



The Secretariat for Safety and Security
Republic of South Africa

BUSINESS PLAN

APRIL 2006 - MARCH 2007

Table of Contents

1	Preamble	4
2	Introduction	5
3	Business Planning Framework.....	7
4	Mandate and Core function of the Secretariat	8
4.1	Secretariat's Mandate	8
4.2	Secretariat's Core Business.....	9
5	Strategic Guidance	10
5.1	Strategic Objectives.....	12
5.2	Secretariat's Values.....	12
6	Risk Management	14
7	Critical Success Factors.....	16
8	Business Planning process 2006/07	16
8.1	Strategic Alignment.....	16
8.2	The Key Performance Areas	21
8.3	Secretariat Scorecard 2006/07	23
8.4	Business Unit Scorecards.....	25
	□ Office of the Secretary	25
	□ Monitoring and Evaluation Directorate.....	27
	□ Legal Services Directorate	28
	□ Policy and Research Directorate.....	29
9	Resource and budget planning	31
9.1	The Secretariat's Organisational Structure	31
	Human and Capital Resources.....	32
9.2	Programmes and Projects Budget	34
10	Conclusion.....	42

1 Preamble

The business plan has been developed in alignment with the Secretariat's approach to business planning. It was developed through a process that entailed the following:

- A session was facilitated with the senior management team to provide input into the content and flow of the strategic review workshop that was planned.
- A workshop was facilitated at which senior managers and staff reviewed the 05/06 performances, revisited the mandate, clarified the vision and mission, and agreed on the values of the Secretariat. The Deputy Minister of Safety and Security also attended this session and provided strategic input.

The business plan covers a single financial year beginning April 2006 and ending March 2007. The business plan sets the basis for the implementation of its revised strategic approach. It focuses specifically on the detailed activities based on its strategy and also includes programmes and the budget of the Secretariat

The discussion below briefly outlines how the plan is structured and should be understood

- **Section 1** - Outlines the business planning framework that was utilised for the development of this plan.
- **Section 2** - Section two presents information on the mandate and core business of the Secretariat

- **Section 3** - Presents the strategic aspects of the business plan, a risk assessment and critical success factors required for the delivery of this plan

- **Section 4** - Describes the business planning process and the strategic alignment of this plan to other strategic documentation. The section also includes the Secretariat scorecard as well as the directorate scorecards.

- **Section 5** - Presents the resourcing plan of the Secretariat. It deals with:
 - Organisational structure
 - Human Resources
 - Technology needs
 - Programmes/Project budget
 - Human Resource Budget
 - Resource budget (Other resources)

2 Introduction

One of the key requirements for transformed public sector oversight and advisory bodies is the need to focus on service delivery. The nature of the activities that need to be carried out by these bodies requires the maintaining of a necessary balance between those that are proactive in nature and those that are reactive in nature. It may be argued that business planning in this context is an unnecessary exercise due to the level of unpredictability of these activities, however it is critical, from a performance point of view, that these activities are somewhat guided by a specific framework.

In this regard, the business plan provides this generic framework that allows for the Secretariat to transform the way it carries out its advisory and oversight functions. It should be noted however that though this business plan does not conform to all the necessary requirements that a typical business plan encompasses e.g. a short term focus, cognisance thereof has been taken. There

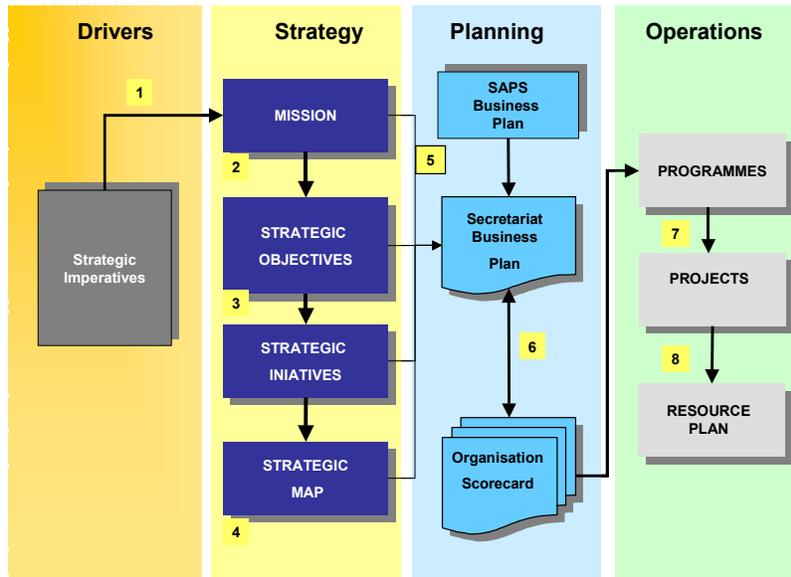
are a number of issues in this regard that have necessitated the current structure of the plan:

- It's practically impossible to predict the nature and frequency of the provision of advice to the Minister as this will depend on different situations, however the Secretariat has endeavoured to ensure that there are strategic engagements over the course of the financial year
- There is a need to ensure that there is alignment to the core plans of SAPS as these provide the framework within which oversight activities may be carried out
- Further detailed plans will be developed in line with the mandates/ responsibilities of the different directorates within the Secretariat and these plans will provide even more detail with regards to the carrying out of key activities
- As part of the process of transforming the Secretariat, a revised strategy has been developed. This strategy provides key input with regards to strategic initiatives that the Secretariat needs to focus on in order to create a capable and visible institution. Provisions have therefore been made within this plan in order to give this effect e.g. the adoption of the Balanced Scorecard Strategic Management System
- Sound business planning methodology dictates that you plan in a way that consciously contributes to the realisation of the organisations vision. In order to achieve this, the organisation must look at the following:
 - Managing your client base and their expectations
 - Ensuring that internal business processes are efficient and effective
 - Managing finances
 - Ensuring that investments in human capital (training and development that continues to add to a knowledge organisation) and reap rewards

Due to the unpredictability of the work that the Secretariat has to perform and the demands that might be placed during the course of the financial year, it is critical to understand that the plan is subject to reviews and refinements.

