

# Annual Report

2011/12



police

Department:  
Police  
REPUBLIC OF SOUTH AFRICA

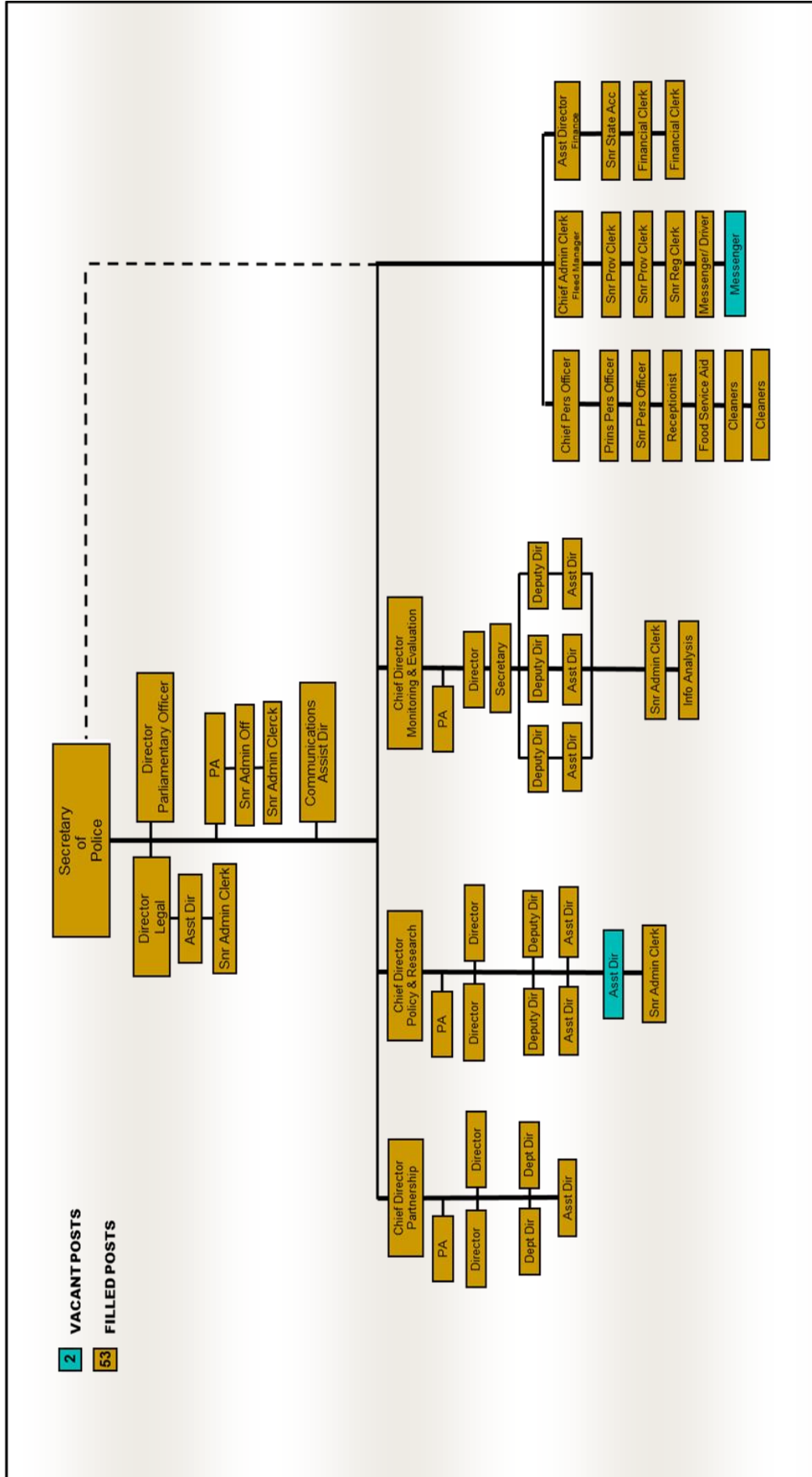
CIVILIAN SECRETARIAT FOR POLICE

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# CIVILIAN SECRETARIAT OF POLICE

Period: 2011/04/01 to 2012/03/31



# 1. GENERAL INFORMATION

## Vision

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

## Mission

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

## Values

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

### OUR RELATIONSHIP WITH PARLIAMENT

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

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

### OUR RELATIONSHIP WITH THE PUBLIC

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

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

### OUR RELATIONSHIP WITH OUR COLLEAGUES

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

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

## PERFORMANCE OF OUR DUTIES

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

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

## OUR PERSONAL CONDUCT AND PRIVATE INTERESTS

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

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

## Legislative mandates

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

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

## The Constitution of the Republic of South Africa, 1996

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

## The Civilian Secretariat for Police Service Act, 2011

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

### *The Act provides, amongst others, for –*

- The establishment of a Civilian Secretariat for Police by the Minister of Police as a designated department at national level.
- The appointment, duties and functions of the Secretary of Police.
- The powers and functions of the Civilian Secretariat for Police.
- The responsibility of each MEC responsible for policing in the province to constitute a provincial secretariat for that province within 18 months after the commencement of the Act. Provinces will have until May 2013 to establish provincial secretariats.
- The establishment of provincial secretariats which are mandated to cooperate with the Secretariat at national level in terms of coordinating the monitoring and evaluation of the SAPS at local and provincial levels. It further clearly spells out provincial and national communication with regard to lines of reporting.

### Entities reporting to the Minister of Police

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

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

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

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

## 1.1 Information on Predetermined Objectives

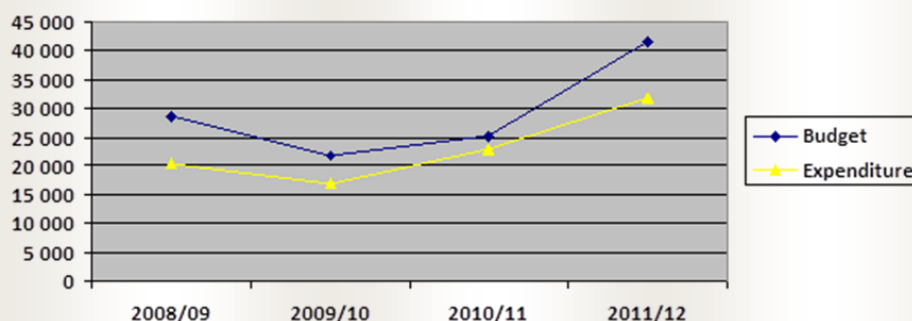
### 1.1.2 Overall Performance

**Table 1: Budget: Actual Allocation and Expenditure FY 2011/12**

| Item             | Budget Requested (R'000) | Actual Budget Allocation (R'000) | Actual Expenditure (R'000) | Underspent/Overspent (R'000) | % of Underspent/Overspent |
|------------------|--------------------------|----------------------------------|----------------------------|------------------------------|---------------------------|
| Programme Budget | 13 992                   | 14 206                           | 11 770 (83%)               | 2 436                        | 17%                       |
| Personnel Budget | 27 565                   | 27 565                           | 20 163 (73%)               | 7 402                        | 27%                       |
| <b>TOTAL</b>     | <b>41 557</b>            | <b>41 771</b>                    | <b>31 933 (76%)</b>        | <b>9 838</b>                 | <b>24%</b>                |

The Civilian Secretariat for Police does not have a separate Vote and operates as a cost centre under the SAPS Programme 1: Administration.

**Graph 1: Budget and expenditure patterns of the Civilian Secretariat for Police from 2008/09 (R'000)**

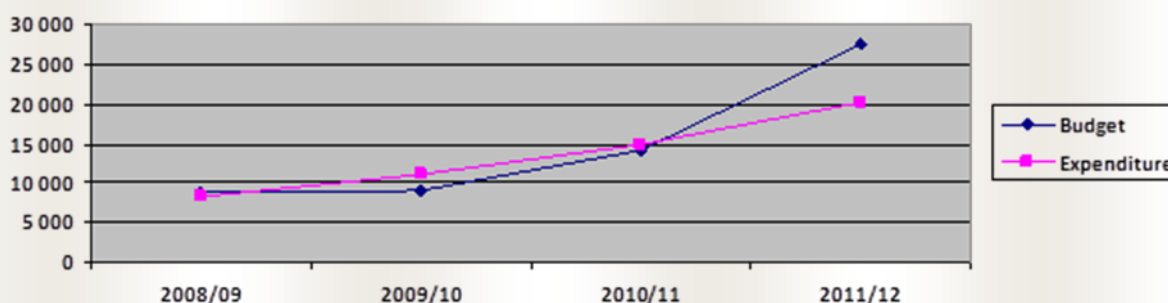


The spending pattern of the Civilian Secretariat reflects that in 2008/09 it spent 72% of its total budget. Major under-spending was reflected in its Operational Programme budget (which was 40% under spent). In 2009/10 the spending patterns improved slightly with 77% of its budget being spent. As with the previous year the under spend was due to lack of spending in the Operational Programme budget (where the Secretariat only spent 46%).

Although during 2010/11, the spending patterns improved significantly with the Secretariat spending 90% of its budget, there was still an under spend on its operational/programme budget.

During the 2011/12 financial year the Civilian Secretariat for Police under spent on its budget by 24%. The main reason for the under spend was related personnel costs (which was 27% under spent). Spending patterns related to the Operational Programme budget of the Secretariat improved during this financial year with 83% of the budget being spent.

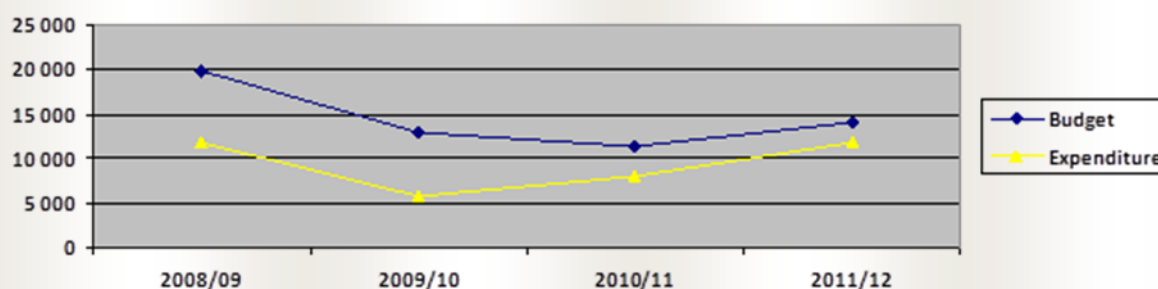
**Graph 2: Budget and expenditure on Personnel (R'000)**



The under spend on personnel was related predominately to the late finalization of the new organizational structure of the Secretariat which was initially finalized with DPSA and the Secretariat in October 2011 but only signed off by the Ministers' of Finance and of Public Administration on 27 March 2012.

