Presentation on SAPS/CSIR Memorandum of Agreement to the Portfolio Committee on Police
11 March 2015

Governance and Implementation Modalities
Background – the IS/ICT State of Affairs

* Need to manage protracted project lifecycles to ensure timely and tangible ICT solutions
* Improved analysis of the Cost Index and the Performance Index
* Improved crafting of project specifications to inform business continuity and efficiency
* Enhance linkages of ICT Strategy to Organisational Strategy
* Ensure integrated planning and implementation among role-players: e.g. TMS, Facilities Management, HRM & HRD
* Advancing quality, security, integration and information sharing capability into SAPS ICT solutions
* Intelligent and peer/expert (objectively) review of the need for solutions as a precursor to procurement processes
* The establishment of a capability for on-going strategic research & development, evaluation/advice, continuous monitoring and review in the ICT environment
* Localised innovation and design capability for effective policing
Why the Memorandum with the CSIR? Provisions...

* SAPS Identified the need to utilise the expertise of an external institution to provide the required skills and to perform certain functions where the service did not have the capacity

* CSIR identified as the preferred institution due to the following reasons:
  - CSIR falls under schedule 3 of the PFMA and falls under the Minister of Science and Technology
  - It is sound principle that knowledgeable and experienced service providers/suppliers of repute such as CSIR should, whenever possible, be used to advise on significant technology/innovation investments
  - It is common cause that local scientific-based innovation is utilised as a necessary partner to build up critical security capabilities of the country
  - In pursuance of the principles of cooperative governance, enshrined in the Constitution, SAPS and CSIR are collaborating in efforts intended to establish a Safety and Security Evaluation Research Institute (SSERI) to perform tasks and provide scientific solutions in support of SAPS strategic and operational needs

* National Treasury was approached for guidance in this regard and indicated that Regulation 16(a) 6.4 can be utilised in pursuance of this initiative

* Approval was subsequently obtained from the SAPS Bid Committee (21 October 2013)
...Why the Memorandum with the CSIR? The CSIR offerings

* **Technology/Equipment Evaluation**
  - Translate SAPS operational needs and requirements into technical specifications (tender processes)
  - Compare different technology/equipment options and identify the equipment that will be most cost-effective for SAPS (taking full life cycle into account)
  - Avoid potential lock-in with a supplier

* **Technology Development and System Integration**
  - Develop new technologies and equipment where what is commercially available does not meet SAPS requirements.
  - Integrating equipment sourced from different companies or suppliers into a larger system (command centres, communication convergence, etc.)

* **Capability development and support**
  - Support the strengthening of existing SAPS capabilities - development of new/enhanced procedures; procurement of cost-effective equipment and training systems; information systems enhancement and integration
  - Systematically define new SAPS capabilities, e.g. additional forensic capabilities, etc.
Establishment of Firm Strategic Stakeholder Relationship

* The CEO of the CSIR and SAPS Commissioner signed the MOA on 18 February 2014

* Objectives are to:

  - define the institutional framework for cooperation through which the SAPS and the CSIR establish a strategic technology and innovation partnership to create a dedicated Safety and Security Evaluation and Research Institute (SSERI) through which the CSIR will provide long-term, ongoing, independent scientific and operational support to the SAPS,

  - define areas of support to be provided by the CSIR to the SAPS, to facilitate ease of short term programme specific contracting, and

  - serve as justification for the contracting of programmes, projects and activities
**Institutional Framework**

- **MoA**
  - Institutional Framework for Cooperation (Mandate & Spirit of Agreement)
  - Oversees

- **BILATERAL COMMITTEE**
  - Managed by the CSIR Key Account Manager

- **PROGRAMME MANAGEMENT STEERING GROUP**
  - SAPS/CSIR Co-Chair
  - SAPS Technical Task Teams

- **Project Specific Agreement (PSA) #1**
  - Statement of Work
  - Timescales, Deliverables,
  - Cost, payment T&Cs,
  - IP
  - Security
  - etc.
  - Project Co-ordinators

- **Project Specific Agreement (PSA) #2**
  - Statement of Work
  - Timescales, Deliverables,
  - Cost, payment T&Cs,
  - IP
  - Security
  - etc.
  - Project Co-ordinators

**Additional Notes**
- Each structure has its Terms of Reference
- The SAPS MOA is managed by the CSIR Key Account Manager
- SAPS Supply Chain Management serves as CSIR liaison office
The identified Bilateral Programmes listed below are not an exhaustive list of programmes, and may be adjusted, expanded or added to, as determined by the parties in accordance with the provisions of the MOA.

