

## 8. PROGRAMME 1 Administration

### 8.1 Aim

To provide for the development of departmental policy and the management of the Department including administrative support.

Programme 1 includes the following:

- Functions of the Minister and the Ministry
- Secretariat for Safety and Security
- Management functions of the National Commissioner and the deputy national commissioners
- Human Resources
- Training
- Financial and Administration Services
- Supply Chain Management
- Evaluation Services and Internal Audit
- Communication Services, Information Technology (IT) Services, Efficiency Services, and Strategic Management
- Legal Services

### 8.2 Service delivery output, indicators and achievements

In addition to the information required in terms of Chapter 1, Part III J. 3 of the Public Service Regulations, 2001 (with specific reference to Human Resources Management, which technically also forms part of this programme), the following outcomes have been achieved as envisaged in the SAPS Strategic Plan 2005-2010.

### 8.3 Human Resources Management

#### 8.3.1 Training and Development

In the 2005/2006 financial year, 16 outcomes-based learning programmes were developed and implemented, which included Station Management, Middle Management, Executive Development, Detective Commander and Counter-terrorist training (NQF 6).

Station commissioners of 47 priority stations completed the Station Management Learning Programme and 389 operational commanders completed the Operational Commander Training Programme, which was developed to address the skills gap regarding the planning and management of police operations. Sufficient trainers were also trained for the Street Survival Learning Programme, which was launched in all the provinces.

227 detective commanders completed the Detective Commander Learning Programme and 1 138 detectives were also trained in the Detective Learning Programme.

1 251 designated Firearms Officers were trained in terms of the need to facilitate the successful implementation of the Firearms Control Act, 2000 (Act No 60 of 2000).

As part of a special project, 66 reservists of the previously disadvantaged groups obtained their driver's licenses, which automatically advantaged their establishment in the SAPS.

The intelligence training presented by the National Intelligence Agency, French Intelligence Agency and the FBI positively assisted in developing skills to improve intelligence training and to develop an Advance of Intelligence Learning Programme.

As part of women empowerment, more female trainers were developed to present operational training. Courses were also presented as special projects, specifically to develop female personnel and emphasis was placed on strategies in the Learning Programmes to address crimes against women and children.

9850 entry-level constables successfully completed the Basic Training Learning Programme for this reporting period. The four additional SAPS Training Institutions that were established during this period for the purpose of providing basic training are fully functional. Six SAPS Training Institutions that provided Basic Training, obtained provisional accreditation as a provider from SASSETA to present the National Certificate in Policing (NQF level 5) which was revised and registered on the National Qualification Framework. An assessment body was also established to standardize and manage the examination of the Basic Training Learning Programme (BTLP). Currently, the focus is on the examination of the Basic Training and Detective Learning Programme assessments. 95 personnel that were recruited laterally from other Departments, received training on the Introductory Police Training Learning Programme.

The SAPS contributed to the first unit standard-based degree in Policing in South Africa, namely the Bachelor degree in Police Practice on NQF level 6. This qualification is the product of a joint venture between the SAPS, SAQA and SASSETA.

In accordance with the National Skills Development Strategy (NSDS), 41 members finalised their Occupational Directed-Education Training and Development NQF level 5 Certificate. 13 of the unemployed graduates from the first internship programme obtained permanent positions and 30 participated in the second internship programme. 10 candidates from tertiary institutions took advantage of the opportunity to obtain workplace experience and were successful in obtaining a positive mentorship report to enable them to finalize their qualification.

Funding was provided by SASSETA for the development of a Forensics qualification and the development of a learnership for detectives, both on NQF level 5.

South Africa attended and hosted SARPCCO courses in order to build capacity for the regional fight against crime. The SARPCCO Training Committee, with the assistance of the Institute for Security Studies, secured funding to develop a Police Peacekeeping Programme. Assistance



will also be given to countries that have been and/or will be deploying police officers on peace-keeping missions to other countries in Africa. The SAPS had 9 of these courses in South Africa and 312 police officers were trained that can be deployed in peacekeeping missions. A Regional Dog Breeding and Dog Training Centre is being established at Roodeplaat that will include the training of explosive dogs, sniffer dogs and dog handler training for SARPCCO countries. Development assistance was given to the National Police of the Democratic Republic of Congo (DRC) in order to build capacity to effectively police their national general elections. Assessment visits were conducted in Sudan and a Development Assistance Framework had been drawn up in order to provide effective policing assistance to Sudan. Training presented to African Countries include Operational Commanders Training to the DRC police, Crowd Management Training to the DRC and Comores, Police and Dog Training to Botswana, Lesotho and Malawi Police. Assistance in forensic science and detective courses were provided to members of the Royal Swazi Police.

