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# **Department of Safety and Liaison**

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**STRATEGIC PLAN 2003 - 2006**

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# Contents

CHANGES TO THE 28 NOVEMBER 2001 DISCUSSION DOCUMENT .....	3
<b>1 INTRODUCTION .....</b>	<b>5</b>
<b>2 COMPONENTS OF A STRATEGIC PLAN .....</b>	<b>7</b>
<b>3 FORMAT OF STRATEGIC PLANS FOR PROVINCIAL HEALTH DEPARTMENTS .....</b>	<b>8</b>
<b>PART A: STRATEGIC OVERVIEW .....</b>	<b>8</b>
3.1 STATEMENT OF POLICY AND COMMITMENT BY THE MEC .....	8
3.2 OVERVIEW BY THE ACCOUNTING OFFICER .....	8
3.3 VISION .....	9
3.4 MISSION AND STRATEGIC GOALS .....	9
3.5 VALUES .....	9
3.6 LEGISLATIVE AND OTHER MANDATES .....	9
3.7 DESCRIPTION OF STATUS QUO .....	11
3.7.1 <i>Summary of service delivery environment and challenges</i> .....	<i>Error! Bookmark not defined.</i>
3.7.2 <i>Summary of organisational environment and challenges</i> .....	<i>Error! Bookmark not defined.</i>
3.8 DESCRIPTION OF STRATEGIC PLANNING PROCESS .....	12
<b>PART B: PROGRAMME AND SUB-PROGRAMME PLANS .....</b>	<b>14</b>
3.9 STRATEGIC OBJECTIVES .....	14
3.10 MEASURABLE OBJECTIVES, PERFORMANCE MEASURES AND PERFORMANCE TARGETS .....	16
3.11 PERFORMANCE TARGETS .....	38
<b>3.12 RECONCILIATION OF BUDGET WITH PLAN BY PROGRAMME .....</b>	<b>39</b>
3.13 MEDIUM-TERM REVENUES .....	41
3.13.1 <i>Summary of revenue</i> .....	41
3.13.2 <i>Departmental revenue collection</i> .....	41
3.13.3 <i>Conditional grants</i> .....	41
3.14 CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS .....	41
3.14.1 <i>Interdepartmental linkages</i> .....	41
3.14.2 <i>Local government linkages</i> .....	41
3.14.3 <i>Public entities</i> .....	41
3.14.4 <i>Public, private partnerships, outsourcing etc</i> .....	42
3.15 FINANCIAL MANAGEMENT: .....	42
3.15.1 <i>Strategies to address audit queries</i> .....	42
3.15.2 <i>Implementation of PFMA</i> .....	42
<b>PART C: BACKGROUND INFORMATION .....</b>	<b>42</b>
3.16 APPENDIX ONE: ANALYSIS OF SERVICE DELIVERY ENVIRONMENT .....	42
3.16.1 <i>Policy changes and trends</i> .....	42
3.16.2 <i>Environmental factors and emerging challenges</i> .....	43
3.16.2.1 <i>Demographic profile of the province</i> .....	<i>Error! Bookmark not defined.</i>
3.16.2.2 <i>Employment, income and [other relevant information]</i> .....	44
3.16.2.3 <i>[Health, education, welfare etc] profile of people in the province</i> .....	<i>Error! Bookmark not defined.</i>
3.16.3 <i>Evaluation of current implementation performance</i> .....	45
3.17 APPENDIX TWO: ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT .....	46
3.17.1 <i>Organisational design</i> .....	46
3.17.2 <i>Delegations</i> .....	46
3.17.3 <i>Capital investment, maintenance and asset management plan</i> .....	46
3.17.3.1 <i>Long term capital investment and asset management plans</i> .....	46
3.17.3.2 <i>Capital investment plan</i> .....	47
3.17.4 <i>Persomnel</i> .....	47
3.17.5 <i>IT systems</i> .....	47
3.17.6 <i>Performance management system</i> .....	47
3.17.7 <i>Financial management</i> .....	47
3.17.8 <i>Audit queries</i> .....	47
3.17.9 <i>Internal audit</i> .....	48
3.17.10 <i>Implementation of PFMA</i> .....	48
3.18 APPENDIX THREE: ANALYSIS OF CHANGES TO PROGRAMMES .....	49
<b>4 ANNEXE ONE: CURRENT GUIDELINES AND REGULATIONS DEALING WITH STRATEGIC PLANNING .....</b>	<b>52</b>

## List of figures

FIGURE 1: LINKAGES BETWEEN STRATEGIC PLANS, BUDGET, REPORTING ETC .....	6
FIGURE 2: STRUCTURE OF AN ABX ANALYSIS .....	50

FIGURE 3: THE UPDATING OF ABX ANALYSIS WITHIN AN MTEF FRAMEWORK.....	51
FIGURE 4: LINKAGES BETWEEN STRATEGIC PLANS, BUDGET, REPORTING ETC.....	52

### List of tables

TABLE 1: PROPOSED STRUCTURE OF STRATEGIC PLANS .....	7
TABLE 2: STRATEGIC GOALS OF THE NORTH WEST HEALTH DEPARTMENT .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
TABLE 3: EXAMPLES OF DIFFERENT HEALTH DEPARTMENTS' VALUES/ETHOS.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
TABLE 4: STRATEGIC OBJECTIVES OF THE NORTH WEST HEALTH DEPARTMENT.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
TABLE 5: TEMPLATE FOR REPORTING OBJECTIVES, STRATEGIES, OUTPUTS, MEASURES .....	17
TABLE 6: TEMPLATE FOR REPORTING PERFORMANCE TARGETS AND MONITORING MECHANISMS .....	38
TABLE 7: EVOLUTION OF EXPENDITURE BY BUDGET PROGRAMME AND SUB-PROGRAMME (R MILLION)1 .....	40
TABLE 8: SUMMARY OF REVENUE: (NAME OF DEPARTMENT).....	41
TABLE 9: DEPARTMENTAL REVENUE COLLECTION: (NAME OF DEPARTMENT).....	41
TABLE 11: DETAILS OF PUBLIC ENTITIES.....	42
TABLE 15: OCCUPATIONAL CATEGORIES .....	45
TABLE 16: INCOME DISTRIBUTION.....	45
TABLE 17: CRITERIA FOR GOOD INFORMATION .....	53
TABLE 18: TREASURY REGULATIONS ON STRATEGIC PLANNING .....	54
TABLE 19: STRATEGIC PLANNING IN THE PUBLIC SERVICE REGULATIONS .....	55
TABLE 20: REQUIREMENTS OF THE SERVICE DELIVERY IMPROVEMENT PROGRAMME.....	55
TABLE 21: REQUIREMENTS OF OPERATIONAL PLANS.....	55

## Changes to the 28 November 2001 discussion document

In November 2001 the National Treasury released a discussion document entitled "Proposed Generic Framework and Format for Strategic Plans for Provincial Departments". Most provinces are seeking to implement the broad strategic planning framework suggested in this document. This is very encouraging. Also encouraging is the work that has taken place within certain sectors, notably health and education, to seek to standardise the sets of measurable objectives that are required for different programmes and sub-programmes.

This document seeks to refine the proposals that were put forward in November 2001. Our discussions internally and with the different sectors, as well as informal contacts with people seeking to develop strategic plans have indicated a number of areas that can be simplified. These areas are the following:

1. Keeping a focus on the fact that this is intended to be a **strategic planning document**, and therefore should focus on those issues, programmes and sub-programmes that are strategically important, rather than seeking to be complete in a mechanistic way.
2. Recognising that in certain instances it may be more appropriate to develop measurable objectives, performance measures and performance targets for programmes as a whole, rather than for each and every sub-programme. However, where a sub-programme is strategically important measurable objectives etc. should be developed for that sub-programme specifically.
3. Recognising the focus of the strategic planning effort for the 2003/04 cycle should be primarily on service delivery, rather than institutional issues. The idea is that these will be brought into the process in future.
4. Recognising that it is not easy to specify a strategy or activity that is directly linked to measurable objectives, but rather that the link should be between measurable objectives and performance measures, taking into consideration the output concerned.
5. Recognising the fact that it is difficult to specify a direct link between measurable objectives and programme budgets, and therefore to move away from the proposed format where these are presented in a single table. Rather the programme budget information is presented in a table after the performance targets and a narrative is included to explain the relationship between the budget and the measurable objective.
6. Recognising that the operational plan section (Part C in the discussion document) should be produced for internal management purposes, but that the departments are not required to publish it.

Each provincial department must check whether any changes have been made to the programme structures for Budget Statement 2 and the Appropriation Bill, because it is essential that their strategic plans reflect these new budget structures.

It is also essential that departments check on whether there have been any changes in the approach adopted for allocating costs to programmes, for instance capital costs, administration costs, or costs of particular inputs such as medicines in the health function, or textbooks in the education function.

***It is also important to note that the National Treasury would like to encourage the national and provincial departments in the different sectors to co-operate with each other to develop a minimum set of measurable objectives and performance measures (for programmes and sub-programmes as appropriate) that all provincial***

***departments in the respective sectors will use. The health sector has taken the lead in this regard (see document included in pack).***

**Strategic planning process for 2003/04**

***Departments are required to submit the first draft of their strategic plans on 31 August 2002.***

The National Treasury will go through the departments' first drafts, and meetings will be scheduled to discuss ways of refining these first drafts. Departments will be required to submit a second draft of their strategic plans by 15 December 2002. Finally departments will be required to submit final drafts in late January/February 2003, and then publish there documents at the prescribed time in March 2003.

## 1 Introduction

This document sets out a generic proposal for the structuring of strategic plans for provincial departments.

This document attempts to co-ordinate the reporting requirements of the PFMA and its Treasury Regulations, the PSA regulations, and the requirements of the Departments of Health and the National Treasury. Information relevant to strategic planning from these various documents is presented in Annexe One.

The proposal consists of two parts:

1. an overall generic outline of the different components of a strategic plan;
2. a description of certain of the components, setting out actual tables and listing the different kinds of information that might be expected to be included;

Note that this document does not purport to describe the process of strategic planning. It only proposes what kind of information the outcome of a strategic planning process might produce, and how such information might be presented.

