

FOREWORD

The challenge facing government is to develop the ability to adapt to a changing environment, and at the same time jealously guard and reinforce the gains that we have made in nurturing a young democracy based on non-racism, non-sexism, transparency and a high regard for basic human rights.

The institutional reform of our police services will require our collective initiatives in order to transform the service to ensure that it plays a far more relevant role in protecting the communities it serves, without compromising its level of accountability and transparency.

This reform must ensure that SAPS is more effective and efficient in dealing with law enforcement, combating and preventing crime. The role of communities, local government, community policing forums and the civilian secretariat have to be clearly spelt out, so that they can complement the SAPS in their efforts.

It is with this background, that both the White Paper for Safety and Security and the SAPS Act is being reviewed and amended, so that it takes not only best practices into consideration, but allows a developmental and democratic approach without compromising its effectiveness and key focus in attaining a safe environment which is conducive to economic growth and development.

The Civilian Secretariat has been charged with the responsibility to monitor and evaluate the SAPS. A new tool has been developed to methodically research those areas of SAPS policies that can make a positive impact in reducing crime. The partnership between communities, CPF's, SAPS, Local Government and Business will be initiated at all local levels, so that we develop an integrated approach in combating and preventing crime by a broader Community Safety Forum. Roles and responsibilities will have to be clearly defined, with focused targets and identified time frames so that we can move away from theory to being realistic and practical in approach.

The strategic plan clearly outlines the priorities of the Department of Safety and Security, setting out objectives, targets and time frames. This will need to be monitored and reviewed vigilantly so that plans may be amended if so required at any given time.

Social Crime Prevention will need to implement local interventions that focus on addressing not only the socio-economic aspects but also in building the social fabric of our society, by inculcating at all levels, the many aspects of moral regeneration and the spirit of ubuntu.

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MEC: DEPARTMENT OF SAFETY & SECURITY

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Part A:

PART A: STRATEGIC OVERVIEW

1. OVERVIEW OF STRATEGIC PLAN

The Civilian Secretariat for Safety and Security is mandated with the responsibility to augment the South African Police Service by promoting good relations between the police and the community and to oversee the effectiveness and efficiency of the police service and to assess the effectiveness of visible policing.

Based on the above fundamental principles the department is charged with the responsibility to facilitate and develop crime prevention strategies with all the relevant stakeholders.

To date, emphasis has been on public education and enhancing awareness of crime and the role of communities. This will continue with the same fervour and determination. However, local municipalities have a key role to play in this regard.

The Civilian Secretariat will have to initiate a capacity building programme to enable municipalities to better incorporate crime prevention issues into their integrated developmental plans and to be executed as part of their normal functions. We will need to provide advice and expert guidance relating to best practices in implementing, training and monitoring crime prevention strategies.

Local municipalities together with local police, Community Policing Forums (CPF) and other Criminal Justice Cluster department will need to set joint priorities in identifying possible areas for local government intervention, aligning their internal resources and objectives within a crime prevention framework.

The establishment of Community Safety Forums (CSF) will facilitate closer collaboration between local SAPS, the Civilian Secretariat, CPF's and the local municipality. This will facilitate in co-ordinating crime prevention initiatives within the respective municipal area in order to avoid duplication.

International experience has shown that much may be gained from "learning by doing" – an incremental approach which emphasises the development of a culture of innovation. Thus it is envisaged that the crime prevention programme and initiatives may vary from place to place.

Community Safety Forum will form the bedrock of effective law enforcement and crime prevention. Initially, CPF's were established at police stations across the country to ensure that station commissioners were more accountable to those they served. This was done primarily to build trust and legitimacy, particularly in those areas in which the relationship between the police and the community had been characterised by mistrust and conflict.

One of the positive developments in the creation of CSF's will be to achieve a supportive partnership with organisations of civil society and the SAPS. This partnership approach should now be enhanced in co-operation with local government. In fulfilling crime prevention functions, CSF's will be uniquely placed to compliment each other by:

- Jointly setting crime prevention priorities and agreeing upon strategies to ensure their implementation.
- Assisting with the development of targeted social crime prevention programmes.
- Identifying flashpoints, crime patterns and community anti-crime priorities and communicating these to local government and the SAPS and participating in problem solving.
- Mobilising and organising community based campaigns and activities and the resources required to sustain them.
- Facilitating regular attendance by local elected representatives at CPFs.

The decision to withdraw the SANDF from rural safety, i.e. the Commandos from border line security will need to be monitored, so that the transition is smoothly attained.

The monitoring and evaluation of police service needs to be enhanced so that the Civilian Secretariat achieves the potential to deliver considered recommendations to inform the development of a national policing policy. Of particular importance in this regard is to develop the capacity to monitor and analyse SAPS policies in order to assess the efficiency, effectiveness and appropriateness of the implementation of national policing policy in the provincial context.

The Annual Plans for 2004-05 reflect our objective to consolidate the gains made thus far and to build around those strategic plans, so that we attain our long term objectives in creating a society with reduced levels of violence and crime, thereby ensuring an environment for sustainable development, free of want, fear, intimidation and prejudice.

2. VISION

To make Mpumalanga a safe, secure and crime free province and to encourage community participation in crime prevention.

3. MISSION

Improving public safety in the province by ensuring the following:

- Monitoring and evaluating policing in order to ensure the implementation of the national policing policy in Mpumalanga.
- Facilitate the building of relationships between the police services, community and the local municipality.
- Initiating, co-ordinating and supporting social crime prevention activities with all stakeholders.
- Co-ordinate the criminal justice cluster to improve the efficiency and effectiveness of the criminal justice system.
- Co-ordinate and monitor the security of government property.