Foreign donor support was received through the Swedish SIDA Project, to assist in the establishment of an outcomes based Basic Learning Programme. This project entailed the exchange of best practices between the Swedish and South African Police Services Basic Training Institutions towards the development of case based and role-play training methodologies.

Through the European Union Capacity Building and Institutional Development Programme, support was provided by means of training in: Adult Basic Education (ABET); Driver Training (K 53); Emerging Leadership; Executive Development and Programme and Project Management.

Through the Belgium Support Programme training was provided in order to build capacity at station level. The following areas received attention: Crowd Management, Crime Prevention and Sector Policing. An integrated Station Management Programme has also been developed and implemented at 47 priority crime stations. A Practical Policing Guide has also been developed in pocket size format and has been issued to all functional police officials.

A Skills Audit process was piloted at 250 stations and involved a total number of 16 228 members. The Workplace Skills Plan (WSP) and Personal Development Plans (PDP's) were subsequently developed. A total of 54 329 members received training in terms of the WSP, which represents 72% of a total of 75 529 for whom training was planned.

### 8.3.2 Human Resource Planning

The challenge of HR Planning is always to identify the future human resource needs of the Service and to develop a plan to facilitate the correct resourcing of the Service's human resources according to the strategic objectives of the organisation. The allocation priorities of human resources in the 2005/6 financial year can be highlighted as follows:

An additional 11 000 entry-level constables and 1 000 public service act personnel were enlisted during the 2005/6 financial year to reach the establishment target of SAPS of 156 060 personnel.

The 14 presidential and the 169 priority stations were earmarked as a priority in the allocation criteria. In addition, to comply with the Cabinet priority to implement the proposed Government Security Service Agency an additional 2 000 entry-level posts were earmarked for Protection and Security Service services. Borderline Law Enforcement and Security were allocated 1 000 entry-level personnel for distribution in the respective Provinces responsible for ensuring Borderline Law Enforcement.

In total 10 802 of the entry-level posts were allocated to Provinces with the main focus to increase HR capacity on station level.

All business units were provided with Equity profiles to ensure the compliance with Equity ratios during enlistments and promotion drives.

### 8.3.3 Career Development

Part of completing the puzzle to ensure and maintain an effective workforce is the process of ensuring that suitable persons are attracted to be employed by the Service. This means that the Service should effectively market itself as an employer of choice. Issues which are giving the SAPS its competitive edge is its total reward strategy, its diversity of occupations, opportunities of self actualisation and being part of building a Service of professionals striving for service excellence.

The SAPS has therefor successfully established fully functional Career and Information Centres in all Provinces. The last 4 fixed Career and Information Centres were launched during the 2005/6 financial year. This initiative complies with a Cabinet priority namely to address poverty in SA by making the community aware of jobs and career opportunities in SAPS.

The mentioned Career Centres are being utilized to support the objectives of informing and educating SAPS employees about career opportunities within the organization.

Mobile Career Centres are also fully operational in all provinces and two additional mobile career centres have been established at National level. The mobile career centres are being utilized to participate in career fairs, expos, and recruitment drives and programmes with the main focus to inform recruitment drives in under represented business units and scarce skills environments.

### 8.3.4 Labour Relations

The SAPS has previously, together with its social partners, invested in creating a relationship, which would ensure sound labour relations, labour peace and trust. In order to realise and maintain such a relationship the framework that regulates the relationship between organised labour, its members and the employer must be clear and agreed to.

It was found that such clarity was needed and a process was embarked upon to review all



113 previous agreements reached at the National Negotiation Forum and Safety and Security Sectoral Bargaining Council (SSSBC). This culminated in a new agreement (2/2005), which repealed 79 agreements, retained 25 agreements and subjected 9 agreements to a further review process.

