



DEPARTMENT OF SAFETY, SECURITY and LIAISON

MANAGEMENT PLANS

2003 – 2004

(Update 29 November 2002)

MANAGEMENT PLAN
2003-2004

DEPARTMENT OF SAFETY, SECURITY AND LIAISON
LIMPOPO

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1. EXECUTIVE SUMMARY

The Provincial Departments of Safety and Security was established since 1994 and thereafter, to ensure civilian oversight of and democratic accountability by the South African Police Service (SAPS).

In the new democratic dispensation, South Africans demand and deserve accountable, effective and service orientated policing. The rights enshrined in the Constitution, enacted in 1996 and the South African Police Service Act, Act 68 of 1995, aim to ensure safety by protecting citizens who come into contact with the law, and by obliging the state to provide adequate security from those who perpetrate crime.

The focus of the department is to enhance the principle of community participation as embodied in the philosophy of Community Policing, and the principle of democratic control and accountability as envisaged in the Constitution. This focus is further in line with international trends in policing, which demonstrate that community participation and community policing form the foundation of effective law enforcement and crime prevention.

2. STRATEGIC PLAN

2.1 NARRATIVE OVERVIEW

The strategic objective of Safety, Security and Liaison is to ensure an accountable, effective and service orientated South African Police Service in the Limpopo in line with the Constitution, South African Police Service Act and White Paper on Safety and Security "In Service of Safety 1999 - 2004".

The Department furthermore has the objective to ensure that the South African Police Service effectively attends to the policing needs of communities that are specific to the Limpopo and its rural composition.

2.2 VISION

The Vision of the Department of Safety, Security and Liaison is that of transformed and accountable policing for a safe and secure Limpopo.

2.3 MISSION

- Monitoring the effectiveness and efficiency of police service delivery,
- Monitoring the implementation of policy by the police,
- Facilitating the implementation of social crime prevention programmes,

- Commissioning research projects on the root causes of crime and impediments on service delivery by the police.

2.4 LEGAL MANDATES

The vision and mission of the Department will be attained through the delivery of the following functions and responsibilities as set out in the South African Police Service Act 68 of 1995, the Constitution and White Paper on Safety and Security "In Service of Safety 1999-2004":

2.5 FUNCTIONS

2.5.1 CORE FUNCTIONS OF SAFETY, SECURITY AND LIAISON.

2.5.1.1 THE SOUTH AFRICAN POLICE SERVICE ACT, ACT 68 OF 1995.

In terms of this Act, the core functions of the Secretariat are:

- (a) To advise the Minister in the exercise of his or her powers and the performance of his or her duties and functions.
 - (b) To perform such functions, as the Minister may consider necessary or expedient to ensure civilian oversight of the service.
 - (c) To promote democratic accountability and transparency in the service.
 - (d) To promote and facilitate participation by the service in the reconstruction and development program.
 - (e) To provide the Minister with legal services and advice on Constitutional matters.
 - (f) To provide the Minister with communication, support and administrative services.
 - (g) To monitor the implementation of policy and direction issued by the Minister and report to the Minister thereon.
 - (h) To conduct research into any policing matters in accordance with the instructions of the Minister and report to the Minister thereon.
 - (i) To perform such functions as may from time to time be assigned to the Secretariat by the Minister, and
 - (j) To evaluate the functioning of the service and report to the Minister thereon.
- "Minister" also refers to the Member of the Executive Council, responsible for policing in the Province.
 - "Service" refers to the South African Police Service.

2.5.1.2 CHAPTER 11 OF THE CONSTITUTION, 1996

- (a) 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.
- (b) Each Province is entitled:
 - ◆ To monitor the police conduct.
 - ◆ To oversee the effectiveness and efficiency of the police service, including receiving reports on the police service.
 - ◆ To promote good relations between the police and the community.
 - ◆ To assess the effectiveness of visible policing, and
 - ◆ To liaise with the Cabinet members responsible with respect to crime in the Province.

2.5.1.3 THE WHITE PAPER ON SAFETY AND SECURITY "IN SERVICE OF SAFETY, 1999-2004"

The objectives of the White Paper are to outline:

- ◆ Strategic priorities to deal with crime.
- ◆ Roles and responsibilities of various role-players in the safety and security sphere.
- ◆ The role of the Department of Safety and Security within the Constitutional framework.

2.5.2 FUNCTIONS OUTSOURCED

- ◆ The Department has very little functions that are out-sourced. Only research projects are out-sourced because of a human resource capacity shortage in the Department. The civilian oversight and monitoring function of the department however provides for the utilisation of the South African Police Service and the Community Police Forums in a support role, with minimal budgetary implications.

2.5.3 INTERNAL ENABLING FUNCTIONS

- ◆ Financial management
- ◆ Human Resource management (Personnel provisioning and career path development)
- ◆ Administrative, Logistic and information technology.
- ◆ Establishment of short, medium and long-term policy direction related to the core function of the department.

2.6 STAKEHOLDER ANALYSIS

Stakeholder	Mandate in terms of departmental program	Role in program	Impact (high, low or medium)	Classification (Primary stakeholder / Secondary stakeholder)
MEC	Statutory	Policy Support	High	Primary
South African Police Service	Statutory	Strategic partner, Participatory	High	Primary
Community Police Forums	Statutory	Strategic partner	High	Primary
Criminal Justice Departments	National Crime Prevention Strategy (NCPS)	Participatory	High	Primary
Provincial Departments	National Crime Prevention Strategy (NCPS) Inter-departmental co-ordination	Participatory	High	Secondary
Legislature	Statutory	Policy, Oversight, Strategic	High	Primary
Municipalities	Statutory	Strategic partner, Participatory	Medium	Secondary
National Secretariat	Statutory	Policy, Strategic Partner, Participatory	High	Primary
Communities	Statutory	Participatory, Oversight Core client	High	Primary
Suppliers: <ul style="list-style-type: none"> ■ Supplier of funds ■ Supplier of infrastructure/ Technology ■ Supplier of services & products 	Provision of Services	Suppliers	High	Primary
Regulators/Facilitators <ul style="list-style-type: none"> ■ National Government ■ Provincial Departments 	Statutory	Regulators/Facilitators	High	Secondary
Personnel	Statutory	Provision of support	High	Primary

2.7 CORE VALUES

Staff members of the Secretariat identify with and support the following core-values: Honesty, respect, loyalty, discipline, trust, integrity, responsiveness, openness, impartiality, consistency, dedication, unity, efficiency and participation.