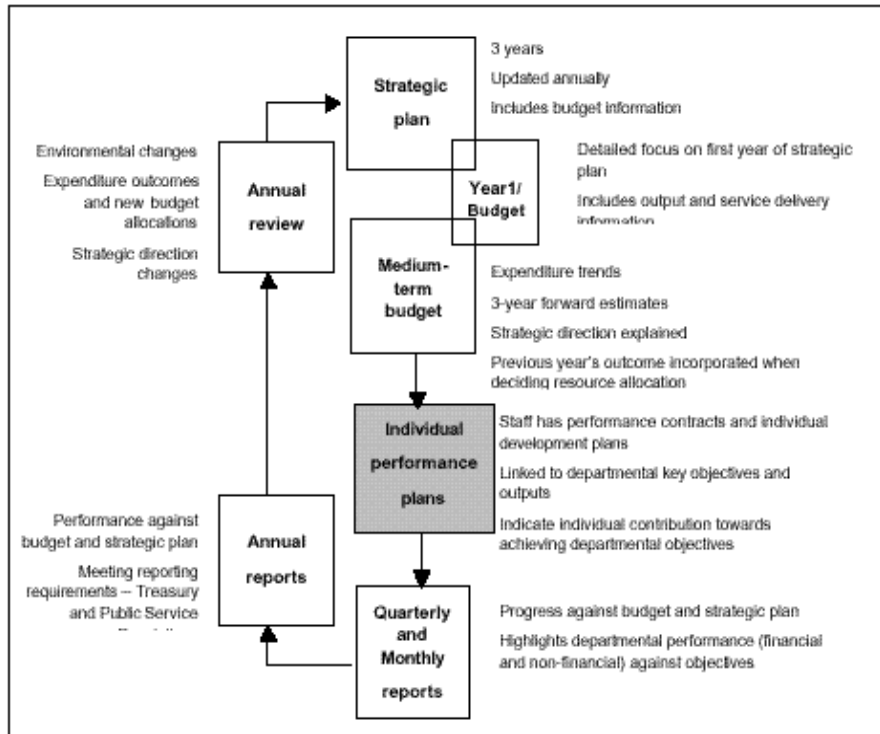
The critical challenge facing all departments is to ensure that strategic planning is developed and synchronised with the entire planning, budgeting, monitoring and reporting framework that the PFMA is seeking to put in place. i.e. strategic plans must *relate to* medium term expenditure plans (MTEFs). For this reason, the measurable objectives in the strategic plans should be *linked* to the programme structure of the department's vote. The first year of the strategic plan forms the basis for the operational plans, and this plan should *relate* directly to the department's budget (Vote). The performance agreements of the head of department, and all senior managers, should be linked to the operational plan and budget, and the measurable objectives in particular.

Operational plans and budgets must feed into the monthly and quarterly reports, and both of these into the annual reports. The annual reports for the 2002/03 financial year will be required to report against the measurable objectives and expenditure plans set out in the operational plan, as well as assess progress towards realising the overall departmental objectives set out in the strategic plan.

In addition, the third quarter reports should feed into the following year's strategic planning process, and the monthly reports for the 2002/03 financial year should inform the budgeting decisions for the 2003 budget.

The National Treasury's *Guidelines for Annual Reporting* highlights how the different processes link together by means of the following figure.

**Figure 1: Linkages between strategic plans, budget, reporting etc.**



**Note on statistics used in strategic plans**

All statistics used in the strategic plan must be official, and the source noted.

Departments need to work with Stats SA to ensure that all population figures are official population figures.

## 2 Components of a strategic plan

It is proposed that provincial departments' strategic plans should include at least the components set out in the following table. Note that the numbers alongside each component is the paragraph number of the description of that component in the next section of the document.

**Table 1: Proposed structure of strategic plans**

<b>PART A: STRATEGIC OVERVIEW</b>	
3.1	STATEMENT OF POLICY AND COMMITMENT BY THE MEC
3.2	OVERVIEW BY THE ACCOUNTING OFFICER
3.3	VISION
3.4	MISSION AND STRATEGIC GOALS
3.5	VALUES
3.6	LEGISLATIVE AND OTHER MANDATES
3.7	DESCRIPTION OF STATUS QUO
3.7.1	<i>Summary of service delivery environment and challenges</i>
3.7.2	<i>Summary of organisational environment and challenges</i>
3.8	DESCRIPTION OF STRATEGIC PLANNING PROCESS
<b>PART B: PROGRAMME AND SUB-PROGRAMME PLANS</b>	
3.9	STRATEGIC OBJECTIVES
3.10	MEASURABLE OBJECTIVES, STRATEGIES/ACTIVITIES, OUTPUTS, MEASURES AND MONITORING MECHANISMS
3.11	PERFORMANCE TARGETS AND MTEF BUDGETS
3.12	RECONCILIATION OF BUDGET WITH PLAN BY PROGRAMME
3.13	MEDIUM-TERM REVENUES
3.13.1	<i>Summary of revenue</i>
3.13.2	<i>Departmental revenue collection</i>
3.13.3	<i>Conditional Grants</i>
3.14	CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS
3.14.1	<i>Interdepartmental linkages</i>
3.14.2	<i>Local government linkages</i>
3.14.3	<i>Public entities</i>
3.14.4	<i>Public, private partnerships, outsourcing etc</i>
3.15	FINANCIAL MANAGEMENT:
3.15.1	<i>Strategies to address audit queries</i>
3.15.2	<i>Implementation of PFMA</i>
<b>PART C: BACKGROUND INFORMATION</b>	
3.16	APPENDIX ONE: ANALYSIS OF SERVICE DELIVERY ENVIRONMENT
3.16.1	<i>Policy changes and trends</i>
3.16.2	<i>Environmental factors and emerging challenges</i>
3.16.2.1	Demographic profile of the province
3.16.2.2	Employment, income and [other relevant information]
3.16.2.3	[Health, education, welfare etc] profile of people in the province
3.16.3	<i>Evaluation of current implementation performance</i>
3.17	APPENDIX TWO: ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT
3.17.1	<i>Organisational design</i>
3.17.2	<i>Delegations</i>
3.17.3	<i>Capital investment, maintenance and asset management plan</i>
3.17.3.1	Long term capital investment and asset management plans
3.17.3.2	Capital investment plan
3.17.4	<i>Personnel</i>
3.17.5	<i>IT systems</i>
3.17.6	<i>Performance management system</i>
3.17.7	<i>Financial management</i>
3.17.8	<i>Audit queries</i>
3.17.9	<i>Internal audit</i>
3.17.10	<i>Implementation of PFMA</i>
3.18	APPENDIX THREE: ANALYSIS OF CHANGES TO PROGRAMMES



### **3 Format of strategic plans for provincial departments**

#### **Part A: Strategic overview**

##### **3.1 Statement of policy and commitment by the MEC**

The Eastern Cape Province has many legacies to address as we move to building a better life for all. These legacies are of a social and economic nature that without intervention will continue to deprive citizens of this province of quality of life.

The Department of Safety and Liaison has adopted a vision which seeks to ensure :

##### ***Growth and Quality of life through Safety and Security***

Ensuring safety and security requires us to address both the reactive and proactive measure to deal with crime.

Our law enforcement agencies are most concerned with our reactive capacity to addressing crime. As a Department we continue to work with the South African Police Service to improve the levels and extent of service in pursuit of the effectively reducing crime.

In our efforts to proactively address the issue of crime the Department is establishing an effective crime prevention programme for the Province.

Our attempts to deal with crime whether it be proactive or reactive must be underpinned by our overall commitment to effect transformation within our society. Issues such as resource allocation and representativity with the South African Police Service are compelling issues demanding our attention.

##### **3.2 Overview by the accounting officer**

In the main the Department for Safety and Liaison is charged with the responsibility for providing advice and support to the Member of the Executive Council responsible for ensuring the safety and security of all citizens resident in the Eastern Cape Province. In pursuance of this goal we had to strategise on how to deliver. Our strategic objectives are :

- the development of a Provincial Crime Prevention Strategy in line with the National Crime Prevention Strategy;
- the popularisation of Community Policing as a new philosophy underpinning policing in South Africa
- the building of a partnership between the South African Police Service and the Communities with a view to reducing crime
- victim empowerment focussing on preventative and promotive programmes targeting communities especially victims of crime like women and children.

All our programmes are geared towards achieving these strategic priorities.

Our strategic plan acknowledges constraints within which we have to operate. We are committed to, on a collaborative basis, co-ordinate our efforts and integrate our programmes for the general good.

### **3.3 Vision**

Growth and quality of life through safety and security.

### **3.4 Mission and strategic goals**

To make the Eastern Cape the leading province in providing a safe and secure environment which supports maximum growth and development through liaison with the relevant stakeholders.

**Table 2: Strategic goals of the Department of Safety and Liaison**

- **Service Delivery Goals**
  1. Ensure transformation within the SAPS
  2. Facilitate a stronger partnership between SAPS and communities
  3. Ensure the co-ordination and implementation of the Provincial Crime Prevention Strategy (PCPS)
  4. Ensure regular communication with internal and external stakeholders
- **Management/Organisation Goals**
  5. Restructure and implement a new organogram
  6. Human resource management strategy finalised and operationalised
  7. Fully functioning Departmental Transformation Unit
- **Training and Learning Goals**
  8. Increase staff capacity through a Human Resource Development Plan
- **Financial Management Goals**
  9. Fully operational financial management systems and processes

### **3.5 Values**

The department emphasises the following values:

- Batho Pele
- Professionalism
- Timeliness
- Promote positive and strategic change

### **3.6 Legislative and other mandates**

The Eastern Cape Department of Safety and Liaison 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
- Provincial Growth and Development Strategy
- National Crime Prevention Strategy, 1996
- Provincial Growth and Development Plan, 2002
- Public Service Regulatory Framework eg Public Finance Management Act

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

Chapter 11 of the Constitution defines the role of Provincial Government in policing as follows:

The Republic of South Africa Constitution section 206 (2 & 3 a ,b, c, d and e) provides that the national policing policy may make provision for different policies in respect of different provinces after taking into account the policing needs and priorities of these provinces. Each province is entitled to monitor police conduct; oversee the effectiveness and efficiency of the police service including receiving reports on the police service; promote good relations between the police and the community; assess the effectiveness of visible policing with respect to crime and policing in the province.

Sub-section 4 further stipulates that a provincial executive is responsible for policing functions vested in it by this chapter, assigned to it in terms of national legislation and allocated to it in the national policing policy.

### **The South African Police Services Act : Chapter 2 section 3**

In terms of this legislation the Provincial Secretariats must support the Provincial MEC for Safety and Security by providing advice, ensure civilian oversight of the South African Police Services, promote democratic accountability and transparency in SAPS, provide a legal advisory service, provide a communication and administrative support, monitor the implementation of policy of the SAPS, conduct research and evaluate the functioning of the SAPS and report thereon.

