated functions, will feature as a distinct element of this measurement, over the medium-term.

⁴⁰ This is an external perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baseline and 5-year target. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021.

⁴¹ A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

⁴² This is an external perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baseline and 5-year target. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021.

⁴³ A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

10.2.2 Suboutcomes, Performance Indicators, Baselines and Five-year Targets

Outcomes	Suboutcomes	Performance Indicators	Baseline	5-year Target
1. The law upheld and enforced, to underpin the stamping (asserting) of the authority of the State	1.1 Increased feelings of safety in communities	» Percentage of identified high crime or hotspot areas stabilised ^{44,45}	New performance indicator (baseline to be determined)	100%
	1.2 Constitutionally grounded Internal Stability	» Percentage of unrest crowd management incidents stabilised	100% (18 009) ⁴⁶	100%
	1.3 Balance between trade and security at ports of entry ensured	» Percentage effectively safeguarded and secured ports of entry	100% vehicles, containers and cargo profiled and searched (81 009) ⁴⁷	100%
	1.4 Identified dignitaries and government interests, protected and secured	» Percentage of complaints related to protection and security provided responded to	New performance indicator (baseline to be determined)	100%
2. Thorough and responsive investigation of crime	2.1 Improved perception of serious corruption in the public and private sectors ⁴⁸	» Conviction rate for serious corruption in the private sector ⁴⁹	Revised performance indicator	70%
		» Conviction rate for serious corruption in the public sector ⁵⁰	Revised performance indicator	70%
		» Conviction rate for serious corruption in the JCPS Cluster	Revised performance indicator	70%
	2.2 Increased feelings of safety in communities	» Conviction rate for contact crime	82.45%	85%
		» Conviction rate for crimes against women	85.27%	88%
		» Conviction rate for crimes against children	82.54%	85%

44 The hotspots identified by the SAPS for stabilisation will include areas affected by specific national crime-related threats that may impact on certain communities or sectors, such as public disorder, drug-related crime or crimes against women and children, crime impacting on tourists.

45 The development of a Technical Indicator Description is dependent on the confirmation of the criteria for the identification of areas to be stabilised and the criteria for the measurement of areas that have been stabilised. These criteria will be developed in the first 6 months of 2020/2021 to inform the Technical Indicator Description.

46 Please note that the baseline includes 2015/2016 to 2018/2019, including the first 3 quarters of 2019/2020.

47 Please note that the baseline includes 2015/2016 to 2018/2019, including the first 3 quarters of 2019/2020.

48 This suboutcome is related to the outcome that has been included in the MTSF 2019 to 2024: Improvement in Corruption Perception Index Rating.

49 This performance indicator has been included in the MTSF 2019 to 2024 and must, therefore, be included in the SAPS' SP. The performance indicator has been revised from "conviction rate for fraud and corruption" to "conviction rate for serious corruption".

50 This performance indicator has been included in the MTSF 2019 to 2024 and must, therefore, be included in the SAPS' SP. The performance indicator has been revised from "conviction rate for fraud and corruption" to "conviction rate for serious corruption".

Outcomes	Suboutcomes	Performance Indicators	Baseline	5-year Target
3. Intelligence-led policing	2.3 Reduced Organised Crime ⁵¹	» Success rate for serious organised crime project investigations successfully closed	72% ⁵²	72%
	2.4 Improved investigation of serious commercial crime	» Conviction rate for serious commercial crime ⁵³	Revised performance indicator	93%
	2.5 Comprehensive utilisation of forensic investigative aids in the investigation of crime	» Percentage reduction in outstanding Forensic Investigative Leads ⁵⁴	6 348 ⁵⁵	22%
	3.1 Crime intelligence gathered collated, evaluated, analysed and disseminated in respect of the prevention, combating and investigation of crime	» Percentage of intelligence reports that were operationalised	76% ⁵⁶	85%
	3.2 Counter-intelligence measures instituted in the SAPS	» Percentage of employees in prioritised positions ⁵⁷ that have been vetted, in accordance with the MISS requirements of the post	100% (1 195) ⁵⁸	100% ⁵⁹
4. Collaborative and consultative approach to policing	3.3 Enhanced external cooperation and innovation on police reform and security matters to prevent and fight crime	» Percentage cross-border operations and arrests of identified transnational crime suspects facilitated, in relation to requests received	61% ⁶⁰	80%
	4.1 Increased feelings of safety in communities	» Percentage of identified high crime or hotspot areas normalised ^{61,62}	New performance indicator (baseline to be determined)	100%