Programme 1: Command and Control and Shared Situational Awareness

Programme 2: Information and Communications Technologies

Programme 3: Integration and Interoperability Support

Programme 4: Operational Quick Reaction tasks

Programme 5: Science and Technology Capability Development

Programme 6: Strategic and Operational Decision Support
Critical Outcomes of The MOA

* Cooperate and obtain expertise in all areas of policing including technologies, research, procurement and skills development with the outcome of continual enhancement of the ability of the SAPS to fulfil its constitutional mandate
* Direct access to a scientific, engineering and technology base that support both the operational and strategic components of policing
* Scientific decision support obtained in support of the SAPS strategic and operational needs on an “if and when needed” basis
* Intelligent, efficient and effective procurement (Value-for-Money)
* Sustained business continuity
* Customised locally-based innovative designs and locally developed solutions/equipment for effective policing
Example of a Programme Outcome

Programme 6: Strategic and Operational Decision Support

Current SAPS Crime Combatting Capabilities

Future Crime/Security Risks and Threats (10+ years) Foresight

Future SAPS Strategic Objectives

Future required SAPS capabilities

SAPS Capability Gap Identification

SAPS Capability Development Plans:

- People, skills, and training plans
- Procedures, processes, and techniques development plans
- Equipment and technology plans
Programme/Project Budget

* The cost for programmes registered by CSIR are regulated by National Treasury Regulation note 6 of 2007/8

* In terms of the above note, Section 3 prescribes how Accounting Officers/Authorities are required to report to Treasury where goods and services above the value of R1 million are procured.

* The MOA does not carry any fixed contract amount.

* Each intended referral is based on a specific procurement process as incorporated in the MOA – quotation for each project to be referred, etc.

* The MOA is not a fixed project and volume contract.
  - The SAPS regulates the numbers and types of referrals to the CSIR.

* Where applicable, the eventual purchasing of commodities emanating from the MOA process will be performed by the SAPS according to a subsequent procurement process as with all other procurement matters.

* Services procured to date are still less than R1 million.
Working Method...

- Working method regulating the relationship between the parties is prescribed in MOA (Par 5.4)
- Confidentiality: No disclosure of any confidential information to any person, company, publication or news media is to be done without the written consent of both houses. IP Protocols subject all innovations to the processes that are housed in the Department of Science and Technology, to which the CSIR belongs.

- **SAPS** responsibilities include:
  - Submitting a written request of work to be done with every request to the CSIR;
  - Submitting a requirement of work to be done with every request to the CSIR;
  - In collaboration with the CSIR, developing and finalizing a specification of the work to be performed;
  - Considering each proposal and quotation received from the CSIR following a request submitted to the CSIR by the SAPS;
...Working Method...

* ...SAPS responsibilities include:
  
  o Submitting a written confirmation to the CSIR if the proposal and quotation submitted by the CSIR to the SAPS, has been approved by the SAPS’ Bid Adjudication Committee (BAC) or other duly delegated authority;

  o Evaluating whether the milestone and/or outcome, as determined for each BILATERAL PROGRAMME specific agreement has been achieved. Certify for payment that the milestone and/or outcome, as determined for each BILATERAL PROGRAMME specific agreement has been achieved; and

  o Effecting payment to the CSIR in accordance with prescribed payment procedures applicable in government, for every milestone and/or outcome achieved, as detailed in each BILATERAL PROGRAMME specific agreement.
CSIR responsibilities include:

- Engaging with the SAPS to develop the specification and submit a written proposal or quotation to the SAPS, as contemplated above.
- Commencing with work on any request on receipt of written confirmation from the SAPS as envisaged above; and
- Ensuring that the milestones and/or outcomes, as determined for each BILATERAL PROGRAMME specific agreement are achieved.”

Every specific need of the Service that may require access to scientific and engineering expertise in any area of policing including technologies, research, procurement and skills development, must be forwarded to the Divisional Commissioner: Supply Chain Management (SCM).
## Identified Priority Projects...