The Civilian Secretariat for Police had anticipated the structure being finalized by November 2011 when it was presented to the Minister of Police and had therefore budgeted for the structure being in place by January 2012. According to the DPSA regulations, no post can be advertised until the organizational structure is signed off by the Minister of Public Service and Administration.

**Graph 3: Operational/Programme Budget and Expenditure since 2008 (R'000)**



The Civilian Secretariat for Police has over the last four years consistently underspent on the Operational Programme budget. During the 2011/12 financial year the Civilian Secretariat spent 83% of its operational budget. While this is a significant improvement on previous years more work still needs to be done in this area.

The under spend on the Operational budget was a result of the following:

- Under spending of 22% on the Support Service sub-programme.. The under spend was related to:
  - R121 000 which was budgeted for the advertising of new posts based on the approved organizational structure.
  - R308 000 that was not spent on staff training due to postponements of PALAMA training and delays in appointment of new staff.
  - R371 000 for purchase of furniture for new staff that was not spent because of delays in the appointment of new staff.
- Under spending by the Monitoring an Evaluation Unit (M&E) by 51% due to delays in the development of the National Monitoring & Evaluation Tool (NMET) database for which the Secretariat had budgeted R1 634 422.

**Table below reflecting a breakdown of expenditure per programme for 2011/12**

| Programme                 | Budget 2011/12 (R'000) | Actual Expenditure 2011/12 (R'000) | % Under/Over Spend |
|---------------------------|------------------------|------------------------------------|--------------------|
| Administration:           | 34,579                 | 26,377                             | 24%                |
| - Office of the Secretary | 3,315                  | 3,315                              | -                  |
| - Support Services        | 3,699                  | 2,899                              | 22%                |
| - Personnel               | 27,565                 | 20,163                             | 27%                |
| Policy & Legislation      | 1,593                  | 1,592                              | -                  |
| Monitoring & Evaluation   | 3,210                  | 1,576                              | 51%                |
| Partnerships              | 2,389                  | 2,388                              | -                  |



## 1.2 Summary of Programmes

### 1.2.1 Programme I: Administration:

The purpose of the programme and its sub-programmes is to ensure the Secretariat functions effectively and is able to assist the Minister of Police in fulfilling his role as Executive Authority. The sub-programmes are also responsible for managing and providing corporate functions to the Secretariat, which relate to the rendering of human resource services, financial management and reporting, supply chain management, communication services and auxiliary services. The Programme: Administration falls under the direct control of the Secretary of Police and includes the Office of the Secretary.

### 1.2.2 Programme II: Policy and Legislation

The purpose of this programme and its sub-programme is to undertake research, develop policies and provide strategic policy advice to the Secretary of Police.

### 1.2.3 Programme III: Monitoring and Evaluation

The purpose of this programme is to provide efficient and effective oversight over the SAPS by conducting monitoring and evaluating services. This is achieved by conducting visits at various SAPS sites, coordinating M&E activities between the national and provincial spheres of government and through partnerships with various stakeholders.

### 1.2.4 Programme IV: Partnerships

The purpose of this programme and its sub-programmes is to mobilize role players, stakeholder and other partners in the fight against crime. This is done through deepened social dialogue and participation in crime prevention and safety projects as well as through engagements with communities and social partners on strategies and programmes aimed at enhancing safety and combating crime.

## 1.3 Key strategic objectives of the Secretariat

- To provide quality, timeous evidence-based strategic research and policy advice to the Minister
- To play an activist and interventionist role with regard to civilian oversight of the Police
- To develop and contribute to a global view on police practices and methodologies
- To develop and build strategic partnerships in the fight against crime
- To strengthen the national dialogue and relationships on safety and crime prevention
- To initiate policy driven legislation on policing and security matters
- To perform any other functions as may be determined by the Minister

## 1.4 Key strategic objectives achievements

- The Civilian Secretariat for Police Service Act was enacted in December 2011.
- The Secretariat organogram was approved by the Minister of Police and signed off by the Minister of Public Service and Administration on 27 March 2012.
- The civilian oversight mandate of the Secretariat was achieved by increasing its target of police station visits from 100 to 155.
- There have been engagements with a variety of stakeholders and communities with the purpose of strengthening partnerships in the fight against crime. In particular the engagements surrounding the implementation of Community safety Forums (CSFs) have resulted in provinces starting to roll out CSFs at a provincial level.
- A number of key policy papers and documents have been developed some of which have been used to draft legislation.
- Research has been undertaken into a number of policing areas and this has been used to inform the review of the White Paper.

## 1.5 Overview of the service delivery environment for 2011/12

The Secretariat significantly improved its levels of programme performance despite its small staff component. The enactment of the Civilian Secretariat for Police Service Act has given the Secretariat full powers and responsibility to interact with provincial departments of safety as well as with the South African Police Service.

Engagements with Provincial departments of Safety and Liaison have led to the development of Customized Sector Indicators being concluded and approved by National Treasury. This will allow for alignment of budgets and programmes at both National and provincial level with the mandate and functions outlined in the Civilian Secretariat for Police Act.

The enactment of the Civilian Secretariat for Police Act has also enabled the Secretariat to access and engage with information and processes with SAPS that better enable the Secretariat to fulfill its mandate.

The Civilian Secretariat because of its oversight and policy mandate receives directives from the Minister and the Portfolio Committee to undertake specific projects or programmes, a number of which fall outside the annual planning processes, and therefore requires the Secretariat to reprioritize its plans.

Within the service delivery environment and in terms of the Civilian Secretariat for Police Act, the Secretariat is also responsible for overseeing the implementation of effective complaints management systems by the SAPS. However the Secretariat itself has had to address and attend to complaints received from both the public and members of Parliament. During the 2011/12 financial year more than 500 complaints were addressed by the Secretariat.

A key aspect of the mandate of the Civilian Secretariat is to conduct oversight over the police. For this oversight to have impact, it is important that its recommendations are addressed by the SAPS. To deal with these issues, a compliance forum is in the process of being initiated between SAPS and the Secretariat. This forum will evaluate the implementation of recommendations made by the M&E Unit.

In order for the Secretariat to be able to effectively address both its oversight functions and its policy development, the Secretariat has had to collaborate and work with SAPS and address gaps identified. This has at times resulted in the Secretariat becoming involved in projects and processes that are operational in nature. One example of this is the monitoring of the firearms licensing process.

There have been gaps in the development of policy frameworks within the department over the last five years largely due to the dysfunctionality of the Secretariat. As a result, the Policy Unit has faced additional pressure in the development of policies.

Added to this, policy development requires the full engagement and participation of both SAPS and other stakeholders for policies to be relevant. The lack of optimal engagement often delays the finalization of policies.

The community partnership process began to operationalise its activities during the 2011/12 financial year with the finalization of guidelines for CPFs and the approval of a policy on CSFs. The Partnership Unit, like the oversight section of the Secretariat is also forced to embark on engagements and processes based on both the needs of the Minister of Police and on developments at community level. A number of these processes and engagements also fall outside the annual planning processes and become *ad hoc* projects and programmes that have to be undertaken by the Secretariat.

The work of the Secretariat entails effective and structured engagements with external role players and stakeholders. Based on this, structured reference groups have been established, particularly with regard to policy and research development and the implementation by SAPS of the Sexual Offences, Child Justice and Domestic Violence Acts.

## 1.6 Overview of the organizational environment for 2011/12

The Civilian Secretariat for Police Service Act was promulgated on 1<sup>st</sup> December 2011, except for the sections that provide for the Civilian Secretariat becoming a designated department and the Secretary of Police becoming the accounting officer of the Civilian Secretariat. When the Civilian Secretariat becomes a designated department, this will be a major milestone in the history of the Secretariat due to the structural separation and budgetary autonomy from the SAPS. The Civilian Secretariat is currently operating as a cost centre of the SAPS.

The Secretariat organogram has undergone a revision in order to respond to the obligations placed on it under the Civilian Secretariat for Police Service Act. The revised organizational structure has been approved by the Minister of Police and signed off by the Minister of Public Administration, and makes provision for the appointment of additional personnel. The result of this will be an increase in the staff complement from 55 to 110. The role and impact of the Civilian Secretariat has improved significantly since 2009, despite its current lack of optimal personnel capacity.

There have been a number of workshops held with Provinces regarding the alignment of the provinces with the Civilian Secretariat for Police Act and the establishment of Provincial Secretariats. The majority of provinces have already begun redesigning their structures at a provincial level to allow for the establishment of provincial secretariats. In addition provincial forums have been established to address oversight, research and partnerships and this process has allowed the Civilian Secretariat to make use of provincial departments to meeting its mandate more effectively.

## 1.7 Key policy developments and legislative changes

The Civilian Secretariat for Police Act of 2011 not only empowers the Secretariat to fulfill its constitutional mandate but also makes provision for the Secretariat to become a designated department. Currently the Secretariat operates as a cost centre under Programme 1: Administration of the SAPS and the Secretariat has been aligning its processes and planning with the new Act.

The IPID Act which was passed in 2011 but which will only come into operation in 2012/13 transforms the IPID into a strong investigative body. The oversight functions of the Secretariat become all the more important as the new IPID will focus primarily on investigations against SAPS members.

The Civilian Secretariat Act also places the responsibility of monitoring the implementation of the Domestic Violence Act (DVA) by SAPS, with the Secretariat.

## 2. PROGRAMME I: ADMINISTRATION

*The purpose of the programme and its sub-programmes is to ensure the Secretariat functions effectively and is able to assist the Minister of Police in fulfilling his role as Executive Authority. The Corporate Services of the Secretariat relate to the rendering of human resource services, financial management and reporting, supply chain management, communication services and auxiliary services.*

The Programme: Administration includes the Office of the Secretary that falls under the direct control of the Secretary of Police.