2.8 PRIORITY AREAS FOR THE MTEF PERIOD

2.8.1 MONITORING

To give effect to the intention of the legislation, the monitoring role envisaged for the provinces should be enhanced in terms of their potential to deliver considered recommendations to inform the development of national policing policy. Of particular importance in this regard is monitoring and analysis aimed at assessing the efficiency, effectiveness and appropriateness of the implementation of national policing policy in the provincial context.” The main aim is to ensure that government policies are adhered to, government objectives are achieved and that the needs of the community in terms of safety and security are met.

Areas of focus will firstly be the degree to which the police are pursuing the set and agreed upon policing priorities and objectives, as compiled annually by the police in conjunction with Secretariats for Safety and Security. Secondly the monitoring of the degree to which police are rendering an effective and efficient service to communities in accordance with determined needs.

2.8.2 CRIME PREVENTION AND ADVOCACY

In addition to the monitoring role, the Department for Safety, Security and Liaison has the responsibility of leading social crime prevention in the province. This entails the consolidation, prioritisation and alignment of social crime prevention initiatives and activities in the province with national priorities.

Effective crime prevention at a provincial level can only be achieved if provinces take the responsibility for the following:

- ◆ The mobilisation of adequate resources e.g. funding and manpower;
- ◆ Initiating and co-ordination of social crime prevention programmes;
- ◆ Co-ordinating a range of provincial functions – health, education, welfare and local government – to achieve more effective crime prevention;
- ◆ Evaluating and supporting of social crime prevention programmes at local government level;
- ◆ Implementing and taking joint responsibility for social crime prevention programmes where local government is poorly resourced or lacks capacity. This should be done in consultation with local government;

- ◆ The establishment of public and private partnerships to support crime-prevention.

2.8.3 COMMUNITY POLICE FORUMS

The third area of responsibility of the Department is to facilitate the establishment of community police forums at every police station in the province, at Area and Provincial levels. The purpose of this being to ensure improved community/police relations and to have a structured platform to establish community needs in terms of safety and security. Community Police Forums also serve to enhance the capacity to implement social crime prevention programmes.

2.8.4 RESEARCH PROJECTS

Research projects are required to enhance the Monitoring and Crime Prevention programs of the department, to address the root causes of specific and prioritised crimes in the Province and to establish the causes of ineffectiveness and inefficiency in the police.

2.8.5 COMMUNICATIONS AND INFORMATION MANAGEMENT

Incidental to the achievement of the core functions of the Secretariat is the extent to which its communications and feedback to the community is able to assist in changing people’s perceptions around issues of service delivery and transformation of the South African Police **Service**.

2.9 STRATEGIES

2.9.1 Monitoring						
Objective	Activities	Time Frames + Key performance indicators	Progress to date	Future Plans	Budget Estimates	Contribution to PGDS
To ensure improved quality of police service delivery and transformation of the police	<input type="checkbox"/> Workshops on Legislative framework, standing orders rules and regulations, etc.	April 2003 March 2004. All monitoring Personnel to be skilled in assessment of dockets.	New Strategic Business Unit to specialise in monitoring established	Continuous interaction with statutes Contextualise and localise legislative framework	Salaries, travel and subsistence. Reflected in total budget of Department.	Effective police service delivery leads to a reduction in crime. Stable communities provide for investment opportunities.
	<input type="checkbox"/> Development of Monitoring tools	Ongoing. Standardised national format to be available	Regular station visits to assess service delivery. Quarterly reports on	Utilisation of Monitoring tools to monitor SAPS	R30 000, 00 for most improved station competition.	

			stations experiencing service delivery problems.			
	<input type="checkbox"/> Monitoring and attending complaints received telephonically and in writing	Ongoing Toll free line to be implemented. National framework for handling of complaints developed	System to handle complaints received from public established. Quarterly reports submitted	Implementation of National Framework on handling of complaints.	Salaries, travel and subsistence. Reflected in total budget of Department.	
	<input type="checkbox"/> Monitoring of service delivery, transformation, visible policing and resource utilisation	Ongoing Adherence to national policing policy	Reports submitted for intervention by the SAPS management	South African Police Service report regularly on implementation of policies and directives	Salaries, travel and subsistence. Reflected in total budget of Department.	

2.9.2 RESEARCH						
Objective	Activities	Time Frames + Key performance indicators	Progress to date	Future Plans	Budget Estimates	Contribution to PGDS
To improve service delivery by SAPS and reduce crime	<input type="checkbox"/> Evaluate and analyse crime information from 4 prioritised (high crime) police stations in the Province;	April 2003 to September 2003 / Special attention to be paid to a) Impact of visible policing, b) Service delivery, c) Transformation and d)Resource utilisation	Research unit established Survey on crime in Mokopane completed	Continue with the project activity and review / reflect on its success and weakness and make amendments and modifications as needed.	Salaries, travel and subsistence. Reflected in total budget of Department.	Effective police service delivery leads to a reduction in crime. Stable communities provide for investment opportunities.
	<input type="checkbox"/> Consult and jointly plan crime prevention strategies with other sectors in the Secretariat.	Ongoing Develop strategies for 4 priority stations			Salaries, travel and subsistence. Reflected in total budget of Department.	