⁵¹ This outcome has been included in the MTSF 2019 to 2024 and must, therefore, be included in the SAPS' SP.

⁵² This baseline is an estimated performance for 2019/2020.

⁵³ The performance indicator has been revised from conviction rate for serious commercial crime related charges to conviction rate for serious commercial crime.

⁵⁴ Forensic Investigative Leads includes DNA investigative leads (person-to-crime and crime-to-crime), ballistic and fingerprint leads.

⁵⁵ This baseline reflects outstanding forensic investigative leads, as at end February 2019.

⁵⁶ Please note that this performance indicator was established fully in 2019/2020. The baseline represents the estimated performance for 2019/2020, based on the actual performance of the first three quarters and an average of these quarters, representing the 4th Quarter.

⁵⁷ Please note that the prioritised positions are determined in consultation with the National Commissioner, on an annual basis.

⁵⁸ The baseline represents the average performance, per year, for the period 2017/2018 to 2019/2020.

⁵⁹ Please note that the five-year target is dependent on the allocation of additional vetting capacity. The actual number will be determined on an annual basis.

⁶⁰ The baseline represents the average performance, for the period 2017/2018 to 2019/2020.

⁶¹ The hotspots identified by the SAPS for normalisation will include areas affected by specific national crime-related threats that may impact on certain communities or sectors, such as public disorder, drug-related crime or crimes against women and children, crime impacting on tourists.

⁶² The development of a Technical Indicator Description is dependent on the confirmation of the criteria for the identification of areas to be normalised and the criteria for the measurement of areas that have been normalised. These criteria will be developed in the first 6 months of 2020/2021 to inform the Technical Indicator Description.

Outcomes	Suboutcomes	Performance Indicators	Baseline	5-year Target	
5. A professional and capable SAPS	4.2 Citizenry actively supporting the fight against crime	» Levels of trust ⁶³ in the SAPS ⁶⁴	New performance indicator (baseline to be determined)	Dependent on the determination of a baseline ⁶⁵	
	4.3 Responsive policing of GBVF	» Percentage of GBVF-related service complaints finalized within 30 working days	New performance indicator (baseline to be determined)	80%	
	5.1 Ensure an effective and adequately resourced policing capability, in response to the demand	»	Percentage distribution of resources in relation to the resource distribution criteria ⁶⁶	New performance indicator (baseline to be determined)	100%
			Annual impact assessment on identified SAPS training	New performance indicator (baseline to be determined)	By 31 March annually
			SAPS members' perceptions ⁶⁷ on the extent to which the SAPS cares about the well-being of its employees ⁶⁸	New performance indicator (baseline to be determined)	Dependent on the determination of a baseline ⁶⁹
	5.2 Ethics and Integrity institutionalised within the SAPS	»	Number of new service points established to, improve access to policing	New police stations - 4 ⁷⁰	New police stations - 22
			SAPS members' perceptions ⁷² of ethics and integrity within the SAPS ⁷³	Mobile contact points procured - 30 ⁷¹	Mobile contact points procured - 75
	5.3 Sound Corporate Governance	»	Percentage compliance with the SAPS' Corporate Governance Framework ⁷⁵	New performance indicator (baseline to be determined)	100%

63 The assessment of the perceptions that vulnerable groups and in particular those of women and children, have with regard to trust level in the SAPS, will feature as a distinct element of this measurement, over the medium-term.

64 This is an external perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baseline and 5-year target. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021.