A further agreement (Agreement 3/2005) was concluded in the SSSBC, which reviewed the Discipline Procedure, Grievance Procedure, Management of Poor Performance, Full Time Shop Stewards, Procedural Agreement and Overtime Remuneration. This agreement is aimed at achieving the speedy resolution of grievances, the introduction of a single disciplinary regime for all employees and the management of poor performance. It also revisits the previous agreements regarding Full Time Shop Stewards, the conditions of release of ordinary shop stewards and the capping of the overtime rate to be paid to employees.

Testimony to the nature of this relationship, an amount of R30 million was set aside for transformational measures. Parties concluded an agreement regarding the utilisation of the transformation funds. The agreement focuses on three areas, i.e. training, infrastructural development and the introduction of a computerised case management system. The training interventions include projects such as Women Empowerment, Discipline Management, Sexual Harassment, Station Management, Diversity and Service Delivery Improvement. Infrastructural development focuses on providing water / electricity and assistive devices for people with disabilities to gain access to police workplaces.

### 8.3.5 Compensation Management and Performance Management

The SAPS has throughout the past years pursued its objective to compensate its personnel in terms of a total reward strategy. A critical factor within such a strategy is to ensure value for money, which is measured through performance management. The Service has exceeded its target of 90% of its employees complying with such systems and achieved a 96% compliance rate. The fact that compensation practices are based on performance management will sustain the levels of compliance in the following years. It means that almost all employees could be considered to receive performance-based rewards or not, based on their performance.

A special dispensation for employees appointed in terms of the SAPS Act was implemented with effect from 1 April 2005, based on performance. Qualifying members were awarded a maximum of eight notches ( $\pm 8\%$ ) within their respective levels over an above the annual cost-of-living adjustment.

All employees, excluding the Senior Management Service (SMS), received an annual cost-of-living adjustment of 4.6%, with effect from 1 July 2005. In addition to the above, members could also qualify for an additional 1% pay progression based on their performance. Performance was also used to identify those employees who should qualify for both individual and team incentives. Organizational Performance indicators were for the first time used to identify and reward performing stations. The salary dispensation for Senior Superintendents (Middle Management Service) was converted from an add-on salary dispensation to a more

flexible total-cost-to-employer dispensation, which allows these employees the flexibility to structure their packages.

The SMS received an annual cost-of-living adjustment of 4.6% with effect from the 1st of January 2006, subject to at least an acceptable performance rating. In addition to the above, members could also qualify for pay progression, based on their performance over the last two years.

The South African Police Service conducted an investigation into an appropriate salary and rank structure for the Service. Following the investigation, an agreement was signed in the SSSBC (Agreement 2/2006) to change the current 16-level salary structure to a more appropriate Broad Band Salary Structure. This new salary system was implemented on 1 April 2006.

### 8.3.6 Employee Assistance Service

The aim of this service is to improve the well being of the SAPS member to enhance their social, spiritual and psychological functioning. Registered social workers, psychologists, psychometrists, as well as chaplains render services to members to enhance operational productivity and work performance. This entails:

- Proactive services including suicide prevention, stress management, colleague sensitivity, life skills (conflict management, anger, decision making, etc), money management, substance dependency, trauma debriefing, moral regeneration, marriage enrichment, Mother's and Father's Day, Police Sundays and HIV/Aids.
- Reactive services are rendered in short-term intervention processes aimed at enhancing employees' social, spiritual and psychological functioning by focusing on psychosocial and spiritual problems, stress and trauma, suicide, workplace issues, relationship problems, disability, hospital visits, death and death-related services and HIV/Aids issues.

### 8.3.7 Corruption and Fraud Prevention

The Corruption and Fraud Prevention Plan for the SAPS, initiated in 2004/2005, was developed further in 2005/2006. The focus of this development was to align the strategy with the guidelines of the Department of Public Service and Administration on the minimum anti-corruption capacity requirements in Departments and organizational components in the Public Service. A number of areas requiring further development were identified, including the establishment of an anti-corruption organizational culture in the SAPS, linking anti-corruption initiatives to risk management and developing and implementing effective detection mechanisms such as whistle blowing and focused internal auditing.