	Special attention to be paid					
	<input type="checkbox"/> Develop and co-ordinate an audit of research needs across the Secretariat in order to implement workable strategies that will have a positive bearing on crime reduction.	<p>Ongoing</p> <p>Identify critical issues that impact on crime and make recommendations for appropriate intervention in order to reduce crime</p>			Salaries, travel and subsistence. Reflected in total budget of Department.	
	<input type="checkbox"/> Develop tools and instruments to quantify and measure the impact of the Secretariat's crime reduction strategies.	<p>April 2003 – August 2003</p> <p>One pilot instrument to be tested at one police station to be developed</p>			Salaries, travel and subsistence. Reflected in total budget of Department.	
	<input type="checkbox"/> Consult and develop a partnership with NGO's and tertiary institutions that has an interest in aspects of the Secretariat's core function.	<p>Ongoing</p> <p>At least two projects to be out-sourced to Tertiary Institutions</p>	Consultative meetings with Universities held		Salaries, travel and subsistence. Reflected in total budget of Department.	
	<input type="checkbox"/> Outsource any other research activity that the Secretariat deems urgent and necessary in its mandate to curb the high	<p>April 2003 – March 2004 Ongoing</p> <p>At least one major research project to be out-sourced annually.</p>	Two research projects out-sourced in previous financial years		R 450 000, 00	

	incidence of crime in the Province.					
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2.9.3. Advocacy						
Objective	Activities	Time Frames + Key performance indicators	Progress to date	Future Plans	Budget Estimates	Contribution to PGDS
To enhance the image of the department through marketing and cohesion of a broad range of activities related to the reduction of crime	<input type="checkbox"/> Interaction with stakeholders in various Provincial forums.	Ongoing		To ensure that Advocacy cut across all components of the Secretariat	Salaries, travel and subsistence. Reflected in total budget of Department.	Reduction in crime will lead to investor confidence
	<input type="checkbox"/> To lobby and mobilise other stakeholders to participate effectively in crime prevention.					

2.9.4. Communication						
Objective	Activities	Time Frames +Key performance indicators	Progress to date	Future Plans	Budget Estimates	Contribution to PGDS
To mobilise and educate communities towards crime prevention	<input type="checkbox"/> Secure radio slots	Ongoing Periodical radio slots with regional and community radio stations are secured	"Stop Crime" campaign on radio over festive season implemented	To be informed by programmes of the Secretariat	R100 000, 00 for outsourcing and payment of service providers +	Reduction in crime will lead to investor confidence
	<input type="checkbox"/> Publicising and promoting activities of the Criminal Justice system	Ongoing MEC visited all police Areas to listen to community concerns	Speak to your MEC campaign launched		Salaries, travel and subsistence. Reflected in total budget of Department.	
	<input type="checkbox"/> Develop promotion materials	Ongoing Material available for distribution				

	<input type="checkbox"/> Updating the Secretariat's Website	Ongoing Relevant information available				
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2.9.5. Social Crime Prevention						
Objective	Activities	Time Frames + Key performance indicators	Progress to date	Future Plans	Budget Estimates	Contribution to PGDS
To reduce the occurrence of social fabric crimes	<input type="checkbox"/> Assist District and Local Municipalities in the assessment and development of local Crime Prevention Programmes as part of their IDP review process	Annually 2003/4 Implementation of crime prevention programmes by at least 20% of all municipalities in province	Participated in development of IDP's of the Six District Municipalities infusing the element of crime prevention programmes for the period 2003/2004	Local crime prevention strategies become part of Municipalities IDP	R550 000, 00 for payment of projects + Salaries, travel and subsistence. Reflected in total budget of Department.	Reduction in crime will lead to investor confidence
	<input type="checkbox"/> Facilitate capacity building within local municipalities in their execution around crime prevention programmes	April 2003 - March 2004 Monitoring at least 10% of the municipalities for implementation of crime prevention programmes	Facilitated one provincial and two district municipality workshops on the development of local crime prevention strategies	Municipalities becoming central in co-ordinating crime prevention activities		
	<input type="checkbox"/> Pilot the establishment of Multi-agency Forums at local Municipal level	2003 – 2004 At least two forums to be established annually quarterly progress reports to be received	Two forums established at nodal points to implement social crime prevention programmes	Provide technical support to local forums		
	<input type="checkbox"/> Implementation of one pilot project on Youth at Risk	March 2004 Ninety youths per annum to be enlisted in programme	Business plan finalised. Funding from donors need to be secured	Maximising the interaction with YLAC and other Youth structures in the 18 Priority Police Stations		

	<ul style="list-style-type: none"> ❑ Establishment of Provincial Business Against Crime (BAC) Structure or Forum 	2003 – 2004 Ongoing – At least one consultative meeting per district to be held with business forums.	Networking with organised business to solicit support for establishment of Provincial Business Against Crime	Facilitate the establishment of Public Private – Partnerships to support crime prevention programmes e.g. BAC		
	<ul style="list-style-type: none"> ❑ Launching of Crime Awareness Campaigns through: Rallies, school visits, media talk shows, religious and cultural activities 	Quarterly – School visits at crime hotspot areas. Crime awareness Rallies in the six districts.	Rallies held in on different issues within the confines of the available budget. 9 Rallies in the past financial year			
	<ul style="list-style-type: none"> ❑ Mobilise and co-ordinate range of Provincial structures in Crime Prevention 	Ongoing Monthly meetings with Criminal Justice Departments, Farmers Unions. etc.	Regular meetings are held with organised agriculture, business, religious groupings etc.			

2.9.6. Community-Police Relations						
Objective	Activities	Time Frames + Key performance indicators	Progress to date	Future Plans	Budget Estimates	Contribution to PGDS
To ensure an improved Community Police Relations	<ul style="list-style-type: none"> ❑ Facilitate the re-establishment of CPF's 	2004 All CPF's to be contacted on a quarterly basis to establish functionality	CPF's have been established at all police stations and satellite stations.	To have functional CPF's at all police stations	Salaries, travel and subsistence. Reflected in total budget of Department.	Stable communities working together with the police will ensure a reduction in crime –this is conducive to economic development

	<input type="checkbox"/> Ensure capacity building within CPF's	Bi-monthly Progress reports on implementation of CPF business plan	Four capacity building workshops held annually	Conduct continuous workshops in the demarcated Policing Areas of the Province	R100 000.00	
	<input type="checkbox"/> Regular attendance to CPF meetings at Provincial, Area level and where possible at station level	Regular attendance and monitoring of CPF activities and reporting on achievements	CPF Board meetings attended – guidance on development of business plan provided		Salaries, travel and subsistence. Reflected in total budget of Department.	

