DEPARTMENT OF PUBLIC SAFETY, SECURITY & LIAISON

STRATEGIC PLAN

2005/2008

STRATEGIC PLAN

FREE STATE PROVINCE

vision & mission

VISION

To ensure a safe, secure and prosperous Free State Province of the underpinned by quality policing

MISSION

To realise the aforementioned vision, we will:

- monitor, oversee and assess police service delivery
- strengthen crime prevention structures
- promote community-police relations
- initiate and co-ordinate social crime prevention initiatives, and
- co-ordinate the efforts of the criminal justice cluster

FOREWORD
BY THE MEC

It is with great pleasure that I present our strategic plan for the 2005/2006 financial year. This strategic plan represents an attempt by government to respond to the crime prevention and community safety needs of the people of the Free State whilst ensuring effective civilian oversight and democratic policing by the South African Police Service (SAPS).

During the 2004/05 financial year our country reached various milestones. Among other things, we managed to hold the third national democratic election under conditions of peace and stability. Furthermore, our country won the bid to host the 2010 World Cup.

This has of course brought various challenges to our Province as we yearn to host World Cup matches in the Free State and ensure that some of the teams hold their training camps in the Province. That goal can only be achieved, if we as a Province are able to invest more resources in crime prevention projects and strengthen the Provincial Safety and Security Secretariat.

During the previous financial year, the Department of Public Safety, Security and Liaison managed to achieve a number of objectives that were set by the people of this Province. These included the intensification of efforts to empower women and children against those who think that they are entitled to violate the basic human and legal rights of others. Second, it involved the establishment of partnerships effectively to deal with the social and physical causes of crime.

For the period 2005/08, we will also focus on:

- Working closely with our partners within the criminal justice system to ensure that there is a reduction of backlogs with regard to pending trials, docket flow management and prosecution;
- Analysing and reporting on the implementation of the Service Charter for Victims of Crime;
- Strengthening the oversight roles of the Community Policing Forums (CPFs);
- Supporting and monitoring municipalities and communities in the development of local crime prevention strategies;
- Developing an inter-agency approach to social crime prevention, cross-border crime and provincial security; and
- Educating and raising public awareness in respect of government policies and strategies on crime prevention and community safety.

All the above-mentioned objectives were carefully and deliberately prioritised with the understanding that the creation of a better life for all, indeed also means safety and security for all our citizens, particularly in an environment which has the increased potential of attracting, sustaining and expanding the economic growth and development of the Free State. We shall not fail our people in this regard.

PHI Makgoe
MEC: Public Safety, Security and Liaison

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PART A: STRATEGIC OVERVIEW

1. OVERVIEW OF STRATEGIC PLAN

The 2005/2006 Strategic Plan tabled by the Honourable MEC certainly presents service delivery challenges to the Department of Public Safety, Security and Liaison. In this context the department will engage in more innovative organisational arrangements which are driven and guided by an informed commitment to:

- Achieve measurable results in improving customer-centred service delivery to the communities of the Free State Province;
- Ensure value for money by creating efficiencies and establishing partnerships that can enhance the government's delivery of responsive programmes and services;
- Balance the drive for innovation and service delivery, on the one hand, and respect for public sector values and the preservation of the public service of the Free State Province as a vibrant and cohesive national institution, on the other.

A department such as ours that is committed to championing through a wide range of promising avenues is key to the continuing success of the Free State experience with alternative service delivery. These avenues include:

- Horizontal integration of service delivery between the Department of Public Safety, Security and Liaison and other departments;
- Vertical integration of service delivery between the Department of Public Safety, Security and Liaison and other government spheres and State organs; and
- Strategic alliances and partnerships with the private sector and with volunteer and non-governmental organisations;

In keeping with the strategic tempo of the Member of the Executive Council moves, the department will adjust to a growing need for flexibility, interdependence and innovation that bears the potential of producing responsive police service delivery to the benefit of individuals and the community in the Free State Province. Our forward march in partnership will bear fruit, indeed crime shall be defeated.

DJ KLAAS
ACCOUNTING OFFICER

2. VISION

To ensure a safe, secure and prosperous Free State Province underpinned by quality policing.

3. MISSION

To realize the aforementioned vision, we will:

* monitor, oversee and assess police service delivery
* strengthen crime prevention structures
* promote community-police relations
* initiate and co-ordinate social crime prevention initiatives, and
* co-ordinate the efforts of the criminal justice cluster

4. VALUES

In pursuing the mission cited above, the focus of the department will be guided by the following values:

* Batho Pele principles
* Public Service Code of Conduct
* Shared vision
* Professionalism
* Truthfulness
* Trustworthiness and honesty
* Loyalty
* Reconciliation
* Fairness

5. CORE FUNCTIONS

The core functions of the department are to:
* monitor police conduct and oversee effective and efficient police performance
* co-ordinate crime prevention
* improve community-police relations
* regulate municipal policing, and
* contribute to the national policing policy

6. SECTORAL SITUATIONAL ANALYSIS

6.1 Summary of service delivery environment and challenges

In order to meet its constitutional and legislative mandate, upon which its vision and mission are anchored, the department has identified the following focus areas:
* Monitoring and evaluation of the effective and efficient performance by and conduct of the police
* Prevention of violence and abuse of women and children

- Promotion of an integrated criminal justice system
- Involvement of communities and municipalities in crime prevention and community safety, and
- Initiation and co-ordination of social crime prevention programmes and projects.

6.2   Summary of organisational environment and challenges

The main challenges that face the department relate to various social and physical dislocations upon which criminality feeds. The department will therefore foster co-operation and relations with all stakeholders and role-players in order to address the above issues.