### **White Paper on Safety and Security**

Our Provincial responsibilities are :

Initiating and co-ordinating social crime prevention programmes, Mobilising resources for social crime prevention programmes, co-ordinating a range of provincial functions in order to achieve more effective crime prevention, Evaluating and supporting the social crime prevention programmes at local government level, implementing and taking joint responsibility for social; crime prevention programmes in areas where local government is poorly resourced or lacks capacity and the establishment of public and private partnerships to support crime prevention.

### **Provincial Growth and Development Strategy**

The PGDS is currently under review but it is envisaged that the Department will play a role in in the Justice and crime prevention areas

### **National Crime Prevention Strategy**

The department has a responsibility to, in line with the NCPS, establish a Provincial Crime Prevention Strategy for the province.

### 3.7 Description of status quo

#### 3.7.1 Summary of service delivery environment and challenges

The Strategic Plan for the Department as well as costed action plans for the Department are in place. From as early as now it is apparent that we may fall short in some respects in terms of what we committed ourselves to doing. Some divisions are understaffed which understaffing is further compounded by lack or insufficiency of skills especially in the finance section. The following are more specifically our service delivery environment and challenges:

Threats	Opportunities
<p><b>SAPS</b></p> <ul style="list-style-type: none"> <li>◆ No commitment to transformation by some SAPS members</li> <li>◆ Poor attitude to and participation in community policing</li> </ul>	<ul style="list-style-type: none"> <li>◆ Relocation of SAPS HQ to Bisho</li> <li>◆ Broad Transformation Task Team</li> </ul>
<p><b>Local Government</b></p> <ul style="list-style-type: none"> <li>◆ Limited involvement in crime reduction initiatives, including Community Policing Forums (CPF)</li> <li>◆ Limited access to information</li> <li>◆ Safety issues not integrated into IDP</li> </ul>	<ul style="list-style-type: none"> <li>◆ Financial and human resources</li> <li>◆ Proximity to communities</li> <li>◆ Vested interest in safety</li> <li>◆ Key partner in social crime prevention</li> <li>◆ Possible establishment of Municipal Policing</li> </ul>
<p><b>Other Government Departments</b></p> <ul style="list-style-type: none"> <li>◆ Safety and security seen as the sole responsibility of Dept of Safety &amp; Liaison</li> <li>◆ Limited access to information</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective approach to fighting crime</li> <li>◆ Integrated use of resources</li> </ul>
<p><b>Social Partners</b></p> <ul style="list-style-type: none"> <li>◆ Lack of buy-in by some traditional leaders in respect of safety and security issues</li> </ul>	<ul style="list-style-type: none"> <li>◆ Key stakeholders for rural safety</li> <li>◆ Resourcefulness</li> </ul>

### 3.7.2 Summary of organisational environment and challenges

Weaknesses	Strengths
<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>◆ No over-arching strategy in place</li> <li>◆ Staff are not valued and capacity is not recognised</li> <li>◆ High staff turnover</li> <li>◆ Organogram is outdated</li> <li>◆ No bursary policy</li> </ul>	<ul style="list-style-type: none"> <li>◆ Committed staff</li> <li>◆ Small numbers have the potential to transform quickly</li> <li>◆ Good interpersonal relationships</li> <li>◆ Training and development</li> <li>◆ Staff flexibility</li> </ul>
<p><b>Management &amp; Leadership</b></p> <ul style="list-style-type: none"> <li>◆ Transformation Unit dysfunctional</li> <li>◆ Resource access is rank-related</li> <li>◆ Planning needs to be improved</li> <li>◆ Non-implementation of objectives</li> </ul>	<ul style="list-style-type: none"> <li>◆ Management is accessible to staff</li> </ul>
<p><b>Financial Resources</b></p> <ul style="list-style-type: none"> <li>◆ Under-spending</li> <li>◆ Budget needs to be re-structured</li> </ul>	<ul style="list-style-type: none"> <li>◆ Have a budget</li> </ul>
<p><b>Organizational Issues</b></p> <ul style="list-style-type: none"> <li>◆ Environment is not conducive to innovation and fresh approaches</li> <li>◆ Unclear communication channels</li> <li>◆ Weak implementation of government systems eg LOGIS and BAS</li> <li>◆ Programs are not integrated</li> </ul>	

### 3.8 Description of strategic planning process

The Strategic Planning process was facilitated by an external training team from the Fort Hare Institute of Government after a competitive tender process was followed amongst known and respected Facilitators. A briefing session was held with the chosen Facilitators during the week prior to the planning session. The programme was confirmed, responsibility allocated for the process and the production of the plan, and a timetable agreed.

Prior to the workshop inputs from the community and stakeholders were arranged.

An invitation was extended to the following people and organisations to attend the two-day programme:

- Chairperson: Standing Committee on Safety and Security
- National Secretary: Secretariat for Safety and Security
- Provincial Commissioner: SAPS
- Provincial Commissioner: Department of Correctional Services
- Directorate of Public Prosecutions: Grahamstown; Umtata
- Provincial Head: Department of Justice
- Chairperson: Community Police Provincial Board
- Magistrates

All of these were represented except for:

- Provincial Head: Department of Justice
- Director Of Public Prosecutions Bisho
- The Magistrates

In addition all the divisions in the department were represented by the attendance of 14 managers and staff members.

The strategic planning session began with a scene-setting input by the Provincial Public Service Commissioner, sketching critical public sector issues. This was followed by inputs from:

- ◆ MEC
- ◆ Head of Department
- ◆ Provincial Commissioner: SAPS
- ◆ Provincial Commissioner: Department of Correctional Services
- ◆ Directorate of Public Prosecutions
- ◆ Chairperson of the Standing Committee of Safety and Security
- ◆ National Secretariat for Safety

The purpose of these inputs was to locate the planning within the broader provincial and criminal justice system arena.

The following needs and ideas were highlighted:

- Link between peace, stability, security, development and poverty eradication
- Integrated and seamless criminal justice system service delivery
- Community mobilization for social partnerships, including traditional leadership
- Institutional arrangements – organogram
- Human resource issues – working conditions; capacity building
- Role clarification with regard to oversight and monitoring
- Research and policy development capability
- Structural alignment with municipal boundaries – all criminal justice system role-players
- Synchronicity with provincial and national service delivery imperatives
- Clarification of role of local government
- Under-spending
- Project management approach for maximum resource utilization, incl. donor projects
- Internal and external communication strategies
- Clear value base – Batho Pele

Participants were then divided into three groups, to generate:

- Internal departmental strengths and weaknesses
- External opportunities and threats
- New challenges on the horizon

## Part B: Programme and sub-programme plans

### 3.9 Strategic Objectives

Table 3: Strategic objectives of the Department of Safety and Liaison

<p><b>Strategic Goal 1: Ensure transformation within the SAPS</b>  <i>Strategic Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Monitoring and evaluation framework developed and implemented</li> <li>2. Input into legislation impacting on safety and security</li> <li>3. Transformation policies and guidelines effectively implemented within the SAPS</li> <li>4. SAPS Strategic National Framework (SNF) effectively implemented</li> </ol>
<p><b>Strategic Goal 2: Facilitate a stronger partnership between SAPS and communities</b>  <i>Strategic Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Oversight and the functioning of Community Policing Forum (CPF) structures</li> <li>2. Community policing culture known and accepted within society</li> </ol>
<p><b>Strategic Goal 3: Ensure the co-ordination and implementation of the Provincial Crime Prevention Strategy (PCPS)</b>  <i>Strategic Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Provincial Crime Prevention Strategy adopted by stakeholders in the criminal justice arena</li> <li>2. Improved functioning of the Criminal Justice System</li> <li>3. A co-ordinated inter-departmental response to social crime prevention</li> <li>4. Support given to crime prevention initiatives within local authorities</li> <li>5. Dedicated criminal justice policy and research capacity established within the Province</li> </ol>
<p><b>Strategic Goal 4: Ensure regular communication with internal and external stakeholders</b>  <i>Strategic Objectives</i></p> <ol style="list-style-type: none"> <li>1. Communities informed about activities and developments within the safety and security arena</li> <li>2. Inter-departmental communication initiated and supported</li> <li>3. Fully established and maintained internal communication mechanism</li> </ol>
<p><b>Strategic Goal 5: Restructure and implement a new organogram</b>  <i>Strategic Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Organogram approved by the Cabinet Budget Committee</li> <li>2. District offices aligned with district municipal boundaries</li> <li>3. Research and policy component created within the organogram</li> </ol>
<p><b>Strategic Goal 6: Human resource management strategy finalised and operationalised</b>  <i>Strategic Objectives:</i></p> <ol style="list-style-type: none"> <li>1. Human resource management plan approved and implemented</li> <li>2. Performance management system (PMS) implemented</li> </ol>
<p><b>Strategic Goal 7: Fully functioning Departmental Transformation Unit (DTU)</b>  <i>Strategic Objective:</i></p> <ol style="list-style-type: none"> <li>1. A fully operational Departmental Transformation Unit</li> </ol>

**Strategic Goal 8: Fully operational financial management systems and processes***Strategic Objectives:*

1. Budgeting completed in line with Medium Term Expenditure Framework (MTEF)
2. Sufficient budget allocation received
3. Key government financial systems implemented

**Strategic Goal 9: Increase staff capacity through a Human Resource Development Plan***Strategic Objectives:*

1. Training needs analysis completed
2. Database compiled of accredited service providers
3. Training program developed and implemented



**3.10 Measurable objectives, performance measures and performance targets**

## 4: Template for reporting objectives, strategies, outputs, measures

1	2	3	4	5	6	7	8
Programme structure Key objectives	Strategy Activity /	Output	Cost Measure	Quantity Measure	Quality Measure	Timeline Measure	Monitoring Mechanism
<b>Programme 1: Administration</b>							
<b>1.1 Management</b>	<b>Aim : To provide an effective management service to the Department in order to monitor the activities of the Department in order facilitate achieving the Departmental goals</b>						
Strategic Goal 4 Strategic Objective 1							
	Develop the archiving and filing system for the Department	Archiving and filing system operational	NCI		Access to information is facilitated	1 April 2003 and ongoing thereafter	
Strategic Goal 5 Strategic Objective 1							
	Engage work study officer (WSO)	Draft report from WSO	NCI	Ensure that o/gram covers entire dept structure		30 April 2003	
	Presentation to & discussion of report by MEC & management	Final o/gram	NCI	Final o/gram circulated to all stakeholders		31 May 2003	
	Ensure buy-in by the MEC	Final organogram approved and signed by the MEC	NCI		Organogram owned by MEC & relevant stakeholders	31 May 2003	
	Presentation to the	In principle	NCI	100%			