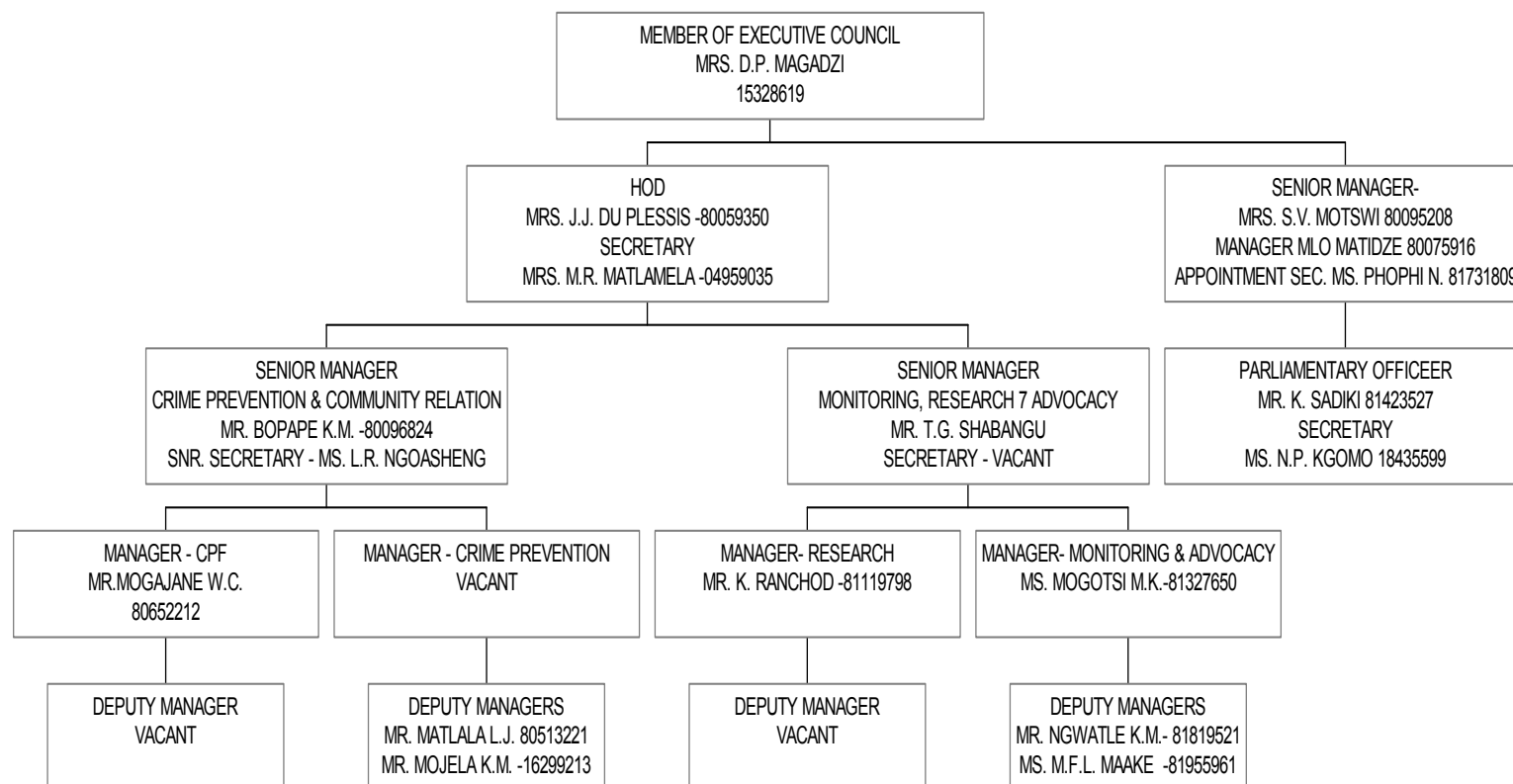
2.9.7. Human Resource Development

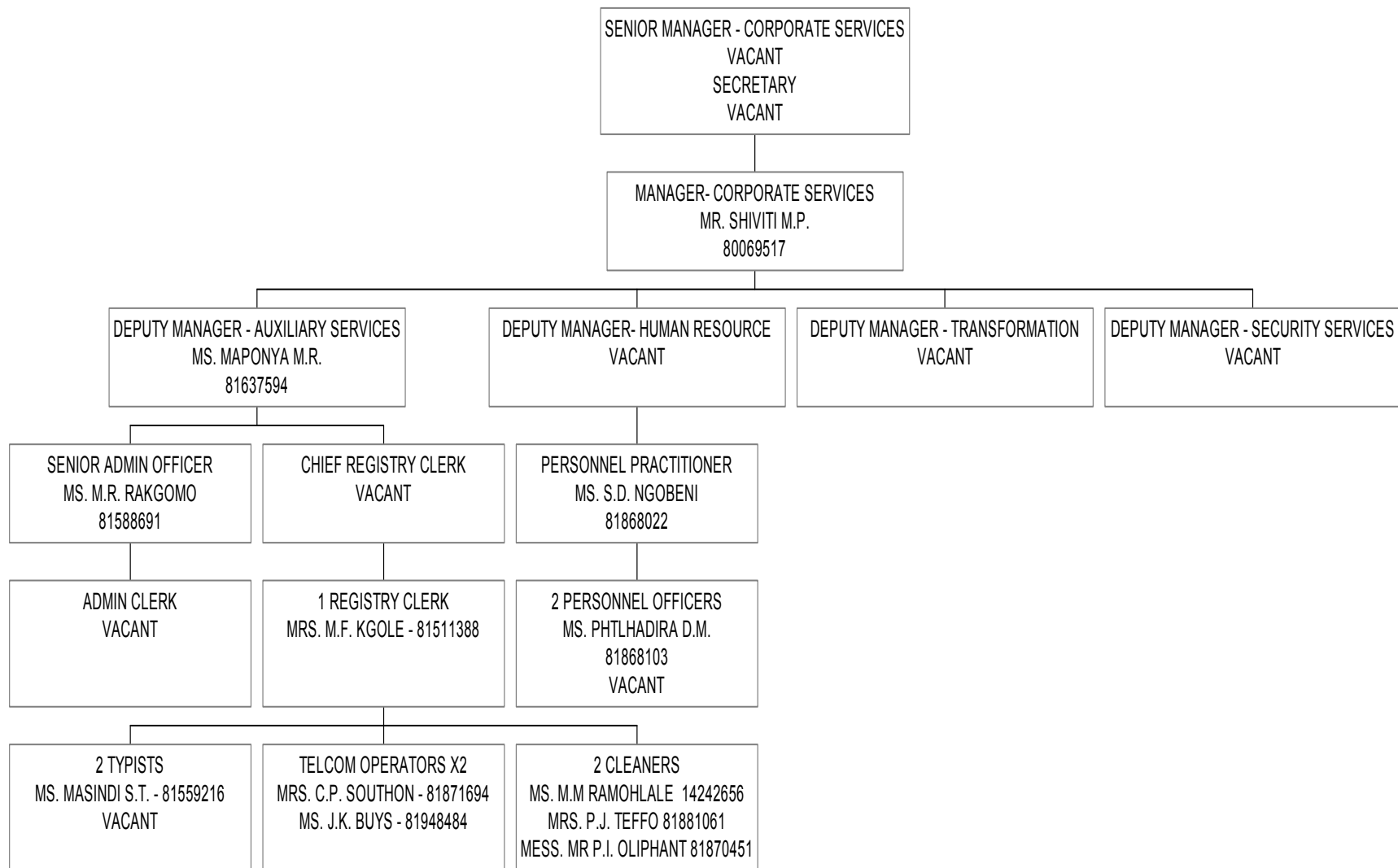
Objective	Activities	Time Frames + Key performance indicators	Progress to date	Future Plans	Budget Estimates	Contribution to PGDS
Transformation and Skilled personnel	<input type="checkbox"/> Ensure capacity building of employees in line with the Workplace Skills Plan	2003/2004 All personnel will have attended at least one capacity building programme in terms of Workplace Skills Plan	The majority of personnel receive bursaries for further studies	Training and capacity building will be provided or sourced according to the needs of the department	R200 000, 00	Improved service delivery
	<input type="checkbox"/> Co-ordinate training of Line function employees in line with the mandate of the department		Workplace Skills Plan in place	Workplace Skills Plan will be implemented and extended and training reports will be sent to PSETA		
