

## 8. Programme 1: Administration

### 8.1 Purpose

Develop departmental policy and manage the department, including providing administrative support.

### 8.2 Service delivery achievements

**Table 1: Actual performance against targets**

Subprogramme	Priorities	Measure/Indicator	Target	Actual performance against target
Minister	<b>Human Resources Management</b>			
Deputy Minister	Developing and maintaining a Human Resources (HR) Plan for the 2007/2010 MTEF cycle as well as a HR Plan for the 2007/2008 financial year.	A MTEF HR Plan for 2007/2010 and an annual HR Plan for the 2007/2008 financial year.	Developed a MTEF HR Plan for 2007/2010, aligned to the SAPS budgetary programmes, by 2007-09-30.	Draft MTEF HR plan (2007-2010) has been finalised and submitted for approval.  As a result of the reorganisation of the SAPS, information pertaining to the Resource Allocation Guideline (RAG) and organisational structures were only made available in December 2007, which in turn delayed the achievement of this target. A MTEF HR plan for 2007-2010 was subsequently developed and approval was obtained on 2008-05-20.
Management Services				
Corporate Services				
Property Management				
	Ensuring achievement of the MTEF targets by the monitoring of personnel attrition rates to ensure a sufficient workforce to provide a policing service.	% of personnel in terms of the approved MTEF personnel allocation.	Developed an annual HR Plan for the 2007/2008 financial year by 2007-05-31  Maintained a minimum workforce of 92% in terms of the personnel allocations.	An annual HR Plan was finalized for 2007/2008 by the target date.  A minimum workforce of 99,8% was maintained.

Subprogramme	Priorities	Measure/Indicator	Target	Actual performance against target
	Ensuring continued implementation and/or maintenance of Employment Equity (EE) within the SAPS.	% EE ratio of the workforce.	Maintained EE ratios of 75/25.	<p><b>Race: 84,31%</b> (African, Coloured and Indian) and <b>15,69%</b> (White) for the 2007/2008 financial year.</p> <p><b>Gender: 69,54%</b> (Males), <b>30,46%</b> (Females) for the financial year 2007/2008.</p>
Minister Deputy Minister Management Services Corporate Services Property Management	Optimising personnel utilisation by entrenching performance management systems.	% of employees using the performance management systems.	93% of employees utilised the performance management systems.	<p>Compliance is measured in relation to information which has been captured on PERSAP. The compliance ratios at present are</p> <p><b>SMS:</b></p> <ul style="list-style-type: none"> <li>Compliance regarding performance agreements is at <b>100%</b>.</li> <li>Performance assessments:                             <ul style="list-style-type: none"> <li>Period 2007-04-01 to 2007-09-30 compliance = 99,7%</li> <li>Period 2007-10-01 to 2008-03-31 compliance = 97,5%</li> </ul> </li> </ul> <p><b>PEP:</b></p> <ul style="list-style-type: none"> <li>Compliance in relation to registering of PEP Performance Plans for the 2007/2008 financial year is at 99,96%.</li> </ul> <p>Registering of PEP assessment ratings:</p> <ul style="list-style-type: none"> <li>Period 2007-04-01 to 2007-09-30 compliance = 98,99%</li> <li>Period 2007-10-01 to 2008-03-31 compliance = 97,94%</li> </ul> <p>Performance results are available for all stations via the Performance Chart.</p>
	Availability of quarterly performance results for police stations	Provided quarterly performance results for all stations		

Subprogramme	Priorities	Measure/Indicator	Target	Actual performance against target
Minister Deputy Minister Management Services Corporate Services Property Management	Restructuring the SAPS to increase the capacity and capability of stations.  Developing Human Resources.	Number of divisional, provincial and station functional, organisational and post structures redesigned.  % of training provided in terms of the Training Provisioning Plan (TPP).	Redesigned organisational and post structures for all divisions, provinces and stations by 2008-03-31  90% of Operational Training provided for in terms of the (TPP).	<ul style="list-style-type: none"> <li>The delay in the consultation process with organised labour means that no structures have been finalised as part of the restructuring process for provinces and divisions.</li> <li>Station structures were finalized and will be implemented in the 2008/2009 financial year.</li> </ul>
			80% of Support Training provided for in terms of the TPP.  90% of Management and Leadership Development Training provided for in terms of the TPP.	Operational Training provided (Crime Prevention, Detective Services, Crime Intelligence, Forensic Science, Operational Response and Protection and Security courses). Out of the 47 029 operational employees who attended these courses, 45 159 (96%) were certified competent.  Support Training provided. (This includes all training interventions that are provided to employees (including functional employees) for the primary purpose of performing support services and related functions). Out of the 21 577 support-related employees who attended support courses, 20 431 (95%) were certified competent.  Management and Leadership Development Training provided. (This includes the Officers' Learning Programme, the Middle Management Learning Programme and the Executive Development Programme). Out of the 2 968 managers who attended these courses, 2 852 (96%) were certified competent.