	Standing Committee on Safety & Security	support from the Standing Committee		acceptance by the Standing Committee		30 June 2003	
	Lobbying Budget Committee by MEC for support	Commitment by Budget Committee to support initiative	NCI		Funds availed	30 November 2003	
	Implementation of o/gram	O/gram implemented	NCI	Funding accessed for implementation of o/gram		31 March 2004	
Strategic Goal 5 Strategic Objective 3							
	Identify the key competencies required for this component	Document identifying key competencies	NCI		Consultation on these competencies with relevant stakeholders	30 April 2003	
	Facilitate the recruitment of personnel with requisite competencies	Personnel with requisite competencies recruited	NCI		Resourced and operating component	31 March 2004	
Strategic Goal 7 Strategic Objective 1							
	Review membership of existing DTU	New DTU Committee elected	NCI		Committed DTU members operational	30 April 2003	
	DTU fully functional and dealing with transformation	Feedback and suggestions to senior management	NCI	Meeting no less than 3 times per year	Recommendations accepted and implemented	Starting 1 April and quarterly thereafter	

	issues						
	To ensure that all Departmental policies and programmes take cognisance of transformational guidelines, and are in line with the National and Provincial policies	All departmental policies reflect an understanding and an appreciation of transformational guidelines	NCI	All policies and programmes of the department to be appraised		Begin 1 April 2003 and ongoing thereafter	
Strategic Goal 8 Strategic Objective 1							
	Prepare budget in line with strategic priorities and within the budget cycle	Adequate budget allocated for the achievement of strategic priorities	NCI		Funds available for strategic priorities	Nov 2003	
	Manage the resources of the Department	Effective expenditure of funds in relation to strategic priorities	R2668000	Department spends its budget within the financial year		Starting 1 April 2003 and ongoing thereafter	
Strategic Goal 8 Strategic Objective 2							
	MEC lobbies Standing and Cabinet Budget Committee for funds	Commitment to support request for additional funding	NCI	Budget increased to cover commitment		31 May 2004	
<b>1.2 MEC Support Staff</b>	<b>Aim : To administer the various activities and programmes of the MEC</b>						
	Provide effective administrative	MEC is able to meet all	R84000		MEC is able to attend all functions	Starting 1 April 2003 and	

	support for the MEC	appointments and commitments relating to Safety and Liaison			and commitments as the political head of the Department of Safety and Liaison	ongoing thereafter	
<b>1.3 Communications</b>	<b>Aim : To provide an effective internal and external communications function for the Department in order to facilitate democratizing of the workplace as well as marketing the Department externally.</b>						
Strategic Goal 2 Strategic Objective 2							
	Disseminate information on community policing	Widespread knowledge and understanding of a community policing approach	R44389	4 campaigns	Greater interaction -communities and police in safety and security issues Increased participation of communities and the SAPS in CPF's	Starting 1 April 2003 and ongoing thereafter	
Strategic Goal 4 Strategic Objective 1							
	Awareness campaigns conducted around the Province	Communities informed about departmental services and information Communities are informed about Criminal Justice System information	R26111	3 campaigns held and material developed	Better understanding by stakeholders of the role and responsibilities of the Department and the Criminal Justice System	Starting 1 April 2003 and ongoing thereafter	
Strategic Goal 4 Strategic Objective 2							

	Support the 'reject and report stolen goods' campaign	Communities are mobilised to attend the events	Transport costs from programm 1.1	2 campaigns		30 June 2003	
	Provide communications capacity to celebrate institutional days	Well attended and profiled activities	R4000		Plan produced for institutional days	30 April 2003	
Strategic Goal 4 Strategic Objective 3							
	Finalise the internal communication strategy	All staff members are aware of and familiar with the internal communication processes	NCI	Strategy document compiled		1 April 2003 to 31 May 2003	
	Provide access to departmental information	Maintain and stock the departmental information centre with information	NCI	At least 10 staff members to access the information centre per quarter		1 April 2003 and ongoing thereafter	
<b>1.4 Special Programmes Unit</b>	<b>Aim : To ensure the effective and speedy implementation of transformation-related programmes internally within the Department of Safety and Liaison and externally to monitor the implementation thereof within the South African Police Services with a specific focus on HIV and AIDS</b>						
Strategic Goal 1 Strategic Objective 3							
	Monitor and report on SAPS special	Ensure that the SAPS	R14000	8 Youth and Gender	SAPS instructions / policies reflect	Dec 2003	

	programme issues such as HIV/AIDS, Youth, Disability and Gender	instructions/policies and priorities reflect pertinent transformation issues		Desks within each Policing Area operational in each policing area	transformation imperatives		
Strategic Goal 7 Strategic Objective 1							
	Review membership of existing DTU	New DTU Committee elected	NCI		Committed DTU members operational	30 April 2003	
	DTU fully functional and dealing with transformation issues	Feedback and suggestions to senior management	NCI	Meeting no less than 3 times per year	Recommendations accepted and implemented	Starting 1 April and quarterly thereafter	
	To ensure that all Departmental policies and programmes take cognisance of transformational guidelines, and are in line with the National and Provincial policies	All departmental policies reflect an understanding and an appreciation of transformational guidelines	R22350	All policies and programmes of the department to be appraised		Begin 1 April 2003 and ongoing thereafter	
<b>1.5 Human Resources</b>	<b>Aim : To provide an effective and integrated human resource internally within the Department and externally to monitor the implementation of Human Resource Policies within the South African Police Services.</b>						
Strategic Goal 5 Strategic Objective 3							
	Identify the key competencies required for this	Document identifying key competencies	NCI		Consultation on these competencies with	30 April 2003	

	component				relevant stakeholders		
	Recruit personnel with requisite competencies	Personnel with requisite competencies recruited	R12000		Resourced and operating component	31 March 2004	
Strategic Goal 6 Strategic Objective 1							
	Develop human resource plan	Integrated HR plan in place	R700		Document with guidelines for implementation	31 October 2003	
Strategic Goal 6 Strategic Objective 2							
	Awareness workshop organized	Awareness workshop held & attended by staff members	R10000		Staff are aware and see value of how PMS operates	31 May 2003	
	Implementation of PMS	Performance agreements entered into by staff members		Performance agreement signed by all staff members		30 June 2003	
	Assessment and evaluation of staff in terms of PMS	Written report submitted at regular intervals			Programme of staff development Incapacity action taken where necessary	Quarterly from June 2003	
	Encourage innovation and creativity	Staff complement presenting new ideas and methods			Transformed department	30 June 2003	
Strategic Goal 8							



Strategic Objective 1							
	Provide financial management training to relevant staff members	Relevant staff members trained and producing budget and financial management info on time			Staff complement with capacity to write a budget and deal with financial matters	Start by 1 April 2003 and ongoing thereafter	
Strategic Goal 8 Strategic Objective 3							
	Recruit and train personnel on government systems	Personnel competent in the use of systems such as BAS, PERSAL, LOGIS			Government systems in place and operational	Start 1 April 2003 to 31 March 2004	
Strategic Goal 9 Strategic Objective 1							
	Develop a tool for identifying needs	Circulation of the draft tool for comment and input	NCI		A tool consulted with relevant stakeholders	30 April 2003	
	Tool adopted and implemented	Needs identified	NCI		Training needs of all staff members identified and training program in place	31 May 2003	
Strategic Goal 9 Strategic Objective 2							
	Identify accredited service providers	List of accredited service providers in place and			Accredited service providers on database	30 April 2003	

		regularly referred to					
Strategic Goal 9 Strategic Objective 3							
	Prioritisation of training needs	A prioritised list of training needs compiled			Training program in place	30 June 2003	
	Implementation of training programme	Trained personnel	R30000		Personnel trained on identified needs	31 March 2003	
<b>Programme 2: Civilian Oversight and Monitoring</b>	<b>Aim : To provide an effective civilian oversight function coupled with a uniform monitoring system in order to monitor systemic, operational and transformation issues within the SAPS provincially.</b>						
	<b>Strategy / Activity</b>	<b>Output</b>	<b>Cost Measure</b>	<b>Quantity Measure</b>	<b>Quality Measure</b>	<b>Timeline Measure</b>	<b>Monitoring Mechanism</b>
Strategic Goal 1 Strategic Objective 1	Identify key areas and indicators to be monitored in the SAPS to ensure transformation	Document identifying monitoring and evaluation areas	(R60 000 to be sourced from program 1.1)	Document covers 3 programmes monitoring the SAPS		31 May 2003	
	Finalise the design of the monitoring and evaluation tools	Monitoring and evaluation tools developed and relevant for use in SAPS	(R60 000 to be sourced from program 1.1)	Tools will cover identified areas and indicators to be monitored		31 August 2003	
	Implement monitoring tools at identified provincial, area and station sites	To evaluate the progress of transformation at provincial, area and station sites	(R60 000 to be sourced from program	40 SAPS stations 8 areas SAPS provincial		1 September 2003	

			1.1)	management			
	Analyse, interpret data collected through using the monitoring tools	Report of findings and recommendations compiled and advise MEC and SAPS accordingly	(R60 000 to be sourced from program 1.1)		Department to provide feedback to the SAPS on the results from the areas monitored to improve service delivery	Quarterly and beginning December 2003	
Strategic objective 2							
	Input into any new anticipated legislation affecting Safety and Security including policy reviews	Document department's recommendations regarding amendments and changes to the piece of legislation or policy	R7500		Recommendations for an amended SAPS Act accepted and included in the main document	1 April 2003 and ongoing thereafter	
Strategic Objective 3							
	Implementation of the Employment Equity Act at station, area and provincial level	All legislated structures functioning and operational within the SAPS Better implementation of the Equity legislation by the	R12 500	9 equity consultative forums functioning	To remove structural inequalities from the SAPS	Ongoing	