The socio-economic conditions in the Free State Province are some of the factors that hamper the delivery of services. Without an accountable and responsive criminal justice system, community safety and crime prevention efforts will have limited impact. Without the support of communities, crime prevention strategies will never be effective.

7.   LEGISLATIVE AND OTHER MANDATES

The mandate, role and functions of the Department of Public Safety, Security and Liaison are determined by:

7.1   The Constitution of the Republic of South Africa

The Constitution (Act 108 of 1996: Section 206 and Schedules 4 and 5) empowers provincial government to:
- monitor police conduct
- oversee the effectiveness and efficiency of the SAPS
- promote good police-community relations
- assess the effectiveness of visible policing
- liaise with, and make recommendations to the National Minister on issues of crime and policing
- pass legislation concerning those policing functions vested in the Province by the Constitution, national legislation and policing policy
- pass legislation concerning various dimensions of civility and public order such as nuisance, recreation, regulation of liquor licenses, traffic and public places
- require Provincial Commissioners of the SAPS to answer questions from and report annually to the Provincial Legislature
- investigate any complaints of police inefficiency or breakdowns of police and community relations, and
- institute proceedings against a Provincial Commissioner in whom the Provincial Executive has lost confidence.

The emphasis of Section 206(3) of the Constitution which concerns provincial powers in respect of policing is on the monitoring and oversight roles of provincial governments.

7.2 White Paper on Safety and Security

The White Paper focuses on the monitoring and crime prevention functions of the Provincial Secretariats. The White Paper also emphasizes the implementation and co-ordination function of provincial and local governments in respect of practical crime prevention projects and encourages provincial governments to take a leading role in co-ordinating and assisting local authorities.

7.3 National Crime Prevention Strategy (NCPS)

The NCPS suggested a range of roles for Provinces in respect of crime prevention:

- Provinces provide a key point of intersection between national policy and local delivery of crime prevention initiatives
- Provincial community policing structures mobilise population to support and participate in crime prevention activities
- Provinces should adopt and develop the NCPS policy framework
- Provinces should design structures to co-ordinate crime prevention, and
- Provinces should establish how best to:
  - set provincial crime prevention priorities
  - promote, co-ordinate, oversee departmental and agency involvement in crime prevention for the Province
  - acquire the necessary skills and capacity in crime prevention
  - meet management, monitoring and assessment requirements of the chosen approach to crime prevention
  - facilitate reporting and co-ordinating with national and local crime prevention structures and programmes
  - review and enhance crime prevention strategies, and
  - enhance the deterrent effect of the criminal justice system by increasing efficiency and certainty in the system.

8. BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS

The broad policies, priorities and strategic goals of the department are as follows:

- Monitor and evaluate the performance of the SAPS in the Province in order to ensure continuous improvements in their performance on crime prevention, law enforcement and to ensure quality service delivery
- Co-ordinate and integrate government-led social crime prevention activities and support community initiatives, and
- Co-ordinate the Criminal Justice System and the Criminal Justice Cluster within the Province to ensure sustained integration.

9. INFORMATION SYSTEMS TO MONITOR PROGRESS

The department utilises the following systems to monitor progress:

9.1 Financial information systems

The department utilises BAS, LOGIS and PERSAL for the capturing of financial and human resource information in order to generate reports that indicate the performance of the department.

9.2 Operational information systems

The department utilises the following tools to collect, collate and analyse data to inform the learning process and future strategic planning:

Toll-free number: The department makes use of the popularised toll-free number (0800 72 73 74) to receive public complaints and compliments. The data collected from the above calls are compiled into a database by means of which police performance can be monitored.

Perception surveys: The department conducted two perception surveys between October 2002 and January 2004. The department utilised the findings of the said survey studies to assess community satisfaction in respect of police service delivery at community service centre level in the Free State Province.

Monitoring tool: The department engages the services of a monitoring tool to:
- monitor and evaluate the functioning of the South African Police service and to report to the Member of the Executive Council (MEC) responsible for Public Safety, Security and Liaison
- to inform and advise the MEC on the policing situation in the Free State, and
- to inform policy-making and decisions through reports and recommendations.

9.3 Information reporting systems

Monthly directorate meetings: Senior managers hold monthly meetings and/or briefing sessions with staff to consult and take decisions on operational matters.

Senior Management meetings: The Head of Department (HoD) holds monthly and/or briefing sessions with senior managers to discuss and take decisions on strategic implementation matters.

HoD/MEC meetings: The MEC holds periodic meetings and receives quarterly progress reports from the HoD on the implementation of the government's policy decisions and the strategic goals of the department.

Quarterly review meetings: It is through these meetings between the Provincial Secretariat of Public Safety, Security and Liaison and the Senior SAPS Management that the effectiveness and efficiency of the police are measured by the Provincial Secretariat for Safety and Security. Furthermore, these meetings are used as information sharing and learning sessions both by the Provincial Secretariat and the SAPS.

10. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The department subscribes to the developmental agenda of the government which is underpinned by public participation in the decision-making process of the department. It often takes the form of seminars, conferences, workshops, imbizos, etc.

The primary objective of such a consultative workshop is to strengthen democracy through the active participation of all the stakeholders in the development of the Strategic Plan of the Department of Public Safety, Security and Liaison.

The secondary objectives of the workshop were to provide:

- an opportunity for stakeholders to represent the interests of the constituencies;
- a forum for discussion, consultation and joint decision-making, and
- direct communication between all the relevant stakeholders and the Provincial Secretariat for Public Safety, Security and Liaison.

The stakeholder workshop was immediately followed by a two-day departmental strategic planning workshop where the inputs of each directorate were expressed by the directors.