4. VALUES

TO PURSUE EXCELLENCE AND PROFESSIONALISM

- Inclusive, Accountable and Transparent
- Diligent, Efficient and Effective
- Caring, Responsive and Approachable
- Integrity and honesty
- Fair and Reasonable

5. SECTORAL SITUATION ANALYSIS

5.1 SUMMARY OF SERVICE DELIVERY ENVIRONMENT AND CHALLENGES

The services delivery was necessitated by the need to improve the implementation of the Batho Pele principles, with regard to the following:

- Consultation
- Access
- Information
- Openness and Transparency
- Redress
- Value for money

The facilitation and co-ordination of Community Police Forums (CPFs) is more effective and efficient than in the past. The department is faced with the following challenges;

1. To facilitate transformation in the CJS.
2. To monitor the SAPS and share areas of improvement and shortcomings with them, in order to improve services.
3. To ensure that South African Police Service is easily accessible to all, irrespective of race, colour, gender or creed.
4. To ensure that complaints against the police or complaints by the police themselves are being promptly attended to, to the satisfaction of the affected party/parties.
5. To mobilise communities to participate in our collective effort to fight crime especially crime against women and children and in reducing drug abuse.
6. To facilitate in improving border security.
7. To facilitate the smooth transition in the replacement of the commandos by the SAPS.
8. To reduce the number of crimes relating to the farming community.
9. To facilitate the improvement in tourism safety.

5.2 SUMMARY OF ORGANISATIONAL ENVIRONMENT AND CHALLENGES.

The organizational structure of the department has been approved and implemented as such with the appointment of candidates in filling all the critical posts. There are no structured changes in terms of the organization set up as reflected below.

According to the new structure of the department there are four main programmes, namely:

Programme 1: Administration

- 1.1 Office of the Member of the Executive Council (MEC)
- 1.2 Office of the Deputy Director General's (DDG) and Staff
- 1.3 Legal Services
- 1.4 Financial Management
- 1.5 Supply Chain Management
- 1.6 Human Resources Management
- 1.7 Communications and Information Systems

Programme 2: Social Crime Prevention

- 2.1 Enhlazenzi region
- 2.2 Enkangala region
- 2.3 Gert Sibande

Programme 3: Security Services

Programme 4: Monitoring and Evaluation of SAPS

- 4.1 Complaints
- 4.2 Policing

6. LEGISLATIVE AND OTHER MANDATES

6.1 The Constitution of the Republic of South Africa Act. 1996

The mandated role of provincial government, as outlined in the Constitution (Section 206.3) is:

- To monitor 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.
- To liaise with the Cabinet member responsible for policing with respect to crime and policing in the province.

6.2 South African Police Services Act No 68 of 1995

According to subsection 2(1)(b) of the South African Police Service Act, a Provincial Government may establish a provincial secretariat to be called Provincial Secretariat for Safety and Security: Provided that the date on which a Provincial Secretariat will come into operation shall be determined by a provincial Government in consultation with the minister.

6.3 White Paper on Safety & Security, 1998

On page 30 of the White Paper on Safety and Security, it is stated that the "Provincial and local government have a critical role to play in ensuring safer communities. In particular, provincial government has a key role to play in the monitoring of the police as well as the co-ordination of a range of agencies to ensure social crime prevention".

6.4 The National Crime Prevention Strategy (NCPS) (1996)

The NCPS motivates for a new paradigm for Safety and Security. This entails a shift from crime control to crime prevention as well as emphasizing crime as a social as opposed to a security issue. The NCPS provides for a wide array of social crime preventative, initiatives and improvements in the justice system.

6.5 Private Security Industries Regulatory Activities Act 56 of 2001

The Minister for Safety and Security has, acting under section 35 of the Private Security Industry Regulation Act, 2001 (Act no. 56 of 2001), gazetted regulations to regulate Private Security Companies.

6.6 Access to Public Premises and Vehicles Act No. 53 of 1985

To provide for the safeguarding of certain public premises and vehicles and for the protection of the people therein or thereon, and for matters connected therewith.

6.7 Public Service Act 38 of 1999

The main aim of the act is to provide for the organisation and administration of the Public Service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.

6.8 Promotion of Administrative Justice Act 3 of 2000 (Judicial Matters Amendment Act 42 of 2001)

This act is aimed to give effect to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.

6.9 White Paper on Transformation, 1997

The White Paper on the Transformation of the Public Service (Batho Pele White Paper, October 1997) sets out a number of priorities, amongst which, the improvement of service delivery is outlined as the key to transformation. This White paper lays down eight Batho Pele principles.

6.10 Public Finance Management Act (PFMA) (as amended by Act 29 of 1999)

Chapter 5 of the Public Finance Management Act, section 36 of 45 deals with matters of financial management in a government department. Hence, the department of Safety and Security is not exempted from the requirements and responsibilities expected from each individual public servant on financial matters.

7. BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS

7.1 BROADER POLICIES

- To monitor and evaluate the South African Police service delivery
- To monitor and evaluate the policies implemented by the South African Police Service (SAPS)
- To facilitate the implementation of Social Crime Prevention initiatives
- To monitor the efficiency and effectiveness of security services provided by private companies.