The Corruption and Fraud Prevention Strategy was included in the SAPS Risk Management Strategy, as required by the Treasury Regulations 2005. This will facilitate the rollout of the development of corruption and fraud prevention plans within provinces and divisions.

The implementation of the Corruption and Fraud Prevention Plan focused on improving the



prevention, detection and investigation of corruption and fraud and limiting the impact of corruption and fraud on the SAPS. The Strategy is compliant with the National Anti-corruption Strategy of the Public Service, addresses the resolutions of the National Anti-corruption Summit held in March 2005, as well as the minimum requirements for establishing an anti-corruption capacity within government departments.

Table 1 reflects the alleged offences in respect of which police members were suspended as a result of their alleged involvement in corruption-related activities. Over the period 1 April 2005 to 31 March 2006, a total number of 529 police members were suspended. Of these members, 473 were suspended without salaries and 56 were suspended with salaries.

**Table 1: Alleged offences**

CRIMINAL CHARGES	WITH SALARY	WITHOUT SALARY
Aiding an escapee	2	15
Armed robbery	-	13
Attempted robbery	-	3
Attempted theft of motor vehicle	2	-
Bribery	2	1
Corruption	13	220
Defeating the ends of justice	-	62
Extortion	2	15
Fraud	16	39
Intimidation	2	2
Robbery	4	4
Theft	13	99
<b>TOTAL</b>	<b>56</b>	<b>473</b>

### 8.3.8 Risk Management

The SAPS Risk Management Strategy was developed to facilitate the ability of the SAPS to achieve its strategic priorities by addressing the factors that may impact negatively on police performance. The implementation of risk management in the SAPS progressed in accordance with the SAPS Risk Management Strategy, resulting in the completion of a number of initiatives.

A policy on risk management in the SAPS was developed in line with the Risk Management Strategy. A Risk Management Implementation Plan setting out a phased approach to the implementation of risk management in the SAPS over the next three years was also developed. The focus of the implementation plan was to ensure the establishment of an effective risk management policy framework. Risk management would then be rolled out to provinces and divisions, the emphasis being on ensuring full integration with the strategic management process and individual performance management.

A national, strategic risk register was developed and linked to the strategic policing priorities

reflected in the SAPS Strategic Plan 2005 to 2010. Deputy national commissioners, divisional commissioners and senior management were consulted in compiling the national risk register, which was used to inform the Internal Audit Plan used by the Internal Audit Component.

## 8.4 Budget and Resource Management

### 8.4.1 Collection of departmental revenue

	2002/03 ACTUAL	2003/04 ACTUAL	2004/05 ACTUAL	2005/06 TARGET	2005/06 ACTUAL	% DEVIATION FROM TARGET
Tax revenue	-	-	-	-	-	-
Non-tax revenue	86 173	82 269	92 481	82 727	119 282	144,2%
*Sale of goods and services produced by Department	68 091	66 832	81 468	67 586	116 118	171,8%
*Sale of scrap, waste, arms and other used goods	18 082	15 437	11 013	15 141	3 164	20,9%
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	9 648	3 454	6 179	3 498	6 699	191,5%
Interest, dividends and rent on land	1 951	2 419	2 005	2 418	1 805	74,6%
Sale of capital assets	2 000	5 820	25	1 135	738	
* Other capital assets	2 000	5 820	25	1 135	738	65,0%
Financial transactions in assets and liabilities	41 481	46 401	68 369	56 913	63 140	110,9%
<b>Total Departmental receipts</b>	<b>141 253</b>	<b>140 363</b>	<b>169 059</b>	<b>146 691</b>	<b>191 664</b>	<b>130,7%</b>

The increased collection of departmental receipts for the period is due to the higher number of firearm license applications received.