However it is important to ensure that whatever changes take place to the plan are consistent with the broad strategic drive of the Secretariat and its mandate.

This plan therefore treated as document



should be a "live"

3 Business Planning Framework

The framework that has been utilised by the Secretariat has been developed on the basis of a number of principles:

- There are strategic imperatives that need to be achieved by the Secretariat including legislative requirements, broad government goals and Ministerial directives
- It is important to ensure that the business plan is aligned to the strategy and values of the Secretariat
- It is critical to ensure that there is a level of alignment with the activities of SAPS which are captured in its business plan

The framework is divided into the following broad sections:

- **Strategic drivers:** these provide the strategic guidance for the organisation. Within the public sector they identify what an organisation must take cognisance of in order to be aligned national directives. In the

case of the Secretariat two examples are the State of the Nation Address as well as the SAPS business plan

- **Strategy:** the strategy phase of the framework helps the organisation to develop the organisational strategy. A strategy traditionally covers the following aspects: a vision statement, strategic outcomes, strategic objectives and performance measures.
- **Planning:** the planning phase begins to identify the incremental steps that must be followed in order to achieve the organisations strategy and will culminate in the development of a business plan.
- **Operations:** the operations phase of the framework describes in detail how the business plan will be delivered. The main output from the process will be an operational plan

4 Mandate and Core function of the Secretariat

4.1 Secretariat's Mandate

The Secretariats derives its mandate from following sources:

- The Constitution of the Republic of South Africa, 1996;
- The South African Police Service Act 68 pf 1995;
- The White Paper on Safety and Security, 1998; and
- Presidential and Ministerial directives; and
- Ministerial delegations

The Constitution of the Republic of South Africa (1996), provides for the establishment of a National Secretariat for Safety and security. The functions of the Secretariat, which are spelt out in Section 3(1) of the SAPS Act, are to:

- advise the Minister in the exercise of his or her powers and the performance of his or her duties and functions;
- perform such functions as the Minister may consider necessary or expedient;
- promote democratic accountability and transparency in the Service;

- promote and facilitate participation by the Service in the Reconstruction and Development Programme (RDP);
- provide the Minister with legal services and advice on constitutional matters;
- provide the Minister with communication, support and administrative services;
- monitor the implementation of policy and of directions issued by the Minister, and report to the Minister on these matters;
- conduct research into any policing matter in accordance with the instructions of the Minister, and report the results to the Minister;
- perform such functions as may from time to time be assigned to the Secretariat by the Minister; and
- evaluate the functioning of the Service and report to the Minister.

The SAPS Act also gives broad powers of access to the Secretariat. In terms of section 3(2), it may if it is reasonably necessary for the performance of its functions,

- request and obtain information and documents under the control of the Service;
- enter any building or premises under the control of the Service; and
- be entitled to all reasonable assistance from a member of the Service.

4.2 Secretariat's Core Business

The Secretariat's core business has been defined on the basis of its legislated mandate and has been guided by an understanding of its vision and its mission. Within this context, the core business of the Secretariat would encompass the provision of transversal civilian oversight on the South African Police Service and to play an advisory role to the Minister of Safety and Security on legal and policy matters. The following are the key advisory areas that the Secretariat focuses on:

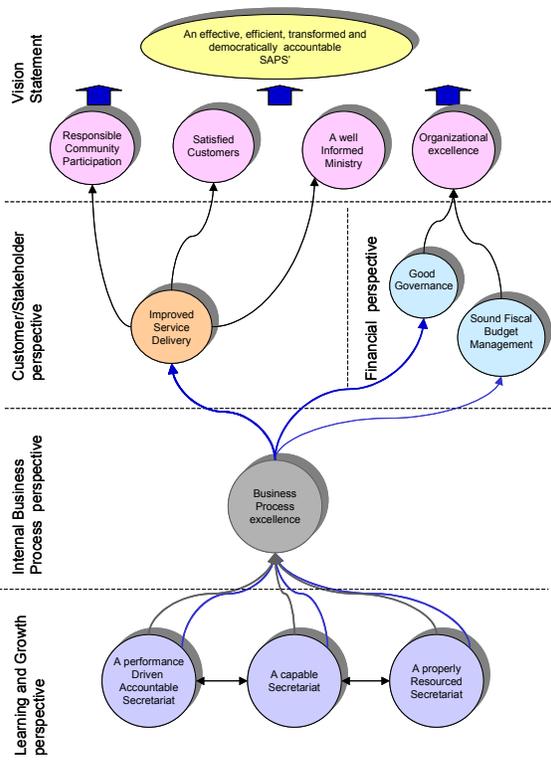
- On legal and constitutional matters
- Social crime prevention
- Policy issues
- Monitoring, Evaluating and Reporting on the efficiency and effectiveness of the Service
- Conducting research in the Safety and Security Environment
- Provide Communication Services to the Minister
- Any matters as may be determined by the Minister

This is done through the conducting of detailed and specific research studies within the safety and security environment and the development of information and reports thereof.

5 Strategic Guidance

The strategy map provides an overview of how the Secretariat is adding value and achieving its vision. This strategy map has been developed on the basis of key outcomes based on the successful attainment of the strategic objectives that have been identified.