7.2 PRIORITIES

- § To enhance public education and awareness on safety and security matters to promote public participation
- To monitor and analyse policing policies in the province, in order to participate in the development of local, provincial and national policing policies
- § To improve relations between the police, local municipalities and the community by facilitating the establishment of active CPF
- § To facilitate the provision of adequate and reliable security to government assets
- § To facilitate the improvement in border security
- § To facilitate and enhance tourism safety
- § To improve the relationship between all stakeholders in the farming community
- § To facilitate and monitor the implementation of the Presidential Lead Project at KaNyamazane and the Provincial Priority Projects at Vosman, Embalenhle and Driefontein

7.3 STRATEGIC GOALS

- To help achieve an efficient and effective police service delivery to communities
- To contribute at a National and Provincial level in the formulation of appropriate policies for SAPS, and to monitor compliance with the existing policies by SAPS
- To facilitate the participation of communities in addressing crime
- To monitor and evaluate the provision of security services for government buildings.

8 INFORMATION SYSTEMS TO MONITOR PROGRESS

All section heads prepare monthly plans based on the operational plans and produce monthly reports based on their monthly plans and actual activities performed. Relevant reports are attached to their monthly reports to provide detailed information on their activities.

All information should be collated and filed according to the provincial filing system protocols.

Proposals will be made to SAPS to develop an information system that is compatible with the provincial SAPS to enable the department to access relevant information to enhance the monitoring and evaluation of SAPS.

In addition PERSAL is used to provide information on human resources of the department.

LOGIS is utilized for financial transacting.

9 DESCRIPTION OF STRATEGIC PLANNING PROCESS

- § Strategic goals and objectives are outlined by the accounting officer and consensus and “buy in” is reached thereof with both senior and middle management, who in turn involves their respective officials in their sections in this regard.
- § Each section head prepares their priorities, specific strategic goals and objectives, and an analysis of constraints and measures planned to overcome them, and a description of planned quality improvement measures to enable them to develop operational plans for the first year of the MTEF cycle.
- § The Strategic Plan after compilation will be discussed with relevant role players such as provincial SAPS management, provincial CPF executive and at MUNIMEC. This is to ensure that there is a “buy in” from all stakeholders and that the department’s provincial plans would become an integral part of the IDP.
- § The one-year Operational Plan outlines measurable objectives, strategies/activities, outputs, measures and monitoring mechanisms.
- § The agreed upon Operational Plan is utilised to re-align budgetary allocations to programmes for the MTEF period.
- § The one-year Operational Plan forms an integral part of the Performance Agreement that should be entered into between the Head of the Department (HOD) and the Head of Sections.

Components and sub-components prepare and submit their reviews to the Departmental Strategic Planner	April
Strategic Planner evaluates, edits, realigns and advises components/sub-components accordingly	April/May
Components and sub-components revise and resubmit it to the Strategic Planner.	May
The Strategic Planner convenes and facilitates the Departmental Strategic Planning Forum	June

Strategic Planner edits and realigns planning forum resolutions and/or decision and prepares a draft.	June/July
First draft circulated for comments.	July
Second draft submitted to the Management Committee.	July/August
Second draft referred back to the Strategic Planner for further correction and edition.	July/August
Third draft submitted for adoption by Management Committee.	August
Adopted by the Management committee and signed by both the HOD and MEC.	Not later than 31 August

PART B

PROGRAMME AND SUB-PROGRAMME PLANS

10. PROGRAMME 1: ADMINISTRATION

The main aim of the programme is to conduct effective administration and overall management of the Department.

The programme consists of two main sub-programmes structured as follows:

1.1 Management Services

- 1.1.1 Office of the MEC
- 1.1.2 Office of the HOD
- 1.1.3 Legal Services

The programme Management Services is responsible for the formulation of policies priorities in order to meet stake holder's needs and to implement all policies, strategic plans, programmes and priorities to achieve service delivery as mandated by the Constitution and other policy documents; and

1.2 Corporate Management

- 1.2.1 Financial Management
- 1.2.2 Supply Chain Management
- 1.2.3 Human Resources
- 1.2.4 Communication and Information Systems

The programme Corporate Services is responsible to render support services in respect of Financial and Human Resource Management and the Procurement of goods and services for the Department.

10.1 SITUATION ANALYSIS

- § The programme for Administration is responsible for the daily administration and co-ordination of the departmental activities in support of other departmental programmes.
- § The programme Administration is divided into two main sub-programmes; i.e. the Management Services and Corporate Services. The Management Services is responsible to provide the political direction and strategic leadership to the Department.

§ As part of the achievements the programme has managed to support the Operational and Support Section to effectively monitor and evaluate the SAPS. The sub-programme Management Services supports Operations and Support sections in facilitation of the NCPS to be referred to as Social Crime Prevention.

§ The Corporate Services is divided into four other units which are divided as follows:

- Financial Management
- Provisioning and Procurement
- Human Resources
- Communication and Information Systems

10.2 POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES

The following are some of the policies the Department makes use of in their day to day administration:

- Public Finance Management Act
- Public Service Act
- Treasury Regulations
- Tender Board Regulations
- Transport Policy
- Labour Relations Act
- Basic Condition of Employment Act
- Administrative Justice Act
- Access to Information Act

The following priorities have been identified in ensuring that there is effective and efficient administration in line with the provincial Growth and Development Strategy of good governance:

- Compliance with the PFMA
- Accurate financial reports to assist control and decision making
- Implement internal control measures
- Align budget to the strategic plan
- Optimise the utilisation of Human Resources
- Training and development of personnel
- Improve overall administration, with regard to provisioning, filing and transport
- Improve communications both internally and externally

