

# Programme Performance: Introduction

## 1. Voted Funds

Appropriation	Main Appropriation	Adjusted Appropriation	Actual Amount Spent	Over/under Expenditure
	R35 917 470 000	R36 386 105 000	R36 386 104 957	R43
Minister responsible				
Minister for Safety and Security				
Administering Department				
Department for Safety and Security				
Accounting Officer				
National Commissioner: South African Police Service				

## 2. Aim of the Vote

In terms of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), the aim of the Department for Safety and Security is to prevent, combat and investigate crime; to maintain public order; to protect and secure the inhabitants of South Africa and their property; and to uphold and enforce the law.

## 3. Programmes and Measurable Objectives

Based on its legislative mandate, the Department for Safety and Security has been organised into five programmes. Key measurable objectives have been identified for each programme, which makes it possible to assess the impact of each programme as a whole.



Key Departmental Programme And Subprogrammes	Measurable Objective
<b>Programme 1 – Administration</b> • Minister • Deputy Minister • Corporate Services • Property Management	Develop departmental policy and manage the Department, including providing administrative support.
<b>Programme 2 – Visible Policing</b> • Crime Prevention • Borderline Security • Specialised Interventions	Discourage all crimes by providing a proactive and responsive policing service that will prevent the priority crime rate from increasing.
<b>Programme 3 – Detective Service</b> • Crime Investigations • Criminal Record Centre • Forensic Science Laboratory	Contribute to the successful prosecution of crime by investigating, gathering and analysing evidence and thereby preventing the priority crimes detection rate from decreasing.
<b>Programme 4 – Crime Intelligence</b> • Crime Intelligence Operations • Intelligence and Information Management	Contribute to the neutralising of crime by gathering, collating, and analysing intelligence information, which will lead to an actionable policing activity.
<b>Programme 5 – Protection and Security Services</b> • VIP Protection Services • Static and Mobile Security • Ports of Entry Security • Railway Police • Government Security Regulator	Minimise security violations by protecting foreign and local prominent people and securing strategic interests.

#### 4. *Achievements*

The SAPS has accomplished its measurable objectives in terms of the following broad initiatives relating to the financial programmes:

- Prioritised spending focused on resourcing relating to training interventions, facilities, information technology, radio communication systems, Integrated Justice System (IJS) projects and the Automated Vehicle Location System (AVL), new enlistments, vehicles, bulletproof vests, security requirements for the 2010 FIFA Soccer World Cup, security at borderlines, expanding the scope of the forensic laboratories, an increased capacity for station detectives, Crime Intelligence offices, and ports of entry and exit and the Railway Police. The aim of the intensified resourcing was to enhance the effectiveness of initiatives such as arresting thousands of wanted persons for contact crime. Subsequently, 7 863 suspects were arrested who had been involved in 7 396 cases involving serious and violent crime.
- In 2007/2008 a new recruitment strategy was developed to eliminate shortcomings experienced in the recruitment, selection and appointment of entry-level employees in the SAPS. The strategy addressed matters such as the quality of recruits, corruption, discrimination and cross-border recruitment.
- The SAPS contributed to various social crime prevention initiatives relating to the Anti-rape strategy, the Domestic Violence Programme, the Youth Crime Prevention capacity-building programmes, Violence Prevention programmes, the Victim Empowerment Programme and community-based crime prevention projects in the Integrated Sustainable Rural Development Programme (ISRDP) and Urban Renewal Programme (URP) nodes.
- The building of partnerships between the SAPS and communities gained momentum and included entities such as the Big Business Working Group, Churches against Crime Community-building Credible

Ownership (CBCO), the Consumer Goods Council Crime Prevention Programme, Crime Reporting boards and a partnership with the University of Pretoria aimed at alerting students to the concept of community policing forums.

- Since 2005, 20 group headquarters and 183 commando units have been closed down and 1 842 commando members have been recruited as reservists as part of the SANDF Exit/SAPS Entry Strategy. In the 2007/2008 financial year 18 637 reservists were trained in the outcomes-based Introductory Training Programme for Reservists as part of the new revised reservist system which aims to complement the station environment.
- Sector policing as a crime prevention strategy has been implemented in 78% of the total number of sectors at the 169 high-contact crime stations.
- Since 2004 the SAPS has taken over the borderline policing function along the Northern Cape border with Namibia and Botswana, the North West border with Botswana, the Limpopo border with Botswana and the Free State, Eastern Cape and KwaZulu-Natal borders with Lesotho with the aim of combating transnational crime.
- The following reported contact crimes indicate a decrease:
  - Murder -4,7%
  - Rape (statistics over 9 months) -8,8%
  - Attempted murder -7,5%
  - Assault GBH -4,6%
  - Common assault -6,6%
  - Indecent assault (statistics over 9 months) -2,1%
  - Robbery with aggravating circumstances -7,4%
  - Common robbery -9,5%
- 60 Local Criminal Record Centre fingerprint laboratories were upgraded to international specifications. This upgrade has increased the capacity of the Criminal Record Centre to provide relevant scientific support in the investigation of crime.
- Various technologies have been implemented in the Forensic Science environment, including the installation of a national Integrated Ballistics Identification System (IBIS) database. This has improved the case turnaround time and examination quality. A Genetic Sample Processing System has increased the capacity to process more DNA-related entries. A three-dimensional correlation system has been implemented as part of the IBIS, and has improved the accuracy of firearms identification.