### 8.4.2 Departmental expenditure

PROGRAMMES	VOTED FOR 2005/06	ROLL- OVERS AND ADJUSTMENTS	VIREMENT	TOTAL VOTED	ACTUAL EXPENDITURE	VARIANCE
1. Administration	8 235 380	222 983	(362 398)	8 458 363	8 820 760	1
2. Visible Policing	13 691 873	(298 240)	533 310	13 393 633	12 860 323	-
3. Detective Services	4 796 265	-	(130 716)	4 796 265	4 926 981	-
4. Crime Intelligence	984 888	21 739	(36 054)	1 006 627	1 042 681	-
4. Protection Services	748 589	77 027	(4 142)	825 616	829 758	-
<b>5. Total</b>	<b>28 456 995</b>	<b>23 509</b>	<b>-</b>	<b>28 480 504</b>	<b>28 480 503</b>	<b>1</b>

(The detailed explanations of the reasons for the in-year adjustments, including virement, are reflected in the Management Report.)

8.4.3 **Capital investment, maintenance and asset management plan**

8.4.3.1 Capital investment

**Facilities**

**Police stations completed since January 2005**

**Completion date**

**Western Cape**

Melkbosstrand	2005-06-10
Langa	2005-03-17

**Northern Cape**

Steinkopf	2005-07-21
Aggeneys	2005-12-08
Galeshewe (CSC)	2005-04-14

**Free State**

Mangaung (Batho)	2005-12-15
Frankfort (Namahadi)	2005-11-14

**KwaZulu-Natal**

Kwa-Mashu (Presidential police station)	2006-01-15
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**North West**

Temba	2005-02-24
Makau	2005-02-24
Madibogo	2005-03-22

**Training colleges (renovations) completed in 2005/2006**

**Western Cape**

Bishop Lavis Training College

**Eastern Cape**

Graaff-Reinet Training College  
Mthatha Training College

**Gauteng**

Pretoria-West Training College

**Police station to be erected in 2006/2007**

**Expected completion date**

**Eastern Cape**

Motherwell (Presidential police station)	June 2006
Sulenkama	May 2006
Lady Frere (Living quarters)	March 2007
Lady Frere (Police station)	July 2008
Sterkspruit	June 2007

**KwaZulu-Natal**

Inanda (Presidential police station) Oct 2006  
 Ezakeni Aug 2007

**Gauteng**

Eersterust June 2006  
 Mamelodi June 2006  
 Duduza June 2006  
 Thokoza Oct 2006

**Mpumalanga**

Pienaar July 2006  
 Hazyview March 2007

**North West**

Hebron March 2008  
 Khuma Jan 2008  
 Mooifontein Jul 2006

**Limpopo**

Musina March 2009  
 Letsitele July 2008

**Northern Cape**

Kuruman Apr 2007

**Western Cape**

Saron June 2006  
 Hout Bay July 2006  
 Blue Downs July 2007

**Free State**

Verkykerskop Nov 2006

**Construction of police stations to commence in 2006/2007**

<b>Police station</b>	<b>Expected commencement date</b>
<b>Western Cape</b>	
Paarl East	June 2006
Saldanha	Aug 2006
<b>KwaZulu-Natal</b>	
Ceza	Nov 2006
Nsuzi	Nov 2006
<b>Gauteng</b>	
Tsakane	Sept 2006
Diepsloot	Sept 2006
Kagiso	July 2006
Tembisa	Oct 2006
<b>North West</b>	
Klipgat	Nov 2006
Dubbe	Nov 2006



Amalia	Oct 2006
Jouberton	Nov 2006
<b>Mpumalanga</b>	
Ermelo	Aug 2006
Mbuzini	Oct 2006
<b>Free State</b>	
Thabong (Presidential police station)	Oct 2006
Zamdela	Oct 2006
<b>Limpopo</b>	
Masoyi	July 2007
Ga Masemola	Oct 2006
Matoks	Aug 2006
Jane Furse	Aug 2006
<b>Eastern Cape</b>	
Cradock	Oct 2006
Mdantsane NU 1 (Presidential police station)	Aug 2006
Debenek	Oct 2006
Bisho	May 2006
Lusikisiki	Nov 2006
<b>Northern Cape</b>	
Augrabies (CSC)	Oct 2006

#### 8.4.3.2 Maintenance

##### Facilities

Day-to-day maintenance

The expenditure for day-to-day maintenance for the 2005/2006 financial year was R146 908 659

#### 8.4.3.3 Asset management

##### Vehicles

The following number of vehicles were disposed of/boarded in the respective provinces:

PROVINCE	2004/2005	2005/2006
Eastern Cape	211	600
Free State	253	136
Gauteng	709	783
KwaZulu-Natal	482	423
Limpopo	306	413

PROVINCE	2004/2005	2005/2006
Mpumalanga	123	285
Head Office	0	431
North West	477	439
Northern Cape	154	123
Western Cape	326	423
<b>TOTAL</b>	<b>3041</b>	<b>4056</b>

NB: These vehicles were disposed of as a result of normal wear and tear.