Table 1: Strategic objectives for programme Administration

Strategic goals	Strategic Objectives
<p>1.1 OFFICE OF THE MEC</p> <p>Oversee the adherence to National and provincial Acts and Policies.</p>	<p>1.1.1 Payments of Statutory Obligations</p> <p>1.1.2 Provision of Administrative support of Political Head (MEC)</p>
<p>1.2 MANAGEMENT</p> <p>Manage the department effectively</p>	<p>1.2.1 Provide administrative direction to the department</p> <p>1.2.2 Ensure clear delegation of powers to responsible managers</p> <p>1.2.3 Promote accountability</p> <p>1.2.4 Ensure promotion of transversal issues, incorporating disability, HIV and Aids, abuse and Youth issues</p>
<p>1.3 CORPORATE SERVICES</p> <p>Provide efficient and effective administration</p>	<p>1.3.1 Render effective and efficient financial management in terms of budget</p> <p>1.3.2 Oversee the collection of revenue</p> <p>1.3.3 Ensure timeous payments of creditors</p> <p>1.3.4 Timeous and correct reporting on financial statements according to Treasury Regulations</p> <p>1.3.5 Management and administration of salaries</p> <p>1.3.6 Provide transport and asset management</p> <p>1.3.7 Render provisioning services for provision of goods and services</p> <p>1.3.8 Provide internal and external communication for the department</p> <p>1.3.9 Promote Human Resource Management to the department</p> <p>1.3.10 Co-ordination of training and skills development for the departmental personnel</p>
<p>1.4 SOCIAL CRIME PREVENTION</p> <p>Facilitation, co-ordination and implementation of Social Crime Prevention Programmes in Partnership with Local Authorities, CPF's and all other Stakeholders</p>	<p>1.4.1 Maximise communities for maximum participation in social crime prevention initiatives.</p> <p>1.4.2 Capacitate and support community based initiatives for effective community policing</p> <p>1.4.3 Promote moral regeneration within communities</p> <p>1.4.4 Facilitate the building of relationship between Police Service, communities and local municipalities.</p> <p>1.4.5 Foster partnerships between organizations, churches, traditional leaders, NGO's, government departments in fighting crime.</p> <p>1.4.6 Facilitate and contribute towards tourism safety in the Province</p>

	1.4.7 Support and implement border security and protection of farm communities
1.5 SECURITY SERVICES Monitor provision of security services for government buildings compliance of minimum information security standard in the department	1.5.1 Monitor and evaluate services providers compliance to security contracts 1.5.2 Monitor and advice on the provision of security infrastructure to client departments 1.5.3 Monitor and audit the supervision of security services by the State Protection Services at the residences of the Premier and MEC's 1.5.4 Implement and monitor the minimum of Information Security Standards
1.5 MONITORING AND EVALUATION To monitor and evaluate police service delivery and compliance with policies and utilization of resources by SAPS	4.1.1 To conduct research on all policies of SAPS, both Provincial and Nationally. 4.1.2 Foster to solve all complaints laid by the community against SAPS 4.1.3 Monitor the transformation within SAPS and ensure effectiveness and efficiency of service delivery 4.1.4 Monitor and attend to rationalization of resources within SAPS 4.1.5 Identify, advise and participate in policy development of matters relating to Safety and Security 4.1.6 Ensure adherence to Batho Pele principles by SAPS 4.1.7 Research on specialised units in terms of service delivery, crime an resource distribution.

10.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

The following are some of the constraints identified:

There is a lack of capacity, which will need to be addressed in the MTEF period.

10.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

The full implementation of the PFMA over the MTEF period of budget by the National Treasury will be adhered to through proper training of the relevant officials.

Training of line managers on the financial processes to clearly understand their roles to be arranged over the MTEF period to improve the quality of work performed.

Officials to be trained on LOGIS in order to effectively implement the integration of BAS with LOGIS.

10.5 SUB-PROGRAMME: MANAGEMENT SERVICES

10.5.1 Office of the Member of the Executive Council (MEC) (1.1)

10.5.2 Office of the Deputy Director General (DDG) and staff (1.2)

10.6 SUB-PROGRAMME: CORPORATE SERVICES

10.6.1 Finance (1.3)

10.6.1.1 Situation analysis

- The programme for finance is responsible for effective and efficient management of the departmental finances and giving financial support to all other directorates /subordinates
- The programme for finance is divided into the following units.
- Financial Management
- Financial Accounting
- Supply Chain Management

The services rendered by this programme is about giving financial support with regard to financial management, financial accounting and procurement of goods and services within the department.

- The section has achieved its set target for the previous financial year in terms of:
- Expenditure control,
- Financial reporting in line with the PFMA
- Preparation and consolidation of the 2003/2004 financial statements,
- Consolidating the 2005/2006 MTEF strategic documents in line with National format.
- Provided support to all other programmes in line with the requirements of the PFMA.
- Managed to maintain the BAS that was implemented during the 2001/2002 financial year.
- The training in this regard will assist in the implementation of LOGIS – BAS integration.
- Challenges facing the directorate in this regards are:
 - The implementation of the Supply Chain Management Framework.
 - Integration for the effective and efficient management and control of the systems and the management and maintenance of the Asset Register.

The programme will continue to operate within the financial prescripts as regulated by National Treasury/Government:

- PFMA- development of PFMA implementation plan to continuously ensure that department is in line with the National and Provincial norms.

- Treasury regulation - the programme will ensure that department operates within the regulations and delegation of authority where necessary are being implemented.
- Supply Chain Management Framework.
- Transport policy – for compliance and effective management in line with the provincial growth and development strategy on good governance.

10.6.1.2 Policies, priorities and strategic objectives

The programme operates within the policies as promulgated by the Act of parliament.

- Public Service Act 38 of 1999
- The PFMA (Act No. 1 of 1999)
- Treasury Regulations
- Tender board guidelines etc.