### 2.1 Sub-programme: Office of the Secretary

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

| PERFORMANCE INDICATOR  | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS  |
|--|-----------------------------------|--------|--|
|  | TARGET                            | ACTUAL |  |
| Facilitate MINMEC meetings   | 4                                 | 4      |  |
| Joint consultative IPID/Secretariat forum meetings                             | 4                                 | 4      |  |
| Facilitate the development of the strategic plan                               | 1                                 | 1      |  |
| Facilitate Provincial HOD meetings   | 4                                 | 4      |  |
| Convene Heads of Secretariat meetings  | 4                                 | 0      | Provincial secretariats not established yet                            |
| Facilitate development of Annual Performance Plan                              | 1                                 | 1      |  |
| Performance assessments signed with Chief Directors on the Police              | 3                                 | 3      |  |
| Accountability reports & presentations to Portfolio Committee                  | 2                                 | 2      |  |
| Facilitate development of Annual Report  | 1                                 | 1      |  |
| Facilitate development of Quarterly Reports                                    | 4                                 | 4      | In line with new Act Quarterly Reports will be submitted to parliament |
| Percentage compliance with DPSA Performance Management System                  | 100%                              | 100%   |  |
| Ensure budget alignment with operational and strategic plan                    | 2                                 | 2      |  |
| Ensure Secretariat compliance with the PFMA                                    | 100%                              | 100%   |  |
| Implement approved project plans for Special Projects                          | 2                                 | 2      |  |
| Attendance and reporting to parliament and other committees                    | 100%                              | 100%   |  |
| Development and implementation of a communication strategy for the Secretariat | 1                                 | 1      |  |
| Provincial APP's alignment workshops completed                                 | 1                                 | 1      | Customized sector indicators signed off by provincial HOD's            |

The Secretary of Police is required in terms of the mandate of the Secretariat to provide support and assistance to MINMEC which is established to coordinate meetings between provincial Member of the Executive Council (MEC) and the Minister of Police. During 2011/12 financial year the Secretariat developed a reporting format for MINMEC meetings that will allow for more structured input by provinces into the development of policing priorities, and ensure that issues faced by provinces are addressed at a national level.

Linked to the role of provinces regular, meetings with Heads of Provincial Departments of Safety have ensured the buy-in and support of most provinces with regard to the implementation and alignment of functions related to the Civilian Secretariat for Police Act.

Also during the 2011/12 financial year, the office of the Secretary for Police was required to begin to align the Secretariat Strategic and Annual Performance planning process with National Treasury prescripts and processes. This has also required putting in place improved budgeting process within the Secretariat.

## 2.2 Sub-programme: Human Resource Management

**Strategic Objective: An effective human resource management service in place and the management of the human resources capacity and development within the Secretariat**

| PERFORMANCE INDICATOR   | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS   |
|---|-----------------------------------|--------|---|
|   | TARGET                            | ACTUAL |   |
| Develop and manage employee health and wellness policy  | 1                                 | 1      |   |
| Percentage of staff complement appropriately remunerated monthly in terms of PERSAL           | 100%                              | 100%   |   |
| Human Resource Management Plan  | 1                                 | 1      |   |
| Human Resource Development Plan   | 1                                 | 1      |   |
| Diversity Management Policy   | 1                                 | 1      |   |
| Code of Conduct and Disciplinary Procedures   | 1                                 | 1      |   |
| Percentage of critical vacant posts in terms of new approved structure filled within 3 months | 100%                              | 98%    | 1 ASD Policy and Legislation position not filled as no suitable candidate was identified<br>1 messenger position not filled |
| Skills Audit conducted and report compiled  | 1                                 | 1      |   |
| Development WSDP  | 1                                 | 1      |   |

During the period under review, the organizational structure of the Secretariat was reviewed to meet the demands of the Secretariat for Police Service Act, 2011. The new organizational structure was officially approved on the 27 of March 2012. In terms of the new approved structure, the Secretariat will have 110 posts. The first phase of filling of the approved and funded posts commenced at the end of March 2012.

The restructuring and re-organization of the Secretariat will significantly improve the Secretariat's personnel capacity to deliver on its key strategic objectives. In terms of the recruitment plan, all vacant and funded posts in the approved structure will be filled by the end of the 2012/ 2013 financial year.

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

The members of the Secretariat staff are all appointed in terms of the Public Service Act, 1994. The systems that are applied, however, are that of the SAPS, including the payment of salaries of staff, as the Secretariat still operates as a cost centre of the SAPS. A Human Resource Management plan was approved and submitted to DPSA and this plan serves as the Secretariat's management framework. Human Resource policies have been developed to provide guidance to staff of the Secretariat. Additional policies will be finalized in the 2012-2013 financial year to ensure that the Secretariat complies with all obligations applicable to a department.

The Human Resource Management Policies that were developed, approved and implemented during the 2011/12 financial year include:

- Resettlement Policy
- Bursary and Training Policy
- Diversity Policy
- Employment Equity
- Employee Health and Wellness Policy
- Recruitment and Selection Policy
- Interview Policy
- Leave Policy
- Performance Management Policy
- Internship Policy
- Performance Reward Policy

In addition to the above, the Human Resources section of the Secretariat has now developed an Induction Programme and all persons employed at the Secretariat now have to undergo this induction programme within 6 weeks of being employed at the Secretariat.

All staff members at the Secretariat now also have to sign a Code of Conduct which is governed and gazetted by the Public Service Commission.

### 2.3 Programme: Supply Chain Management

**Strategic Objective: Sound corporate governance and robust supply chain services and asset management in place within the Secretariat**

| PERFORMANCE INDICATOR                                     | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS |
|---|-----------------------------------|--------|---------------------------------|
|   | TARGET                            | ACTUAL |                                 |
| Payment to creditors within 30 days of receipt of invoice | 30days                            | 30days |                                 |
| Integrity based and updated asset registers               | 100%                              | 100%   |                                 |
| Updated Secretariat supplier database                     | 1                                 | 1      |                                 |
| Develop risk management plan and provide report on risks  | 1                                 | 1      |                                 |
| Asset management and disposal plan                        | 1                                 | 1      |                                 |

The Supply Chain Management component of the Secretariat provides internal support to the Secretariat on procurement matters. In doing so, it is guided by all supply chain prescripts of National Treasury. As the Secretariat is a cost-centre of the SAPS, all documentation relating to procurement matters are submitted to the Supply Chain Division of the South African Police Service for final processing once signed off by the Secretary of Police. These documents relate to careful product / services selection, requisitions and ordering. The verification of supplier invoices and payment processes are done internally with the Finance Unit of the Secretariat and submitted to the SAPS for final payment within 30 days of receipt of invoice.

The asset and inventory management of the Secretariat is done by members of the Secretariat. The management of the assets of the Secretariat has improved and all the assets have now been captured on the Asset Register of the Secretariat. The disposal of assets is done in terms of a plan.

During the 2011/12 financial year the Supply Chain Management section together with Finance developed and implemented the following policies, plans and registers:

- Cellular and landline policy
- Travel and subsistence Policy
- Asset management and Disposal Policy and Plan
- A revised, updated and PFMA Complaint Asset Registry

## 2.4 Sub-programme: Financial Management

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

| PERFORMANCE INDICATOR  | ACTUAL PERFORMANCE AGAINST TARGET |         | REASONS FOR VARIANCE & COMMENTS |
|--|-----------------------------------|---------|---------------------------------|
|  | TARGET                            | ACTUAL  |                                 |
| Accurate and informative financial reports that assist Units in the Secretariat with expenditure trends timeously provided | 12                                | 12      |                                 |
| Monthly, quarterly and annual financial reports and risks identified and minimized   | 13                                | 13      |                                 |
| Payment to creditors within 30 days of receipt invoice   | 30 days                           | 30 days |                                 |
| Midterm budget review conducted  | 1                                 | 1       |                                 |

The Secretariat is currently still functioning as a cost center under Program1: Administration of the SAPS. With the putting into operation of the Civilian Secretariat for Police Service Act, 2011 (Act No 2 of 2011), steps are currently underway to install policies and systems that will prepare the Secretariat to operate as required as a designated department. The newly approved organizational structure has increased the number of posts in the Finance Management Unit that will be headed by a Chief Financial Officer who will be appointed in the second quarter of the 2012/2013 financial year. The Finance Management Unit will be fully capacitated in the next financial year.

The Secretariat's financial management is done in terms of the Public Finance Management Act (PFMA) and applicable regulations. The financial management and control has improved with monthly reports on expenditures and expenditure trends being submitted to line managers. As part of the transition towards becoming a designated department, the Finance Unit is working in close collaboration with the Secretariat's Supply Chain sub-component to ensure that all procurement and supply chain procedures are complied with.

The Secretariat is implementing the PAS system to ensure that inventory and assets are dealt with in accordance with the prescripts of the PFMA and in line with National Treasury regulations applicable to supply chain management. Challenges do exist in terms of proper staffing to ensure that there is division of responsibilities to minimize risks. Training is needed to enhance functional capacity.

Because the Secretariat is a cost center of the SAPS, the Auditor General's Report falls under the Annual Report of the SAPS.

Once the statutory provisions relating to the Secretariat becoming a designated department and the Secretary of Police becoming its accounting officer is put into operation, the full financial responsibilities will shift from the National Commissioner to the Secretariat.

## 2.5 Sub programme: Auxiliary Services

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

| PERFORMANCE INDICATOR   | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS  |
|---|-----------------------------------|--------|--|
|   | TARGET                            | ACTUAL |  |
| Effective and efficient registry & archive system compliant with the Archives Act and Minimum Information Security Standards (MISS) | 1                                 | 0      | File plan is completed. Systems to be put in place in 2012/13 with the assistance of National Archives |
| Percentage compliance on occupational health and safety standards in the working environment.                                       | 100%                              | 100%   |  |

All expenditure for Auxiliary Services is covered under Supply Chain Management

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

The Secretariat currently has four vehicles which are managed by the vehicle manager in accordance with the transport policy.

The building occupied by the Secretariat is under a lease managed by the SAPS. The office space, however, is maintained by the Secretariat and occupational health and safety standards are complied with. No occupational health and safety incidents have reported. The building, however, is in need of upgrading and the Secretariat is acquiring additional office space to accommodate the staff in terms of its new organizational structure.