65 A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

66 Resources refers to the two primary categories of resources, namely: human resources and vehicles. Additional categories of resources will be added during the period 2020 to 2025.

67 The assessment of the perceptions women within the SAPS, will feature as a distinct element of this measurement, over the medium-term.

68 This is an internal perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baseline and 5-year target. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021.

69 A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

70 Please note that the baseline includes actual performance from 2015/2016 to the 3rd Quarter of 2019/2020.

71 Please note that the baseline includes 2017/2018, 2018/2019 to the 3rd Quarter of 2019/2020, as the performance indicator was introduced in 2017/2018.

72 The assessment of the perceptions women within the SAPS, will feature as a distinct element of this measurement, over the medium-term.

73 This is an internal perception-based performance indicator, which will be developed during the first 6 months of 2020/2021, including the establishment of a performance measurement mechanism/capability (which does not currently exist), baseline and 5-year target. The Department will, however, provide performance information, in respect of the performance indicator for the first semester of 2020/2021.

74 A period of approximately 6 months of data is required for the development of an appropriate baseline, to inform the development of a target.

75 The SAPS Corporate Governance Framework is based on the King IV Principles and Recommended Practices.

Outcomes	Suboutcomes	Performance Indicators	Baseline	5-year Target
		» Audit opinion on the SAPS' annual predetermined objectives and financial statements by the AGSA	<p>The AGSA did not provide a qualified opinion on predetermined objectives (PDOs) in the 2018/2019 annual report (AR) of the Department</p> <p>The AGSA expressed a qualified opinion on the SAPS' financial statements, as reflected in the 2018/2019 AR</p>	Clean audit opinion by the AGSA for the Department, in respect of the PDOs and Financial Statements

10.3 Explanation of Planned Performance over the Five-Year Period

The SAPS' impact statement for 2020 to 2025, namely; *“a safe and secure environment that is conducive for social and economic stability, supporting a better life for all”*, emphasises the crucial role that safety and security plays, within the overall social and economic development of the country, which is elaborated on within the MTSF 2019 to 2024, whose ultimate goal is *a better life for all in South Africa*. The improvement of safety and security requires an integrated, multisectoral response, however, the SAPS' constitutional mandate, as per Section 205(3) of the Constitution and the organisational vision, provide a clear indication that it has a leading role to play, in this regard. The SAPS has identified five outcomes that must be achieved, in order for the change, which is implied within the impact statement to be realised. These outcomes are aligned with the organisation's constitutional mandate and comprises four external outcomes and one internal outcome.

The SAPS will *ensure the upholding and enforcing of the law, as a key contribution to the asserting of the constitutionally grounded authority of government*. The democratic principles underlying the functioning of the South African State and the political dispensation of the country, are assured by the Bill of Rights. The SAPS' role in upholding and enforcing the law, will, therefore, be done within the context of a democratic policing approach. The incorporation of the MTSF 2019 to 2024 outcomes, is predicated on ensuring *increased feelings of safety in communities*, within the context of the application of objects of policing. The *stabilisation of areas with high levels of crime or areas that have been identified as hotspots, due to the prevalence of specific crime-related threats*, thereby requiring an unconventional approach to the policing of these areas, is a key element of this outcome. The *ensuring of internal stability* within the country, from a public order point-of-view, *based on the rights enshrined within the Constitution*, will contribute significantly to increased feelings of safety in communities at the assurance that the State's authority is being affirmed. This outcome will also focus on *ensuring an appropriate balance between trade and security, at the country's ports of entry* and, as per the SAPS' mandated functions, *protecting and securing identified dignitaries and government interests*. Public perceptions of the SAPS' effectiveness in the execution of its mandated functions, will be essential in the identification of areas where improvement, over the medium-term, is required, not only in respect of the management of perceptions but critically, in the execution of the organisation's mandated functions. It needs to be noted that the perceptions that vulnerable groups and in particular those that women and children have, with regard to the SAPS' effectiveness in the execution of its mandated functions, will feature as a distinct element of this measurement, over the medium-term.