Over and above the inputs of the stakeholders and staff, the following fundamental policy, legislative and functional framework documents informed and influenced the strategic planning process of the department:

- The Constitution of South Africa (1996)
- The South African Police Service Act (1995)
- The National Crime Prevention Strategy (1996)
- The White Paper on Safety and Security (1998)
- The South Africa Police Service Amendment Act concerning Municipal Policing (1998).

The department is further mandated by the following transversal policies/ legislation that govern and regulate the public service in South Africa:

- Public Service Act
- Public Service Regulations
- White Paper on the Transformation of the Public Service (Batho Pele)
- Public Finance Management Act
- Treasury Regulations, and
- The Labour Relations Act.

In deciding on its strategic objectives, the department took strength from the following policy directives and priorities:

- Five-year Plan of the Free State Development Plan (currently under review)
- Free Provincial Growth and Development Strategy (currently draft)
- State of the Nation Address

- State of the Province Address
- Budget Speech of the Minister of the Safety and Security
- Budget Speech of the MEC for Finance (Free State)
- Budget Speech of the MEC for Public Safety, Security and Liaison
- Executive Council Lekgotla Resolutions, and
- National Programme of Action.

PART B: BUDGET PROGRAMME AND SUB-PROGRAMME PLANS

11. PROGRAMME 1: CORPORATE SERVICES

The programme consists of the following sections:
- Office of the Member of the Executive Council (MEC)
- Office of the Head of Department
- Internal Audit
- Security Administration and Record Management, and
- Human Resources and Financial Administration

11.1 Situation analysis

The introduction of the new accounting system has impacted positively on the performance of the department.

11.2 Analysis of constraints and measures planned to overcome them

Analysis of constraints	Measures planned to overcome them
Implementation of Supply Chain Management	Capacity building and training of employees concerned

11.3 Policies, priorities and strategic objectives

Table: Strategic objectives for programme 1: Corporate Services

Strategic Goals	Strategic Objectives
OFFICE OF THE MEC Provide political direction to the department	Provide an efficient and effective administrative support to the MEC
CORPORATE SUPPORT Develop a competent work-force and continuously benchmark the internal functions and performance outputs against best practices	Promote human resource management in the department
	Co-ordination and integration of training programmes undertaken within the department in accordance with legal requirements as well as reporting requirements Introduce sound financial accounting processes
	Implement financial management procedures to ensure compliance with the Public Finance Management Act (PFMA) and other relevant financial prescripts
	Manage loss control effectively
	Implement sound strategic planning and co-ordination processes for planning, monitoring, research and development
	Implement effective supply chain management procedures and policies

CORPORATE SUPPORT (continued)	Ensure compliance with procurement policies and the Preferential Procurement Policy Framework Act (PPPFA)
	Develop, implement and maintain an effective information system and ICT strategy
	Manage labour relations
	Develop departmental compliance policies
	Provide effective auxiliary services
SUPPORT SERVICES Manage the Directorate Corporate Support effectively	Implement economic, efficient, effective and transparent managerial processes in the Directorate Corporate Support by the Programme Manager

12. PROGRAMME 2: CIVILIAN OVERSIGHT

The directorate is divided into two subdirectorates namely Monitoring and Evaluation; and Complaints Registry and Investigations. It is responsible for monitoring:
- the effectiveness and efficiency of the police's service delivery
- the degree to which the police are pursuing the agreed-upon priorities and are achieving these targets, and
- the degree to which the police comply with national policing policy and prescribed directives.

12.1 Situational analysis

The National Secretariat in collaboration with the Provincial Secretariat is in the process of piloting the national monitoring tool that will be used for:
- the monitoring and evaluation of the SAPS's service delivery
- transformative programmes
- implementation of visible policing, and
- accountability to communities mainly at three police stations within the Province.

However, the department uses the provincial monitoring tool at all other police stations. Apart from the national and provincial monitoring tools, the department utilises the provincial complaints centre, mobile complaints unit, suggestions boxes at police stations and surveys to collect data from the public.

12.2 Analysis of constraints and measures planned to overcome them

The constraints and the measures to overcome them for the programme are:

Analysis of constraints	Measures planned to overcome them
The verification of data from the SAPS needs improvement	Data from the SAPS must be validated through various methods including police station visits, public meetings, suggestion boxes, complaints received, etc.

Analysis of constraints	Measures planned to overcome them
Bureaucratic and red-tape approach by SAPS officials	Regular interaction with the SAPS at station, area and provincial levels to be improved
Poor collaborative, consultative, inter-governmental and co-operative relations with some of the key stakeholders and role-players	Interaction with other partners within the criminal justice system to be improved. Where necessary the National Departments will be asked to intervene.
The enhancement of the theoretical and practical skills of the staff in the Directorate Civilian Oversight has to be realised	Provide relevant and continuous training and capacity building

12.3   Policies, priorities and strategic objectives

Table: Strategic objectives for Programme 2: Civilian Oversight

Strategic goals		Strategic objectives	
1.1	Monitor and evaluate the transformation of and service delivery by the SAPS	1.1.1	Ensure police compliance with the constitutional and legislative mandate
		1.1.2	Promote equitable allocation and distribution of resources
		1.1.3	Ensure effective implementation of Service Delivery Improvement Programmes (SDIP)/Batho Pele principles within the SAPS
		1.1.4	Strengthen the local oversight role of the Community Policing Forums (CPFs)
1.2	Monitor levels of crime and victimisation	1.2.1	Ensure prevalence of conditions of relative peace and stability within communities in the Province
1.3	Monitor improvement in the efficiency and effectiveness of the criminal justice system	1.3.1	Ensure that attention is given to the reduction of backlogs with regard to pending trials, conviction rates, with particular attention on recidivism
1.4	Monitor the implemen-tation of the Service Charter for Victims of Crime in South Africa	1.4.1	Analyse and report on public complaints/compliments or suggestions in respect of the Service Charter for Victims of Crime within the Free State Province

12.4   Resource Information

The directorate will convene quarterly meetings with the SAPS to interact on reports received through the monitoring tool, the mobile complaints unit, toll-free number and suggestion boxes at police stations.