- The Railway Police environment was expanded by establishing infrastructure in the form of 11 police contact points in the Western Cape, Gauteng, KwaZulu-Natal and the Eastern Cape. Trained members were also deployed in order to address violent crime in the railway environment, as well as the closing of transportation networks for drug trafficking. 2 604 arrests were made for violent crimes committed in the railway environment.
- The security of government institutions and key economic infrastructure is continuously receiving attention. Developments in this regard include the establishment of the Government Sector Security Council which is tasked with enhancing the monitoring and evaluation initiatives of protection and security in the government sector and the revision of the National Key Points Bill.

## 5. *Overview of the Service Delivery Environment in 2007/2008*

An assessment of the external environment in which the SAPS operates has led to a number of major issues being identified that not only direct the performance of the SAPS but also the broader public's perceptions of its ability to fight crime effectively. These issues not only impact on the way in which the SAPS carries out its policing mandate, but also on the safety and security of the country, the African continent and the Southern African Development Community (SADC) region, of which South Africa is an integral part.

- Improving the standard of basic service delivery is an organisational imperative which also impacts on the external environment of the SAPS; this initiative will strengthen the sustained drive of the SAPS to implement community policing and sector policing in an attempt to secure community involvement in addressing crime.
- Establishing specific partnerships with various prominent public and civil sector organisations such as business forums, agricultural forums, non-governmental organisations and community-based organisations will contribute towards community policing, meaningful partnerships, effective social crime prevention and consequently the effective investigation, prevention and detection of crime.
- The initiatives of the New Partnership for Africa's Development must be supported through cooperation with and assistance to a number of countries on the African continent such as the Democratic Republic of the Congo, the Sudan and Rwanda.
- Regional stability and development can be promoted through partnerships with countries within both the Southern African Regional Police Chiefs' Cooperation Organisation (SARPCCO) and SADC.
- Control of the ports of entry and the borderline must be improved in order to combat cross-border crime and the illegal movement of people and goods.
- The hosting of the 2010 FIFA World Cup by South Africa is drawing nearer and preparations in this regard were continued with added impetus and urgency.
- The SAPS is an integral part of the Criminal Justice System (CJS). The reform of the CJS will improve the effectiveness of not only the SAPS but also the other key departments within the CJS such as Correctional Services and the Department of Justice and Constitutional Development.

## 6. *Overview of the Organisational Environment for 2007/2008*

The SAPS has embarked on a process of steadily increasing the resources, both human and physical, in order to focus on combating crime. In view of the specific policing mandate of the SAPS and the magnitude of the organisation, one must accept that the SAPS faces numerous challenges within its organisational environment. These challenges can be regarded as internal imperatives that the organisation must attend to in order to manage its resources in terms of its mandate successfully.

- The basic service delivery provided at the service points of the SAPS or police stations throughout the country is improved by developing and implementing effective service delivery improvement plans and service delivery charters. The focus in this regard is to give full effect to Government's drive to improve service delivery to the beneficiaries of services and to improve relations and cooperation between the SAPS and the community it serves
- The SAPS has embarked on a concerted drive to capacitate its stations as points of service delivery. This entails placing skilled and experienced senior personnel at stations to direct policing at local level and the progressive increasing of resources to stations. Improving the standard and levels of resources at stations ties in with the focus of improving basic policing services to the communities served by the SAPS in carrying out its constitutionally mandated policing function. Stations are capacitated to reduce the levels of absenteeism within the SAPS by raising an awareness of and reducing the incidence of HIV and Aids among SAPS employees.
- Just as the country has integrated into an increasingly technology-driven international community, so the SAPS has embarked on a programme to improve substantially the technology, i.e. the equipment, the skills of employees and business procedures at its disposal, particularly in order to prevent and investigate crime. The continued equipping of all police stations and the Criminal Record and Forensic Science capacity in the SAPS will contribute to improved performance by the SAPS in investigating and preventing crime, as well as the overall performance of the Criminal Justice sector.
- A number of operational matters have had a negative impact on the public's perceptions of the SAPS, including escapes from police custody, the involvement of SAPS members in fraud and corruption and the misuse and abuse of state resources, including firearms and vehicles. It is a priority of the SAPS to reduce the incidence of these organisational matters in order to improve service delivery, organisational performance and public perceptions of the abilities of the SAPS; and to give better value for money.