The objects of policing provide the SAPS with the sole mandate for the investigation of crime that is reported by people in South Africa or which is detected and reported to the SAPS, by various entities. The focus of this high-level function, over the medium-term, will, however be on the *thorough and responsive investigation of reported crime*. The country is currently grappling with crippling effects of *serious corruption and fraud*, which necessitated its prioritisation in the MTSF 2019 to 2024. The public simply wants to see concrete action taken by the CJS, in response to the multitude of allegations of serious corruption and fraud in both the public and private sectors, which have surfaced in the recent past. The MTSF 2019 to 2024 also prioritises the *reduction of violent crime and levels of violence crime against women and children*, within the context of the requirement that feelings of safety and security in communities are improved, which necessitates the thorough and responsive investigation of crimes, in this regard, reported to the SAPS. The incidence of organised crime and commercial crime pose a threat to individual communities, as well as to the economy of the country. This outcome will, therefore also focus on achieving *reduction in the incidence of organised crime and serious commercial crime*. The conviction rates for various crime categories that are utilised by the SAPS, include a requirement that the case docket management process be effectively managed but also includes an inherent dependency on the DoJCD and the NPA, in terms of the court and prosecutorial processes. These indicators are outcome-based in that they measure the achievement of the application of the crime detection process by the SAPS and the aforementioned processes that are driven by the DoJCD and the NPA.

The crimes that are reported to the SAPS, cannot be thoroughly investigated without the *comprehensive utilisation of forensic investigative aids*, which are provided by the SAPS' Forensic Services capability. The degree to which the SAPS achieves the thorough and responsive investigation of crime, can only be determined by testing the perceptions of those who have reported crimes to the organisation, for investigation, hence the inclusion of an outcomes-based performance indicator that will assess levels of satisfaction with the SAPS's investigation of crime, over the medium-term.

The assessment of the perceptions that vulnerable groups and, in particular those of women and children, have with regard to levels of satisfaction with the investigation of crime, will feature as a distinct element of this measurement, over the medium-term.

The role of crime intelligence in the prevention, combating and investigation of crime, is not specified with the objects of policing but is implied as a key success underlying the effective execution of the organisation's mandated functions. The implication of the inclusion of intelligence-led policing, as an outcome, is that crime intelligence will directly support the execution of all the SAPS' mandated functions, by the provisioning of proactive or reactive intelligence. The value added by intelligence, to any law enforcement agency or government department, is notoriously difficult to determine, as not all of the intelligence that is provided is intended to be directly actionable. However, the appropriate test of this value-add, will be the *perceptions that the end-users have of this intelligence*, within the context of the execution of their mandated functions and the extent to which *intelligence reports that are provided to end-users, are actually utilised or operationalised*. In addition, the down-management of crime threats identified by the SAPS' Crime Intelligence capability, will contribute to the institutionalisation of an intelligence-led approach to policing. This outcome will also include the SAPS' counter-intelligence function, the measurement of which will be determined by assessing the *percentage of SAPS employees, in prioritised positions, such as key managerial positions or identified vulnerable areas, which have been vetted, in accordance with the MISS requirements of the post*. An intelligence-led approach to policing also requires cooperation with international intelligence agencies on police and security-related matters, which includes the conducting of targeted *cross-border operations and the arrest of identified transnational crime suspects*.