### 3. PROGRAMME II: POLICY AND LEGISLATION

**Purpose of the programme: To provide timeous, quality and evidence based strategic research and policy advice and legislative support to the Minister of Police**

During the 2011/12 annual year this programme was broken down into two sub programmes (i) Policy and Research, and (ii) Legislation. However with the new organisational structure being approved, this Programme will during 2012/13 be broken down into three sub directorates each with their own sub-budget namely; (i) Policy Development,(ii) Research Development, and (iii) Resource Information Centre.

#### 3.1 Sub-programme: Policy and Research

**Strategic Objective: Continuous high quality, evidence-based strategic research and policy advice and legislative support to the Minister of Police**

| PERFORMANCE INDICATOR   | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS   |
|---|-----------------------------------|--------|---|
|   | TARGET                            | ACTUAL |   |
| Revised White Paper document  | 1                                 | 1      | The first draft was circulated to provinces in November 2011  |
| Finalized policy document on a single police service  | 1                                 | 1      |   |
| Policy document on private security   | 1                                 | 0      | Decision taken that policy to be drafted by PSIRA   |
| Finalized policy document on establishment of CSF's   | 1                                 | 1      |   |
| Finalized policy on police station boundaries   | 1                                 | 1      | The document was drafted and is now being incorporated into the White Paper                           |
| Analysis report on recruitment and placement policy finalized   | 1                                 | 1      | This is now incorporated into the White Paper   |
| Reports on policy arising from M&E recommendations  | 4                                 | 2      | Basic training has been incorporated into the White Paper. Firearm Management Guidelines developed    |
| Research reports on SAPS Training   | 1                                 | 1      |   |
| Research reports on areas required by the Minister  | 2                                 | 4      | DNA Database Policy, Public Order Policy, Presentation on Why Crime is so Violent, DPCI Policy Review |
| Quarterly engagements and quality reports from Reference Group  | 4                                 | 4      | Completed   |
| An integrated annual research programme for national and provincial secretariats to identify and align National research flagship projects/programmes | 1                                 | 1      |   |

| PERFORMANCE INDICATOR                                      | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS                                  |
|--|-----------------------------------|--------|--|
|  | TARGET                            | ACTUAL |  |
| Fully functional & operational Resource Information Centre | 1                                 | 1      |  |
| Draft Information Collection Development Policy            | 1                                 | 2      | Resource Centre policy & Collection Development policy completed |
| Source, analyze, store and disseminate research reports    | 4                                 | 4      |  |
| Functional and coordinated policing research database      | 1                                 | 1      |  |

The year under review consisted of provision of quality, timeous, evidence-based strategic research reports and drafting of policies in support of the operational plans of the SAPS.

- The Policy and Research Directorate had meetings with the reference group four times for the year under review for research and policy advisory purposes
- Consultation meetings with the SAPS, Provincial and National Government departments, relevant stakeholders and individual experts were convened on among others the draft White Paper on Safety and Security, the policy on SAPS Reservist's, as well as the policy on the alignment of Police Station Boundaries
- The Resource Information Centre was restructured to be relevant to the information needs and requirements of the Secretariat's programs

**Projects undertaken:**

- Revised White Paper on Safety & Security
- Policy on the Establishment of CSFs
- Policy on Police Station Boundaries
- Policy on the Establishment and Functioning of the South African Reservist Police
- A review of the Public Order Policing Policy
- A National DNA Database Policy
- Policy and research linked to the operations of the DPCI

**Research reports on areas required by the Minister:**

- The policy on Public Order Policing was approved and signed by the Minister in August 2011
- A presentation on 'Why Crime is so Violent in South Africa' was prepared for presentation to a Presidency workshop
- The policy on the establishment and administration of a National DNA Database was drafted. Once approved, the legislation will be drafted
- Based on the Glenister Judgement and on the DPCI legislation being in existence since 2008, a review of the policy surrounding the DPCI was undertaken. The policy also reviewed internal scenarios and reports of OCED. The aim of the policy was to inform amendments required for the SAPS Amendment Act which deals with the role and functioning of the DPCI.

**Revised White Paper on Safety & Security:**

A Task Team with SAPS was established in March 2011 to identify key requirements of the White Paper. A draft document was developed and circulated to the SAPS Task Team, as well as to the Policy & Research Unit Reference Group, a group comprising of civil society experts in the fields of crime and policing. Further consultations were undertaken with the SAPS and a draft document was produced in December 2011. This draft was circulated to Provinces and they were given until March 2012 to submit final comments. (Initially Provinces were asked to submit comments by end January 2012 but after a request from MECs this deadline was extended). Consultations were then undertaken with Provincial Secretariats and comments from this process were incorporated into the draft. Further consultations are expected to take place and the final draft will be tabled at the JCPS cluster.

**Policy document on the establishment of CSF's:**

The policy aim is to enhance community safety in an integrated and coordinated manner at national, provincial and local levels. This includes a policy that will see the development of CSFs in all parts of the country in order to give effect to the imperative of working in a cohesive and integrated manner.

The policy has been finalized. Discussion and roll-out workshops were held with Provincial Departments of Community Safety and SALGA and the policy implementation process was endorsed. The implementation process of the policy is headed by the Partnership Directorate while the Policy and Legislation Directorate is supporting the partnership unit in the policy plus research areas..

**Policy on Police Station Boundaries:**

This policy aims to introduce minimum standards and guidelines which must be taken into account by the SAPS when undertaking its alignment process of police station boundaries taking into consideration that all future police infrastructure planning and development must be prioritized for previously disadvantaged areas based on factors relating to crime patterns and accessibility.

A draft policy document was developed and is now been incorporated into the White Paper.

Due to the interdependence between the functions of the two departments (SAPS and the Department of Justice and Constitutional Development (DoJ&CD) in the local and regional spheres), it makes sense that the police are subject to the alignment outcomes of the DoJ&CD. Therefore the SAPS alignment process will need to be aligned to the continuing process of the DoJ&CD alignment of its boundaries to that of the municipal boundaries. SAPS have received a draft proposal on the alignment as well as the maps from DoJ&CD.

**Policy on the establishment and functioning of the South African Reservist Police:**

This policy is aimed at establishing and/or reviewing the framework and guidelines applicable to the establishment, administration, control and management of the reservist police service and to introduce imperatives towards uniformity in implementation and approach in command and control. Emanating from the process of consultation between the SAPS and the Partnerships Unit, the policy has now been finalized for approval.

**The Resource Information Centre:**

The Resource Information Centre is now fully functional. A coordinated policing research database has been developed as well as a database consisting of research reports from academic institutions and NGOs working in the areas of policing.

**Policy on the establishment and administration of a National DNA Database:**

The policy aims to provide a framework for the establishment and the development of a DNA National Database by the SAPS as an effective tool to fight crime. In drafting this policy, several consultations were undertaken with SAPS Legal Services, SAPS Forensic Science Laboratory and individual experts, combined to ensure maximum collation of information and verification of facts. The DNA Bill draft process is ongoing and will be finalised in the new financial year.

**Reference Group:**

The Reference Group established by the Secretariat comprises of academics, researchers and members of NGOs working on issues of policing. The reference group has been engaged in the following areas of research and policy development:

- Review of the draft White Paper
- Engagement and assistance in research linked to the Small Business Robberies Strategy
- Assisting in the development of a database on areas of research in policing for the Resource Information Centre.

**SAPS Statistical Task Team**

The Policy Unit members are part of a Task team with the SAPS and Stats SA to examine the handling of crime statistics within the Police. The Secretariat was also part of an international study visit to assess the management of crime statistics by international police organisations. The outcome was the development of a draft Policy on Crime Stats which is in the process of consultation with key role-players.

### 3.2 Sub-programme: Legislation

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

| PERFORMANCE INDICATR   | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCES & COMMENTS   |
|--|-----------------------------------|--------|--|
|  | TARGET                            | ACTUAL |  |
| Bills finalized and submitted to parliament:<br>Dangerous Weapons <ul style="list-style-type: none"> <li>• Dangerous Weapons Act</li> <li>• PSIRA</li> <li>• Firearms Control Amendment</li> <li>• Reviewed SAPS Act (DPCI)</li> </ul> | 4                                 | 1      | The Dangerous Weapons draft bill was published for public comment in December 2011. Based on the the significant number of comments received the final darft of the Bill was completed in March 2011 and sent to Justice for Consultation & will be introduced in 2012/13<br>The Firearms Control Bill was prepared & consultation with stakeholders were held began in March 2012. The bill will be introduced in 2012/13<br>A Constitutional Court judgment in the Glenister case created a deadline that impacted on the amendments to the SAPS Act in so far as it relates to the DPCI. It was decided to deal with the SAPS Amendment Bill (DPCI) & to deal with the broader SAPS Act until the review process of the White Paper is approved<br>Civilian Secretariat for Police Act enacted 1 December 2011. It should be noted that the Dangerous Weapons Bill and the Firearms Control Amendment Act were drafted and the draft finalized in the 2011/12 year but will only be tabled during the 2012/13 financial year. |
| Prepare and submit regulations in terms of approved legislation: Firearms Control Amendment Act; Reviewed South African Police Services Act; Civilian Secretariat for Police Act   | 3                                 | 2      | The Firearms regulations were finalized in 2011 and enacted in February 2011<br>Civilian Secretariat for Police Act regulation completed   |

Pending the finalization of the organizational structure the Policy and Legislation Unit had to undertake drafting of legislations. The unit however lacked legal human capacity and has had to engage other stakeholders to assist in this regard. This has impacted on the Secretariats ability to ensure deadlines regarding legislation were met.

The draft Dangerous Weapons Bill was published for public comment in December 2011 and based on extensive (2300) comments received, the Bill was redrafted to address these concerns. The Bill seeks to align the dangerous weapons legislation nationally and to address criticisms raised by the Constitutional Court regarding the lack of national alignment of legislation that exists at provincial levels. The Bill was at the end of March sent to the NPA and DoJ&CD for comments.

Work on the South African Police Service (DPCI) Amendment Bill began in December 2011 after the finalization of the Policy. The first draft of this Bill was finalized on 7 March 2012. The Bill seeks to align the legislation governing the DPCI with the Constitutional Judgment ruling in the matter of Glenister v the President of the RSA and Others, 2011. This Bill was not initially on the annual plan of the Secretariat as the Judgment was handed down in March 2011 (after the annual planning process had been finalized.)