		SAPS management					
	Monitor allocation of resources within the SAPS	Ensure the composition and functioning of resource committees Ensure that resource committees are distributing resources to priority areas	R10 500	9 resource committees functioning in terms of SAPS National Instruction 6/2000	Resources allocated, based on identified needs	Ongoing	
	Discipline Evaluation Forum of the Eastern Cape (DEFEC)	Ensure the composition and functioning of DEFEC committees Ensure that SAPS management implements recommendations of the DEFEC committees	R6000	9 DEFEC committees functioning	To improve moral and management discipline within the SAPS	Ongoing	
Strategic Goal 2							
Strategic Objective 1							
	Evaluate the functioning of CPF structures	Report compiled regarding the extent of the functioning of CPFs	R2000	40 CPFs to be evaluated		Starting 1 April 2003 and ongoing thereafter	
	Support the	CPF's functioning	R7500	20 CPFs to		Starting 1	

	functioning of identified CPFs	and capacitated Provincial and area boards functioning Improve communication and coordination between the CPF area and provincial board.		be supported and capacitated 8 area boards supported vincial board supported		April 2003 and ongoing thereafter	
	Monitor the functioning of the CPTT	Improve communication and coordination of activities between CPF structures and SAPS management	R1500		CPF issues and concerns are addressed by the SAPS management	Ongoing	
Strategic Goal 3 Strategic Objective 4							
	Support the establishment and functioning of Community Safety Forums	Establish multi-sectoral mechanism to coordinate social crime prevention	R12 450		Generating holistic responses to dealing with the social causes of crime at a local government level	Ongoing	
Strategic Goal 4 Strategic Objective 1							
	Awareness campaigns conducted around the Province	Communities informed about departmental services and information	R7000	8 campaigns held	Better understanding by stakeholders of the role and responsibilities of	Starting 1 April 2003 and ongoing thereafter	

		Communities are informed about Criminal Justice System information			the Department and the Criminal Justice System		
<b>Programmes 3 Crime Prevention</b>	<b>Aim : To establish a crime prevention presence at provincial as well as local levels</b>						
	<b>Strategy / Activity</b>	<b>Output</b>	<b>Cost Measure</b>	<b>Quantity Measure</b>	<b>Quality Measure</b>	<b>Timeline Measure</b>	<b>Monitoring Mechanism</b>
Strategic Goal 1 Strategic Objective 1	Identify key areas and indicators to be monitored in the SAPS to ensure transformation	Document identifying monitoring and evaluation areas	NCI	Document covers 3 programmes monitoring the SAPS		31 May 2003	
	Finalise the design of the monitoring and evaluation tools	Monitoring and evaluation tools developed and relevant for use in SAPS	NCI	Tools will cover identified areas and indicators to be monitored		31 August 2003	
	Implement monitoring tools at identified provincial, area and station sites	To evaluate the progress of transformation at provincial, area and station sites	R13600	40 SAPS stations 8 areas SAPS provincial management		1 September 2003	
	Analyse, interpret data collected through using the monitoring tools	Report of findings and recommendations compiled and	NCI		Department to provide feedback to the SAPS on the results from the	Quarterly and beginning December	

		advise MEC and SAPS accordingly			areas monitored to improve service delivery	2003	
Strategic objective 2							
	Input into any new anticipated legislation affecting Safety and Security including policy reviews	Document department's recommendations regarding amendments and changes to the piece of legislation or policy	R28450		Recommendations for an amended SAPS Act accepted and included in the main document	1 April 2003 and ongoing thereafter	
Strategic Goal 1 Strategic Objective 3							
	Implementation of the Employment Equity Act at station, area and provincial level	All legislated structures functioning and operational within the SAPS Better implementation of the Equity legislation by the SAPS management	R9100	9 equity consultative forums functioning	To remove structural inequalities from the SAPS	Ongoing	
	Monitor allocation of resources within the SAPS	Ensure the composition and functioning of	R27700	9 resource committees functioning in	Resources allocated, based on identified needs	Ongoing	

		resource committees Ensure that resource committees are distributing resources to priority areas		terms of SAPS National Instruction 6/2000			
	Discipline Evaluation Forum of the Eastern Cape (DEFEC)	Ensure the composition and functioning of DEFEC committees Ensure that SAPS management implements recommendations of the DEFEC committees	R18200	9 DEFEC committees functioning	To improve moral and management discipline within the SAPS	Ongoing	
Strategic Goal 1 Strategic Objective 4							
	Ensure the implementation of the SAPS SNF at station, area and provincial level	Station, area and provincial adherence to the national implementation plan Effective communication and participation of stakeholders (CPF, NGO	R40900		Crime reduction and improved service delivery by the SAPS	Ongoing	



		CBO) in the implementation of the SAPS SNF					
	To monitor the adherence of the SAPS to the national instruction on domestic violence	Provincial area and station adherence to the Domestic Violence Act (DVA) Steering committees at provincial and area established and functioning	R31800	9 DVA steering committees established and functioning	More awareness and sensitivity to the issues of domestic violence Improved information flow regarding Domestic Violence	ongoing	
	Monitor the complaints against the SAPS	Identify trends of service delivery challenges within the SAPS Evaluate the mechanisms for handling complaints within the SAPS	R204710		Improved complaints handling procedures within the SAPS.	Ongoing	
Strategic Goal 2							
Strategic Objective 1							
	Evaluate the functioning of CPF structures	Report compiled regarding the extent of the functioning of CPFs	R18200	40 CPFs to be evaluated		1 April 2003 and ongoing thereafter	
	Support the functioning of identified CPFs	CPFs functioning and capacitated Provincial and area boards	R18200	20 CPFs to be supported and capacitated		1 April 2003 and ongoing thereafter	

		functioning Improve communication and coordination between the CPF area and provincial board.		8 area boards supported vincial board supported			
Strategic Goal 3 Strategic objective 1							
	Adoption of the PCPS by the province	Province adopts and uses the PCPS	R11555		An overarching approach to crime prevention for the province is established	By June 2003	
Strategic Goal 3 Strategic Objective 2							
	Support the establishment and functioning of the Criminal Justice Forum	Criminal Justice System stakeholders participating within the CJF	R21500		Criminal Justice System functioning improved Information between the CJS departments facilitated	Ongoing	
Strategic Goal 3 Strategic Objective 3							
	Advocating and coordinating crime prevention activities within provincial government	Department participating in social crime prevention in a coordinated manner	R23030	14 departments participating	Integrated responses to social issues impacting negatively on crime	July 2003	

Strategic Goal 3 Strategic Objective 4							
	Support the establishment and functioning of Community Safety Forums	Establish multi-sectoral mechanism to coordinate social crime prevention	R24065		Generating holistic responses to dealing with the social causes of crime at a local government level	Ongoing	
	Finalise policy and guidelines on the role of local authorities in crime prevention	Greater understanding and clarity of the role of local authorities in crime prevention	NCI		Participation and material support of local authorities in crime prevention within their areas of jurisdiction	Completed by July 2003	
Strategic Goal 3 Strategic Objective 5							
	Facilitate the establishment of a centre for research on social crime prevention	Dedicated capacity to conduct research on social crime prevention issues	R31990		Improved information on social crime prevention issues Improved decision-making capacity on social crime prevention imperatives	Ongoing	
Strategic Goal 4 Strategic Objective 1							
	Awareness campaigns conducted around	Communities informed about departmental	R27 000	8 campaigns held	Better understanding by stakeholders of the	Starting 1 April 2003 and ongoing	

	the Province	services and information Communities are informed about Criminal Justice System information			role and responsibilities of the Department and the Criminal Justice System	thereafter	
Strategic Goal 5 Strategic Objective 2							
	Facilitate the establishment of offices in all district municipality areas	District offices established and functioning effectively	NCI	7 District Offices established	District offices established and resourced	31 March 2004	
<b>Programme 4: Special Programmes</b>	<b>Aim : To monitor and evaluate identified programmes within the SAPS provincially with the aim of ensuring adherence to national and /or provincial standards</b>						
	<b>Strategy / Activity</b>	<b>Output</b>	<b>Cost Measure</b>	<b>Quantity Measure</b>	<b>Quality Measure</b>	<b>Timeline Measure</b>	<b>Monitoring Mechanism</b>
Strategic Goal 1 Strategic Objective 1	Identify key areas and indicators to be monitored in the SAPS to ensure transformation	Document identifying monitoring and evaluation areas	NCI	Document covers 3 programmes monitoring the SAPS		31 May 2003	
	Finalise the design of the monitoring and evaluation tools	Monitoring and evaluation tools developed and relevant for use in SAPS	NCI	Tools will cover identified areas and indicators to be monitored		31 August 2003	
	Implement monitoring tools at identified	To evaluate the progress of transformation at	NCI	40 SAPS stations 8 areas		1 September 2003	

	provincial, area and station sites	provincial, area and station sites		SAPS provincial management			
	Analyse, interpret data collected through using the monitoring tools	Report of findings and recommendations compiled and advise MEC and SAPS accordingly	NCI		Department to provide feedback to the SAPS on the results from the areas monitored to improve service delivery	Quarterly and beginning December 2003	
Strategic Goal 1 Strategic objective 2							
	Input into any new anticipated legislation affecting Safety and Security including policy reviews	Document department's recommendations regarding amendments and changes to the piece of legislation or policy	NCI		Recommendations for an amended SAPS Act accepted and included in the main document	1 April 2003 and ongoing thereafter	
Strategic Goal 1 Strategic Objective 4							
	Ensure the implementation of the SAPS SNF at station, area and provincial level	Station, area and provincial adherence to the national implementation plan Effective communication and participation of stakeholders	R29 000		Crime reduction and improved service delivery by the SAPS	Ongoing	

		(CPF, NGO CBO) in the implementation of the SAPS SNF					
	To monitor the adherence of the SAPS to the national instruction on domestic violence	Provincial area and station adherence to the Domestic Violence Act (DVA) Steering committees at provincial and area established and functioning	NCI	9 DVA steering committees established and functioning	More awareness and sensitivity to the issues of domestic violence Improved information flow regarding Domestic Violence	Ongoing	
	Monitor the complaints against the SAPS	Identify trends of service delivery challenges within the SAPS Evaluate the mechanisms for handling complaints within the SAPS	NCI		Improved complaints handling procedures within the SAPS.	Ongoing	

### Monitoring & Evaluation of the Implementation of Strategic Plan

Monitoring of the strategic plan occurs in the following instances:

- Performance assessments tied to strategic plan outputs
- Monthly financial in-year monitoring
- Quarterly reports
- 6 Monthly financial oversight report
- Annual report
- Additional report to Standing Committee as requested