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Ensure police compliance to the Consti-tutional and legislative mandate; SAPS Operational Plans and the JCPS' Programme of Action (2005)	Effective and efficient police performance	7%- 10% reduction per annum of contact crimes	-	-	Conducted station evaluation utilising the National Monitoring tool at Thabong and Phuthaditjhaba stations	Monitor compliance and develop intervention strategise aimed improving internal station management issues and promote interaction between SAPS and relevant community role players at Thabong, Phuthaditjhaba, Batho and other priority police stations in the Province	Examine the replicability of each project priority police station aimed at priority crimes	Conduct a study on the impact of each project per presidential police station aimed at priority crimes

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Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
						Monitor SAPS compliance to sound labour relations and practices including the implementation of the performance enhancement programme, employment equity, skills development, and promotions, grievance and disciplinary procedures	Monitor SAPS compliance to sound labour relations and practices including thee implementation of the performance enhancement programme, employment equity, skills development, and promotions, grievance and disciplinary procedures	
						4 x inspection visits per annum to 19 priority station stations	4 x inspection visits to all stations	4 x visits per station for all problematic stations
						2 x inspection visits per annum to 90 stations	2 x inspection visits to all stations	2 x inspection visits per station for all 109 stations

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Ensure effective implementation of Service Delivery Improvement Programmes (SDIP)/ Batho Pele Principles within the SAPS	Caring approach of SAPS members towards custo-mers/service users	Number of public complaints with regard to report-backs by the SAPS during investigations	-	-	-	Develop and table a Police Service Standards Charter in collaboration with SAPS management and monitor its implementation	Conduct observation surveys (by the DPSSL personnel) at 20 stations. (5 stations per municipal area)	Evaluate the understanding of the Batho Pele principles by the SAPS members
Strengthen the local oversight role of the Community Policing Forums (CPFs)	Compliance to the Employment Equity and Skills Development Acts & Operational Plans	Number of grievances with regard to matters of equity in employment and training	-	-	-	Develop a tool for local monitoring of stations by CPFs and compile quarterly reports	CPFs to furnish DPSSL with the minutes and quarterly reports	Conduct study to assess the functional capacity of each station
						3 capacity building workshops for CPFs and Area Boards	Capacity building for 20 CPFs (5 per area) on role of CPFs in civilian oversight	

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
						Monitor the implementation and effectiveness of sector policing at all 109 stations	Monitor implementation of sector policing in 20 stations to make them example stations in the Province	
Ensure prevalence of conditions of relative peace and stability within communities	Transversal developmental issues that may trigger disruptive community behavior	Number and nature of community grievances	-	-	-	Monitor equitable access to police service delivery including police response through 1011 by means of a survey conducted at 3 priority stations (Thabong, Phuthaditjhaba and Batho)	Investigate the possibility of replicating the survey to all other priority stations	Review effectiveness of surveys undertaken
						The development of local crime prevention strategies at 3 priority stations (Thabong, Phuthaditjhaba and Batho)	Work closely with municipalities to ensure improved working relations between councillors, SAPS and communities	Identify and recommend situational crime prevention measures for targeted municipalities

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Monitor the reduction of backlogs with regard to pending trials, conviction rates, with particular focus on recidivism	The effectiveness of the detective service of the SAPS	Reduction in number of trialists spending protracted periods in police cells				Assess the feasibility of piloting information technology linkages between DPSSL and criminal & sexual offences courts at 3 priority stations in order to assess the administration of justice in collaboration with the JCPS	Implement IT linkage with other relevant stakeholders	Review effectiveness of the IT linkage
		Convictions rates secured by the SAPS				Asses the outcomes of the IT feasibility study and obtain buy-in and approval from the other stakeholders to implement the system throughout the Justice, Crime Prevention and Security Clusters		

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
		Number of re-offenders	-	-			Secure department's membership on the Provincial Parole Board of the Correctional Services	Support the programme of integrating prisoners into civil society
Analyse and report on public complaints/ compliments or suggestions in respect of the Service Charter for Victims of Crime	Compliance by SAPS to standards contain\ned in Service charter for Victims of crime.	Percentage increase of victims whom are satisfied with service delivered by SAPS			Charter developed by the National Department of Justice	Develop a tool to monitor and evaluate the effectiveness of Charter for Victims of Crime	Monitor and review adherence to service charter on victims	Monitor and review adherence to service charter on victims
Recognise achievements by members of the SAPS, CSF and CPF	A prestige award ceremony	-	-	-	-	Best CPF long service awards for CPF member(s) Best performing Police reservists Best police man/woman and police station	Best CPF long service awards for CPF member(s) Best performing Police reservists Best police man/woman and police station	Best CPF long service awards for CPF member(s) Best performing Police reservists Best police man/woman and police station

12.6 Reconciliation of Budget with Plan: Programme 2: Civilian Oversight

	Base year 2003/04 (estimate)	Year 1 2004/05 (budget)	Year 2 2005/06 (MTEF projection)	Year 3 2006/07 (MTEF projection)	Year 4 2007/08 (MTEF projection)	Year 5 2008/09 (MTEF projection)	Average annual change (%)
1. Ensure police compliance to the Consti-tutional and legislative mandate			60	63	66	68	4.5%
2. Ensure effective implementation of Service Delivery Improvement Programmes (SDIP)/Batho Pele Principles within the SAPS			100	104	108	113	4.5%
3. Strengthen the local over-sight role of the Community Police Forums (CPFs)			80	84	87	91	4.5%
4. Ensure prevalence of conditions of relative peace and stability within com-munities			100	105	109	114	4.5%
5. Monitor the reduction of backlogs with regard to pen-ding trials, con-viction rates, with particular focus on recidivism			20	50	53	55	4.5%
6. Analyse and report on public complaints / compliments or suggestions in respect of the Service Char-ter for Victims			-	-	-	-	-
7. Recognise achievements by members of the SAPS, CSF and CPF			280	292	305	321	-
Total			640	698	728	762	4.5%