The revised Firearms Control Amendment Bill was drafted and presented to a stakeholders meeting in February 2012. The Bill will only be tabled in 2012/13 because of the need to prioritize the SAPS Amendment Act and the Criminal (Forensic) Procedure Amendment Bill.

Regulations were developed together with SAPS for the Firearms Control Amendment Act, 2008 during the 2011/12 financial year and sections of this Act have now been enacted. The other sections will need to be addressed as part of the new Firearms Control Amendment Bill that will go to Parliament in 2012/13.

Draft Regulations for the Civilian Secretariat for Police were drafted and circulated to provinces in March 2011 but the process of feedback from provincial department has been quite slow.

The Civilian Secretariat for Police was also involved with SAPS in ensuring that an effective implementation plan and regulations for the Second Hands Goods Act be put in place so that the Act could be enacted. The date of enactment will be May 2012/13.

## 4. PROGRAMME III: MONITORING AND EVALUATION

**Purpose of the programme: To provide efficient and effective oversight over the SAPS through monitoring and evaluation**

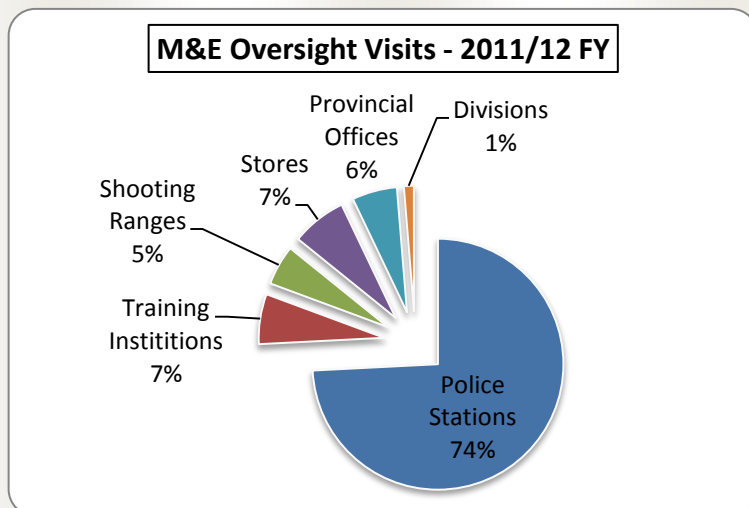
During the 2011/12 financial year this programme comprised of three sub programmes, i) Service Delivery and Performance Audit, ii) Transformation and Compliance iii) Provincial Co-ordination. However in the 2012/13 financial year, after the approval of the new organizational structure, the Monitoring and Evaluation Unit will comprise of four sub-directorates each with their own sub-budget namely; i) Police Performance, ii) Police Conduct, iii) Policy Compliance, iv) Evaluations (provincial information will be incorporated into all four of these programmes).

The year under review was characterised by much effort being put towards the design and development of a results-based monitoring and evaluation system that produces trustworthy, timely and relevant oversight information on the SAPS. This meant approaching the development of such a system with real commitment, experience and skill.

The process entailed redesigning the existing M&E structure into a functional structure that addresses oversight needs of the Civilian Secretariat for Police. The new structure distinctly clarifies each sub-programme's role and ensures alignment to the broader mandate of the organisation. In undertaking projects, the unit adopted a team-based approach to ensure the achievement of deliverables.

The absence of routine monitoring data posed as a serious threat for the effective functioning of the system. The approved National Monitoring and Evaluation Tool (NMET) was reviewed and implemented on a national scale. Data was gathered, collated and analysed to identify key service delivery gaps, trends and systemic issues within the SAPS.

A total 155 oversight visits were conducted in the past financial year. These visits were informed by the approved M&E costed plan and priorities outlined by the Minister and Secretary of Police. Most of the visits were geared at monitoring service delivery at police station level as illustrated by figure 1 below. Reports on all the oversight visits were compiled and further consolidated into a national trends report.



**FIGURE 1: M&E OVERSIGHT VISITS**

Data and information management process were also addressed by establishing an Information Management sub-programme within the M&E function. All the data gathered is being housed in the various databases that have been developed and maintained internally. This includes:

- NMET
- SAPS Firearms Management
- Parliamentary Questions
- SAPS Indicator Tracking

To ensure the effective and efficient functioning of the M&E system, capacity gaps identified were addressed through the delivery of customised technical training programmes and continuous on-the-job coaching for M&E Practitioners.

In addition, the unit established and maintained different types of M&E partnerships with various stakeholders (civil society organisations, academia and business) to strengthen the M&E system and to mobilise required technical skills and support. The various partnerships include:

- The M&E Forum was convened on a quarterly basis and was instrumental in developing M&E tools and shaping discussions that informed the development of provincial Secretariats.
- The Domestic Violence and Child Justice Reference groups were also convened. The reference groups made contributions towards the development of monitoring tools and the drafting of regulations of the Secretariat
- A transitional task team was established between the IPID and the Civilian Secretariat for Police to facilitate a seamless hand-over of the monitoring of the Domestic Violence Act (DVA). In this regard, a DVA Compliance Forum was established between the CSP and the SAPS to improve compliance monitoring of the DVA.

**The following additional M&E projects were undertaken:**

**1. Firearms Application Backlog project**

The unit together with the office of the Secretary of Police was part of the task team that was established to look into the functioning of the Central Firearms Registry (CFR) in relation to the firearms application backlog. A joint report was compiled and presented to the National Commissioner and the Minister of Police. A Mop-Up Strategy was further developed and handed to the SAPS for implementation. The team is in the process of developing a turn-around strategy that is aimed at improving the performance of the CFR. Relationships with accredited Gun Owners Associations were managed by ensuring that they were kept abreast with progress made on the Firearms Application Backlog Project as well as ensuring that their complaints were addressed.

**2. Discipline Management Project:**

Nine provinces were visited in the fourth quarter of the 2011/12 financial year to conduct audit on SAPS disciplinary processes. The focus was on cases of corruption/fraud, murder, rape, robbery, assault, theft, aiding escape and loss of firearms.

In analysing the performance of the unit as per The Framework for Managing Programme Performance Information developed by the National Treasury, it is evident that the unit performed well despite the human capacity challenges faced. Table 1 below depicts targets set and achieved for the three sub-programmes for the year-in review. The unit managed to achieve a **140%** performance rate which is a high baseline to set for the first year of implementation. More attention will be given to the Policy Compliance sub-programme in order to ensure that all targets are achieved in the following financial years.

| Sub-programmes                         | Target     | Actual     | Performance Rate |
|--|------------|------------|------------------|
| Service Delivery and Performance Audit | 120        | 174        | <b>145%</b>      |
| Policy Compliance                      | 14         | 8          | <b>57%</b>       |
| Provincial Coordination                | 33         | 52         | <b>158%</b>      |
| M&E                                    | <b>167</b> | <b>234</b> | <b>140%</b>      |

#### 4.1 Sub-programme: Service Delivery and Performance Audit

**Strategic Objective: Improved oversight over the police within the national and provincial spheres of policing**

| PERFORMANCE INDICATOR   | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS  |
|---|-----------------------------------|--------|--|
|   | TARGET                            | ACTUAL |  |
| SAPS bi-annual performance review reports against strategic plan              | 2                                 | 1      | Performance information was only obtained once the SAPS annual report was published. An analysis could only be conducted then.   |
| SAPS budget expenditure review reports  | 2                                 | 1      | Reports on the budget expenditure were only received from the SAPS in the 3 <sup>rd</sup> quarter of the 2011/12 FY.   |
| Number of Police Station visits conducted                                     | 100                               | 155    | The Assessment of the Management of Firearms project resulted in more oversight visits being conducted than initially planned.   |
| Trends Analysis oversight reports produced                                    | 2                                 | 3      | The 3 <sup>rd</sup> report was a consolidation of the 2 bi-annual reports.   |
| Monitoring reports on management of Presidential Hotline complaints monitored | 3                                 | 4      | Data was received on a quarterly basis which resulted in 4 reports being produced.   |
| Monitoring reports on implementation of IPID recommendations                  | 4                                 | 3      | Progress report on the implementation of recommendations for the 4 <sup>th</sup> quarter of 2011/12 was not received from the SAPS and this is now being addressed through the compliance forum.       |
| Monitoring report on Implementation of CJS Revamp                             | 1                                 | 0      | Target not achieved due to the implementation of other priority projects. The implementation is monitored through progress reports compiled by the Development Committee (DEVCOM) of the CJPS Cluster. |
| Assessment report on SAPS management of firearms                              | 1                                 | 1      |  |
| Assessment report on implementation of sector policing                        | 1                                 | 1      |  |
| Assessment report on detectives   | 1                                 | 1      |  |
| Assessment report on RAG management and allocation                            | 1                                 | 1      |  |
| Assessment report on SAP 13 Stores  | 2                                 | 3      | The 3 <sup>rd</sup> report was the consolidation of the 2 bi-annual reports  |

#### 4.2 Sub-programme: Transformation and Compliance

**Strategic Objective: Improved compliance in the implementation of policy, legislation, Ministerial directives and government policing priorities within the SAPS**

| PERFORMANCE INDICATOR  | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS   |
|--|-----------------------------------|--------|---|
|  | TARGET                            | ACTUAL |   |
| Report with recommendations on SAPS Transformation programme & analysis of demographic | 1                                 | 0      |   |
| Evaluation reports on SAPS training programme  | 1                                 | 1      |   |
| Reports on DVA compliance produced   | 4                                 | 4      |   |
| Reference groups convened: M & E, (Gender, DVA, CJA)                                   | 8                                 | 4      | The reference groups were combined into one and met on a quarterly basis. |

### 4.3 Sub-programme: Provincial Coordination

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

| PERFORMANCE INDICATOR                         | ACTUAL PERFORMANCE AGAINST TARGET |         | REASONS FOR VARIANCE & COMMENTS   |
|---|-----------------------------------|---------|---|
|   | TARGET                            | ACTUAL  |   |
| Number of M & E training programmes delivered | 1                                 | 1       |   |
| Number of M&E Officials trained               | 25                                | 45      | In addition to the M&E Forum members, 20 District Managers from all the provinces also received training in the use of M&E tools.   |
| M&E Framework developed and approved          | 1                                 | 1 draft | A draft is in place and is being consulted with provinces. Approval will be sought before the end of the 2012/13 FY.  |
| NMET database developed through SITA          | 1                                 | 0       | Target not achieved. The database could not be developed through SITA due to lack of capacity within the SITA. Terms of Reference for an open tender process have been developed. |
| End-user training completed                   | 1                                 | 1       | End-user training on databases developed internally was delivered to the M&E Practitioners.   |
| Number of M&E Forums convened                 | 4                                 | 4       |   |



## 5. PROGRAMME IV: PARTNERSHIPS

**Purpose of the programme: To mobilize role players, stakeholders and partners in the fight against crime.**

During the 2011/12 financial year the Partnership unit had four sub programmes namely i) Civii Society Partnerships, ii) Inter-Governmental Partnerships (which includes Community Safety Forums), iii) Community Outreach Programmes iv) Crime Prevention: Private Public Partnerships. The approval of the new organizational structure means that from 2012/13 each of these sub programmes will become a directorate with their own sub budgets.