The fundamental principle that underlies a democratic approach to policing, is a *collaborative and consultative approach to all aspects of policing*, which implies that citizens are actively involved in their own safety and security. The degree to which citizens are prepared to get involved in policing is largely dependent on the extent to which they *trust the police*. The SAPS cannot oblige individuals or communities to become actively engaged in their safety and security, nor can it explain the efforts it has gone to, to exact this active collaboration. It simply requires that the SAPS does everything in its power to enhance its professionalism and levels of active engagement and then enquire about the degree to which individuals and communities are prepared to work with the police, based on trust relationships that have been established and communities' perceptions of the level of the SAPS' professionalism. While the stabilisation of identified high crime areas or hotspots requires a resource-driven, unconventional approach to policing, the *normalisation of identified areas* implies that the allocated policing capability, working in collaboration with all sectors of society, including local government, is capable of providing a policing service, that is aligned with the SAPS' mandated functions. Policing is a complex function that requires direct engagement between those providing the policing service and those who allow the policing service to be provided to them. The complex nature of policing, which is geographically dispersed throughout the country, combined with the fact that policing is a human resource-driven activity that is provided to diverse communities, implies that dissatisfaction with the policing service and those who provide it, will occur, in the form of service complaints that are registered with the organisation or other entities. The SAPS has prioritised *the management of service complaints related to GBVF* and as a result, has included a performance measure, in this regard. The SAPS has also prioritised the development and implementation of an electronic complaints management system, during the period 2020 to 2025, which will be managed within the context of the Departmental AOP, with the intention of formalising the measurement of the management complaints in the SAPS' APPs.

The achievement of the four outward-looking outcomes, is reliant on the *establishment of a professional and capable SAPS*. This outcome incorporates two important elements. A *professional police service* relates primarily to the manner in which the policing service is provided and the care taken by the organisation to promote the well-being of its employees. A *capable police service* is one whose members have the requisite skills and attitude to provide a policing service that is aligned with the organisation's constitutional mandate and which, at least, meets the expectations of the beneficiaries of the service that it provides. Policing is intrinsically labour intensive in nature, which implies that the human resource capability available for policing, should be commensurate with the policing requirement. The human resource requirement drives the requirements associated with all other categories of resources, including infrastructure and capital assets; physical, technological resources. Historically, the provisioning of all categories of resources has been negatively affected by the skewed allocation of all resources, which has resulted in inherent resource imbalances and compromised service delivery to certain communities. The *assessment of the distribution of all*

resources, in accordance with the resource distribution criteria that is applicable to each category, will ensure that *the police are adequately resourced, in accordance with the actual demand for resources*. A capable police service also requires that the provisioning of training and refresher training that is commensurate with the skills demand as determined by members at the frontline of service delivery. An *annual impact assessment* of the value added by the multitude of *skills development initiatives* offered by the SAPS. This impact assessment will allow for the adjustment of the SAPS' training portfolio, in accordance with the requirements associated with democratic policing, linked to the implementation of the SAPS' constitutional mandate.

The NDP requires that *“police officers’ value their jobs”*, which places an obligation on the organisation to provide an appropriate working environment for its members and the families that support them. The SAPS will, therefore, prioritise the enhancement of the well-being of its employees and *consult internally, to test employees’ opinion on the extent to which the organisation tangibly improves their well-being*.

The geographical placement of the SAPS' service points has a direct impact on the accessibility to and, therefore, the quality of the services that it provides. The increasing of the organisation's geographical footprint cannot be done by traditional means, due to the cost involved in the construction of police stations, as service points and the dependency that the SAPS has on the Department of Public Works (DPW). The *number of new service points established to improve access to policing*, will, therefore, be measured over the medium-term, as an integral part of improvement of the capability of the SAPS to deliver its services.

Sound corporate governance is a key dimension of the establishment of a professional and capable SAPS, as it guides and regulates the internal functioning of the Department, in addition to its commitments to and engagements with external stakeholders. The SAPS will ensure the *establishment, implementation and assessment of the extent of compliance with a corporate governance framework*, based on the King IV but that is customised for application within a service-orientated environment.

The *outcomes-based measurement of levels of professionalism within the SAPS, from both an external, service beneficiary point-of-view but also an internal perspective*, will be used to gauge the extent to which the SAPS has improved its professionalism and the extent of the corrective action required to ensure the sustained improvement of professionalism within the organisation.

The SAPS will utilise the *organisational interventions specified within key strategies and high-level plans*, over the medium-term, to accelerate its outcomes-based performance as the outcomes-based performance indicators that have been included in Part C: Measuring our Performance, are supported directly by various key strategies and high-levels plans. In addition, the *establishment of sound corporate governance*, which includes aspects related to *performance management and accountability*, will enhance organisational performance during 2020 to 2025.