### 3.11 Performance targets

**Table 5: Template for reporting performance targets and monitoring mechanisms**

1: Administration									
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1. [description as in table 5]	[output as in table 5]								
2. [description as in table 5]	[output as in table 5]								
1.1. Office of the MEC									
Objective	Output	Performance Measure	Monitoring Mechanism	2001 actual	2002 estimated	2003 target	2004 target	2005 target	% change over MTEF
1. [description as in table 5]	[output as in table 5]								
1.2. Management									
Objective	Output	Performance Measure	Monitoring Mechanism	2000 actual	2001 estimated	2002 target	2003 target	2004 target	% change over MTEF
1. [description as in table 5]	[output as in table 5]								
2: Programme 2									
Objective	Output	Performance Measure	Monitoring Mechanism	2000 actual	2001 estimated	2002 target	2003 target	2004 target	% change over MTEF
1. [description as in table 5]	[output as in table 5]								
2. [description as in table 5]	[output as in table 5]								

### **3.12 Reconciliation of budget with plan by programme**



**Table 6: Evolution of expenditure by budget programme and sub-programme (R million)<sup>1</sup>**

Sub-programme	Year – 2 2000/01 (actual)	Year - 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) <sup>2</sup>	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) <sup>3</sup>
1.	3,984	4 243	5,322		8,617	6,820	7,297	
2.	,266	,336	,382		,440	,433	,433	
3.	,344	,883	1,143		1,916	4,243	4,283	
4.	,274	,263	,306		,325	,343	,343	
Etc								
<b>Total programme</b>	4,868	5,725	7,153		11,298	11,839	12,356	

1. If possible, separate tables should be made for expenditure in nominal and real terms.
2. Average annual change between year -2 and base year.
3. Projected average annual change between base year and year 3.

### 3.13 Medium-term revenues

#### 3.13.1 Summary of revenue

**Table 7: Summary of revenue: (Department of Safety and Liaison)**

R 000	2000/01 Actual	2001/02 Estimate	2002/03 MTEF	2003/04 MTEF	2004/05 MTEF	2005/2006 Actual
Voted by legislature	4 868	5 725	7 153	11 298	11 839	12 356
Conditional grants						
Other (specify)						
<b>Total revenue</b>	<b>4 868</b>	<b>5 725</b>	<b>7 153</b>	<b>11 298</b>	<b>11 839</b>	<b>12 356</b>

#### 3.13.2 Departmental revenue collection

**Table 8: Departmental revenue collection: (Department of Safety and Liaison)**

R 000	2000/2001 Actual	2001/02 Actual	2002/03 Estimate	2003/04 MTEF	2004/05 MTEF	2005/06 MTEF
<b>Current revenue</b>						
Tax revenue						
Non-tax revenue						
<b>Capital revenue</b>						
(specify)	106					
<b>Departmental revenue</b>	<b>106</b>	<b>nil</b>	<b>nil</b>	<b>nil</b>	<b>nil</b>	<b>Nil</b>

#### 3.13.3 Conditional grants

Not applicable

### 3.14 Co-ordination, co-operation and outsourcing plans

#### 3.14.1 Interdepartmental linkages

Linkages established through the Provincial Crime Prevention Strategy Community Safety Forums, Urban Renewal Strategy and the Integrated Sustainable Rural development Strategy

#### 3.14.2 Local government linkages

Linkages are of an informal nature through, at this stage, the Provincial Crime Prevention Strategy

#### 3.14.3 Public entities

None

**Table 9: Details of public entities**

Name of public entity	Main purpose of public entity	Transfers from the departmental budget		
		2002 MTEF	2003 MTEF	2004 MTEF

**3.14.4 Public, private partnerships, outsourcing etc**

It is envisaged that there will be two instances where the Department is intending to outsource activities:

- The compilation of a monitoring and evaluation tool for police stations. We envisage to spend in the region of R60000 for this activity (Strategic Goal 1, Strategic Objective 1)
- Conduct research to expedite the compilation of Community Safety Plans in three pilot sites of Mlonthlo, Lukhanji and Nelson Mandela Municipal Metropole. We envisage spending around R90000 on this activity. (Strategic Goal 3, Strategic Objective 4)

**3.15 Financial Management:****3.15.1 Strategies to address audit queries**

Training has been provided to staff dealing with finances as well as those charged with the responsibility of managing Departmental Assets. Emphasis is also being laid on adherence to financial procedures.

**3.15.2 Implementation of PFMA**

PFMA is currently being implemented and some staff members have been through the PFMA training and more will access this training during the new financial year. Staff will be utilising the services of the PFSA and Provincial Treasury to access relevant training

**Part C: Background information****3.16 Appendix one: Analysis of service delivery environment****3.16.1 Policy changes and trends**

The Department of Safety and Liaison is charged with implementing the National Crime Prevention Strategy within the Province. This strategy requires the integration of service s across government departments as we seek to coordinate the crime prevention programmes within the province. The implementation of the strategy has therefore called on us to interact with a host of role players both from within government as well as within civil society. This type of interaction is necessary if we are to generate a cohesive and integrated approach to crime prevention. Of course this type of strategy implementation holds within it an inherent risk – non-participation by the stakeholders. This aspect threatens our attempts at implementing the strategy.

We are also lobbying for the establishment of mechanisms for the implementation of crime prevention at a local level. The Community Safety Forum approach has been

implemented in three pilot sites within the province and we are now bringing this concept to the national level. We are hoping that this approach will be broad-based to all municipalities within the province and that, if necessary, legislation or policy be drafted thereon.

### 3.16.2 Environmental factors and emerging challenges

#### 3.16.2.1 Demographic profile of the Province

	Eastern Cape
<b>Population</b>	
2001(year)	7.0 million people 2.3
<b>Population composition (%) (2001)</b>	
African	87
Coloured	8
White	5
Others	0
<b>Age distribution (%) (2001)</b>	
0-14 yrs	38
15-64	56
65 and over	6
Total	100
<b>Population of working age</b>	
2001	3.93 million
<b>Education (%); no schooling and up to primary only</b>	
2001	65

#### 3.16.2.2 Employment rates & income levels

	Eastern Cape		
	1995	2001	Growth rate (percentage pa)
<b>GDP (in 1995 prices)</b>			
Total (Rbn)/growth (% pa)	46.5	53.7	2.4
GDP per cap (.000)	7.6	7.7	0.0

<b>Employment status</b>			
<i>Econ active Population (mn)</i>			
-official	1.1	2.1	10
-expanded	1.5	2.6	9
<i>Not econ. Active</i>	2.3	2.3	0
<i>Unemployment rate</i>			
-official	23 %	30 %	
-expanded	41%	44 %	
<i>Employment (%)</i>			
Formal sector	72	45	
% of working population in ...			
-agriculture etc.	17	28	
-manufacturing / mining	10	10	
-other	73	62	
TOTAL	100	100	

## 3.16.2.3 Employment, income and [other relevant information]

**Table 10: Occupational categories**

Types of Occupation	Number	Percent of total
Managers	1	3.5%
Professionals	5	17.3%
Technical	8	27.5%
Clerical	11	37.9%
Sales and services		
Skilled agriculture		
Artisan		
Operators		
Elementary occupations	4	13.8%
Other		
Unemployed		

**Table 11: Income distribution**

Income per month	Percent of total
None	
R1 - R500	
R501 – R1000	
R1001 - R2500	7.7%
R2501 - R6000	34.6%
R6001 –R11000	30.8%
> R11001	26.9
Unspecified	
Total	100%

## 3.16.2.4

**3.16.3 Evaluation of current implementation performance**

The Department of Safety and Liaison has despite its staffing position and budget continued to play a major role within Safety and Security in the province. The Department is currently coordinating the efforts of Criminal Justice System in order for the system to improve its functioning.

The Department has also been able to continue its work in the mass mobilization of people of this province in Safety and Security through the Community Police Forums.

Overall monitoring and evaluation of the SAPS is being carried out and is effective in ensuring the effective implementation of policies within that organisation.

What remains our greatest challenge is the need for staff and budget. We have in the past years not spent our allocated budget primarily due to the fact that there are no staff members to drive specific projects and programmes. At this stage the Department has seven (7) operational staff members and 22 administrative personnel.

### 3.17 Appendix two: Organisational information and the institutional environment

Weaknesses	Strengths
<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>◆ No over-arching strategy in place</li> <li>◆ Staff are not valued and capacity is not recognised</li> <li>◆ High staff turnover</li> <li>◆ Organogram is outdated</li> <li>◆ No bursary policy</li> </ul>	<ul style="list-style-type: none"> <li>◆ Committed staff</li> <li>◆ Small numbers have the potential to transform quickly</li> <li>◆ Good interpersonal relationships</li> <li>◆ Training and development</li> <li>◆ Staff flexibility</li> </ul>
<p><b>Management &amp; Leadership</b></p> <ul style="list-style-type: none"> <li>◆ Transformation Unit dysfunctional</li> <li>◆ Resource access is rank-related</li> <li>◆ Planning needs to be improved</li> <li>◆ Non-implementation of objectives</li> </ul>	<ul style="list-style-type: none"> <li>◆ Management is accessible to staff</li> </ul>
<p><b>Financial Resources</b></p> <ul style="list-style-type: none"> <li>◆ Under-spending</li> <li>◆ Budget needs to be re-structured</li> </ul>	<ul style="list-style-type: none"> <li>◆ Have a budget</li> </ul>
<p><b>Organizational Issues</b></p> <ul style="list-style-type: none"> <li>◆ Environment is not conducive to innovation and fresh approaches</li> <li>◆ Unclear communication channels</li> <li>◆ Weak implementation of government systems eg LOGIS and BAS</li> <li>◆ Programs are not integrated</li> </ul>	

#### 3.17.1 Organisational design

See annexure for details

#### 3.17.2 Delegations

Delegations have been effected in terms of National Treasury Regulations issued in terms of the Public Finance Management Act to all managers controlling and administering budgets within the Department.

#### 3.17.3 Capital investment, maintenance and asset management plan

##### 3.17.3.1 Long term capital investment and asset management plans

The Department does not envisage engaging in any long term capital investment issues

### 3.17.3.2 Capital investment plan

No expenditure is envisaged under this head

### 3.17.4 Personnel

### 3.17.5 IT systems

Outside of the Finance and PERSAL systems the Department does not possess any other specialised IT system. In terms of the afore-going systems departmental staff are still being trained in the utilisation of these systems on an ongoing basis.