### 5.1 Sub-programme: Civil Society Partnerships

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

| PERFORMANCE INDICATOR             | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS |
|-----------------------------------|-----------------------------------|--------|---------------------------------|
|                                   | TARGET                            | ACTUAL |                                 |
| Stakeholder engagement plan       | 1                                 | 1      |                                 |
| Workshops with stakeholders       | 1                                 | 1      |                                 |
| Report on stakeholder engagements | 4                                 | 4      |                                 |

A working relationship has been established with trade unions in the agricultural sector. This has improved crime prevention efforts and campaigns undertaken by the Police Ministry, Agricultural Sectoral Trade organizations and worker organizations. Joint campaigns have successfully been run in various provinces.

Workshops have been held with civic organizations resulting in the commitment to work together with the Police Ministry, to address local crime issues and seek ways to improve community participation in CPF's and other crime fighting initiatives.

Crime affecting the small business sector has been identified as an additional area of cooperation. In this regard, work is underway to develop a national strategy based on the result of a pilot programme introduced in Tembisa and Johannesburg Central. A major focus of this strategy will be on developing measures for the safe management of cash.

### 5.2 Sub-programme: Intergovernmental Partnerships

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

| PERFORMANCE INDICATOR  | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS   |
|--|-----------------------------------|--------|---|
|  | TARGET                            | ACTUAL |   |
| Assessment reports on implementation of intergovernmental plans (Rural Safety, Stock Theft & CSFs) | 3                                 | 3      |   |
| Approved intergovernmental plans on stock theft and small business robberies                       | 4                                 | 2      | Stock Theft incorporated into Rural Safety<br>Draft Small Business Robberies Strategy being discussed in SAPS |
| Establish Intergovernmental working committees on priority areas                                   | 2                                 | 2      |   |

Efforts to improve Intergovernmental Partnerships in the fight against crime have been made. Together with the Eastern Cape, Kwazulu Natal and the Free State provinces, we have worked to address issues around stock theft, particularly, along Lesotho and South Africa border line.

Communities that have been engaged have raised various issues including, twenty four hour border controls, standby helicopters, patrol vehicles, observations posts in the form of containers, more resources for stock theft units, etc.

A historical assessment of the challenge has highlighted that one of the major contributors to the problem has been the decision to remove the army from the border lines.

| PERFORMANCE INDICATOR   | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS   |
|---|-----------------------------------|--------|---|
|   | TARGET                            | ACTUAL |   |
| Development and approval of implementation plan based on the approved CSF policy                              |                                   |        |   |
| Training programme developed and implemented for officials implementing CSFs at national and provincial level | 10                                | 4      | Three provincial workshops were held and training programme has been developed with Wits University for roll out in 2012/13 |
| Implementation plan rolled out at national and provincial levels  | 10                                | 6      | Six province have submitted plans and a national plan has been developed three provinces are still to submit plans.         |

#### The implementation of CSFs has been broken down into three phases:

- Phase one: Processes related to the establishment of CSFs (March 2011 to March 2012):
- Phase two: Roll out of CSFs (February 2012)
- Phase three: Review and assessment of CSFs (Starting March 2013)

#### Role Players in the implementation of CSFs

The implementation of CSFs requires the involvement of different governmental role players in the different spheres of government

- National role players: The CSF process should be driven through an interdepartmental process at a national level that can assist in ensuring the effective national implementation and monitoring of CSFs. This process should be located within the JCPS cluster. The Civilian Secretariat for Police would need to drive and ensure this process is implemented.
- Provincial role players: The department of Community Safety needs to be responsible for facilitating the roll out and support for CSFs at a provincial level. Provincial JCPS structures need to support this process.
- Local role players: SALGA, CoGTA and local municipalities need to play a key role in the establishment and operations of CSFs

#### ACHIEVEMENTS

- The National Task Team has developed the Policy for the Implementation of CSFs.
- The policy has been tabled at the Provincial Heads of Community Safety departments where it was supported by the Development Committee for Justice Crime Prevention and Security (JCPS) Cluster.
- A National Task Team as a sub-committee of the JCPS Development Committee has been established comprising of the following departments
- A National implementation plan was drafted to guide the National process which was concluded at a workshop held with Provinces. Workshops have been held with Provincial Departments of Community Safety and SALGA representatives to brief and orient these structures on the policy guidelines and planning for the implementation and roll out of CSFs.
- CSF guidelines were developed to ensure that stakeholders responsible for playing part in CSF initiatives operate within a common framework.

- Draft provincial implementation plans and CSF guidelines were developed. The Guidelines are to make certain that appropriate people are identified and that uniform standards are applied by all Provinces and cover Administrative arrangements, briefings and, indicators for the functioning of CSF.
- Workshops have been held with the NGOs that were involved in the piloting of CSFs and based on these workshops a draft monitoring tool has been developed which will be finalised and presented to Provinces, SALGA, the National Task Team.
- Provincial Departments for Community Safety HOD's have been briefed on the policy and endorsed the policy implementation process. SALGA has agreed to assist and participate in the roll out of CSFs.
- Local Government structures are already active participants in the establishment of CSF in Limpopo, Gauteng, KwaZulu Natal, Eastern Cape, North West and Mpumalanga (see annexure B Provincial Progress).
- Six provincial departments of community safety developed plans for the implementation of CSF. Limpopo, Northern Cape, Gauteng, KwaZulu-Natal, Mpumalanga and the Western Cape have all started to establish new CSFs and in the case of Gauteng and Western Cape processes are already underway to align existing CSFs with the CSF Policy and draft implementation guidelines. To date 44 CSFs have been established and there are plans during the next year to establish an additional 70 CSFs Over the next financial year in these respective provinces, 15 Defunct CSF will also be revived in line with the National Policy (these figures exclude Northern Cape, Eastern Cape and Mpumalanga who still have to submit their final figures)
- In both the Free State and Eastern Cape the planning process regarding the establishment of CSF is underway and finalised details of the implementation will be provided by the end of June 2012.
- Limpopo is leading in the implementation of CSFs in indigent municipalities based on the outcome of this process other provinces will then take the lessons and best practices and implement these in indigent municipalities in other provinces.

### 5.3 Sub-programme: Community Outreach Programmes

**Strategic Objective: Maximum participation of communities in crime prevention initiatives**

| PERFORMANCE INDICATOR   | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS  |
|---|-----------------------------------|--------|--|
|   | TARGET                            | ACTUAL |  |
| Approved community outreach programme   | 1                                 | 1      |  |
| Revised CPF guidelines and framework approved.  | 1                                 | 1      | Draft document circulated to provinces for feed back   |
| Revised CPF guideline framework implemented at National and Provincial                        | 10                                | 0      | Pending approval of guidelines (held 4 meetings with stakeholders and three workshops with provinces. There were also two workshops held between SAPS and the CPF National Board ) |
| Successful engagements with communities through Ministerial Izimbizo and public participation | 2                                 | 10     | Due to increase of concerns raised by communities  |

Numerous workshops have been held with Provinces, CPF Provincial boards and CPF structures at local level to seek ways of improving the functioning of CPF's. Finalized guidelines were circulated to provinces and SAPS. There has also been a follow up workshop with the CPF Board to discuss the guidelines.

A number of Public Participation Programmes were facilitated. Out of these events, we were able to get a sense of how people at local level experience SAPS service delivery interventions on a daily basis.

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

One of the issues that need to be address is that there has not been much transformation in terms of service delivery levels among urban areas, townships while the policing infrastructure is strong in urban areas.

#### 5.4 Sub-programme: Crime Prevention: Private-Public Partnership

##### Strategic Objective:

| PERFORMANCE INDICATOR  | ACTUAL PERFORMANCE AGAINST TARGET |        | REASONS FOR VARIANCE & COMMENTS |
|--|-----------------------------------|--------|---------------------------------|
|  | TARGET                            | ACTUAL |                                 |
| Formalized structured engagement process with business in place                        | 12                                | 12     |                                 |
| Regular assessment of quality engagement between the Department of Police and business | 12                                | 12     |                                 |

The work of coordinating anti-crime interventions with the business sector was undertaken in partnership with Business Against Crime South Africa (BACSA). In this regard, a memorandum of understanding has been signed between the National Police Commissioner and BACSA. Regular meetings are held with BACSA plus the Secretariat to evaluate and monitor progress on identified projects.

## ANNEXURE A: HUMAN RESOURCES

### 1.1 EMPLOYMENT AND VACANCIES: FIXED ESTABLISHMENT

**Table 1: Employment and vacancies by units at 31 March 2012**

| Unit                      | Number of posts | Number of posts filled | Vacancy rate | Number of posts filled additional to the establishment |
|---------------------------|-----------------|------------------------|--------------|--|
| Office of the Secretary   | 6               | 6                      | 0            | 0  |
| Partnership               | 8               | 9                      | 0            | 8 New unit I post relocated to partnerships            |
| Policy and Research       | 11              | 10                     | 1            | 0  |
| Monitoring and Evaluation | 12              | 12                     | 0            | 0  |
| Support Service           | 15              | 14                     | 1            | 0  |
| Legal Service             | 3               | 2                      | 1 abolished  | 0  |
| <b>TOTAL</b>              | <b>55</b>       | <b>53</b>              | <b>2</b>     | <b>9</b>   |

**Table 2: Employments vacancies**

| Unit                      | Salary Level | Number of posts | Vacancy rate | Number of posts filled additional to the establishment |
|---------------------------|--------------|-----------------|--------------|--|
| Office of the Secretary   | 0            | 0               | 0            | 0  |
| Partnership               | n/a          |                 |              | 9  |
| Monitoring and Evaluation | 0            | 0               | 0            | 0  |
| Policy and Research       | 9            | 1               | 1            | 0  |
| Legal Service             | 12           | 1 abolished     | -            | 0  |
| Support Service           | 1-5          | 1               | 1            | 0  |
| <b>TOTAL</b>              |              | <b>2</b>        | <b>2</b>     | <b>9</b>   |

**Table 4: Employees with disabilities**

|                             |          |
|-----------------------------|----------|
| Employees with Disabilities | <b>1</b> |
|-----------------------------|----------|

### 1.2 EMPLOYMENT CHANGES

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the Secretariat.