13. PROGRAMME 3: CRIME PREVENTION AND COMMUNITY LIAISON

The directorate is divided into two subdirectorates, namely Crime Prevention and Projects and Community Policing. It is responsible for the following:

- Initiate, lead and co-ordinate social crime prevention programmes
- Mobilise resources for social crime prevention and co-ordinate a range of provincial government functions to achieve more effective crime prevention
- Evaluate and support crime prevention programmes of municipalities
- Implement or take joint responsibility for social crime prevention programmes in areas where the municipalities are poorly resourced or lack capacity- in consultation with the Department of Local Government and Housing
- Establish public and private partnerships to support crime prevention
- Align crime prevention initiatives and activities in the Province with national crime prevention priorities
- Provide a key point of interaction between national policy and local delivery of crime prevention initiatives
- Ensure that community policing structures in the Province mobilise communities to support and participate in crime prevention activities
- Implement and develop the National Crime Prevention Strategy (NCPS) policy framework
- Design structures to co-ordinate crime prevention
- Establish how best to (a) set provincial crime prevention priorities; (b) promote, co-ordinate, oversee departmental and agency involvement in crime prevention for the Province; (c) acquire the necessary skills and capacity in crime prevention; (d) meet the management, monitoring and assessment requirements of the chosen approach to crime prevention in the Province; (e) facilitate the reporting and co-ordinating with national and local crime prevention structures and programmes; (f) review and enhance crime prevention strategies in the Province;
- Enhance the deterrent effect of the criminal justice system by increasing efficiency and certainty in the system
- Blocking opportunities for crime in physical environments and in systems by redesigning environments and systems, using an approach known as crime prevention through environmental design; and
- Tackling the multinational dimensions of crime through more effective border security and building a strong and developmental relationship with Lesotho.

13.1 Situational analysis

The national transformation agenda impressed, among others, the need for a community policing approach in a people-driven and customer-oriented approach environment in terms of decision-making by and service delivery in the SAPS. Invariably, the department and the directorate became obliged to:

- add value to the continuous empowerment of vulnerable groups and administer/ facilitate regular interaction between Criminal Justice partners
- ensure that CPFs are operational and legally discharging their functions. Interventions should facilitate continuous existence of these structures

- assist and support the development of local crime prevention projects and initiatives; use criteria to allocate funding to projects and ensure sustainability
- through public awareness campaigns ensure maximum community mobilisation and strengthening of the partnership between the SAPS and communities, and
- create and enabling environment where CPF can promote SAPS performance at local level and serve as an instrument in addressing conflict between the communities and the SAPS.

13.2 Analysis of constraints and measures to overcome them

Analysis of constraints	Measures planned to overcome them
Funding and sustenance of social crime prevention projects	Mobilisation of financial resources for social crime prevention
Shortage of practical skills by community members at local station level	The practical skills empowerment of members of the Community Policing Forums (CPFs)
Cross-border crimes remain major areas of concern	Strengthening of District Liaison Committees (DLCs) and the training of members thereof
Development of local crime prevention strategies	Establishment of Community Safety Forums (CSFs) to undertake this task
Partnership formation against crime	Partnering with communities and business will be effected

13.3 Policies, priorities and strategic objectives

Table: Strategic objectives for Crime Prevention and Community Liaison

Strategic goals		Strategic objectives	
1.1	Initiate, lead and co-ordinate social crime prevention	1.1.1	Support crime prevention projects of the Social Cluster
		1.1.2	Support crime prevention initiatives of municipalities
		1.1.3	Strengthen community involvement in social crime prevention
1.2	Enhance integration between the JCPS, eco-nomic and social clusters	1.2.1	Develop inter-agency approach to social crime prevention, border control and provincial security
		1.2.2	Initiate and support projects from the Justice, Crime Prevention and Security Cluster (JCPS) in the Province
1.3	Intensify the effective-ness and efficiency of	1.3.1	Establish, sustain and optimise the functional capacity of CPFs, CSFs and DLCs to promote both urban and rural safety in the Province

13.4 Resource Information

The current staff allocation is sufficient but they need to undergo theoretical and practical training in critical empowerment areas such as monitoring and evaluation.

13.5 Programme 3: Crime Prevention and Community Liaison: Strategic objectives, measurable objectives, performance measurement indicators and targets

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Support crime prevention projects of the Social Cluster	Promote shared responsibility in crime prevention	Number of social policies formulated to deal with the root-causes of crime	-	-	Held three workshops on drugs/liquor abuse where 150 learners were invited	Support and Monitor implementation of 19 Safer Schools projects and host competition of best project	Roll-out of Safer Schools projects to 20 more schools in the Province	Roll-out of Safer Schools projects to other problematic schools in the Province
Support local crime prevention initiatives	Increase participation of municipalities in crime prevention initiatives	All municipalities are leading local crime prevention initiatives	-	Held Liquor Consultative meetings in all three policing areas	Involved municipalities in consultative workshop to develop departmental strategic plan	5 x district workshops to capacitate municipalities on the formulation of crime prevention strategies	Prioritisation of crime prevention in the municipalities' Integrated Development Plans	Assist with business plans and fundraising to counter-fund initiatives of municipalities in respect of crime prevention
					Involved municipalities in mobilising communities to participate in crime prevention projects	Involved municipalities in crime-prevention programmes to be undertaken during the February Safety and Security Month		