10.6.1.3 Analysis of constraints and measures planned to overcome them

Major constraints are in regard to the understanding of the financial prescripts by the line managers and the acceptance of delegation in terms of the regulations. The finance directorate is currently in the process of ensuring that all line managers are given a workshop on the financial prescripts as part of the PFMA implementation plan and financial prescripts in order for them to understand better then administration of their budget.

10.6.1.4 Description of planned quality improvement measures

Capacity building programme over the MTEF period will be put in place in ensuring that the duty of work hang produced by the directorate is in line with the expectation of the National standard in terms of reporting, Budget preparation of the Departmental Expenditure Plan and the Early Warning System.

10.6.1 Human Resource Management (1.5)

10.6.2.1 Situation analysis

This Section is responsible for:

- Critical funded vacant posts were filled.
- To enhance capacity for all staff members by providing access to further training.
- To render intra-departmental labour relations services.
- To give advise to employees on the new HR policies.

All officials have been captured on PERSAL as per the approved organizational structure.

A Performance Management and Development System was designed and “Champions” were trained to assist in training others on the working of the system.

A Performance Management and Development Policy was also developed.

Fourteen posts were advertised and all were filled with competent personnel.

A recruitment policy was developed.

Policies for overtime and bursaries has been developed.

18 officials were trained in ABET and all other officials have undergone training in their respective competencies.

10.6.2.2 Policies, priorities and strategic objectives

- Public Service Act 38 of 1999
- Public Finance Management Act as amended by Act 1 of 1999
- Employment Equity Act 55 of 1998
- Adult Basic Education and Training Act, 52 of 2000

STRATEGIC GOAL 1: To provide effective and efficient administration.

STRATEGIC OBJECTIVES:

1. To effectively manage departmental Human Resources.

10.6.2.3 Analysis of constraints and measures planned to overcome them

Inconsistent compliance to prescripts

Understaffing

Vacant posts due to various factors such as low level posts and budgetary constraints.

Staff turnover

The threat and impact of HIV/Aids.

10.6.2.4 Description of planned quality improvement measures

- Submission of monthly, quarterly and annual reports.

10.6.2 Communication & Information Systems (1.6)

10.6.3.1 Situation analysis

- Services produced by a sub-programme
 - The section provides communication and marketing services for the department.
 - Interacts with the HOD and management on communication matters.
 - Purchases advertising space and airtime on national, local and community media.
 - Provides information to the public on departmental activities, campaigns, and community events on social crime prevention.
 - Produces a newsletter to inform communities and other stakeholders about the programmes of the department and other safety and security related matters.
 - Participates in Cabinet Outreach Programmes and timeously submits all reports to the Office of the Premier with the approval of the HOD and the MEC.
 - Participates in all communication forums.
- Existing services and performance during the past year
 - Interacted with HOD and other sectional heads on regular basis to discuss communication matters and other departmental activities.
 - Monitored media on regular basis and kept records of all press articles that had a bearing on the department.
 - Rendered communication support to all sections.

- Departmental newsletter and information brochures on rape were printed in the current financial year.
- Purchased advertising space on national, local and community media to market activities of the department.
- Attended to all Cabinet Outreach Programme and submitted all reports timeously to the Office of the Premier with the HOD and MEC's approval.
- Attended and represented the Department in all communication forums.

10.6.3.2 Policies, priorities and strategic objectives

- Constitution
- Mpumalanga Provincial Communication Policy

STRATEGIC GOAL 1: To provide communication services for the department

STRATEGIC OBJECTIVES:

1. To provide internal communication services for the department.
2. To provide external communication services for the department.

10.6.3.3 Analysis of constraints and measures planned to overcome them

- The department does not have a web site. The present arrangement provided does not serve the department.
- Lack of an information database.

10.6.3.4 Description of planned quality improvement measures

- The section is currently working on a plan to set up the web site for the department.
- Two of the officials will receive training on how to effectively set up a departmental database.
- Production and design of publications on social crime prevention.
- To improve on the communication with the regional managers to enhance the publicity of their Social Crime Prevention campaigns.

11 PROGRAMME 2: SOCIAL CRIME PREVENTION

11.1 Aim

Facilitates, co-ordinates, initiates, promotes, implements and supports social crime prevention projects and programmes in partnership with local authorities, CPFs, Youth structures, NGOs, communities and other stakeholders.

Following aspects are still areas of concern:

- MAM structures have been established, but require training.
- Border Security
- Violence in farming communities
- Domestic Violence
- Tourism Safety
- Violence against women and children and the lack of victim support centres.
- Lack of stakeholder participation
- Illicit use of drugs, prohibited substances and fire arms
- Stock theft

- Adopt-a-cop programme was launched but not successfully implemented.
- Lack of capacity of CPFs

- Achievements

- Establishment of MAM structures.
- Paralegal workshops for farming communities.
- CPF capacity building.
- Participation in tourist safety.
- Domestic violence/Gender Based Violence campaigns.
- Anti-crime community mobilisation.

11.3 POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES

The component derives its mandate from the following Legislation:

- White paper on Safety and Security (1998/2004)
- The Constitution of the Republic of South Africa Act, 1996
- South African Police Service Act

STRATEGIC GOAL 1: Create a safe and secure environment.

STRATEGIC OBJECTIVES:

1. To initiate, promote, support, implement and ensure coordination around social crime prevention programmes and projects.
2. To mobilise communities for maximum participation in social crime prevention initiatives in Mpumalanga
3. Promote moral regeneration within the community.