	<input type="checkbox"/> Ensure effective implementation of functions as outlined in National Gender Policy	2003/2004 Plans to promote gender equality and empowerment of women will be developed and implemented	Gender Focal Point appointed. Gender plan developed	Effective implementation and monitoring of plans	R 50 000, 00	

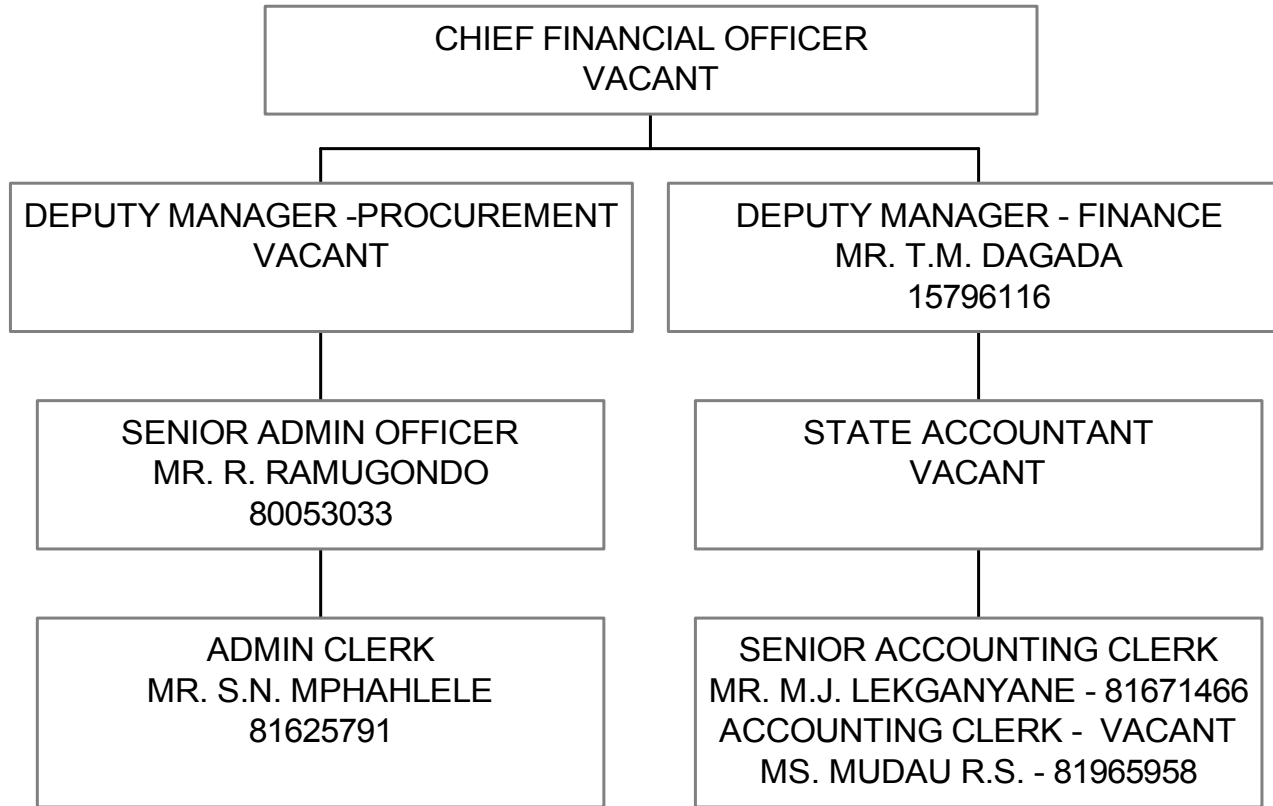
2.10 BUDGETARY ALLOCATION

Main Program	2001/2002	2002/2003	2003/2004
Administration	5 411	7 707	9 800
Crime Prevention and Community Relations	1 676	2 083	1 884
Monitoring, Research and Advocacy	-	1 265	2 317
Total	7 087	11 055	14 001

3. ORGANISATIONAL STRUCTURE







4. HUMAN RESOURCE PLAN.

4.1 NARRATIVE OVERVIEW

The primary mandate of the Secretariat for Safety, Security and Liaison is to monitor the effectiveness and efficiency of the Police Service.