<table>
<thead>
<tr>
<th>Project</th>
<th>CSIR Programme Fit</th>
<th>CSIR Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armoured vehicle</td>
<td>5</td>
<td>Definition, Acquisition Support</td>
</tr>
<tr>
<td>Water canon</td>
<td>5, 6</td>
<td>Definition &amp; Develop; Acquisition Support</td>
</tr>
<tr>
<td>Specialized POPS video cameras</td>
<td>1, 2</td>
<td>Architecting, Integration, Acquisition Support</td>
</tr>
<tr>
<td>National Command Centre</td>
<td>1</td>
<td>Definition &amp; Develop</td>
</tr>
<tr>
<td>Firearm Control System (All)</td>
<td>6</td>
<td>Audit &amp; Assessment</td>
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<tr>
<td>Enterprise Architecture</td>
<td>6*</td>
<td>Assessment &amp; Architecting</td>
</tr>
<tr>
<td>Project Management System</td>
<td>6</td>
<td>Definition &amp; Development</td>
</tr>
<tr>
<td>TETRA: Overall Methodology / DOC</td>
<td>2</td>
<td>Evaluate &amp; Assess</td>
</tr>
<tr>
<td>PCEM: Evaluation (Deliverables / Civil proceeding)</td>
<td>6</td>
<td>Audit, Evaluation</td>
</tr>
<tr>
<td>Handheld devices (Evaluation)</td>
<td>6</td>
<td>Test &amp; Evaluate</td>
</tr>
<tr>
<td>NNUP</td>
<td>2</td>
<td>Architecting</td>
</tr>
<tr>
<td>SAPS 6</td>
<td>2</td>
<td>Assessment &amp; Architecting</td>
</tr>
</tbody>
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### Identified Priority Projects

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<tr>
<th>Project</th>
<th>MOA Programme</th>
<th>CSIR Involvement</th>
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<tr>
<td>Language Lab (model)</td>
<td>5</td>
<td>R&amp;D, Definition</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation Tool (Analytics)</td>
<td>3, 5</td>
<td>Design &amp; Develop</td>
</tr>
<tr>
<td>“Lifeblood” systems (Link to DRP)</td>
<td>6</td>
<td>Audit</td>
</tr>
<tr>
<td>Air wing upgrade</td>
<td>5, 6</td>
<td>Analysis &amp; Force design</td>
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<tr>
<td>Maritime Policing Architecture</td>
<td>2, 5, 6</td>
<td>Architecting, Analysis &amp; Force design</td>
</tr>
<tr>
<td>Unified / Converged Communication</td>
<td>2, 3</td>
<td>Analysis &amp; Architecting</td>
</tr>
<tr>
<td>Reduction of diverse technologies</td>
<td>2, 3</td>
<td>Audit</td>
</tr>
<tr>
<td>CCTV approach (Metal detectors/ Access Management)</td>
<td>1, 2, 5</td>
<td>Analysis &amp; Definition</td>
</tr>
<tr>
<td>ICT Security / Disaster recovery</td>
<td>2</td>
<td>Architecting</td>
</tr>
<tr>
<td>TETRA Eastern Cape</td>
<td>2</td>
<td>Evaluated. Due for next steps</td>
</tr>
<tr>
<td>ACTIVITY</td>
<td>TIMEFRAME</td>
<td>ACTUAL</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>Appoint Programme Coordinators (Co-Chairpersons)</td>
<td>6 March 2015</td>
<td>6 March 2015</td>
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<tr>
<td>Agree upon a standard Programme Specific Agreement that contains the necessary T&amp;C for Programme Execution</td>
<td>6 March 2015</td>
<td>6 March 2015</td>
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<td>Define a working protocol between the PMSG and SCM</td>
<td>27 March 2015</td>
<td>On course (PMSG meeting)</td>
</tr>
<tr>
<td>Issue an advisory that all engagements between CSIR and SAPS need to advise the Programme Coordinators</td>
<td>20 March 2015</td>
<td>On course (PMSG meeting)</td>
</tr>
<tr>
<td>Identify the priority projects and programme/s to be used as a vehicle for approval of the 1st PSA</td>
<td>10 March 2015</td>
<td>On course (BC Meeting)</td>
</tr>
<tr>
<td>Resource Plans for Prioritised Projects</td>
<td>30 June 2015</td>
<td>On course</td>
</tr>
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THANK YOU