STRATEGIC GOAL 2: Facilitate the building of relationships between the police service, communities and local municipalities

STRATEGIC OBJECTIVES:

1. To improve the relationship between the police, local municipalities and CPFs.
2. To facilitate the capacity building of CPFs.
3. To facilitate and foster partnerships between all the stakeholders such as community organisations, churches, business, traditional leaders, government departments, etc.

11.4 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

- CPF structures are not consistently active.
- Lack of border security.
- Lack of respect in basic human rights of farm workers by the farmers.
- Lack of stakeholder participation.
- Lack of project management skills in the directorate.

Interventions

- Continuous capacity building of CPFs.
- Paralegal workshops to be conducted targeting the farming communities in priority areas.
- Facilitate and participate in the functionality and sustainability of MAM structures.

- Support and participate in tourism safety initiatives of SAPS and the Department of Economic Affairs and Finance.
- To ensure the involvement of all relevant stakeholders in improving border security.

11.5 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

- Viable Multi Agency Mechanism Structures at municipal level.
- Improved border security.
- Effective co-ordination of stakeholders in the fight against crime.
- Improved security for tourists.
- Improved relations between SAPS, CPFs, communities and local municipalities.

12 PROGRAMME 3: SECURITY SERVICES

12.1 SITUATION ANALYSIS

Consistent with the vision and mission of the department to make Mpumalanga the safest and the most secure province, this sub-directorate has a responsibility to ensure safety of government assets, personnel, documents, computers and buildings.

Security measures, standard and norms were developed and implemented at Riverside Government Complex

Site managers from all departments were work shopped on the new Security Industrial Regulatory Act 56 of 2001.

Security Service Providers compliance towards contractual obligation is monitored monthly and corrective measures taken where necessary.

The component drafted a Departmental Security Policy, which is being used as a guideline pending adoption. And replacement security Tender Contract Document is nearly completed pending submission of remaining specification from few departments.

The structure of this programme consists of one Deputy Director, three Assistant Directors, two Chief Security Officers, two Security Officers and two Admin Clerks.

12.2 POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES

The Department Safety and Security is entrusted with important mandates:

- The Constitution of the Republic of South Africa Act. 1996.
- Public Finance Management Act (PFMA) case amended by Act 29 of 1999
- Access to Public Premises and vehicle Act No. 53 of 1985
- Private Security Industry Regulatory Act 56 of 2000.
- Minimum Information of Security Standard
- Protection of Information Acts 84 of 1982

STRATEGIC GOAL 1: To monitor the provision of security services for government buildings

STRATEGIC OBJECTIVES:

1. To monitor and evaluate service providers' compliance to security contracts.
2. To monitor and advise on the provision of security infrastructure to client departments.
3. To monitor and audit the supervision of security services by the State Protection Services

at the residences of the Premier and MECs.
STRATEGIC GOAL 1: To ensure compliance of Minimum of Information Security Standard in the department.
STRATEGIC OBJECTIVES:
1. To implement and monitor the Minimum of Information Security Standard.

12.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

- § Departmental security managers are not doing through monitoring of the security services provided by the security companies and as such the department of Safety and Security was to do the monitoring on site and inspect invoices submitted by the companies on behalf of the department. Process are in plan to get the relevant departments involved in all these process.
- § Regional office within the department for security services are not yet in place and that creates a problem whereby security officers had to travel long distances when doing the monitoring of the services provided by security companies. Arrangement are in place to ensure that government offices are made available for this division.
- § Presently there is a problem identified with regard to the availability of transport for security officers.
- § The matter has been referred to the departmental transport committee and arrangements are in place to resolve the matter.
- § The failure by the respective departments to improve infrastructure at the various site and as such the department of labour has instructed the security companies not to work nightshift at some of the site.

12.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

When our mandates are properly executed, the component hopes to attain the following quality performance at our regions level.

Decentralise the monitory output of this section

Non compliance is attended and dealt with immediately

Systems are formalized and this results in consistent quality, punctuality and delivery improvement.

Relation with security service provider, client department and other stakeholders improves thus culture of total quality management is attained.

Quarterly appraisal report per company

Conduct workshops for document, personnel, computer and physical security in the Department

13 PROGRAMME 4: MONITORING & EVALUATION

PRIORITY BACKGROUND INFORMATION

This programme was previously named Policy and Planning. The focus of the department was based on its mandates will be on the monitoring and evaluation of SAPS and its policies. Hence the renaming of this programme as Monitoring and Evaluation.

SITUATION ANALYSIS

- In an endeavour to facilitate transformation in the SAPS, the Directorate is responsible for monitoring and evaluating service delivery, attending to complaints and, participating with all role players in the Criminal Justice System Cluster.
- At present the directorate consists of a Director, two Senior Administrative Officers and a Secretary. However, according to the approved organizational structure of the department, programme 4 consists of the following; 1 x Director, 2 x Deputy Director, 1 x Secretary, 2 x Assistant Directors and 4 x Admin Officers posts. The directorate consists of 2 sub-directorates, namely Policing Services and Complaints and Research.
- Complaints: community members forward complaints against the SAPS and SAPS members themselves from time to time register complaints or grievances against their management. The sub directorate is mandated to deal with these complaints and grievances. When dealing with the people in terms of complaints (and to a lesser extent grievances) the sub directorate has realized that the complainants do not understand the processes involved in the Criminal Justice System.
- Research: research is an instrument in order to determine the effectiveness of police stations and specialised units. Where the sub directorate Policing Services focus on certain police stations in accordance with the approved programme of in loco inspections on station level, the research function operate on a different level. It is different in the sense that issues such as sick leave, the case docket effectiveness of stations, human and vehicle resource shortfalls are analysed in order to identify trends and patterns.
- The sub directorate Complaints and Research is faced with the following challenges and issues over the Strategic Plan period of 2005/06:
 - To implement the Complaints Management System and Crime Rating Program (both programs as utilised by the Western Cape Secretariat) and the complaints investigative process (utilised by the Free State Secretariat) .
 - To empower its officials with knowledge and skills of the complaints management and research processes.
 - To augment in the transformation of SAPS in terms of service delivery, compliance with policies and redistribution of resources especially to the previously disadvantaged areas,
 - To monitor police conduct in terms of service delivery.
 - To refer complaints from the community against the police to relevant stakeholders, and feedback is provided to complainants until the complaints are satisfactorily addressed.
 - To participate with other stakeholders in the improvement of service delivery in the Criminal Justice System, and
- Evaluation reports of service delivery in police stations are provided to both relevant directorates in the department and SAPS for attention.