In its employment, there are 34 officers with 17 vacant posts to be filled during the current Human Resource plan cycle.

For the period under review, the department shall provide training and development courses incidental to the mandate of the Secretariat to create an enabling condition for its employees to meet the requirements of their positions.

The premeditated focus of the Human Resource strategy is to build capacity of officers in the employment of the department.

An amount of R70 000,00 has been budgeted for the financial year 2002/2003.

4.2 STAFFING REVIEW

POST LEVEL	NO. OF POSTS	NO. OF FILLED	NO. OF VACANT	HR BUDGET
1.	2	2	0	
2.	1	1	0	
3.	8	5	3	
4.	3	2	1	
5.	1	1	0	
6.	4	2	2	
7.	4	2	2	
8.	2	2	0	
9.	11	5	6	
10.	2	2	0	
11.	4	4	0	
12.	3	2	1	
13.	5	3	2	
14.	1	1	0	
Total	51	34	17	8 266

4.3 AGE DISTRIBUTION & ANALYSIS

Post level	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Total
16 – 19																		
20 – 29			2	0	1	1			1	1			1					7
30 – 39	1		2	2			2		2	1	2	1	1					14
40 – 49	1		1			1		2	2		2	1	1	1				12
50 – 59											1							1
60 – 65		1																1
66 +																		

4.4 EMPLOYMENT EQUITY PLAN (REPRESENTIVITY) (NUMERICAL TARGETS)

Occupational category	Male								Female										
	African		Coloured		Indian		White		African		Coloured		Indian		White		Total		
<i>C-Current</i> <i>P-Planned</i>	C ¹	P ²	C	P	C	P	C	P	C	P	C	P	C	P	C	P	C	P	
Senior Manager	2	2							1	1					1		4	3	
Manager	4	2			1				1	2							6	4	
Deputy Manager	4	1		1				1	3	2				1			7	6	
Junior Management	1	1							2								3	1	
Secretaries and Typists									4							1	4	1	
Clerks	2	1							3	1							5	2	
Telecom operators											2						2	0	
Elementary staff	1								2								3	0	
Total	14	7		1	1			1	16	6	2			1	1	1	34	17	
By which year do you plan to achieve these goals.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	04

4.5 EMPLOYMENT EQUITY PLAN (DISABILITY) (NUMERICAL TARGETS)

Occupational category	Male								Female									
	African		Coloured		Indian		White		African		Coloured		Indian		White		Total	
C-Current P-Planned	C	P	C	P	C	P	C	P	C	P	C	P	C	P	C	P	C	P
Junior Management									0	1							0	1
Administration									0	1							0	1
Total										2								2
By which year do you plan to achieve these goals?	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	04

4.6 SKILLS DEVELOPMENT.

4.6.1 ACTUAL PROGRAMMES

Occupational class	Number of Courses	Number of days	Linkages to the Provincial growth & development strategy	Budget	Number of attendees
Senior Management	3	20	Enhanced public administration	R30, 000	1
Middle Management	5	25			2
Junior Management	3	15			2
Clerks etc.	2	40			2

4.6.2 HUMAN RESOURCE PROFILE OF DEPARTMENT

OFFICER	QUALIFICATIONS	SKILLS REQUIRED
1. Du Plessis J.J	BA Hons (Geography)	Strategic Management/ Policy Development and Legislative Monitoring
2. Motswi S.V.	Secretarial Diploma/ STD 10	Project Management/Policy Development and Legislative Monitoring
3. Bopape K.M.	B.A.	Project Management/Policy Development and Legislative Monitoring
4. Shiviti M.P.	Diploma in Public Admin.	Project Management/PFMA/Strategic Management
5 Shabangu T.G	BA Hons	PFMA/ Customer Care
6. Matlala L.J.	STD 10	Project Management
7. Dagada T.M.	Diploma Public Finance and Auditing	PFMA/Project Management
8. Ngwatle K.M.	B.A. Hons. (Criminology)	Project Management/Policy Development and Legislative Monitoring
9. Matidze M.E.	Secondary Teachers Diploma	Project Management/ Policy Development
10. Mojela M.K.	B.A. Hons.	Project Management/Policy Development
11. Mogotsi K.M.	B.ED	Project Management/Policy Development and Legislative Monitoring
12. Maake S. F	BA (SW)	Project Management/Policy Development and Legislative Monitoring
13. Ramugondo R.	Human Resource Management Diploma	Project Management/ Provisioning
14. Ngobeni S. D	B. Admin	Labour Relations/Job Evaluation
15. Maponya M.R.	National Diploma (Commerce)	PFMA/Finest
16. Matlamela M.R.	Diploma Office Computing	Customer Care/New Compt. Programmes
17. Rakgomo M.R.	Secretarial Diploma	Customer Care/New Compt. Programmes
18. Ngoasheng L.R.	Secretarial Diploma	Customer Care/New Compt. Programmes
19. Kgomo N.P.	Secretarial Diploma	Customer Care/ New Compt. Programmes
20. Masindi S.T.	Diploma in Data Capturing	Customer Care/New Compt. Programmes
21. Mphahlele S.N.	STD10	Provisioning Admin.
22. Kgole M.F.	STD 10	Records/File Keeping
23. Southon C.P.	STD 9	Customer Care
24. Oliphant P.I.	STD 7	ABET
25. Ramohlale M.M.	N/A	ABET
26. Teffo P.J.	STD 5	ABET
27. Lekganyane J.	Secondary Teachers' Diploma	PFMA/ FINEST/ PERSAL/BAS
28. Buys J.	STD 10	Customer Care
29. Phahladira D. M	STD 10	HR Development/Job Evaluation
30 Sadiki K	M.ED	Project Management

OFFICER	QUALIFICATIONS	SKILLS REQUIRED
31. Mudau R. S	Secondary Teachers' Diploma	PFMA/FINEST/BAS/PERSAL
32. Phophi N.	STD 10	Project Management/ Office administration/ Advanced Computer
33. Mogajane W.	BA (Communications)	Project Management/ Research/ Information Management
34. Ranchod K	M.ED	Project Management/Information Management

- The development of Human Resource Skills in the department has been attended to, in accordance with personnel career path development.
- The department has four main areas of Skills Development, viz. Monitoring, Research and Advocacy; Community Relations and Crime Prevention; Executive Support and Corporate Services. Training in the field of Crime Prevention and Monitoring, related to the South African Police Service are not readily available.
- The skills-development of Community Police Forum members is being attended to, in accordance with the budget limitations. Additional funds are required to enhance the effectiveness of Community Police Forums in the Province, and community participation in local crime prevention initiatives.