**Table 5 Annual Turnover rates by salary band for reporting period**

| Salary Level | Number of employees per level as on 1 April 2012 | Appointment and transfers into the Secretariat | Terminations and transfers out of the Secretariat |
|--------------|--|--|---|
| 15           | 1  | 0  | 0   |
| 14           | 3  | 1 Appointment                                  | 1   |
| 13           | 8  | 1 Appointment                                  | 1   |
| 11-12        | 9  | 0  | 0   |
| 9-10         | 8  | 1 Appointment                                  | 0   |
| 7-8          | 8  | 0  | 0   |
| 1-6          | 16   | 5 Appointments                                 | 2   |
| <b>TOTAL</b> | <b>53</b>  | <b>8</b>                                       | <b>4</b>  |

**Table 6: Reason for Termination/Resignations**

| Termination Type                              | Number          |
|---|-----------------|
| Death   | 0               |
| Resignation                                   | 0               |
| Expiry of Contract                            | 0               |
| Dismissal – operational changes               | 0               |
| Dismissal – misconduct                        | 0               |
| Dismissal – inefficiency                      | 0               |
| Discharge due to ill-health                   | 0               |
| Retirement                                    | 0               |
| Transfers to other Public Service Departments | 1               |
| Early retirement                              | 0               |
| Internal Transfer                             | 3 (to the SAPS) |
| <b>Total</b>                                  | <b>4</b>        |

**Table 7 Promotions by Salary Level**

| Salary level | Employees as at 1 April 2012 | Promotions to another salary level | Salary level promotions as a % of employees by salary level |
|--------------|------------------------------|------------------------------------|---|
| 8            | 3                            | One member promoted to level 9     | 33.33%  |
| 5            | 7                            | One member promoted to level 6     | 14.28%  |
| <b>Total</b> | <b>10</b>                    | <b>2</b>                           | <b>20%</b>  |

### 1.3 EMPLOYMENT EQUITY

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998. Total number of employees in each of the following occupational categories as at 31 March 2012

**Table 8: Employment Equity**

| Occupational categories (SASCO)                    | Male      |          |          |          | Female    |          |          |          | Total     |
|--|-----------|----------|----------|----------|-----------|----------|----------|----------|-----------|
|  | African   | Colored  | Indian   | White    | African   | Colored  | Indian   | White    |           |
| Legislators, senior officials and managers (31-15) | 4         | 1        | 1        | 0        | 2         | 0        | 1        | 1        | 10        |
| Professionals (11-12)                              | 3         | 0        | 0        | 0        | 5         | 0        | 1        | 0        | 9         |
| Technicians and associate professionals(8-10)      | 3         | 0        | 0        | 2        | 6         | 0        | 0        | 1        | 12        |
| Clerks(5-7)  | 8         | 0        | 0        | 0        | 10        | 1        | 0        | 0        | 19        |
| Service and sales workers(1-4)                     | 0         | 0        | 0        | 0        | 3         | 0        | 0        | 0        | 3         |
| <b>Total</b>                                       | <b>18</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>26</b> | <b>1</b> | <b>2</b> | <b>2</b> | <b>53</b> |

**Table 9: Recruitment for 1 April 2011 to 31 March 2012**

| Occupational Bands   | Male     |          |          |          | Female   |          |          |          |
|--|----------|----------|----------|----------|----------|----------|----------|----------|
|  | African  | Colored  | Indian   | White    | African  | Colored  | Indian   | White    |
| Top management(14-15)  | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        |
| Senior management(13)  | 0        | 0        | 0        | 0        | 1        | 0        | 0        | 0        |
| Middle-management(11-12)   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Skilled technical and academically qualified workers, junior management, supervisors(8-10) | 0        | 0        | 0        | 0        | 1        | 0        | 0        | 0        |
| Semi-skilled and discretionary decision-making(5-7)  | 1        | 0        | 0        | 0        | 2        | 0        | 0        | 0        |
| Unskilled and defined decision making  | 0        | 0        | 0        | 0        | 2        | 0        | 0        | 0        |
| <b>Total</b>   | <b>1</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>1</b> | <b>0</b> |

**Table 10: Promotions for period 1 April 2011 to 31 March 2012**

| Occupational Bands   | Male     |          |          |          | Female   |          |          |          |
|--|----------|----------|----------|----------|----------|----------|----------|----------|
|  | African  | Colored  | Indian   | White    | African  | Colored  | Indian   | White    |
| Top management   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Senior management  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Middle-management  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Skilled technical and academically qualified workers, junior management, supervisors | 0        | 0        | 0        | 0        | 1        | 0        | 0        | 0        |
| Semi-skilled and discretionary decision-making                                       | 1        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Unskilled and defined decision making  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>Total</b>   | <b>1</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>0</b> | <b>0</b> | <b>0</b> |

**Table 11: Terminations for the period 1 April 2011 to 31 March 2012**

| Occupational Bands   | Male     |          |          |          | Female   |          |          |          |
|--|----------|----------|----------|----------|----------|----------|----------|----------|
|  | African  | Colored  | Indian   | White    | African  | Colored  | Indian   | White    |
| Top management   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Senior management  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Middle-management  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Skilled technical and academically qualified workers, junior management, supervisors | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Semi-skilled and discretionary decision-making                                       | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Unskilled and defined decision making  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>Total</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |

*Note: The occupational bands represent salary levels 1-2, 3-5, 6-8, 9-12 and 13-15 respectively*

#### 1.4 Disciplinary Action

**Table 12: Disciplinary action for the period 1 April 2011 to 31 March 2012**

|                            | Male     |          |          |          | Female   |          |          |          | Total    |
|----------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|                            | African  | Colored  | Indian   | White    | African  | Colored  | Indian   | White    |          |
| <b>Disciplinary action</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |

## 1.5 Performance Rewards

To encourage good performance, the Secretariat has granted the following performance rewards during the year under review. The information is presented in terms of race, gender and disability and , salary bands and critical occupation.

**Table 13: Performance rewards by race, gender and disability SMS**

| Race/Gender                      | Beneficiary Profile     |                                    |                         | Cost               |
|----------------------------------|-------------------------|------------------------------------|-------------------------|--------------------|
|                                  | Number of beneficiaries | Total number of employees in group | % of Total within group | Cost (R'000)       |
| <b>African</b>                   |                         |                                    |                         |                    |
| Male                             | 8                       | 18                                 | 38.63%                  | R291 226.81        |
| Female                           | 9                       | 26                                 |                         |                    |
| <b>Indian</b>                    |                         |                                    |                         |                    |
| Male                             | 1                       | 1                                  | 100%                    | R61 750.08         |
| Female                           | 0                       | 2                                  | 0%                      | 00                 |
| <b>Colored</b>                   |                         |                                    |                         |                    |
| Male                             | 0                       | 1                                  | 0%                      | 00                 |
| Female                           | 0                       | 1                                  | 0%                      | 00                 |
| <b>White</b>                     |                         |                                    |                         |                    |
| Male                             | 2                       | 2                                  | 100%                    | 33 548.61          |
| Female                           | 1                       | 2                                  | 50%                     | 16 758.72          |
| <b>Employees with disability</b> | 0                       | 0                                  | 0                       | 0                  |
| <b>Total</b>                     | <b>21</b>               | <b>53</b>                          | <b>39.62%</b>           | <b>R403 284.22</b> |

**Table 14: Performance Rewards by Salary bands for personnel below Senior Management Service**

| Race/Gender                                     | Beneficiary Profile     |                     |                                | Cost               |
|---|-------------------------|---------------------|--------------------------------|--------------------|
|   | Number of beneficiaries | Number of employees | % of Total within salary bands | Cost (R'000)       |
| Lower skilled (Levels 1-2)                      | 0                       | 2                   | 0                              | 0                  |
| Skilled (Levels 3-5)                            | 4                       | 10                  | 44.44%                         | R22 693.78         |
| Highly skilled production levels(6-8)           | 4                       | 12                  | 30%                            | R53 296.77         |
| Highly skilled supervision levels (levels 9-12) | 8                       | 17                  | 46.66%                         | R136 409.96        |
| Senior manager                                  | 5                       | 12                  | 20%                            | R190 883.71        |
| <b>Total</b>                                    | <b>21</b>               | <b>53</b>           | <b>39.62%</b>                  | <b>R403 284.22</b> |

## 1.6 Labour Relations

The following Table summarizes the outcome of disciplinary hearings conducted within the Secretariat for the year under review

**Table 20: Misconduct and disciplinary hearings instituted and finalized: 1 April 2011 to 31 March 2012**

No misconduct charges were laid.