While individual performance measurements have been identified for each of the five outcomes, as elaborated on above, it is essential that they be viewed holistically, as inter-related requirements that underly the achievement of the change that the SAPS wants to achieve, as reflected in the impact statement.

11. Key Risks⁷⁶

Outcome	Key Risks
1. The law upheld and enforced, to underpin the stamping (asserting) of the authority of the State	High levels of fraud and corruption in the private and public sectors.
	Unreliable power supply (load-shedding), impacting negatively on the SAPS' ability to effectively implement policing control activities, due to compromised visibility.
	Ineffective border management (porous borders).
	Moral fibre degeneration.
	Heightened community protests with regard to services rendered at local, provincial and national government levels.
2. Thorough and responsive investigation of crime	Declining confidence in the effectiveness of CJS (decline in public's confidence in the SAPS' investigative ability).
3. Intelligence-led policing	Cyber-attacks/threats (data breaches, malicious software).
	Globalisation - spawning and rapid growth of transnational crimes.
4. Collaborative and consultative approach to policing	Growing income disparity and inequality (socio-economic factors, high unemployment).
	Rapid urbanisation results in a strain on local policing resources and the impact on police visibility.
	Poor spatial and environmental design.
5. A professional and capable SAPS	Reduced MTEF budget allocation to the SAPS.
	Inadequate service delivery by the State Information Technology Agency (SITA) (failure, delay of IS/ICT projects).

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The key risks that have been included are preliminary. They will be confirmed by management and re-published in the 2021/2022 APP. Mitigation of the strategic risks finalised during 2020/2021 will, however, be initiated through the risk management process, during 2020/2021.

ANNEXURE A – DISTRICT DEVELOPMENT MODEL

Intervention	Project Description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
1. Increased feelings of safety in communities	Participate in the establishment of Community Safety Forums ⁷⁷ (CSFs) with District Municipalities	Operational budget associated with the compensation budget	All District Municipalities that prioritise and fund CSPs and safety audits ⁷⁹	Not applicable	District Commanders, supported by Station Commanders	<ul style="list-style-type: none"> » Local Government and role-players identified by local government and the SAPS, to participate in safety audits and CSPs » Provincial Government » Department of Cooperative Governance and Traditional Affairs (DoGCTA) » Department of Social Services » Civilian Secretariat of Police Services (CSPS) » Provincial Departments of Community Safety and Liaison
	Cooperate with CSFs in the development, implementation and monitoring of CSPs, guided by the Local Crime Prevention Framework and Traditional Policing Concept ⁷⁸					
	Cooperate with CSFs in the execution of safety audits					
	Ensure functional CPFs, in support of CSFs					

The **Local Crime Prevention Framework** will comprise, *inter alia*, the following initiatives:

- Community mobilisation against crime
- Road safety
- School safety
- Gender based violence
- Substance abuse interventions
- Rural safety
- Victim profiling and victim empowerment
- Improved visibility of the SAPS

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The Implementation Framework for the 2016 White Paper on Safety and Security – A Strategy for Building Safer Communities, provides guidelines on ensuring active community participation, at local levels, through CSFs. The approach over the period 2020 to 2025 will be to engage with all District Municipalities with regard to the listed project interventions.

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The Traditional Policing Concept forms part of the SAPS' Community Policing Strategy.

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The SAPS' collaboration in the District Development Model was piloted in the OR Tambo, eThekweni and Waterberg District Municipalities in 2019.

ANNEXURE B – FIVE-YEAR SERVICE DELIVERY IMPROVEMENT PLAN

The Service Delivery Improvement Plan (SDIP) has been developed, in response to the requirements of the Public Service Regulations, 2016 and relevant government policy, including the White Paper on the Transformation of the Public Service and the White Paper on Transforming Public Service Delivery.

The purpose of the SDIP is to improve services to the community. Service delivery improvement is a government priority.