5. SERVICE DELIVERY IMPROVEMENT PLAN

The White Paper on the transformation of the Public Service - Batho-Pele and the Public Service Regulations provides the framework to promote effectiveness, efficiency and economical service delivery.

5.1 STATEMENT OF PUBLIC SERVICE COMMITMENT

The Department commits itself to treat all members of the public impartially, with empathy, promptly, respectfully transparently and politely and that the client's rights are always respected. We furthermore commit ourselves to adhere to and support the eight Batho Pele principles.

5.1.1 THE DEPARTMENT HAS THE FOLLOWING MAIN INTERNAL AND EXTERNAL CUSTOMERS

- ◆ Executive Co-ordinating Committee (Min/MEC)
- ◆ Member of the Executive Council
- ◆ South African Police Service
- ◆ Community Police Forums at Station, Area and Provincial level.
- ◆ Criminal Justice Departments

- ◆ Provincial departments
- ◆ Legislature
- ◆ Municipalities
- ◆ National Secretariat for Safety and Security
- ◆ Communities of Limpopo
- ◆ Trade Unions
- ◆ Suppliers

5.1.2 MAIN SERVICES (INTERNAL AND EXTERNAL)

- ◆ MEC Support
- ◆ Management support
- ◆ Human Resource Management
- ◆ Financial Management
- ◆ Strategic Planning
- ◆ Monitoring of policy implementation and functioning of South African Police Service
- ◆ Promotion of good relations between community and the South African Police Service
- ◆ Promotion of enhanced community policing structures
- ◆ Facilitation of social crime prevention programmes

5.1.3 CONSULTATION ARRANGEMENTS: INTERNAL AND EXTERNAL)

INTERNAL FORUM

- ◆ Management meetings
- ◆ Personnel meetings
- ◆ Tender Committee meetings

FREQUENCY

Fortnightly
Bi-Monthly
As required

- ◆ Transport Committee Meetings As required
- ◆ Transformation Committee Meetings Bi-Monthly
- ◆ Budget Committee Meetings Monthly
- ◆ Training Committee Meetings When required

EXTERNAL FORUM

FREQUENCY

- ◆ Executive Council meetings Fortnightly
- ◆ Heads of Department meetings Monthly
- ◆ Provincial Community Policing Board meetings Bi-monthly
- ◆ Social Cluster meetings Weekly
- ◆ Justice cluster meetings Monthly
- ◆ Provincial Co-ordinating Committee meetings Bi-Monthly
- ◆ Joint Operational Committee meetings Monthly
- ◆ MEC/SAPS Management meetings Monthly
- ◆ Executive Co-ordinating Committee Quarterly
- ◆ Justice Crime Prevention and Security Monthly
- ◆ Heads of Secretariat meeting Quarterly

5.1.4 MECHANISMS AND STRATEGIES TO INCREASE ACCESSIBILITY OF SERVICES.

- ◆ Implementation of Batho-Pele programme
- ◆ Establishment of one stop service centres
- ◆ Implementation of electronic messaging project
- ◆ Monitoring service delivery standards of South African Police Service
- ◆ Quarterly meetings/rallies with regard to service delivery, crime prevention and community involvement at grassroots level.

5.1.5 COURTESY PROGRAMMES

- ◆ The Batho-Pele generic and domain tested standards are workshopped quarterly with personnel, to ensure high standard of implementation.
- ◆ Identification tags for personnel are being implemented.

5.1.6 INFORMATION AND PROMOTION OF OPENNESS AND TRANSPARENCY.

- ◆ Media interviews and statements
- ◆ Meetings at various levels in Province.
- ◆ Annual report

5.1.7 REDRESS

- ◆ Suggestion boxes are available at the department and Police stations in the Province.
- ◆ Complaints about service delivery or suggestions are attended to promptly.
- ◆ Value for money
- ◆ The effective, efficient and economical functioning of the department is continuously pursued.

5.1.8 SERVICES STANDARDS

- ◆ The departmental statement of Public Service commitment (Batho Pele) was domain specific tested and thereafter issued on 9 November 1999 at Jane Furse. However, a process is in place to review and align the standards with the new organogram to cover areas that were not covered before.
- ◆ The Service Standards of the department are being adhered to and supported by personnel and a citizen's report on compliance was publicised in May 2002 by the Member of Executive Council.

5.2 SUMMARY OF SERVICE STANDARDS

5.2.1 OVERVIEW

The department is committed to provide services that reflect efficiency, effectiveness and value for money. While the current standard of compliance has some deficiencies, adherence thereto is at the required standard. The standard of services is continuously being addressed to ensure compliance with the needs of our clients and the Batho Pele principles. A copy of the detailed domain tested service standards is available at the department.