**Table 21: Grievances lodged for the period 1 April 2011 to 2012**

No formal grievances were lodged

**Table 22: Precautionary suspension for the period 1 April 2011 to 31 March 2012**

No suspensions took place



## 1.7 Skills Development

This section highlights the skills development efforts of the Secretariat

**Table 23: Training needs identified: 1 April 2011 to 31 March 2012**

| Occupational Categories                          | Gender | Number of employees as at 31 March 2012 | Training needs identified at the start of reporting period |   |                         |           |
|--|--------|---|--|---|-------------------------|-----------|
|  |        |   | Learner ships  | Skills Programmes & other short courses | Other forms of training | Total     |
| Legislators, senior officials and managers 11-15 | Female | 11                                      | Nil  | 10                                      | 2                       | 12        |
|  | Male   | 9                                       | Nil  | 11                                      | 0                       | 11        |
| Professionals 8-10                               | Female | 6                                       | Nil  | 11                                      | 3                       | 14        |
|  | Male   | 5                                       | Nil  | 4                                       | 2                       | 6         |
| Technicians and associate professionals Level 7  | Female | 4                                       | Nil  | 4                                       | 0                       | 4         |
|  | Male   | 2                                       | Nil  | 2                                       | 0                       | 2         |
| Clerks 5-6                                       | Female | 6                                       | Nil  | 4                                       | 2                       | 6         |
|  | Male   | 6                                       | Nil  | 5                                       | 4                       | 9         |
| Service and sales workers 1-3                    | Female | 3                                       | Nil  | 1                                       | 3                       | 4         |
|  | Male   | 0                                       | Nil  | -                                       |                         |           |
| Skilled agriculture and fishery workers          | Female | 0                                       | -  |   |                         |           |
|  | Male   | 0                                       | -  |   |                         |           |
| Craft and related trade workers                  | Female | 0                                       | -  |   |                         |           |
|  | Male   | 0                                       | -  |   |                         |           |
| Plant and machine operators and assemblers       | Female | 0                                       | -  |   |                         |           |
|  | Male   | 0                                       | -  |   |                         |           |
| Elementary occupations                           | Female | 0                                       | -  |   |                         |           |
|  | Male   | 0                                       | -  |   |                         |           |
| Sub Total  | Female | 30                                      | -  |   |                         |           |
|  | Male   | 23                                      | -  |   |                         |           |
| <b>Total</b>                                     |        | <b>53</b>                               | <b>-</b>   | <b>50</b>                               | <b>16</b>               | <b>68</b> |

**Table 24: Training provided: 1 April 2011 to 31 March 2012**

| Occupational Categories                            | Gender     | Number of employees as at 1 April 2012 | Training provided within the reporting period |   |                                     |              |
|--|------------|--|---|---|-------------------------------------|--------------|
|  |            |  | Learner ships                                 | Skills Programmes & other short courses | Other forms of training (bursaries) | Total        |
| Legislators, senior officials and managers (11-15) | Female     | 11                                     | Nil   | 8                                       | 2                                   | R24 544.72   |
|  | Male       | 9                                      | Nil   | 6                                       | 0                                   | R43 053.20   |
| Professionals (8-10)                               | Female     | 6                                      | Nil   | 6                                       | 3                                   | R31 565.45   |
|  | Male       | 5                                      | Nil   | 6                                       | 2                                   | R10 955.90   |
| Technicians and associate professionals 7          | Female     | 4                                      | Nil   | 2                                       | 0                                   | R3 822.10    |
|  | Male       | 2                                      | Nil   | 2                                       | 1                                   | R3 249.00    |
| Clerks 5-6   | Female     | 6                                      | Nil   | 4                                       | 2                                   | R39 303.93   |
|  | Male       | 6                                      | Nil   | 3                                       | 4                                   | R20 872.30   |
| Service and sales workers 1-3                      | Female     | 3                                      | Nil   | 0                                       | 0                                   | -            |
|  | Male       | -                                      | Nil   | 0                                       | 0                                   | -            |
| Level 5-14( M&E Unit                               | 15 members |  |   |   |                                     | R46 500.00   |
| Level 7-14 (Partnership Unit course                | 7 members  |  |   |   |                                     | R80 601.40   |
| Craft and related trade workers                    | Female     | -                                      | -   | -                                       | -                                   | -            |
|  | Male       | -                                      | -   | -                                       | -                                   | -            |
| Plant and machine operators and assemblers         | Female     | -                                      | -   | -                                       | -                                   | -            |
|  | Male       | -                                      | -   | -                                       | -                                   | -            |
| Elementary occupations                             | Female     | -                                      | -   | -                                       | -                                   | -            |
|  | Male       | -                                      | -   | -                                       | -                                   | -            |
| Sub Total  | Female     | -                                      | --  | -                                       | -                                   | -            |
|  | Male       | -                                      | -   | -                                       | -                                   | -            |
| Total  | -          | 53                                     | Nil   | 37                                      | 14                                  | R 304 468.00 |

**1.8. Injury on Duty: 1 April 2011 to 31 March 2012****Table 25: basic information on injury on duty**

|                                   |
|-----------------------------------|
| No injuries on duty were reported |
|-----------------------------------|

## ANNEXURE B: FINANCIAL INFORMATION

**Table 26: Ratio of spent Personnel Budget against Overall Allocated Budget**

| Item                    | Budget Requested<br>R'000 | Actual Budget Allocation<br>R'000 | Actual Expenditure<br>R'000 | % of spent Personnel<br>budget against Total<br>Budget |
|-------------------------|---------------------------|-----------------------------------|-----------------------------|--|
| Programme<br>Budget     | 13 992                    | 14 206                            | 11 770 (83%)                |  |
| Personnel<br>Budget     | 27 565                    | 27 565                            | 20 163 (73%)                |  |
| <b>Total<br/>Budget</b> | <b>41 557</b>             | <b>41 771</b>                     | <b>31 933</b>               | <b>48%</b>   |

**Table 27: Summary: Actual Allocation and Expenditure FY 2011/12**

| Item                | Budget Requested<br>(R'000) | Actual Budget<br>Allocation<br>(R'000) | Actual<br>Expenditure<br>(R'000) | Underspent/<br>Overspent<br>(R'000) | % of Underspent/<br>Overspent |
|---------------------|-----------------------------|--|----------------------------------|-------------------------------------|-------------------------------|
| Programme<br>Budget | 13 992                      | 14 206                                 | 11 770 (83%)                     | 2 436                               | 17%                           |
| Personnel<br>Budget | 27 565                      | 27 565                                 | 20 163 (73%)                     | 7 402                               | 27%                           |
| <b>TOTAL</b>        | <b>41 557</b>               | <b>41 771</b>                          | <b>31 933 (76%)</b>              | <b>9 838</b>                        | <b>24%</b>                    |

**Table 28: Comparative year-on-year increases**

| Program                      | Allocation<br>2009/10<br>(R'000) | % Increase/<br>Decrease | Allocation<br>2010/11<br>(R'000) | % Increase/<br>Decrease | Allocation<br>2011/12<br>(R'000) | %<br>Increase/<br>Decrease |
|------------------------------|----------------------------------|-------------------------|----------------------------------|-------------------------|----------------------------------|----------------------------|
| Administration               | 3 741                            | -52%                    | 3 716                            | -1 %                    | 7 014                            | 89%                        |
| Monitoring and<br>Evaluation | 665                              | -83%                    | 4 264                            | 541%                    | 3 210                            | -25%                       |
| Policy and Research          | 2 320                            | -20%                    | 1 773                            | -24%                    | 1 593                            | -                          |
| Legal Services               | 1 430                            | 535%                    | -                                | -                       | -                                | -                          |
| Partnerships                 |                                  |                         | 1 529                            | 100%                    | 2 389                            | 56%                        |
| Communication                | 4 700                            | -8%                     | -                                | -                       | -                                | -                          |
| <b>TOTAL</b>                 | <b>R12 856</b>                   | <b>-35%</b>             | <b>11 281</b>                    | <b>-12%</b>             | <b>14 206</b>                    | <b>26%</b>                 |

**Table 29: Programme Budget (FY11/12)**

| Programme                 |                         | Actual Allocation<br>(per budget code)<br>(R'000) | Percentage of budget allocated |
|---------------------------|-------------------------|---|--------------------------------|
| Administration            | Office of the Secretary | 3 315   | 23%                            |
|                           | Support Services        | 3 699   | 26%                            |
| Monitoring and Evaluation |                         | 3 210   | 23%                            |
| Policy and Research       |                         | 1 593   | 11%                            |
| Partnerships              |                         | 2 389   | 17%                            |
| <b>Total</b>              |                         | <b>14 206</b>                                     | <b>100%</b>                    |

**Table 30: Personnel Expenditure (FY11/12)**

| Programme                 |                         | Actual Allocation<br>(per budget code)<br>(R '000) | Actual<br>Expenditure<br>(R'000) | Underspent/<br>Overspent<br>(R'000) |
|---------------------------|-------------------------|--|----------------------------------|-------------------------------------|
| Administration            | Office of the Secretary |  | 3 358                            |                                     |
|                           | Support Services        |  | 2 833                            |                                     |
| Monitoring and Evaluation |                         |  | 7 580                            |                                     |
| Partnerships              |                         |  | 3 605                            |                                     |
| Policy and Research       |                         |  | 2 787                            |                                     |
| <b>Total</b>              |                         | <b>27 565</b>                                      | <b>20 163<br/>(73%)</b>          | <b>7 402<br/>(27%)</b>              |

**Table 31: Programme Expenditure (FY11/12)**

| Programme                 |                         | Actual Allocation<br>(per budget code)<br>(R'000) | Actual Expenditure<br>(R'000) | Underspent/<br>Overspent<br>(R'000) | %<br>Overspent/<br>Underspent |
|---------------------------|-------------------------|---|-------------------------------|-------------------------------------|-------------------------------|
| Administration            | Office of the Secretary | 3 315   | 3 315                         | -                                   | -                             |
|                           | Support Services        | 3 699   | 2 899                         | 800                                 | 22 %                          |
| Monitoring and Evaluation |                         | 3 210   | 1 576                         | 1 634                               | 51%                           |
| Policy and Research       |                         | 1 593   | 1 592                         | 1                                   | -                             |
| Partnerships              |                         | 2 389   | 2 388                         | 1                                   | -                             |
| <b>Total</b>              |                         | <b>14 206</b>                                     | <b>11 770</b>                 | <b>2 436</b>                        | <b>17%</b>                    |

**Table 32: Secretariat Programme- and Personnel budget breakdown**

| 2011/2012                     | Budgetary allocation<br>R'000 | Actual Expenditure<br>R'000 |
|-------------------------------|-------------------------------|-----------------------------|
| Overtime                      | 214                           | 65                          |
| Goods & Services              | 13 734                        | 11 536                      |
| Transfers & Subsidies         | 3                             | 2                           |
| Capital assets                | 255                           | 167                         |
| Sub-Total ( Programme budget) | 14 206                        | 11 770                      |
| Personnel Expenditure         | 27 565                        | 20 163                      |
| <b>Total</b>                  | <b>41 771</b>                 | <b>31 933</b>               |

**Table 33: Transfer & Subsidies**

| Budget | Expenditure description | Expenditure |
|--------|-------------------------|-------------|
| 3,000  | Vehicle Licenses        | R 1 560     |