The strategy map of the Secretariat follows below:



5.1 Strategic Objectives

In order to carry out its core functions and ensure that the strategic delivery areas are achieved the Secretariat has identified the following strategic objectives:

BSC Perspective	Strategic Objective
The Learning and Growth Perspective	To manage the Secretariat staff performance
	To improve the capabilities of the Secretariat
	To continuously build the internal capacity to enhance the quality of services rendered
	To ensure representativity in the composition of staff within the Secretariat
Internal Business Perspective	To enhance service delivery processes of the Secretariat
Customer/ Stakeholder Perspective	To ensure an enhanced Advisory and oversight service and stakeholder management
The Financial Perspective	To ensure compliance to corporate governance requirements
	To improve budget planning, monitoring and control

5.2 Secretariat's Values

Creating the correct culture in an organisation is highly reliant on developing a set of values that define the ethos of that organisation. The values are meant to enhance the quality of the service provided as well as create an environment that is representative of the entire value system of that organisation. The Secretariat has identified the following values that staff should espouse if service delivery is to be positively impacted:

- Integrity and honesty

- *Commitment to excellence*
- *Value diversity, respect, trust and encouraging others*
- *Appropriate and open communication with all*
- *Team work and listening with an open mind*
- *Courage and conviction*

6 Risk Management

The table below identifies and prioritises the risks that Secretariat has identified as part of the business planning process. Risk management initiatives have been developed to try and minimised the impact that the risks will have on programme and project delivery. These initiatives are linked to the critical success factors that are required for successful sustainable delivery.

No	Risk	Initiative
1	Lack of follow through and implementation	The need to create a position: Strategic support in the office of the secretary will be tasked with managing the implementation of the business plan and strategy
2	Low levels of credibility	The strategy of the organisation has been revised to better address service delivery requirement
3	Low levels of capacity and skills	The organisational structure of the Secretariat has been redesigned and will be implemented in the coming financial year Skills gaps have been identified and training initiatives have been planned
4	Budget planning that does not adequately address delivery requirements	As part of the Business Plan Review process the budget planning process will be reviewed to remove inefficiencies
5	Delivery is not adequately being tracked	As part of the organisational transformation exercise the Secretariat plans to implement a Business Process Re-engineering process

6	Stakeholder management is not being adequately delivered	A stakeholder management strategy will be completed
---	--	---

7 Critical Success Factors

One of the more important outputs of strategic review session is that it identified critical success factors for strategy implementation. The term critical success factor identifies those areas that, if not attended to, will hamper the overall operational and strategic efficiency of the organisation. The following point must be stressed, they are not suggestions, these are issues that if not implemented will hamper the extent to which the Secretariat will be able to deliver on the defined mandate. The critical success factors are more often than not linked to strategic objectives defined by an organisation and are thus strategic in nature. The Secretariat has identified the following critical success factors:

- Reviewing the staffing of the office of the secretary, which includes engaging a strategic support person
- Roll out of an inclusive organisational structure that is aligned to the Secretariat strategy
- Implementation of targeted training initiatives (building capacity in the unit)
- Roll out and completion of the business process reengineering process
- Implementation of the new programme and project planning process
- Development and implementation of the stakeholder management strategy

8 Business Planning process 2006/07

8.1 Strategic Alignment

The business plan has been designed in order to ensure that all areas of the strategy are covered. The Secretariat receives the majority of its strategic direction from the following sources:

- The State of the Nation Address
- The South African Polices Service Business Plan 2006/2007
- The Ministerial Directives

- The Legislated mandate of the Secretariat

The Matrices below show how the strategic alignment has been successfully completed:

Table 1 - The State of Safety and Security

The State of the Nation Address	Secretariat Key Performance Area	Key Activities and Initiatives
Integrated law enforcement operations	Monitor and evaluate the functioning of the Service and report to Minister thereon	Evaluation of the National Crime Prevention Centre and its programmes, SAPS integration and coordination with other agencies in terms of the NCPS (M&E) projects
Reducing the number of illegal fire arms		Provide Periodical statistics on confiscated firearms, the arrests for the unlawful possession of firearms and ammunition, and adherence of the SAPS to the operational plan on this issues (firearms proliferation M&E project)
Ensuring better processing of applications for firearm licences		Providing SAPS with information relating to the entire value chain for the application of firearms. This will provide information on: completed applications, current applications and other related statistics (M&E) project
Reducing drug trafficking and substance abuse		Providing periodical statistics on impact levels of SAPS interventions and on the impact levels of social crime prevention programme housed in the deputy Ministers office
Implementing social crime prevention measures		Identifying and social crime prevention programmes in conjunction with the office of the deputy Minister and evaluate the impact of those initiatives for the financial year (e.g. Safer schools and Missing Children Project)
Land reform and restitution		Monitor the implementation of the SAPS rural safety plan, especially the abuse of farm workers and farm dwellers; Development of the rural safety and security policy

Table 2 - The South African Police Services Business Plan

The South African Police Services business plan	Secretariat Key Performance Area	Key Activities and Initiatives
Combat organised crime, focussing on drug and firearms trafficking, vehicle theft and hijacking, commercial crime and corruption amongst public officials	Monitor and evaluate the functioning of the Service and report to Minister thereon	The collection, analysis and presentation of all statistical delivery of information relating to these crime focus areas. This also entails providing planning and delivery information to SAPS that will create delivery improvements. (M&E project).
Combat serious and violent crimes via strategies		
Reduce the incidence of crimes against women and children and improve the investigation and prosecution of these crimes		
Improve the services provided by SAPS in general		

Table 3: The Ministerial Directives		
The Ministerial Directives	Secretariat Key Performance Area	Key Activities and Initiatives
Providing better oversight by developing better relationships	Perform functions that the Minister may consider necessary or expedient to ensure civilian oversight of the Service	Development and implementation of the Stakeholder strategy
Achieving optimal use of Community policing forums	Provide the Minister with policy development and advisory services	Completing research on CPFs in order to reviewing the current policy with a view to standardising and improving the functioning of the forums
Improved knowledge management capability	Development of a knowledge management capability	Development of the knowledge management database
Providing constructive information that feeds into the SAPS planning process	Perform functions that the Minister may consider necessary or expedient to ensure civilian oversight of the Service	Business process reengineering process
Implementing better programme and project budgeting	Perform functions that the Minister may consider necessary or expedient to ensure civilian oversight of the Service	Business process reengineering process