### 3.17.6 Performance management system

The PMS has been implemented in respect of the managers up to a Deputy Director level. The PMS is proving successful in terms of providing focussed outputs toward which the managers will work. It has ensured that managers regulate their own programmes and are able to work relatively independently and with little intervention by the senior manager

### 3.17.7 Financial management

Programme	Adjustment estimate	Virement	Amount Voted	Expenditure	Savings (Excess)	%	Amount Voted	Expenditure
	2002	2002	2002	2002	2002		2001	2001
1 Administration	1,358	499	5,216	4,243	2,830	27%	4,502	3,984
2 Oversight	458	41	325	336	488	5%	292	266
3 Crime Prevention	484	-540	2,172	883	1,233	12%	1,370	344
4 Special Programmes			284	263	21	0%	325	274
5								
6. Special functions: Authorised losses								
<b>Total</b>	<b>2,300</b>	<b>0</b>	<b>7,997</b>	<b>5,725</b>	<b>4,572</b>	<b>44%</b>	<b>6,489</b>	<b>4,868</b>

The financial systems that are in place are : BAS , PERSAL AND LOGIS.

The Department will send officials to PFSA for training on the following courses :

Accounting Literacy & Numeracy , Introduction to Basic Accounting , Basics of the Public Financial Management Act ,The Fundamentals of the Budgetary Process.

### 3.17.8 Audit queries

Training has been provided to staff dealing with finances as well as those charged with the responsibility of managing Departmental Assets. Emphasis is also being placed on adherence to financial procedures.



**Details of audit queries for the last three years.**

<b>YEAR</b>	<b>AUDIT QUERY</b>	<b>AUDIT QUERY</b>	<b>AUDIT QUERY</b>	<b>AUDIT QUERY</b>
1999/2000	Vouchers not submitted for audit	Reconciliation of Suspense Accounts	Asset control registers	Pay-rolls
2000/2001	Budgetary Process	Reconciliation of Suspense Accounts	Stores and Equipment	Subsidised vehicles
2001/2002	Cash-flow statement preparation	Reconciliation of Suspense Accounts	Revenue	Expenditure

**3.17.9 Internal audit****3.17.10 Implementation of PFMA**

PFMA is currently being implemented and some staff members have been through the PFMA training and more will access this training during the new financial year. During this financial year the department is stepping up its implementation of the PMS to include workplans for lower level staff members.

### 3.18 Appendix three: Analysis of changes to programmes

**Note that this analysis is not required for 2003/04 Strategic Plans. Although this kind of analysis is required by the budget process (see associated documents).**

The departments should present an ABX analysis of their budgets to show where savings and extra expenditures are required and where trade-offs might be made given the set of current and proposed programmes.

The analysis is based on the fact that when a department does its planning it is faced with options that fall into three broad categories, as follows:

1. The **A BUDGET**: Included in this category are all the department's ongoing programmes and activities, i.e. everything that the department did last year that it will continue to do next year and for the duration of the MTEF. So for instance, provincial welfare departments will continue to pay old age pensions. Education departments will continue to provide primary education etc. However, the cost of doing so needs to be re-evaluated each year because
  - (i) there are changes in the cost of inputs, e.g. pensions have increased etc;
  - (ii) there have been technical changes in the process of delivery (if these changes are very significant they should be reflected in either the B BUDGET or the C BUDGET);
  - (iii) there have been changes in the demand for the outputs or services of a given programme due to demographic, economic or other environmental factors. Demand may increase or decrease due to the success of the programme itself;
  - (iv) there have been efficiency gains in the delivery process (ideally departments should budget for increased efficiency, and show how this efficiency dividend is to be used)

In addition, the cost of rolling out all new policies and programmes that have been **approved for implementation** should be included in the A BUDGET. Also the cost savings that are likely to be realised from the phasing out of policies and programmes – here again only those policies and programmes that have been **approved for phasing out** should be dealt with.

The A BUDGET thus has three components:

- (a) ongoing programmes
  - (b) new approved programmes that are being phased
  - (c) existing programmes whose phasing out has been approved.
2. The **B BUDGET**: Included in this category are all the MEC's/department's **proposed** policies and programmes whose approval and implementation will result in increased expenditure by the department. For instance, proposals to decrease the admissions age of children to schools, or a proposal to set up a programme to prevent mother-to-child transmission of HIV. Should any of these policies or programmes be approved for implementation they and their associated costs would be transferred to the appropriate section of the A BUDGET.
  3. The **X BUDGET**: This section of the analysis focuses on all the MEC's/departments **proposed** changes to policy and programmes that are likely to result in significant savings. These changes may include the implementation of new policies or the phasing out of policies and programmes that will save the department money. Again

should any of these proposals be approved for implementation they and their savings would be transferred to the appropriate section of the A BUDGET.

In order to do an ABX analysis it is essential that current policies and programmes are accurately budgeted for, and that any new policy proposal are properly costed. Given that the National Treasury is only beginning to develop a framework for the costing of policies it will probably be sometime before this component of the strategic plan can be implemented. Nevertheless even if accurate costing information is not available it may still be useful to get departments to categorise their various policy proposals in the ABX analysis format.

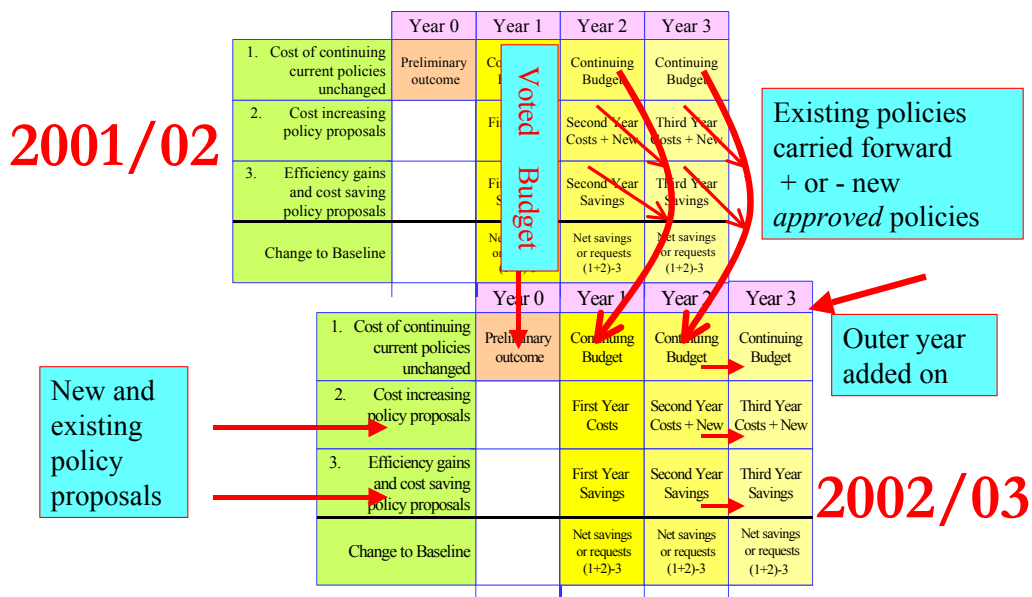
Ideally this kind of analysis should underpin the development of departments' MTEFs and should be used in cluster negotiations to effect service delivery maximising trade-offs between departments within sectors, but also between different programmes within departments.

The following two figures explains the structure and components of an ABX analysis, and then show how the information feeds into the MTEF process.

**Figure 2: Structure of an ABX analysis**

		Year 0	Year 1	Year 2	Year 3
<b>A</b>	<b>1. Cost of continuing current policies unchanged</b>	Preliminary outcome	Continuing Budget	Continuing Budget	Continuing Budget
<b>B</b>	<b>2. Cost increasing policy proposals</b>		First Year Costs	Second Year Costs + New	Third Year Costs + New
<b>X</b>	<b>3. Efficiency gains and cost saving policy proposals</b>		First Year Savings	Second Year Savings	Third Year Savings
	<b>Change to Baseline</b>		Net savings or requests (1+2)-3	Net savings or requests (1+2)-3	Net savings or requests (1+2)-3

**Figure 3: The updating of ABX analysis within an MTEF framework**



#### 4 Annexe One: Current guidelines and regulations dealing with strategic planning

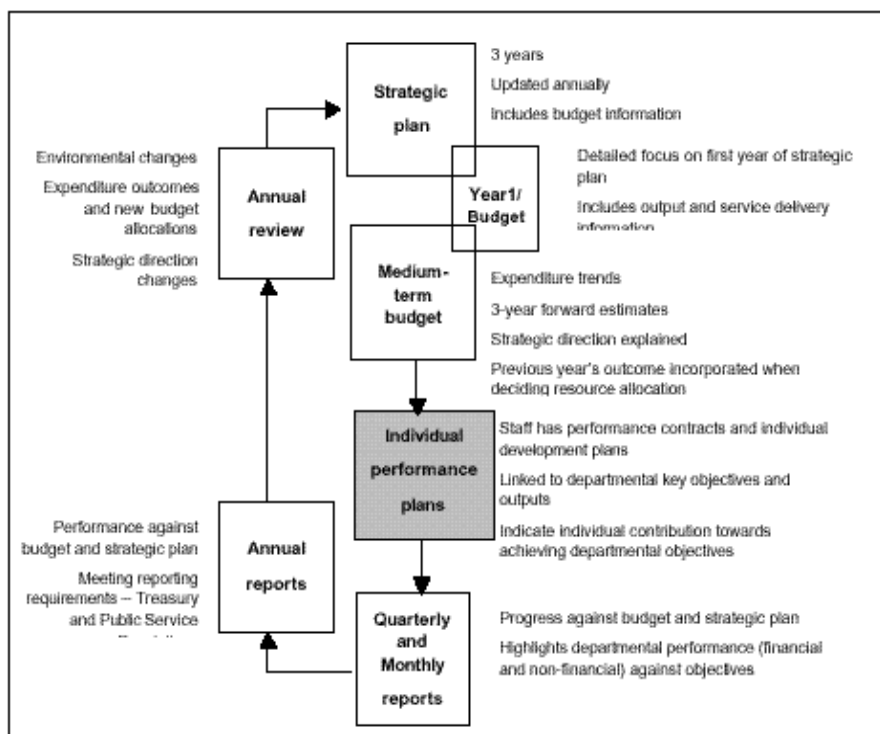
A number of government documents deal with the issue of strategic planning and operational planning.