## 7. *Strategic Overview and Key Policy Developments for the 2007/2008 Financial Year*

### 7.1 *Strategic direction*

The Department's strategic plan for 2005 to 2010 sets out the following operational priorities, on which the Department will focus over the medium term: combating organised crime, serious and violent crime, crime against women and children; and improving basic service delivery to communities. The key organisational priorities that underpin these operational priorities are human resources, budgeting and other resource management.

### 7.2 *Interdepartmental cooperation*

Government departments have been clustered into groups comprising departments with similar sectoral

challenges, in order to promote integrated governance. The Department for Safety and Security is an integral part of the Justice, Crime Prevention and Security (JCPS) Cluster, which coordinates interdepartmental crime prevention and security initiatives across the integrated justice system.

The Government's Programme of Action, to be implemented over a period of ten years, was introduced during the President's State of the Nation Address in 2003. The Programme of Action reflects the decisions of Cabinet Lekgotla, as well as the undertakings given in the President's State of the Nation Address. Its purpose is to improve government mechanisms aimed at ensuring safety and security, eradicating poverty and improving people's living conditions through improved service delivery. The Programme of Action priorities relating to the SAPS are to reduce crime, including crime prevention and public safety; to focus on contact crime by developing programmes aimed at reducing social crime; to conduct integrated law enforcement operations and to enter into partnerships with organs of civil society and communities; to address organised crime; to improve the effectiveness of the integrated justice system; to improve the levels of national security by managing an overarching strategy on border security, among other things; and to develop and implement safety and security measures for the 2009 general elections, as well as for the 2009 FIFA Confederation Cup and the 2010 Soccer World Cup.

The Apex Priorities, set to enhance Government's existing policies and to further improve development in South Africa, were announced in 2007 after all the Programme of Action priorities had been reviewed to establish actual progress. This process led to the identification of the 'priorities of priorities' ('Apex priorities') within clusters to ensure the fast-tracked implementation of Government Programme of Action priorities. In 2008 the Apex priorities were integrated into the Programme of Action. The broad Apex priorities in relation to the SAPS are to implement special crime-combating and security initiatives and to form closer partnerships in combating crime.

### **7.3 Partnerships**

Crime prevention in South Africa is based on the principles of community policing, which involves partnerships between the community and the SAPS.

Community policing was introduced in the SAPS in 1994 as an approach to policing which recognises the interdependence and shared responsibility of the police and the community in establishing safety and security. The key to this approach is the establishment of active partnerships between the police and the public through which crime and community safety issues can be jointly addressed. CPFs are actively involved in crime prevention and awareness programmes, and allow the SAPS to mobilise and involve communities in the fight against crime.

In accordance with the concept of community policing, which is to build relationships between the police and communities in order to address crime by adopting a problem-solving approach, sector policing is regarded as an enabling mechanism; it organises and mobilises communities at microlevel (e.g. within the boundaries of neighborhoods or so-called sectors) in order to bring the police service closer to the community. In understanding the causes of crime and the factors that enable it to take place, sector policing entails that the police and the community join their capabilities and, in partnership, launch projects to address these causes of crime, enabling factors, identified hot spots and vulnerable communities.

### **7.4 Reducing the levels of crime**

It is Government's intention to reduce contact crimes by 7 to 10 per cent a year, including crime against

woman and children. Particular attention will be given to the 169 high-contact crime stations. In the context of high crime rates, the Government's aim is to stabilise and then to reduce the levels of crime, through improved policing and complementary social development and community-based initiatives, supported by various government departments.

### **7.5 Capacity building**

To improve policing and services, the SAPS management has adopted a flatter organisational structure. The revised structure incorporates the advantages of decentralisation of work and authority, and makes specialised skills available at police stations thereby empowering station commissioners to render a comprehensive service and effectively manage all resources.

To improve the capacity of the SAPS to perform its duties within South Africa, at ports of entry and exit, and during the 2010 FIFA World Cup, the number of employees is expected to increase from 163 000 in 2006/2007 to approximately 201 000 by the end of March 2011. This larger establishment will be complemented by the expansion of the Department's vehicle fleet, equipment supplies, technological infrastructure and reservists.

**Given the integrated nature of policing, identified policing priorities are not contained individually or collectively in any single programme. Rather, these priorities underpin the operational activities undertaken at all levels and across all divisions of the SAPS in the context of the entire programme structure. The overall success achieved by the SAPS extends across all the financial programmes, as all SAPS employees have contributed either directly or indirectly in this regard. However, specific areas in which success was achieved are discussed in the context of specific programmes.**

**The reporting framework for programme performance is in accordance with the "Estimates of National Expenditure 2007, Vote 23, Safety and Security, the SAPS Strategic Plan for 2005-2010 and Planning Information for 2007/2008. Tables 1, 7, 16, 20 and 21 reflect the output, indicators and actual performance against set targets.**