Table 4: The Legislated Mandate of the Secretariat

The Legislated Mandate of the Secretariat	Secretariat Key Performance Area	Key Activities and Initiatives
Principal advisor to the Minister	The entire scorecard of the Secretariat is geared towards fulfilling this mandate point. As a result all of the KPA's on the scorecard would align.	Meeting all special requests being made by the ministry
Monitoring, Evaluating and Reporting on the efficiency and effectiveness of the Service	Monitor and evaluate the functioning of the Service and report thereon	Compliance with the M&E plan that will be developed by the M&E unit
Conducting research in the Safety and Security Environment	Conduct research into any safety & security matters in accordance with the instruction of the Minister and report to the Minister thereon	Compliance with and implementation of the research agenda
Provide Communication Services to the Minister	Provide the Minister with communication, support and administrative services	Compliance with and implementation of the Communications strategy

8.2 The Key Performance Areas

The Key Performance Areas for the 2006/07 financial year have been developed on the basis of the National Crime Prevention Strategy as well as the department's strategic objectives. In addition to that the department considered it critical that there is a common understanding of the role of the Secretariat.

BSC Perspective	Strategic Objectives	Key Performance Areas
Internal Business Process	To monitor the effectiveness and efficiency of police strategies and operations	<ul style="list-style-type: none"> Monitor and evaluate the functioning of the Service and report to the Minister thereon
<ul style="list-style-type: none"> Internal Business Process Learning and Growth 	To enhance transformation within the South African Police Service	<ul style="list-style-type: none"> Conduct research into any safety & security matters in accordance with the instruction of the Minister and report to the Minister thereon
<ul style="list-style-type: none"> Internal Business Process Customer/Stakeholder Perspective 	To evaluate and improve resource allocation and service delivery by the South African Police Service at station level	
<ul style="list-style-type: none"> Internal Business Process Customer/ Stakeholder Perspective 	To encourage and enhance responsible community participation in crime prevention	<ul style="list-style-type: none"> Provide the Minister with policy development and advisory services
<ul style="list-style-type: none"> Internal Business Process Customer/ Stakeholder Perspective 	To offer advice, as appropriate, to the Minister on a range of safety and security matters; and	<ul style="list-style-type: none"> Perform functions that the Minister may consider necessary or expedient to ensure civilian oversight of the services (strategic support) Advise the Minister on the exercise of his powers, and the performance of his duties and functions Provide the Minister with legal services and advice on constitutional matters Provide the Minister with communication, support an administrative services
<ul style="list-style-type: none"> Internal Business Process Financial Learning and Growth 	To enhance the image and profile of the Secretariat	<ul style="list-style-type: none"> Management of the human capital and financial resources of the Secretariat Provide the Minister with communication, support an administrative services

8.3 Secretariat Scorecard 2006/07

The balanced scorecard for the Secretariat has been developed on the basis of inputs that were provided at the strategic planning session. The scorecard therefore covers both the strategic intent of the Secretariat and the design criteria of the Balanced Scorecard methodology.

The key performance indicators have been developed on the basis of:

- Measurement of key areas that emanated from the discussions
- Key requirements as per strategic context (The transition, strategic issues and challenges)
- An understanding of current operational issues (due to the current institutional model)

No	2006/2007 Key Performance Areas	KPI No.	Key Performance Indicator	Target
1	Advise the Minister on the exercise of his powers, and the performance of his duties and functions	1.1	% of requests that meet delivery deadlines	100%
		1.2	% of requests that comply with briefs presented	100%
2	Perform functions that the Minister may consider necessary or expedient to ensure civilian oversight of the Service (strategic support)	2.1	% of special projects completed within required deadline	100%
3	Provide the Minister with legal services and advice on constitutional matters	3.1	Number of key pieces of legislation reviewed	2
		3.2	% of litigation cases where accurate legal information is provided	100%
		3.3	% completion of a monitoring framework ¹	100%
		3.4	Number of databases developed ²	1

¹ For the monitoring of SAPS settlement of civil claims against the Minister

² Creating an integrated knowledge management database for immediate information access and analysis

No	2006/2007 Key Performance Areas	KPI No.	Key Performance Indicator	Target
4	Provide the Minister with communication, support an administrative services	4.1	% completion of a communication strategy (media liaison, public relations, branding)	100%
		4.2	% completion of an administration operational plan ³	
5	Monitor and evaluate the functioning of the Service and report to the Minister thereon	5.1	% completion of a national monitoring, evaluation & reporting plan	100%
		5.2	Number of policy and legal gap reports submitted	2
		5.3	% completion of a national M&E framework/system for implementation	100%
6	Conduct research into any safety & security matters in accordance with the instruction of the Minister and report to the Minister thereon	6.1	% completion of the Research agenda for the year	100%
		6.2	% completion of the Knowledge management database	
		6.3	% of requests for information that are responded to ⁴	100%
7	Provide the Minister with policy development and advisory services	7.1	% completion of the Policy framework completed	100%
		7.2	Number of policies reviewed (Note: include definitions linked to the score card)	3
		7.3	% of new policies developed	100%
		7.4	% completion of a database of policies ⁵	100%
8	Development of a knowledge management capability	8.1	% Completion of the design of a knowledge management system	100%
		8.2	% Completion of the KM system implementation plan	100%
9	Management of the human capital and financial resources of the Secretariat	9.1	% Compliance with the Skills Development plan	100%