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
			-	-	Involved municipalities in Liquor Summit to promote the enforcement of by-laws	Conduct 3 road shows with CPFs to encourage community participation in the development of liquor legislation		
Strengthen community involvement in crime prevention	Community involvement in crime prevention	All communities have ownership in crime prevention initiatives	-	-		Convene annual CPF consultative conference on Crime Prevention and Policing priorities for the FS Province	Convene annual CPF consultative conference on Crime Prevention and Policing priorities for the FS Province	Convene annual CPF consultative conference on Crime Prevention and Policing priorities for the FS Province
						Have three road shows to mobilise rural communities in crime-prevention and rural safety issues	Have road shows to mobilise rural communities in crime-prevention and rural safety issues	

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Facilitate, assist and guide CPFs in developing and managing sustainable crime prevention projects	Reduction of contact crime at priority stations	Project funds transferred to Provincial Community Policing Area Board	21 Victim Support Rooms established	-	-	Develop 19 x crime prevention projects at priority stations	Develop crime prevention projects at other priority stations	Develop crime prevention projects at other priority stations
Develop and maintain inter-agency approach to cross-border crime prevention initiatives	An integrated and holistic approach to crime prevention	Cross-border crimes reduced and prevented	-	Held Youth Summit on cross-border crimes	Facilitated the resuscitation of three District Liaison Committees on the FS/Lesotho border	Facilitate and train 100 x CPF members at border towns in project development; Bi-annual meetings with border town CPFs to discuss matters relating to cross border crimes	Initiate and support implementation of cross border crime projects	Initiate and support other cross-border crime projects

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Co-ordinate and support projects from the Justice, Crime Prevention and Security cluster (JCPS) in the Province	Meet objectives of Government's Programme of Action	Improved co-ordination and inter-governmental relations in JCPS projects	-	-	-	Establish provincial JCPS structure and sub-structures in all municipalities. Co-ordinate the implementation of the JCPS projects	Addresses issues impacting on JCPS processes	Conduct diagnostic research and co-ordinate JCPS strategies aimed at preventing recurrence of identified issues
Optimise functional capacity of Community Police Forums (CPFs) in the Province	Functional and effective Community Police Forums at all police stations	CPFs effective in monitoring and evaluating SAPS performance.	-	107 CPFs establish-ed and function-alised	108 CPFs executive and three Area Boards' elections held. Capacity building workshops for CPF members held in all three policing areas	Facilitate establishment of functional sectors at 19 priority stations. CPFs established at 2 x new stations (Mangaung and Turflaagte)	Facilitate establishment of functional sectors at other police stations	Assess community opinions about CPFs

Strategic objective	Measurable objective	Performance measure/indicator	Actual 2002/03	Actual 2003/04	2004/2005 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
						Review constitutions of CPFs, Area Boards and the Provincial Policing Board	Align constitutions of CPF and Boards with new policing legislation	
Institutionalise the Community Safety Concept in the Province	An integrated planning approach focussing on local crime prevention needs and priorities	All stakeholders and role-players taking part in local crime prevention strategies	-	Provincial Consultative CSF Conference held	Developed a discussion document on the establishment and roll-out of CSFs	Hold 2 provincial seminars on CSF concept. Pilot three CSFs in the Province at the municipalities of Matjhabeng, the greater Mangaung area and Metsimaholo. Prepare for the national conference on CSF to be hosted by the DPSSL	Establish CSFs in three more towns per district. Consider replication of the pilots on CSFs	Establish CSFs in other towns of the Province

	Actual 2003/04 (Base)	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target	Average annual change (%)
1. Support social crime prevention projects of the Social Cluster	-	650	210	219	229	4.5%
2. Support social crime prevention initiatives of municipalities	-	150	250	261	273	4.5%
3. Strengthen community involvement in crime prevention initiatives	-	400	250	261	273	4.5%
4. Develop inter-agency approach to social crime prevention, border control and provincial security	-	160	74	77	81	4.5%
5. Initiate and support projects from the Justice, Crime Prevention and Security (JCPS) in the Province	-	100	30	31	33	4.5%
6. Optimise the functional capacity and capability of the Community Police Forums (CPFs) in the Province		220	243	254	265	4.5%
7. Support and the development of local crime prevention strategies		-	500	523	546	4.5%
8. Facilitate, assist and guide CPFs in developing and managing sustainable Crime Prevention Projects			660	690	721	4.5%
Total programme		1 680	2 217	2 317	2 421	4.5%

14. PROGRAMME 4: PUBLIC EDUCATION AND CORPORATE COMMUNICATION

The Directorate Public Education and Corporate Communication is divided into two subdirectorates:

- Public Education, and
- Corporate Communication

It is charged with the following responsibilities:

- Public education and awareness programmes about crime and its prevention
- Value influencing aimed at changing the moral climate of the society into one that does not tolerate violence and law-breaking, and
- Promotion, enhancement and maintenance of the corporate image of the department.

14.1 Situational analysis

The Directorate of Communications was established as an independent component of the Department of Public Safety, Security and Liaison during the 2004//05 financial year. Its establishment was prompted by the need to raise public awareness and educate individuals and communities about crime prevention and community safety on the one hand and to provide internal communication to the department, on the other.

The directorate has already identified various topical and thematic gaps that require public education, clarity and explanation on value changing and awareness on basic human and legal rights, particularly within the framework of the South African criminal justice system.