The vehicle distribution per province and the age analysis of the vehicles were as follows:

PROVINCE	0-50 000 KM		50 000-100 000 KM		100 000-160 000 KM		160 000-200 000 KM		OVER 200 000 KM		TOTAL		INCREASE
	MAR	MAR	MAR	MAR	MAR	MAR	MAR	MAR	MAR	MAR	MAR	MAR	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	
EASTERN CAPE	1 160	1 043	753	882	783	878	431	476	899	925	4 026	4 204	4,42%
FREE STATE	801	697	488	541	444	514	255	284	415	480	2 403	2 516	4,70%
GAUTENG	1 771	1 883	1 596	1 378	1 555	1 724	853	884	1 357	1 535	7 132	7 404	3,81%
KWAZULU-NATAL	1 405	1 341	997	1 017	1 008	1 164	608	614	1 113	1 086	5 131	5 222	1,77%
LIMPOPO	702	670	421	455	434	499	280	264	588	656	2 425	2 544	4,90%
MPUMALANGA	474	512	339	302	296	385	184	215	466	504	1 759	1 918	9,03%
HEAD OFFICE	1 063	1 270	471	625	434	490	226	258	315	336	2 509	2 979	18,73%
NORTH WEST	692	638	516	514	525	602	296	347	702	732	2 731	2 833	3,73%
NORTHERN CAPE	305	333	265	272	210	300	121	133	185	221	1 086	1 259	15,90%
WESTERN CAPE	1 172	1 095	876	875	791	961	448	529	944	1 079	4 231	4 539	7,27%
<b>TOTAL</b>	<b>9 545</b>	<b>9 482</b>	<b>6 722</b>	<b>6 861</b>	<b>6 480</b>	<b>7 517</b>	<b>3 702</b>	<b>4 004</b>	<b>6 984</b>	<b>7 554</b>	<b>33 433</b>	<b>35 418</b>	<b>5,93%</b>

### Facilities

31 properties were handed back to the Department of Public Works for further disposal.

Expert Services continuously conducted audits to ensure data integrity on the system and issued final certificates for police stations/buildings, which had been completed within the reporting period. The Assets Register was received from the Department of Public Works for the internal verification of state-owned and leased facilities in preparation of the devolution of functions from 1 April 2006 to client departments. The budgets to be devolved include leaseholds, municipal services and accommodation charges; the latter will provide for maintenance, property rates and taxes.

A task team was established to visit the various provinces to ascertain the condition/state of the buildings used by the SAPS.

No facilities were closed down or downgraded in the 2005/2006 financial year.

Work began on the development of a computerized system that will prioritize day-to-day maintenance projects. A task team was established to visit provinces to ascertain the state/condition of buildings used by the SAPS. The CSIR was also appointed to give advice/guidance on the development of the computerized system, as well as the devolution of functions from the Department of Public Works to the SAPS. SAPS Information and System Management (ISM) and SITA will also form part of the development process.

#### 8.4.4 **Information Systems and Information and Communication Technology (IS/ICT) Resources Strategy**

Information Management of the SAPS will implement its IS/ICT Resources Strategy and Plan over several years. There are three operational focus areas. The first focus area aims at modernizing and expanding the number of personal computers, printers and fax machines. The second focus area concerns the modernization and expansion of the hosting capabilities and network infrastructure provided by Information Management.

These first two focus areas will pave the way for successfully engaging the third focus area, which entails the implementation of a range of strategic initiatives aimed at leveraging the full potential of information systems and information and communication technologies. These initiatives will ensure improved service delivery by the SAPS to the community and streamlined, expeditious and cost-effective back-end administration and decision-making.