³ Identifies all aspects of delivery of administration services

⁴ Issues of quality will be dealt with as part SLA's and performance contracts

⁵ Issues of accessibility are included in the indicator but specific responsibility for the content of the database will rest with the Secretariat

No	2006/2007 Key Performance Areas	KPI No.	Key Performance Indicator	Target
		9.2	% Compliance with EE plan	100%
		9.3	% Compliance with HIV/AIDS programme	100%
		9.4	Number of staff performance managed	All
		9.5	% variance under approved budget	5%
		9.6	% Compliance with governance protocols ⁶	100%
		9.7	% Compliance with procurement policies & procedures ⁷	100%
		9.8	% completion of a risk management plan	100%
		9.9	% of compliance with risk management plan	100%

8.4 Business Unit Scorecards

Each business unit within the Secretariat is responsible for delivery in one of the identified core areas as well as to aid in achieving Secretariat delivery areas. The key performance areas of the units were developed on the basis of the following:

- The National crime prevention strategy
 - The Strategic objectives of the Secretariat, and
 - The key performance areas of the Secretariat
- **Office of the Secretary**

⁶ An approved list of protocols must be listed at the beginning of the year and an audit must be completed at the end of the year to ascertain levels of compliance

⁷ Protocols must be identified and an audit must be completed at the end of the year

No	2006/2007 Key Performance Areas	KPI No.	Key Performance Indicator	Target
1	Perform functions that the Minister may consider necessary or expedient to ensure civilian oversight of the services (strategic support)	1.1	% of special projects completed	100%
2	Development of a knowledge management capability	2.1	% Completion of the design of a knowledge management system	100%
		2.2	% Completion of the KM system implementation plan	100%
3	Provide the Minister with communication, support and administrative services	3.1	% completion of a communication strategy (media liaison, public relations, branding)	100%
			% completion of an administration operational plan ⁸	100%
4	Provide strategic support to the Secretariat	4.1	% completion of organisational transformation project	100%
5	Management of the human capital and financial resources of the Secretariat	5.1	% Compliance with the Skills Development plan	100%
			% Compliance with EE plan	100%
			% Compliance with HIV/AIDS programme	100%
			% of staff performance managed	100%
			% variance under approved budget	<5%
			% Compliance with governance protocols ⁹	100%
			% Compliance with procurement policies & procedures ¹⁰	100%
			% of compliance with risk management plan	100%

⁸ Identifies all aspects of delivery of administration services

⁹ An approved list of protocols must be listed at the beginning of the year and an audit must be completed at the end of the year to ascertain levels of compliance

¹⁰ Protocols must be identified and an audit must be completed at the end of the year

▪ **Monitoring and Evaluation Directorate**

No	2006/2007 Performance Areas	Key KPI No.	Key Performance Indicator	Target
1	Develop a monitoring, evaluation and reporting plan nationally for the year	1.1	No of SAPS programmes identified by plan	4
		1.2	% Completion of an Indicator map	100%
		1.3	% Completion of an Indicator Schedule	100%
		1.4	% of monitoring plan achieved	100%
		1.5	Number of M&E tools automated	1
		1.6	Number of performance reports (as input to SAPS delivery) submitted to the Secretary	4
		1.7	Number of finalised evaluation reports	1
		1.8	Number of reporting formats completed	2
		1.9	Number of report schedules approved	1
2	Develop a national M&E Framework/system for implementation	2.1	% completion of the stakeholder consultation process	100%
		2.2	% Completion of the design of the system	100%
		2.3	% completion of a feasibility study on the implementation of the system	100%
		2.4	Number of pilots of the system completed	1
3	Referral of identified gaps and weaknesses to Policy and Legal	3.1	Number of feedback reports submitted to Legal and Policy	4
		3.2	Number of impact evaluation reports completed (tracking impact of reviewed policies)	1
4	Stakeholder Management (relations)	4.1	% completion of the Stakeholder management strategy.	100%

No	2006/2007 Performance Areas	Key	KPI No.	Key Performance Indicator	Target
5	Management of the human capital and financial resources of the Secretariat		5.1	% Compliance with the Skills Development plan	100%
			5.2	% Compliance with EE plan	100%
			5.3	% Compliance with HIV/AIDS programme	100%
			5.4	Number of staff performance managed	All
			5.5	% variance under approved budget	<5%
			5.6	% Compliance with governance protocols ¹¹	100%
			5.7	% Compliance with procurement policies & procedures ¹²	100%
			5.8	% of compliance with risk management plan	100%

▪ **Legal Services Directorate**

No	2006/2007 Performance Areas	Key	KPI No.	Key Performance Indicator	Target
1	Provide legal advice to the Minister on an ad hoc basis		1.1	% of requests that meet delivery deadline	100%
			1.2	% of requests that comply with the brief	100%
2	To provide legislation and policy review support		2.1	Number of acts reviewed and amended	4
				% of policies vetted	100%
3	Development of a knowledge management capability		3.1	% completion of the knowledge management database	100%
				Number of analytical reports submitted ¹³	4
4	Management of the human capital and financial resources of the Secretariat		4.1	% Compliance with the Skills Development plan	100%
			4.2	% Compliance with EE plan	100%
			4.3	% Compliance with HIV/AIDS programme	100%

¹¹ An approved list of protocols must be listed at the beginning of the year and an audit must be completed at the end of the year to ascertain levels of compliance

¹² Protocols must be identified and an audit must be completed at the end of the year

¹³ Analysis reports to guide planning, training and delivery

No	2006/2007 Key Performance Areas	Key KPI No.	Key Performance Indicator	Target
		4.4	Number of staff performance managed	All
		4.5	% variance under approved budget	<5%
		4.6	% Compliance with governance protocols ¹⁴	100%
		4.7	% Compliance with procurement policies & procedures ¹⁵	100%
		4.8	% of compliance with risk management plan	100%