Chapter 2 of the *Guidelines for Accounting Officers* sketches the vision of the PFMA with regard to planning, budgeting, monitoring and reporting and how all these activities need to feed into ensuring accountability. Important points emerging from this discussion include:

- The aim of strategic planning is to bridge the gap between policy and budgets;
- Strategic planning must ensure common purpose between the executive authority and the accounting officer in the pursuit of government objectives and outcomes.
- Strategic plans must form the basis for identifying departmental programmes.
- The executive authority is responsible for developing a five year vision which should guide the development of the department's strategic plan.
- The strategic plan cover a period of three years and the first year is known as the operational plan.
- Operational plans must specify measurable objectives that cover 'objectives', service delivery indicators, and targets.
- The operational plans must feed into the performance agreements between executive authorities and accounting officers.
- Strategic plans must form the basis for in-year monitoring and reporting, as well as end year reporting.

The National Treasury's *Guidelines for Annual Reporting* highlights the importance of the planning, monitoring and reporting cycle and how different processes link together. The following figure, taken from this document, shows these various linkages:

**Figure 4: Linkages between strategic plans, budget, reporting etc.**



The *Guidelines for Annual Reporting* also give some indication of the kinds of information that would be used for reporting on programme performance. This information would obviously need to appear in strategic plans, especially in so far as it relates to setting targets against which the department will report on in the annual report.

The *Guidelines for Annual Reporting* also set out a useful set of 'criteria for good reporting' that apply equally to the presentation of strategic planning information. These criteria are presented in the table following.

**Table 12: Criteria for good information**

<b>Information criteria</b>	
Information contained in annual reports must be:	
<b>1. Comparable</b>	To be of value for purposes of evaluation, performance data should be compared to:
	(a) the department's predetermined objectives (intentions) and service standards, which are stated in measurable terms;
	(b) needs of target populations;
	(c) the performance of similar organisations;
	(d) performance during a previous period; or
	(e) other benchmarks.
<b>2. Consistent</b>	Performance measures should be consistent from one reporting period to the next, and the information should be prepared on the same basis in order to compare and assess performance adequately.
<b>3. Explained</b>	Each key performance measure should be explained and the methodology outlined, i.e. how the information was obtained, from what data sources, etc. The significance, limitations, reliability and relevance of the measures and indicators should be explained.
<b>4. Analysed</b>	It is important to show that any significant variances have been analysed. The reasons for variances should be examined, analysed and explained. Periodic programme evaluations are therefore important to assess the relationship between anticipated outputs and actual achievements.
<b>5. Range of measures</b>	The information should reflect the key attributes of performance. For example, focussing only on the cost of outputs is not sufficient to describe the quality of performance. If costs are decreasing, what about quality - is that also decreasing? If the quantity or volume of goods and services is staying constant, what about the population the programme is serving?
<b>6. Verifiable</b>	It must be possible for the report user to trace the sources and systems from which information is derived and, if necessary, information should be attested to by an independent third party to ensure its credibility.
<b>7. Objective</b>	Information should be provided in a balanced and objective way by keeping matters in perspective and presenting without bias the positive and the negative in whatever proportion they might present themselves.
<b>8. Relevant</b>	The information should pertain directly to the interests, concerns and expectations of the members of legislatures and other stakeholders.
<b>9. Comprehensive</b>	The information provided should be a concise and complete overview of the activities of the department under review, including the identification of any areas deliberately left out.
<b>10. Understandable</b>	The readers for whom the report is intended should be able to clearly understand the contents of the report, which can be achieved by using terminology and reasoning that is comprehensible to any lay reader - especially when technical matters are discussed.

As regards the current round of strategic planning Chapter 5 of the *Treasury Regulations for departments, constitutional institutions and trading entities* (issued on 31 May 2000)

are particularly important. The following tables presents what is required as far as strategic plans are concerned.

**Table 13: Treasury regulations on strategic planning**

<p><b>5. Strategic planning</b></p> <p>5.1 Annual preparation of strategic plans</p> <p>5.1.1 Each year, the accounting officer of an institution must prepare a strategic plan for the forthcoming MTEF period for approval by the relevant executive authority.</p> <p>5.2 Submission and contents of strategic plans</p> <p>5.2.1 In order to facilitate the discussion of individual votes, the approved strategic plan must be tabled in Parliament or the relevant legislature at least 7 days prior to the discussion of the department's budget vote.</p> <p>5.2.2 The <b>strategic plan</b> must –</p> <ul style="list-style-type: none"> <li>(a) cover a period of three years and be consistent with the institution's published medium term expenditure estimates;</li> <li>(b) include specific Constitutional and other legislative, functional and policy mandates that indicate the output deliverables for which the institution is responsible;</li> <li>(c) include policy developments and legislative changes that influence programme spending plans over the three-year period;</li> <li>(d) include the measurable objectives, expected outcomes, programme outputs, indicators (measures) and targets of the institution's programmes ;</li> <li>(e) include details of proposed acquisitions of fixed or movable capital assets, planned capital investments and rehabilitation and maintenance of physical assets;</li> <li>(f) include details of proposed acquisitions of financial assets or capital transfers and plans for the management of financial assets and liabilities;</li> <li>(g) include multi-year projections of income and projected receipts from the sale of assets;</li> <li>(h) include details of the Service Delivery Improvement Programme;</li> <li>(i) include details of proposed information technology acquisition or expansion in reference to an information technology plan; and</li> <li>(j) for departments, include the requirements of Chapter 1, Part III B of the <i>Public Service Regulations, 2001</i>.</li> </ul> <p>5.2.3 The strategic plan must form the basis for the annual reports of accounting officers as required by sections 40(1)(d) and (e) of the Act.</p> <p>5.3 <b>Evaluation of performance</b> [Section 27(4) read with 36(5) of the PFMA]</p> <p>5.3.1 The accounting officer of an institution must establish procedures for quarterly reporting to the executive authority to facilitate effective performance monitoring, evaluation and corrective action.</p>
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These *Treasury regulations* require strategic plans comply with Chapter 1, Part III B of the *Public Service Regulations, 1999*, and also include information on the Service Delivery Improvement Plan. This information is presented in the tables below:

**Table 14: Strategic planning in the Public Service Regulations**

<b>Chapter 1 - Part III:B. STRATEGIC PLANNING</b>	
B.1	An executing authority shall prepare a strategic plan for her or his department - <ul style="list-style-type: none"> <li>(a) stating the department's core objectives, based on Constitutional and other legislative mandates, functional mandates and the service delivery improvement programme mentioned in regulation III C;</li> <li>(b) describing the core and support activities necessary to achieve the core objectives, avoiding duplication of functions;</li> <li>(c) specifying the functions the department will perform internally and those it will contract out;</li> <li>(d) describing the goals or targets to be attained on the medium term;</li> <li>(e) setting out a programme for attaining those goals and targets;</li> <li>(f) specifying information systems that-               <ul style="list-style-type: none"> <li>(i) enable the executing authority to monitor the progress made towards achieving those goals, targets and core objectives;</li> <li>(ii) support compliance with the reporting requirements in regulation III J and the National Minimum Information Requirements, referred to in regulation VII H; and</li> </ul> </li> <li>(g) complying with the requirements in paragraphs 5.1 and 5.2 of the Treasury Regulations.</li> </ul>
B.2	Based on the strategic plan of the department, an executing authority shall- <ul style="list-style-type: none"> <li>(a) determine the department's organisational structure in terms of its core and support functions;</li> <li>(b) grade proposed new jobs according to the job evaluation system referred to in Part IV;</li> <li>(c) define the posts necessary to perform the relevant functions while remaining within the current budget and medium-term expenditure framework of her or his department, and the posts so defined shall constitute the department's approved establishment; and</li> <li>(d) engage in the human resource planning in accordance with regulation III D with a view to meeting the resulting human resource needs.</li> </ul>
B.3	In implementing the strategic plan, a head of department shall- <ul style="list-style-type: none"> <li>(a) promote the efficient, economic and effective use of resources as to improve the functioning of the department; and</li> <li>(b) to that end, apply working methods such as the re-allocation, simplification and co-ordination of work, and eliminate unnecessary functions.</li> </ul>

**Table 15: Requirements of the Service Delivery Improvement Programme**

<b>Chapter 1 - Part III:C. SERVICE DELIVERY IMPROVEMENT PROGRAMME</b>	
C.1	An executing authority shall establish and sustain a service delivery improvement programme for her or his department- <ul style="list-style-type: none"> <li>(a) specifying the main services to be provided to the different types of actual and potential customers, as identified by the department;</li> <li>(b) containing consultation arrangements with the department's actual and potential customers;</li> <li>(c) with due regard to the customer's means of access to the services and the barriers to increased access thereof, specifying the mechanisms or strategies to be utilised progressively to remove the barriers so that access to services is increased;</li> <li>(d) indicating standards for the main services to be provided;</li> <li>(e) containing arrangements as to how information about the department's services are to be provided; and</li> <li>(f) stipulating a system or mechanisms for complaints.</li> </ul>
C.2	An executing authority shall publish an annual statement of public service commitment which will set out the department's service standards that citizens and customers can expect and which will serve to explain how the department will meet each of the standards.

Lastly, the *Guidelines for Accounting Officers* sets out in some detail what should be included in 'operational plans', as reported in the following table.

**Table 16: Requirements of operational plans**

<b>Operational Plans</b>
The first year of the strategic plan is known as the operational plan. It must provide a sufficiently detailed quantification of outputs and resources, together with service delivery indicators, for the legislature to



understand exactly what it is 'buying' for the community when it approves the budget. The operational plan must not be a wish list, but must be flexible and adjustable while remaining within the MTEF allocation. The plan must contain:

- Descriptions of the various programmes that the department will pursue to achieve its objectives, and for each programme, the measurable objectives, total cost and intended lifespan
- Information on any conditional grants to be paid or received, including the criteria to be satisfied
- Information on any new programmes to be implemented, including the justification for such programmes, expected costs, staffing and new capital, as well as future implications
- Information on any programmes to be scaled down or discontinued during the financial year
- Where two or more departments contribute to the delivery of the same service, a concise summary of the contribution of each department (the accounting officers must ensure that the summaries included in their respective plans are consistent)
- Summary information, drawn from the strategic plan, of all capital investments planned for the year, including the future impact on the operating budget (this information should be rolled forward, amended as appropriate, to the next year's strategic plan)

**SIGNED AT KINGWILLIAMSTOWN THIS \_\_\_\_\_ DAY OF MARCH 2003**

**MEMBER OF THE EXECUTIVE COUNCIL  
HONOURABLE DENNIS NEER  
DEPARTMENT OF SAFETY AND LIAISON**