Main standard	Description of current situation	Service delivery improvement Interventions	Indicator of success
The Corporate Services SBU renders and manages administrative support functions to the MEC and other components of the Secretariat, in accordance with set criteria	<ul style="list-style-type: none"> ■ Adequate and relevant support systems to the department to receive attention 	<ul style="list-style-type: none"> ■ Implementation of support systems, in accordance with departmental and service delivery needs ■ Skills development ■ Performance management 	<ul style="list-style-type: none"> ■ Enhanced service delivery by department ■ Decrease in administrative complaints ■ Increased client satisfaction ■ Reduction of Auditor General queries
The Human Resource Division manages and renders advice to staff and develops Human Resource policies, in accordance with set criteria	<ul style="list-style-type: none"> ■ Skills development to receive attention ■ Performance management to receive attention 	<ul style="list-style-type: none"> ■ Skills gap analysis and training ■ Induction of new personnel ■ Implementation of efficient performance management system 	<ul style="list-style-type: none"> ■ Reduction of complaints ■ Enhanced service delivery by department ■ Morale of personnel ■ Professional standard of personnel
The Procurement Section manages and provides an efficient, effective and economical procurement and provisioning system, in accordance with set criteria	<ul style="list-style-type: none"> ■ Procurement processes at the required standard ■ Proactive provisioning services to receive attention 	<ul style="list-style-type: none"> ■ Increased levels of stores/provisioning services ■ Skills development 	<ul style="list-style-type: none"> ■ Reduction of Auditor General queries ■ Reduction of provisioning complaints ■ Increased standards regarding management of state assets

Main standard	Description of current situation	Service delivery improvement Interventions	Indicator of success
The Transport Section adheres to all transport regulations and provides transport as and when required for efficient delivery of service, in accordance with set criteria	<ul style="list-style-type: none"> ■ Damage control not at the required standard ■ Transport resources to be increased, to meet the needs of the department 	<ul style="list-style-type: none"> ■ Proactive damage control ■ Increase of transport units ■ Performance management regarding utilisation of transport assets ■ Training 	<ul style="list-style-type: none"> ■ Reduction of Auditor General queries ■ Reduction of vehicle accidents ■ Reliable vehicle fleet ■ Provision of additional units
The Finance Section manages the finances of the department in manner that reflects efficiency, effectiveness and economical use of financial resource, in accordance with set criteria	<ul style="list-style-type: none"> ■ While overall standard is acceptable, the occurrence of late payments and administrative errors should be attended to ■ PFMA implemented 	<ul style="list-style-type: none"> ■ Skills development for new personnel ■ Proactive internal auditing ■ Performance management ■ Increased efficiency of financial Information Technology systems 	<ul style="list-style-type: none"> ■ Reduction of work related errors ■ Reduction of Auditor General queries ■ Increased client satisfaction and service ■ Delivery standards
A system should be in place for the Monitoring, Research and Advocacy SBU to oversee the effective and efficient implementation of policing policy and service delivery by the members of the South African Police Service	<ul style="list-style-type: none"> ■ Increased skills required regarding monitoring and evaluation of service delivery by the SAPS ■ Personnel to be increased to meet the constitutional mandate and responsibilities of the department 	<ul style="list-style-type: none"> ■ Relevant skills development ■ Increase of personnel at relevant sub directorates ■ Implementation of efficient oversight systems and processes ■ Monthly management meetings with the SAPS ■ Receipt of reports on policing ■ Support of policing initiatives regarding inter-departmental co-ordination within the provincial government 	<ul style="list-style-type: none"> ■ Enhanced service delivery by the SAPS ■ Reduction of complaints ■ Enhanced relations between the SAPS and communities ■ Reduction of identified crimes

Main standard	Description of current situation	Service delivery improvement Interventions	Indicator of success
Community Police Forums should be established at station, Area and Provincial level	<ul style="list-style-type: none"> ■ Community Police Forums have been established. Many are however not at the required standard of functioning and envisaged outcome. 	<ul style="list-style-type: none"> ■ Skills development regarding CPF functions, responsibilities and mandate ■ Area and Provincial workshops ■ Increased participation by communities in the CPF structures ■ Community support of community policing philosophy 	<ul style="list-style-type: none"> ■ Increased efficiency of CPF structures regarding standard of service delivery by SAPS ■ Enhanced relations between CPF's, community and SAPS ■ Increased community participation and support of CPF structures ■ Reduction of complaints by CPF structures
Structures should be in place to ensure effective crime prevention by all role players at provincial and local levels	<ul style="list-style-type: none"> ■ Structures for inter-departmental co-ordination have been established ■ Inter-departmental co-ordination by law enforcement and other provincial departments not at the required standard 	<ul style="list-style-type: none"> ■ Promotion of participation in the NCPS strategy and desired outcomes thereof ■ Promotion of crime prevention responsibilities by the relevant departments (National and Provincial), NGO'S and municipalities 	<ul style="list-style-type: none"> ■ Increased inter-departmental crime prevention strategies regarding priority crimes ■ Outcome of co-ordinated crime prevention interventions ■ Participation by relevant NGO's ■ Participation by municipalities ■ Co-ordinated provincial crime prevention strategies and interventions
Personnel should be deployed to advise and assist the MEC in the exercise of his or her powers and the performance of his or her duties and functions	<ul style="list-style-type: none"> ■ While the services are provided, the efficiency thereof should be improved with regard to the required skills ■ Increased human resources 	<ul style="list-style-type: none"> ■ Skills development ■ Structural needs analysis ■ Performance management 	<ul style="list-style-type: none"> ■ Increased efficiency of departmental output and achievement of objectives ■ Increased levels of service delivery to the Executive Authority

6. INFORMATION RESOURCES & IT PLAN

6.1 NARRATIVE OVERVIEW

- The department is efficiently linked to the present financial and personnel computer programmes of the Provincial government (BAS, FINEST, VULINDLELA and PERSAL).
- Internet and e-mail is functioning, enabling research of policing matters in South Africa and abroad.
- It is further envisaged that the Secretariat will in due course be able to access the computer system of the South African Police Service, thus enabling the monitoring responsibility with far greater efficiency.

6.2 INFORMATION PLAN

Program	Information required	Resource from which to obtain	Method of obtaining information	Budget
-	Busy transferring the functions to SITA	-	-	-

7. FACILITY (INFRASTRUCTURE) PLAN

7.1 EXISTING FACILITIES

Facility per category	Outcome of condition audit	Purpose of facility	Maintenance budget
Provincial headquarters 32 Schoeman street, Polokwane	Good condition	Provincial Headquarters	50 000

- The department has one building only, being the Provincial Headquarters at 32 Schoeman Street, Polokwane.

7.2 NEW FACILITIES

None.

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D.P. MAGADZI
MEC FOR SAFETY, SECURITY AND LIAISON