▪ **Policy and Research Directorate**

No	2006/2007 Key Performance Areas	KPI No.	Key Performance Indicator	Target
1	Provide strategic and operational research support	1.1	% completion of the Research agenda for the year	100%
		1.2	Number of research products published	4
		1.3	% of requests that meet delivery deadline	100%
		1.4	% of requests that comply with the brief	100%
		1.5	Number of research networks set up	1
2	Development of a knowledge management capability	2.1	% completion of the research database ¹⁶	100%
		2.2	Number of analytical reports completed	4
3	Providing policy review and development services	3.1	% completion of the policy framework for the Secretariat ¹⁷	100%

¹⁴ An approved list of protocols must be listed at the beginning of the year and an audit must be completed at the end of the year to ascertain levels of compliance

¹⁵ Protocols must be identified and an audit must be completed at the end of the year

¹⁶ database covers both research and policy

No	2006/2007 Key Performance Areas	KPI No.	Key Performance Indicator	Target
		3.2	% completion of the policy gap analysis	100%
		3.3	% completion of policy review and development agenda	100%
		3.4	% of requests that meet delivery deadline	100%
		3.5	% of requests that comply with the brief	100%
		3.6	Number of policies reviewed ¹⁸	1
4	Management of the human capital and financial resources of the Secretariat	4.1	% Compliance with the Skills Development plan	100%
		4.2	% Compliance with EE plan	100%
		4.3	% Compliance with HIV/AIDS programme	100%
		4.4	Number of staff performance managed	All
		4.5	% variance under approved budget	<5%
		4.6	% Compliance with governance protocols ¹⁹	100%
		4.7	% Compliance with procurement policies & procedures ²⁰	100%
		4.8	% of compliance with risk management plan	100%

¹⁸ Civil litigation policy will be reviewed

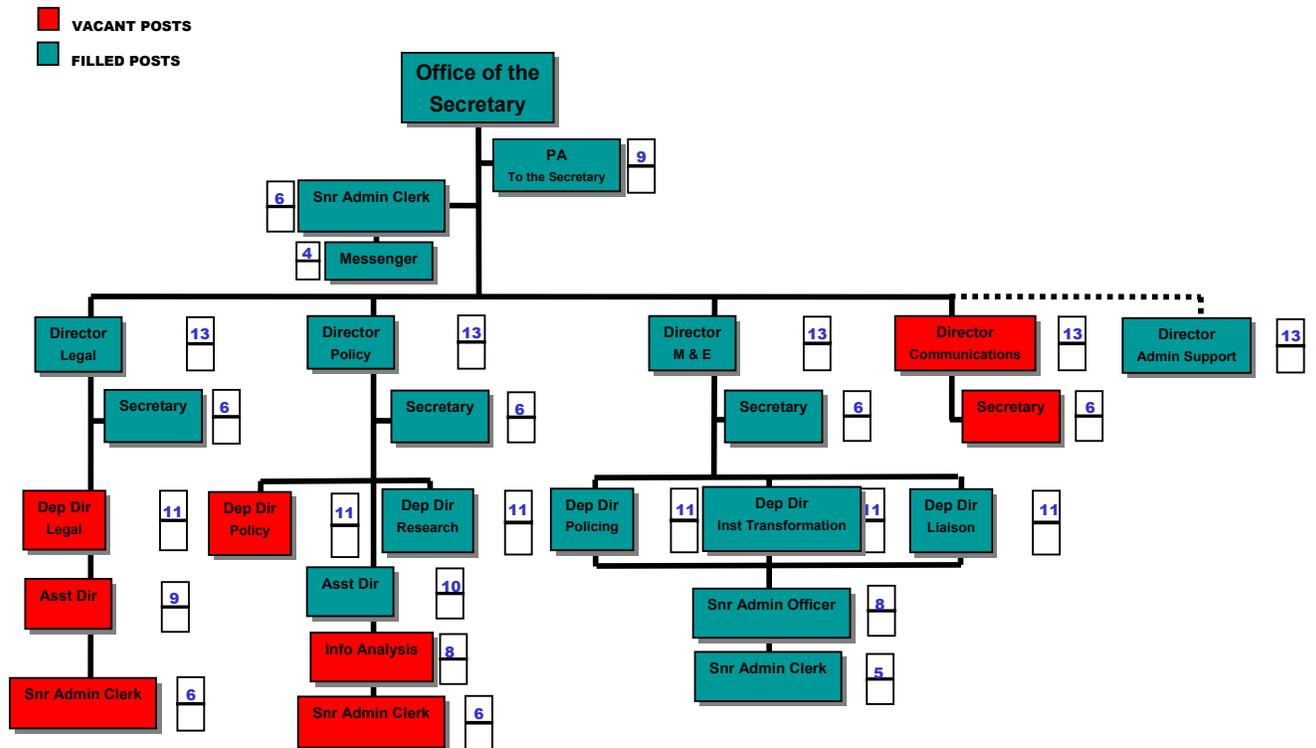
¹⁹ An approved list of protocols must be listed at the beginning of the year and an audit must be completed at the end of the year to ascertain levels of compliance

²⁰ Protocols must be identified and an audit must be completed at the end of the year

9 Resource and budget planning

9.1 The Secretariat's Organisational Structure

The Secretariat's organogram is as follows:



The structure has been designed to ensure that the Secretariat is able to deliver against its mandate. The vision, mission, mandate and core business of the unit were all used as the basis for the design. There is strong alignment to the strategic drivers of the Secretariat. One of the key design principles was that the structure should be lean but still allow for delivery in all of the core business areas. The design also took cognisance of the fact that the Secretariat may choose to use strategic partnerships and outsourcing to deliver certain areas of the core business. The Secretariat staff will focus on priority areas and on areas where the necessary skills are available in the unit. Areas that require outside skills will be outsourced and managed by the unit.