Improving service delivery to the public is an integral part of the continuous transformation programme of government. The aspects of transforming service delivery to the public are stipulated in the White Paper on Transformation of Public Service, 1995. This White Paper identifies eight key performance priorities, key amongst them is transforming service delivery to meet basic needs and redress past imbalances. These key priorities necessitated the development of a SDIP by departments.

The 2016 Public Service Regulations, Section 38, provides that an executive authority shall establish and maintain a SDIP aligned to the strategic plan contemplated in Regulation 25. In addition, the White Paper on Transforming Public Service Delivery (Batho Pele), 1997 states in paragraph 7.1.5, that the SDIP must be approved by the relevant executing authority.

The SDIP aims to provide a focused approach to continuously, improve on prioritised services, in line with the Batho Pele Principles, which serve to ensure effective and efficient service delivery.

The SDIP forms part of the strategic planning process and as such, is aimed at supporting the achievement of the strategic priorities of the Department. A five-year SDIP will be developed supported by a yearly SDIP Plan. The following services have been identified and will be prioritised for improvement during the MTSF.

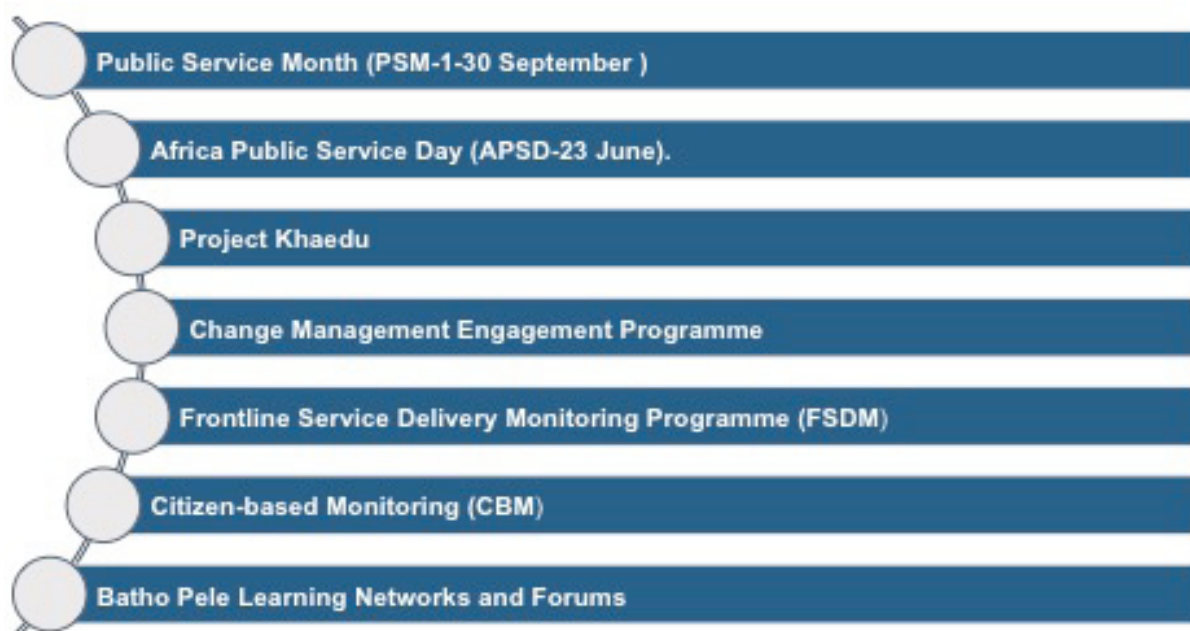
These key services require focus and commitment. This will also support the key areas (key drivers), which were highlighted by the Minister of Police, General BH Cele (MP).