- Modernization and expansion of end user equipment

**End user equipment deployments:** The SAPS continued its intensified efforts to modernize and expand its end user equipment. To this end, 35 890 items of end user equipment were deployed in the course of the 2005/2006 financial year. 29 358 (82%) of these items were deployed at provincial level where they impacted most on the SAPS front-end service delivery. These items consisted of 14 079 desktop computers, 1 315 notebooks, 10 801 printers and 4 863 items of end user equipment such as digital projectors, digital video cameras, digital cameras and memory sticks.

**Secure USB tokens:** 706 USB tokens were purchased for use in the SAPS Crime Intelligence environment. This technology will secure data on notebooks and work stations by operating in conjunction with the file security software previously deployed in the Crime Intelligence environment.

**Digital projectors for training facilities:** ISM equipped 185 SAPS training rooms with digital projectors to enhance SAPS training courses and ensure a more effective transfer of knowledge to trainees.

End user equipment for training facilities: ISM equipped five new training colleges with end user equipment and a network infrastructure, enabling these training colleges to provide more effective and successful training.

Disabled persons: ISM provided 119 desktop computers and specialized software for use by disabled persons in the SAPS.

Blackberry: ISM provided 100 Blackberry devices to detectives in a pilot scheme aimed at investigating whether this improved their ability to deal with complaints and communicate and collaborate with prosecutors and the general public.

- Modernization and expansion of network and hosting infrastructure

The SAPS further increased and enhanced its mainframe storage and processing capacity in order to cope with the rapidly growing volumes of data transfer and transactions. This resulted from the continuous growth in the volumes of information used and required by the information systems, as well as the further implementation of information systems to previously disadvantaged communities in the Eastern Cape in particular.

Replacement of magnetic tape robotic system: In order to minimize the risk of losing its corporate systems and subsequent data, the SAPS replaced the outdated magnetic tape robotic system used at Numerus. This was critical to ensure quality-assured backups for the corporate systems of the SAPS.

Mainframe processor upgrade: The continuous growth in the volume of SAPS corporate system transactions, as well as the number of connected work stations and notebooks necessitated the upgrading of the present processing power capacity of the SAPS. To this end, the SAPS is continuously investing substantial amounts to keep the processing power updated.

Server expansions: The SAPS procured an additional 170 servers to establish the infrastructure for deploying new network authentication capabilities, as well as for expanding and improving on its email, anti-virus capacity and solutions such as the Firearms Control System.

SAPS Network Upgrade Programme: The SAPS invested a substantial amount to upgrade the network infrastructure nationally. The entire KwaZulu-Natal network infrastructure was upgraded and the SAPS is in the process of upgrading the networks in the Eastern Cape and Gauteng.

- Identification capability enhancements

Crime intelligence and Information Analysis Solution: The SAPS enhanced its crime intelligence capabilities by procuring various technical solutions. These solutions proved to be effective in supporting intelligence and investigation officials to identify, analyse, consolidate and understand complex sets of seemingly unrelated data during intelligence processing, criminal investigations and court preparations.



**Geographical Information System:** The SAPS maintained and enhanced the Geographical Information System (GIS) at 340 priority police stations. This capability is in the process of being further enhanced in that satellite images are being procured that will assist with crime prevention activities, especially in rural areas where there are no physical addresses. In addition, the incidence of crime and crime patterns can now be identified and presented on geographical maps and aerial photographs, providing a very clear, realistic and informative perspective of crime trends.

**Gun control:** The SAPS continued its intensified efforts to prevent the proliferation of illegal firearms and to remove them from society. A comprehensive firearms control information system is being continuously developed and enhanced. The gun control information system will automate the processing and screening of firearm license applications and support the administrative control of legally owned firearms. The first module of the newly developed Firearms Control System, namely the Firearms Permit System Module is being deployed to address the issuing of permits to members of the SAPS.

**Crime Administration System (CAS):** The SAPS maintained and enhanced the CAS. The remaining 25 police stations in the Eastern Cape where CAS has not been implemented as a result of difficulties regarding electricity and infrastructure will be addressed in the 2006/2007 and 2007/2008 financial years. The SAPS intends procuring generators and V-Sat connectivity for these stations to ensure that the system is implemented successfully. The implementation of CAS contributed to crime trends being identified and crimes throughout South Africa being linked.