A proposed addition to the structure is the Office of the Secretary (OTS), i.e. the need to create the position of a strategic support person (preferably at a director level position) who will be responsible for running the office of the secretary and will ensure that all projects identified for delivery by the OTS are delivered according to approved project plans (including timeframes and budgets).

Human and Capital Resources

The Secretariat realises that in order to properly deliver against its mandate it must optimally use the Human resources that it has at its disposal. In order to achieve this they have prioritised specific areas of the Human Resources and Development area that they will focus on in the next financial year. The following projects, housed in the office of the secretary, have been developed to provide a targeted approach to developing capacity and ultimately to ensure that delivery occurs:

- An organisational review and redesign project
- A skills audit project
- A training and development initiative, and

- A change management initiative

As part of the organisational redesign exercise the Secretariat has identified strategic positions that must be filled as a matter of urgency. The recruitment process has been structured to ensure that these key positions are filled first.

The M&E environment is highly analytical and requires specially developed software to perform certain elements of the statistical analysis that the directorate will have to complete as part of its day-to-day business. The Secretariat has decided to purchase SPSS software in order to support the implementation of the Monitoring and Evaluation Scorecard.

9.2 Programmes and Projects Budget

Strategic Focus Area: Transversal Civilian Oversight on SAPS				
Objective: To encourage and enhance responsible community participation in crime prevention				
Programme: Visible Policing				
Project Number	Project Name	Project Description	High-level Activities	Operational Expenditure
1	Public Perceptions on SAPS Service Delivery	Desktop research on public perceptions on service delivery by SAPS on 4 selected provinces	<ul style="list-style-type: none"> • Establish network with research institutions • Sign Memorandum of Understanding with researchers • Analysis of previous surveys • Strategic Group Discussions • Report and publication of results 	R87 500.00
2	Effectiveness of the NCPS and its programs	Evaluation of the effectiveness and efficiency of the National Crime Prevention Centre and its programs	<ul style="list-style-type: none"> • Assessment of crime and police performance in selected police stations • Workgroup sessions with centre management • Interviews at stations • Opinion surveys in selected station areas 	R126 100.00
3	Impact of CPFs on crime in South Africa	Measure the establishment and the impact that the CPFs have on crime prevention in selected provinces	<ul style="list-style-type: none"> • Focus Group Interactions • Document Analysis 	R119 300.00

Strategic Focus Area: Transversal Civilian Oversight on SAPS				
Objective: To evaluate and improve service delivery by the South African Police Service at station level				
Programme: Detective Services				
Project Number	Project Name	Project Description	High-level Activities	Operational Expenditure
4	Quality of Forensic Services	Evaluation of the quality, efficiency and turnaround times of forensic support services	<ul style="list-style-type: none"> • Development, implementation of survey instruments 	R95 100.00
5	Crime Records Centre	Assessment of quality management of criminal records in the CRC	<ul style="list-style-type: none"> • Quality Assessment of implementation plan 	R83 500.00

Strategic Focus Area: Transversal Civilian Oversight on SAPS				
Objective: To monitor the effectiveness and efficiency of police strategies and operations				
Programme: Crime Intelligence				
Project Number	Project Name	Project Description	High-level Activities	Operational Expenditure
6	SAPS Interventions on Firearms Proliferation	Evaluating the SAPS intervention on firearms proliferation	<ul style="list-style-type: none"> • Evaluation of the performance of illegal firearms units • Docket analysis to ascertain information on 	R 100 700.00

			firearms used in violent crimes <ul style="list-style-type: none"> • Liaison with other stakeholders on continued firearms campaigns 	
--	--	--	---	--

Strategic Focus Area: Transversal Civilian Oversight on SAPS				
Objectives:				
<ul style="list-style-type: none"> • To monitor the effectiveness and efficiency of police strategies and operations • To evaluate and improve resource allocation and service delivery by the South African Police Service at station level 				
Programme: Administration				
Project Number	Project Name	Project Description	High-level Activities	Operational Expenditure
7	Alignment and Understanding of National SAPS Strategic Plan at Police Station Level	Assess the understanding, alignment, and implementation of the SAPS Strategic Plan 2006/2007 from national to station levels	<ul style="list-style-type: none"> • Evaluate SAPS strategic planning implementation process 2006-2010 	R154 000.00
8	Monitoring SAPS Resource Allocation Plan and Rollout to police stations	Determine whether or not the provision of additional resources to the 50 priority hot spot areas stabilized and started reducing the levels of policeable crimes	<ul style="list-style-type: none"> • Assess current and previous performance • Evaluate implementation plan • Interviews with resource allocation units at area level • Obtain statistical crime information for comparative analysis 	R229 300.00

9	Process Evaluation of SAPS Employee Assistance Programme	To determine whether an Employee Assistance Programme (EAP) were successfully implemented	<ul style="list-style-type: none"> Assess EAP policy Implementation Interviews with provincial practitioners on EAP Gap analysis and Recommendations (with a proposed feasible model) 	R144 300.00
10	Evaluating the Implementation of the Supply Chain Management	Determine whether the SAPS complies with the Supply Chain Management Act with focus on meeting the BEE targets	<ul style="list-style-type: none"> Focus Group Interactions Evaluate the SAPS implementation of SCM Documents analysis of SAPS procurement monthly reports (forensic opinion) 	R 129 310.00
11	Drafting of the SAPS Amendment Bill	Project entails the drafting of the Bill that amends the SAPS Act which was promulgated before the commencement of the New Constitution	<ul style="list-style-type: none"> Pre-drafting stage Drafting stage Parliamentary process 	R 642 440.00
12	Drafting of the PSIRA Amendment Bill	The project entails the drafting of a Bill that amends the PSIRA Act	<ul style="list-style-type: none"> Drafting stage Parliamentary process 	R 204 960.00
13	Drafting the SAPS Litigation Policy	Develop policy on civil litigation intended to address civil claims preponderance on SAPS members liabilities	<ul style="list-style-type: none"> Access to database information Conduct bespoke research Draft policy Policy advocacy and peer review (includes countrywide travelling). 	R60 260.00