13.1 POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES

- The sub directorate will from time to time receive and implement programs that were successfully implemented by the National Civilian Secretariat and other provincial secretariats.
- Also, the Directorate will help facilitate the implementation of the following departmental priorities:
 - To monitor the implementation of SAPS policies.
 - To monitor the re-distribution of resources in the SAPS.
 - To identify, advise and participate in policy development of matters relating to safety and security.

- To monitor transformation in the SAPS.

STRATEGIC GOAL 1: To monitor the transformation of SAPS in order to ensure effectiveness and efficiency of service delivery STRATEGIC OBJECTIVES: 1. To monitor and evaluate police service delivery in Mpumalanga.
STRATEGIC GOAL 2: Compliance and adherence to policies relevant to SAPS STRATEGIC OBJECTIVES: 1. To monitor and evaluate compliance with policies and utilisation of resources by SAPS.

13.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

Funds maybe limited and this should be regarded as problematic, as some surveys can only be conducted by utilising outside research agencies. SAPS may also delay the process of providing information and feedback, and the spill over effect is that reports take longer to compile reports on the research side. Capacity building should also be provided for existing officials, as 2 of the 3 officials were appointed from outside the province and 1 of the 3 from outside the safety and security environment. If a decision is taken to provide capacity on regional office level for the sub directorate, a clear dividing line must be provided on the tasks and functions of the head office and the regional office components. It will take a certain amount of time to iron out the process.

13.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

Performance of the Directorate will be measured on monthly, quarterly and annually by reports. These reports will reflect on the targets for a month, achievements and challenges facing the programme.

12 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Table 8 New projects, upgrades and rehabilitation (R '000)*

New projects	2002/03 (actual)	2003/04 (actual)	2004/05 (estimate)	2005/06 (budget)	2006/07 (MTEF (Projection)	2007/08 (MTEF) (Projection)	2008/09 (MTEF) (Projection)	2009/10 (MTEF) (Projection)
Programme 1 Programme 2 - Project 1 - Project 2 Programme 3 - Project 1 - Project 2 etc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total new projects	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Upgrading								
Programme 1 Programme 2 - Project 1 - Project 2 Programme 3 - Project 1 - Project 2 etc								

Total upgrading and rehabilitation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
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Table 9: Building maintenance (R '000)

Maintenance	2002/03 (actual)	2003/04 (actual)	2004/05 (estimate)	2005/06 (budget)	2006/07 (MTEF (Projection)	2007/08 (MTEF (Projection)	2008/09 (MTEF (Projection)	2009/10 (MTEF (Projection)
Programme 1 Programme 2 Programme 3 Etc	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total as % of department expenditure/budg et								

13 CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS

13.1 INTERDEPARTMENTAL LINKAGES

The department interact with other departments in a number of fora:

- HOD' s forum (Tinyosi) to ensure collective governance on administrative policies.
- Criminal Justice Cluster to co-ordinate and facilitate the effectiveness and efficiency of the CJS.
- Social Service Cluster to participate in ensuring the implementation of social crime prevention programmes.
- Governance and Administration Cluster.
- Multi-Agency Mechanism (MAM) structure to participate in a multi-agency approach in order to address social crime prevention initiatives.
- Integrated Development Plans (IDP) forum to participate in ensuring that all social crime prevention initiatives are integrated with local municipality plans.
- Sports against Crime to participate with the department of Sports and Education in sports programmes that highlight crime and prevention thereof.

13.2 LOCAL GOVERNMENT LINKAGES

The department interacts with local government at MUNIMEC level, which is chaired by the MEC for Safety and Security and attended by councillors for each municipality responsible for public safety. This facilitates in sharing a common vision, sharing best practices and in the formulating policy proposals to the National Minister on the prevention and combating of crime.

The department interacts with MAM structures at the Local Government level, to ensure that the local municipality plans are integrated in terms of the IDP to reflect social crime prevention interventions and initiatives as part of the NCPS.

13.3 PUBLIC ENTITIES

No public entities are under the control of the department.

13.4 PUBLIC, PRIVATE PARTNERSHIP, OUTSOURCING ETC.

The question of partnership in crime prevention and in policing in general is extremely important.

The challenge in preventing and combating crime cannot be achieved by SAPS on its own but the role of communities can not be sufficiently emphasized. The department is charged with the responsibility to facilitate in creating this partnership between SAPS, the community and other relevant community organizations by establishing functional and active CPFs.

The partnership between Business, the department, SAPS, CPFs and communities is facilitated by a formal structure of business known as Business Against Crime (BAC).