14.2 Analysis of constraints and measures to overcome them

Analysis of constraints	Measures planned to overcome them
Lack of knowledge on the part of the public about their legal and human rights in an environment ramified by diverse but interconnected roles of the police, the Departments of Justice and Correctional Services	Provision of education to the public on legal and human rights in partnership with relevant role players
Lack of awareness of the government's intervention policies and strategies	Awareness-raising on the available intervention efforts of government
Lack of awareness of the need for the involvement of individuals, communities, municipalities, business, community- and gender-based structures, youth organisations, etc.	Impress the need for a multi-pronged and multi-agency approach to an unpredictable phenomenon such as crime
The department lacks a tool to employ for the purpose of establishing and enhancing its image to the outside world and to promote internal communication	Both the internal and external communication strategy will be developed to vocalise the views of the department

For the purpose of giving effect to the vision and mission of the department, the directorate will seek to ensure therefore that the undermentioned goals and objectives are achieved.

Table: Strategic objectives for Programme 4: Public Education and Corporate Communications

Strategic goals		Strategic objectives	
1.	Influence public values regarding crime prevention and community safety	1.1	Promote and encourage crime prevention in Free State communities by providing factual and relevant information, and encourage community-based crime prevention initiatives
		1.2	Popularise the Service Charter for Victims of Crime in South Africa
2.	Raise public awareness on crime prevention and community safety matters	2.1	Communicate government's crime intervention policies and strategies to communities
		2.2	Support mobilisation of communities to evaluate police service delivery and report thereon.
3.	Enhance corporate	3.1	Provide communication services communication to the department
		3.2	Profile the image of the department within communities and media

14.4 Resource information

Upgrading of operational tools, systems and building the capacity of staff is essential.

14.6 Programme 4: Communications: Strategic objectives, measurable objectives, performance measure/indicator and targets

Strategic objective	Measurable objective	Performance measure/indicator	Estimate 2004/2005	Budget 2005/06	Target 2006/07	Target 2007/08
Promote and encourage crime prevention in Free State communities by providing factual and relevant information, and encourage community-based crime prevention initiatives	Increased public awareness of crime prevention initiatives and measures impacting on crime.	Increased knowledge and confidence of communities in the criminal justice system		Newspaper adverts to disseminate general information and tips on community and personal safety	Newspaper adverts to disseminate general information and tips on community and personal safety	Newspaper adverts to disseminate general information and tips on community and personal safety
				Participate in 4x12 radio programmes to disseminate general information on crime prevention to the communities as well as issues impacting on and underlying crime	Participate in 4x12 radio programmes to disseminate general information on crime prevention to the communities as well as issues impacting on and underlying crime	Participate in 4x12 radio programmes to disseminate general information on crime prevention to the communities as well as issues impacting on and underlying crime

Strategic objective	Measurable objective	Performance measure/indicator	Estimate 2004/2005	Budget 2005/06	Budget 2006/07	Budget 2007/08
				Identify alternative media and information dissemination sources in the Province and encourage their participation in promoting crime prevention information and initiatives	Identify alternative media and information dissemination sources in the Province and encourage their participation in promoting crime prevention information and initiatives	Identify alternative media and information dissemination sources in the province and encourage their participation in promoting crime prevention information and initiatives
					Investigate the development of a crime prevention library resource base that is accessible to the community and other service providers/agencies	Public seminars on practical legal and human rights issues facilitated by the Department of Justice

Strategic objective	Measurable objective	Performance measure/indicator	Estimate 2004/2005	Budget 2005/06	Budget 2006/07	Budget 2007/08
					Investigate the feasibility of pro-viding a crime prevention link to the websites of municipalities	Launch a departmental newsletter on crime prevention and community safety
				Work with CBOs, NGOs, and churches on "Know Your Rights" and other crime prevention initiatives in the Province	Make communities aware of local police stations' crime prevention initia-tives	
				Hold 12 public education meetings to focus on crime related issues	Work with CBOs, NGOs, and churches on "Know Your Rights" and other crime prevention initiatives in the Province	

Strategic objective	Measurable objective	Performance measure/indicator	Estimate 2004/2005	Budget 2005/06	Budget 2006/07	Budget 2007/08
					Cross-publicise crime prevention information available via the departmental website and other avenues, as well as services within local communities	
Popularise the Service Charter for Victims of Crime	Protection to would-be victims of sexual abuse/violence	The majority of community members knowledgeable about Service Charter for Victims of Crime	-	Distribution of 50 000 leaflets and pamphlets at selected areas prioritising 19 provincial priority stations to reach vulnerable individuals (jointly with the SAPS)	Copies of crime prevention policies and strategies distributed at 19 priority stations and other departmental activities.	Conduct public knowledge survey on the Service Charter for Victims
Provide communication services to the department	Communication flow	The ongoing availability of relevant information		Develop and implement corporate communication strategy	Implement Corporate Communication Strategy	Develop information on disaster management strategy

Strategic objective	Measurable objective	Performance measure/indicator	Estimate 2004/2005	Budget 2005/06	Budget 2006/07	Budget 2007/08
				Develop and update the Departmental website	Update DPSSL's website	
Profile the image of the department within communities and media	Promote the good and caring image of the DPSSL	Positive public comments	-	5 Public meetings and door-to-door on 'Speak to Your MEC' campaign	Launch DPSSL newsletter	Furnish tourism centres with DPSSL information discs
				Hold quarterly media briefings on the departmental programmes and projects		

14.6 Reconciliation of budget with plan:
Programme 4: Public Education and Corporate Communications

Strategic objective	2004/05 Estimate R'000	2005/06 Budget R'000	2006/07 Target R'000	2007/08 Target R'000	Average annual change (%)
1. Promote and encourage crime prevention in Free State communities by providing factual and relevant information, and encourage community-based crime prevention initiatives	900	981	1 036	1 083	5%
2. Popularise the Service Charter for Victims of Crime in South Africa	115	121	128	136	6%
3. Communicate government's crime intervention policies and strategies to communities	100	107	112	119	6%
4. Support mobilisation of communities to evaluate police service delivery and report thereon	180	191	202	214	6%
5. Provide communication services to the department	124	132	140	148	5%
6. Profile the image of the department within communities and media	531	568	580	608	5%
Total programme	**1 950**	**2 100**	**2 198**	**2 308**	**5%**

15. CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

The department intends to purchase additional vehicles and computer equipment for new staff that will be employed by the department. Since most of the vehicles, computers and equipment in the department are less than two years in use, the department's maintenance cost will be limited. Because the department is fairly small, all the capital investment cost will be budgeted under Programme 1.