Key services for prioritisation, informed by the Minister’s Priorities



Service	Key Focus Areas
Minister’s Key Priorities: Police visibility, training and capacity building, police moral and community mobilisations	
Outcome: Upholding and enforcing the law in support of the stamping (asserting) of the authority of the State	
Provide police assistance to clients who lodge complaints, according to set standards	<ul style="list-style-type: none"> » Management of queues at police stations » Implementation of Suggestion Boxes » Management of complaints for poor service delivery » Conduct client satisfaction surveys » Prioritisation of complaints to the community
Minister’s Key Priorities: Police resources, alignment and availability	
Outcome: Thorough and responsive investigation of crime	
Provide basic support to victims of crime	<ul style="list-style-type: none"> » Referrals of victims of crime for basic support » Conduct crime awareness campaigns, including awareness to disabled communities » Empower members on the Victims of Crime Charter » Improve victim-friendly facilities
Ministers Key Priorities: Technology in the 4IR and communication	
Outcome: Thorough and responsive investigation of crime	
Provide feedback to complainants, on reported cases.	<ul style="list-style-type: none"> » Communication with clients by the investigating officer » Improve feedback to victim/complainant » Branch Commander to conduct regular inspection of dockets » Conducting inspections of case dockets » Closure of case dockets » Safeguarding of case dockets, evidence and equipment
Ministers Key Priorities: Police visibility, training and capacity building, police resources, alignment and availability, police moral and community mobilisations	
Outcome: Collaborative and consultative approach to policing	
Provide basic police initiated services to communities.	<ul style="list-style-type: none"> » Implementation of Service Charters at all levels » Improved police visibility » Services to disabled communities » Police/public partnerships » Update station profiles » Implement rural safety » Implement sector policing » Implement school safety programmes
Outcome : A professional and capable SAPS	
Provide support on the Service Delivery Improvement and Organisational transformation programs	<ul style="list-style-type: none"> » Responding to Frontline Service Delivery Monitoring reports » Enhance access to service points » Implement Service Delivery Improvement Action Plans at all levels » Implement Change Management, related to Batho Pele

In addition, the SAPS will implement the Batho Pele revitalisation initiatives, as directed by both the Department of Public Service and Administration (DPSA) and the DPME, through a project management approach, as dictated by the relevant time frames.



In order to ensure that improvement is realised, there will be a quarterly monitoring of all activities at all levels. It must be emphasised that the Service Delivery Improvement Action Plans were rolled out to all provinces, during the 2019/2020 financial year. To provide clarity, support and understanding of the purpose of the action plans a road show to all provinces was undertaken, to engage with station management information officials, to prepare and support all stations and provinces in implementing the action plans.

Provincial Commissioners and Station Commanders will, over the next five years, be assessed on the implementation of these action plans towards developing standards and improving services that have been prioritised. The identified services will help the organisation in maintaining a focused approach that will ensure that the strategic objectives are realised.

In addition, the SAPS will support the implementation of the five-year SDIP through the following mechanisms, yearly and as mandated through the Public Service Regulations, as follows:

SDIP Implementation Mechanism

The implementation of the SDIP will be coordinated through a yearly SDIP, which will be incorporated into the APP of the SAPS, targeting each of the five years, of the MTSF. The stations, provinces, divisions and components will be responsible for managing the actions required to improve the five prioritised services.

The annual assessments conducted by the DPSA, through the Operations Management Framework, will also be used to assess the SAPS' extent of compliance with the SDIP directives.

Quarterly reports on the SDIP Plan will inform the National Commissioner and related stakeholders on the progress, implementation gaps, as well as remedial action to be taken.

The SAPS will develop Service Delivery Improvement Action Plans at all three levels of the organisation, to ensure that improvement is realised at the grassroots, regarding the five prioritised services. These plans will be as follows:

- Station Service Delivery Improvement Action Plans.
- Provincial Service Delivery Improvement Action Plans.
- Divisional/Component Service Delivery Improvement Action Plans.

Annual Reporting

The stations, provinces and divisions will be responsible to deliver on the planned activities in the Service Delivery Improvement Action Plans on a quarterly basis. Reporting templates, as well as guidance will be provided, which would include the set timelines prescribed.

In addition, the SAPS will provide an SDIP AR, as prescribed by the Public Service Regulations to the DPSA, on commitments made in the Annual SDIP, at the end of each financial year. The annual reporting on the SAPS' SDIP will be included, in the SAPS' AR.



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