PART C: BACKGROUND INFORMATION

14 ANALYSIS OF SERVICE DELIVERY ENVIRONMENT

The factors affecting service delivery in our province as the custodians of Safety and Security of our society are:

- Lack of trust in the Police Services incapable of dealing with domestic related crime.
- Lack of visible policing in the area.
- Deficiencies in the Criminal Justice System.
- Increase in the use of alcohol and drugs.
- Robberies at both residential and business premises.
- Illegal possession of firearms.

14.1 Policy changes and trends

- New trends introduced include, awards for the best police stations, which seeks to motivate police personnel in each police station.
- The relocation of the MAM structure from Premier's Office to Safety and Security is a great milestone, as this will enhance co-ordination of structure fighting crime in our Province
- Research as part of monitoring and evaluation, has been introduced to strengthen the monitoring of Police Station.

14.2 Environmental factors and emerging challenges

The failure by both the Primary Stakeholders and the Secondary Stakeholders in giving the necessary support resulted in the Department failing to correctly implement the Multi Agency Mechanism and the implementation of other departmental programs in terms of the Monitoring and Evaluation.

Primary Stakeholder

The South Africa Police Service; in the Province is a Primary Stakeholder and their failure to correctly communicate with the Department on issue of National importance created an unnecessary tensions for programs of the department in terms of Monitoring and Evaluation of the SAPS and are continuously been disturbed without any given reason.

The failure by the SAPS in the Province to timeously respond to the number of cases raised by the Department on behalf of the communities also creates some service delivery challenges for the Department.

Secondary Stakeholder

Secondary Stakeholders involves the Municipalities, NGO Department of Land Affairs and some of the organizations that are not fully supportive of the programs of the Department hence there are failures in the implementation, of the Multi Agency Mechanism. The failure by Department of Land Affairs in sending officials to address farmers on all the Departmental workshops on Paralegal issues also creates a serious challenge in the sense that the Department ends up failing to address some of the problems raised by Farmers.

14.2.1 Demographic profile of the province

In relations to this profile the Department of Safety and Security Services all the people of the province; irrespective of creed co lour, gender or race.

MPUMALANGA	PROVINCE
Capital:	Nelspruit
Principal languages:	SiSwati 30,8% IsiZulu 26,4% IsiNdebele 12,1%
Population:	3 122 990
Area (km2):	79 490
% of total area:	6.5%
GGP* at current prices (2001):	R70 621 million
% of total GDP**:	7,2%

Even though it is one of the smaller provinces (some 79 490 km2 in surface area), Mpumalanga has a population of more than three million people.

According to the 2001 Census results, some 27,5% of those aged 20 years or older have not undergone any schooling, while the population growth rate is higher than the national overage. The main languages spoken are siSwati, isiZulu and isiNdebele.

Mpumalanga's unemployment rate stood at 16,5% in September 2001 (Labour Force Survey 2001).

Source: Statistics South African Census: 2001

14.2.2 Employment, income and (other relevant information)

Table 11: Occupational categories

	Number	Percent of total
Managers	39	34,5
Professionals		
Technical		
Clerical	45	39,8
Sales and services		
Skilled agriculture		
Artisan		
Operators		
Elementary occupations		
Other	29	25,6
unemployed		

Table 12: Income distribution

Income per month		Percent of total
None		
R1-R500		
R501-R1000		
R1001-R2500		
R2501-R6000	29	25,6
R6001-R11000	45	39,8
>R11001	39	34,5
Unspecified		
Total	113	100

1 Appendix two: Organisational information and the institutional environment

1.1 Organisational design

This section should present the following information:

1. Organogram is attached

2. Reporting lines of senior managers down to deputy-director level (With names)

Deputy-Director General (Vacant)
Chief-Director (Vacant)
Chief Financial Officer – Mr. BH Ngoma
Director Monitoring and Evaluation - Mr. IN Khoza
Director Social Crime Prevention – Mr. SS Lefifi
Deputy-Director Security Services – Mr. MP Theka
Deputy-Director Human Resource Management Ms TG Mbuyane
Deputy-Director Communications – Ms N Sogayise
Deputy-Director Supply Chain Management – Ms MJ Molongoane
Deputy-Director Management Accounting – Mr. ML Matabane
Deputy-Director– Financial Accounting - Mr. MD Sibanyoni
Deputy-Director Social Crime Prevention – Mr. MH Molamu Deputy-Director
Deputy-Director Ekangala Region – Mr. ZW Msiza
Deputy-Director Gert Sibande Region – Ms NJ Moruwane
Deputy-Director Enhlazeni Region – Mr. NA Mabuza
Deputy-Director Legal Advisory Services - Vacant
Deputy-Director Policing Services – Mr. CN Hayward
Deputy-Director Complaints and Research – Mr. W Bezuidenhout

15.1 Delegations And Performance

15.2 Performance Management System

The department is using a Performance Management and Development System that assist to monitor and evaluate officials performance on a quarterly bases and it also assist to determine whether the official does qualify for an incentive scheme at the end of the financial year through this quarterly evaluation. It also helps the supervisor to identify performance gaps and is then able to identify courses that can enable the individual to acquire such skills and be able to continue with his/ her day-to-day work.

1.2 Delegations and performance agreements

The department should state to what extent management responsibilities have been delegated down the organizational structure, and whether managers have been required performance agreements that match the allocation of responsibilities.

1.3 Audit queries

1. The department got an unqualified audit report on matters of internal audit and audit committee and also non-submission of qualifications of an official appointed no contract for the year 2001/2002.
2. The department got an unqualified audit report on matters of loss of revenue and unauthorized expenditure of R108 134-32 for the financial year 200/2003.
3. The department also got an unqualified audit report on the promotion of staff without compliance with part VII,F(b) of the Public Service Regulations of 2001.