Strategic Focus Area: Principal Advisor to the Ministry				
Objective: To offer advice, as appropriate, to the Minister on a range of safety and security matters				
Program: Customer/Stakeholder Value Realisation				
Project Number	Project Name	Project Description	High-level Activities	Operational Expenditure
14	Participate in Imbizos	Prepare, Participate, attend to (make referrals) and advise on complaints raised at Minister's Imbizos	<ul style="list-style-type: none"> • Travelling to 5 identified destinations 	R97 085.00
15	Develop Secretariat-specific M&E Plan and Reporting Framework*	Development of an integrated Monitoring, Evaluation and Reporting system for the Secretariats	<ul style="list-style-type: none"> • Identify potential service providers • Project initiation Document (PID) • Get buy-in from stakeholders/understanding the concept M&E • Design phase • Capacity building • Development of performance baseline • System implementation • Reporting • Systems Review 	R99 825.00
16	Conduct Macro-level Policy Environmental Scan	Project intended to keep the office of the Minister and the Secretariat abreast of new policy developments	<ul style="list-style-type: none"> • Access to relevant databases • Procurement of resource material 	R73 200.00

		in South Africa, the rest of Africa and abroad		
17	Publish and Disseminate Reports, Monographs, and Documents generated by the Secretariat*	This entails the publication and dissemination of at least two major documents developed by the Secretariat during the financial year.	<ul style="list-style-type: none"> • Invite tenders • Procure service providers for different products 	R245 000.00
18	Establish Strategic Partnerships (networks)	Project intended to identify and forge ties with relevant institutions within and outside government as a strategic means of augmenting staff capacity and keep the organization abreast on current debates and positions around specific topics and to continuously update its policy and regulatory framework	<ul style="list-style-type: none"> • Travelling to 3 identified institutions/organizations 	R13 000.00

Strategic Focus Area: Operational Excellence of the Secretariat				
Objective: To ensure business process excellence in the organization				
Program: Internal Business Processes				
Project Number	Project Name	Project Description	High-level Activities	Operational Expenditure
19	Organizational Review and Redesign*	Project intended to ensure that structural design is in tandem with the legislative mandate and that it enables service delivery and to further determine if current competencies and positions can deliver on the set objectives	<ul style="list-style-type: none"> Assess current structure and personnel competencies against the delivery targets Developing a concept document in terms of the legislative mandate of the organization 	R17 000.00
20	Training And Development*	This relates to the implementation of the training plan according to identified skills gaps and in adherence to national policies on skills development	<ul style="list-style-type: none"> Identified courses and service providers 	R90 000.00
21	Internal Business Processes Re-engineering*	Project intended to develop internal processes and consistent systems to ensure business process excellence and efficient turnaround times in accordance with good service standards.	Procurement of external service provider (specialized skill)	R27 500.00

22	Development of a change management plan*	Project intended to ensure Organisational culture and change readiness with a specific emphasis on integration and diversity management	<ul style="list-style-type: none"> • Mapping organizational culture and values • Conducting Climate Survey • Developing a change plan 	R31 500.00
23	M&E Automated Tool Systems Design and Implementation*	Project intended to automate a tool for monitoring, evaluating and reporting on police performance at station levels	<ul style="list-style-type: none"> • Integration of provincial inputs • Finalization of end-user-requirements • System design • System automation • Data Computation • Upkeep and reporting • Systems review 	R 350 000.00
24	Development of Research and Policy Databases*	Project intended to develop a knowledge and information database on policy, strategy and operations research related to a safety and security environment In order to ensure proper information management.	<ul style="list-style-type: none"> • Design the shell • Research on data • Compute Data • Database Upkeep 	R435 000.00
25	Development of a Complaints Handling and Reporting Mechanism*	Project intended to develop a workflow system for complaints, i.e. complaints file trailing, records or audit trail (stats development), and automated escalation	<ul style="list-style-type: none"> • Procure external services for the development of the tool • Data computation • Database upkeep 	R475 000.00
26	Facilitate a Secretaries Forum	Project intended to facilitate and ensure a continuous high-level engagement between the national Secretariat and provincial counterparts	<ul style="list-style-type: none"> • Setup 4 meetings (2 National Office and 2 at the identified Provincial Offices) • Conduct visits 	R113 000.00
27	Develop a Communication Strategy	Project intended to enhance the image and profile of the Secretariat	<ul style="list-style-type: none"> • Advertisement of post • Development of Communication Strategy 	R67 000.00
28	Develop and Implement an Integrated Stakeholder Value Management Plan	Project intended to identify stakeholders, understand the value they require, understand the Secretariat's obligations towards them, and formulate plans and strategies intended to deliver value to them	<ul style="list-style-type: none"> • Develop stakeholder filtering mechanism • Conduct stakeholder workshops • Develop and implement stakeholder value management strategy and plan 	R457 000.00
Total Projects Cost				R4 767 880

*These projects requires expertise that is not a core competency within the organization, hence the outsourcing route.

10 Conclusion

The successful implementation of the current business plan is highly dependent on the ability of the Secretariat to apply proper governance, resources and delivery management principles. The output thereof will not only mark a more transformed and effective Secretariat, but will also contribute to the success of the SAPS in realising its service delivery to the South African communities.