Table: New projects, upgrades and rehabilitation (R '000)*

New projects 2003/04	2002/03 Actual	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Programme 1	1 225	743	850	889	935
Total upgrading and rehabilitation	1 225	743	850	889	935

16. MEDIUM-TERM REVENUES

16.1 Summary of revenue

The following sources of funding are used for the Vote:

Table: Summary of revenue: Public Safety, Security and Liaison

R '000	2002/03 Actual	2003/04 Actual	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Vote by legislature	34 899	31 855	27 140	30 344	31 758	33 345
Total revenue	34 899	31 855	27 140	30 344	31 758	33 345

* Based on exchange rate of 8.5 Euros

16.2 Departmental revenue collection

Table: Departmental revenue collection: Public Safety, Security and Liaison

R '000	2002/03 Actual	2003/04 Actual	2004/05 Estimate	2005/06 Budget	2006/07 Target	2007/08 Target
Current revenue Non-tax revenue (specify)	176	157	35	35	35	35
Total revenue	176	157	35	35	35	35

17. FINANCIAL MANAGEMENT:

17.1 Strategies to address audit queries

Most of the concerns raised relates to the increase in receivables, lack of clearance of accounts including the suspense and travel claims. The department will employ additional financial staff to ensure that all items are cleared timeously.

17.2 Implementation of the PFMA

As indicated above, the department intends to employ additional staff in order to ensure compliance with PFMA. The department will also implement procedures to ensure compliance with Supply Chain Management regulations.

18. CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS

18.1 Interdepartmental linkages

The Constitution spells out the certain basic principles of cooperative government and intergovernmental relations that guide the relations between the department and other organs of State and spheres of government.

The department is furthermore involved in co-ordinating and aligning crime prevention initiatives and activities in the province with national crime prevention priorities.

Therefore, when embarking on crime prevention and community safety activities, the department interacts with other government spheres and State organs (such as the Departments of Safety and Security, Health, Social Development, Justice, Correctional Services, Education, Local Government and Housing, Finance, Public Works, Roads and Transport; and municipalities, etc. by:

- fostering friendly relations
- assisting and supporting one another
- informing one another of, and consulting one another on, matters of common interest
- co-ordinating their actions and legislation with one another
- adhering to agreed procedures, and
- avoiding legal proceedings against one another.

Membership in various clusters and other structures greatly influences and enhances the department's collaborative approach to its mandate.
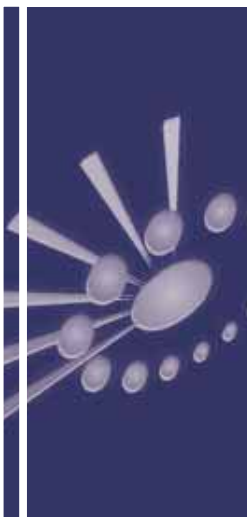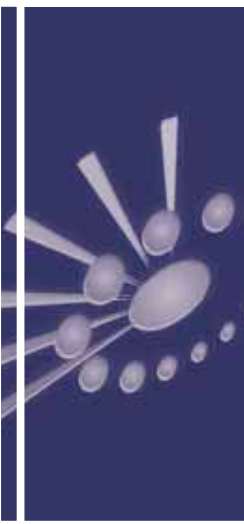
GLOSSARY
AND CONTACTS

AG	Auditor-General
BAC	Business Against Crime
CCTV	Closed Circuit Television
CFO	Chief Financial Officer
CJS	Criminal Justice System
CPEC	Central Procurement Evaluation Committee
CPF	Community Policing Forum
CSC	Community Service Centre
CSIR	Council for Scientific and Industrial Research
Dir. C	Director: Communication
Dir. CO	Director: Civilian Oversight
Dir. CPCL	Director: Crime Prevention and Community Liaison
Dir. CS	Director: Corporate Services
DD	Deputy Director
DDG	Deputy Director General
DG	Director General
EFS	Eastern Free State
FSDP	Free State Development Plan
FVCPOU	Family Violence, Child Protection and Sexual Offence Unit
HoD	Head of the Department
HRM	Human Resource Management

ICD	Independent Complaints Directorate
ICJS	Integrated Criminal Justice System
IDMC	Inter Departmental Management Committee
IDP	Integrated Development Plan
ISS	Institute for Security Studies
JCPS	Justice, Crime Prevention and Security (Cluster)
LR	Labour Relations
MACC	Multi-Agency Co-ordinating Committee
MEC	Member of the Executive Committee
NCPS	National Crime Prevention Strategy
NFS	Northern Free State
NGO	Non-Governmental Organisation
PCPB	Provincial Community Police Board
PCPFB	Provincial Community Policing Forum Board
SAPS	South African Police Service
SCPP	Social Crime Prevention Projects
SDIP	Service Delivery Improvement Plan
SEC	Socio Economic Cluster
SFS	Southern Free State
SSC	Safety and Security Cluster
VCT	Voluntary Counselling and Testing
VSC	Victim Support Centre
VSR	Victim Support Room

GLOSSARY
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