**IBIS:** The SAPS maintained and enhanced the Integrated Ballistics Identification System at the Forensic Science Laboratory. This system enables the SAPS to link firearms with specific crime scenes and cases.

**Ports of entry:** The SAPS improved the information technology capabilities at the major border posts. Outdated equipment was replaced at 60 different offices located at ports of entry. A total of 163 personal computers and 163 dot matrix printers were installed. New ICT containers were placed at 11 ports of entry and the infrastructure was upgraded with the latest technology. At seven of the ports of entry a monitoring system was installed to monitor the entry of containers/ICT rooms by personnel. This includes Durban International Airport, Cape Town, Johannesburg International Airport and Lanseria Airport.

- Information Systems Developments

**Exhibits management in FSL:** Systems were deployed at the Pretoria, Cape Town and KwaZulu-Natal laboratories to ensure the effective management of drugs as exhibits.

**E-docket:** The SAPS procured a comprehensive and cost-effective Electronic Content Management Solution (ECMS), namely, Documentum to facilitate the creation of electronic docketts, among other things. This solution will enable the scanning of docketts, which will prevent information being lost as a result of lost, sold, or stolen docketts.

**Biometric Identification and Enhancement Solutions:** A capacity was established within the CRC for identifying and enhancing biometrics. Biometrics previously undetectable with the naked eye can now be identified and enhanced to identify the perpetrators of crime. Elements of this solution, namely V+V software, were also procured to scan folien images and keep a record of any enhancements for evidential purposes. This solution was implemented as a result of the phasing out of old analogue cameras and the non-availability of the photographic paper used in the past.

**Digital Cameras:** Following the phasing out of analogue cameras, the SAPS procured a substantial number of digital cameras to help detectives investigate crime. The risk attached to the cameras used previously and the non-availability of spools of film, as well as the loss of images due to traditional development methods has now been eliminated.

**Live Scan:** Live Scanning devices were procured in order to capture fingerprints electronically. This capability enables the SAPS to verify the quality of the fingerprints at local level, reducing the administrative burden of managing the rectification of unusable fingerprints experienced with the manual process. It also eliminates the use of ink and paper, as well as cleaning material needed in the manual process.

**Mobile Connectivity Devices (MCD):** A mobile Connectivity Capability was procured and implemented at inter alia ports of entry. It was also implemented within the drug laboratories for managing exhibits.

- Information Systems and Information Communications Technology (IS/ICT) Security Policy and Standards

The DoSS Information System and Information Communications Technology (IS/ICT) Security Policy and Standards document, which had been approved on 1 July 2002, was reviewed and is currently being revised. The review and revised process is necessary to ensure that security policies are in line with business objectives, information security requirements, information security legislation, regulations and government guidelines, as well as best practices and international standards (e.g. Minimum Information Security Standards (MISS): British Standard Institute (BS7799) Standard for Information Security Management, which has been adopted by the South African Bureau of Standards (SABS) as the new Code of Practice for Information Security Management: SABS ISO/IEC 17799; and Information Security Forum's (ISF) Standards of Good Practice). Compliance with at least the following information security legislation, regulations and government guidelines must be established:

King Commission II Report on Corporate Governance for South Africa, 26 March 2002

Electronic Communications and Transactions Act, No.25 of 2002

Interception and Monitoring Prohibition Act, No.127 of 1992

Protection and Information Act, No. 84 of 1982

Promotion of Access to Information Act (PROATIA), 2000

Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002



The scope of the revised Doss IS/ICT Security Policies includes the overall security policies, having the fundamental aim of emphasizing the importance of information, security risk management, security measures and information security management and control, as well as of serving as the preface to the various parts of security policies that address specific areas of security measures, namely:

- Part-I: Draft descriptions for security policies
- Part-II: Personnel security measures
- Part-III: Physical and environmental security measures
- Part-IV: Document information asset security measures
- Part-V: Systems process security measures
- Part-VI: Logical security measures

The revised DoSS IS/ICT Security Policies will provide high-level statements of security concepts, control and expectations required to protect Doss information systems (i.e. applications and infrastructure) and resources (including data/information and people) against potential accidental or intentional security risks (which is the probability of threats exploiting vulnerabilities creating an impact on the organization).