Subprogramme	Priorities	Measure/Indicator	Target	Actual performance against target
Minister Deputy Minister Management Services Corporate Services Property Management	Institutionalising a Professional Service Ethos.	Number of reported disciplinary cases finalised.	95% of Entry-level training provided for in terms of the TPP.	Entry-level training provided. (Basic Training Learning Programme, Introductory Police Training and Lateral Entry Training). Out of the 10 097 candidates who attended these training programmes, 9 939 (98%) were certified competent.
<p><b>1996 Regulations</b></p> Finalised <b>77.3%</b> of outstanding cases in terms of the 1996 Discipline Regulations: Cases finalised in 2007/2008: <b>17</b> Outstanding at the end of March 2008: <b>5</b> <b>2005 and 2006 Regulations</b> Finalised <b>83%</b> of cases in terms of the Discipline Regulations of 2006 and 2007: Carried over from 2006/2007: <b>1 010</b> Cases received in 2007/2008: <b>3 150</b> Cases finalised in 2007/2008: <b>3 459</b> Outstanding as on 2008-03-31: <b>701</b>				

Subprogramme	Priorities	Measure/Indicator	Target	Actual performance against target
Minister Deputy Minister Management Services Corporate Services Property Management.	Optimising the occupational health and wellness of employees.	% of employees reached.	Provided both proactive and reactive support in at least 80% of instances where requests for support from members occurred [within the domain of the Employee Assistance Services (EAS)].	<b>Proactive</b> <b>Suicide Prevention Workshops:</b> Number of workshops conducted: <b>135</b> Number of attendees: <b>2 680</b> <b>Wellness Programmes:</b> Number of workshops presented: <b>1 506</b> Number of attendees: <b>15 267</b> <b>Ethics and Anti-Corruption Programme</b> presented to 3 827 employees. <b>119</b> EAS employees trained in Formal Debriefing in 2007/2008. <b>Reactive</b> <b>Counselling and Pastoral Care:</b> Number of requests received: <b>59 651</b> Number of requests attended to: <b>59 651</b>
	Improving basic service delivery by: <sup>1</sup> • Implementation of a Service Delivery Improvement Programme (SDIP), including the development of SDI Plans and Service Delivery Charters • Implementation of Risk Management	Extent of the implementation of SDIP.  Extent of the implementation of Risk Management.	Established Service Delivery Plans and Service Delivery Charters at all divisional and provincial offices and the 169 high-contact crime stations by March 2008.  Established Risk Management at all divisional and provincial offices by March 2008.	Service Delivery Plans and Service Delivery Charters were established at the majority of the divisions, provinces and the 169 high-contact crime stations.  Risk identification and assessments were done at the majority of divisional and provincial offices where after a national strategic risk register was compiled for the SAPS and a National Risk Committee established.

<sup>1</sup> Please note that this Priority has been included under this financial programme but is applicable to all financial programmes and Subprogrammes.

Subprogramme	Priorities	Measure/Indicator	Target	Actual performance against target
	<p>Rendering an effective legal advisory and support service.</p>	<p>Ratio of number of successful civil claims versus personnel strength of the SAPS.</p>	<p>Decreased by 5% the ratio of number of successful civil claims versus personnel strength of the SAPS (to be measured over the next 3–5 years).</p>	<p>In order to provide for a more accurate assessment of the indicator and in order to provide for a correlation between implemented interventions and the ratio of successful civil claims, a long term analysis of data was initiated. The focus is on civil claims instituted within a specific year and the result of these particular claims. This analysis has provided for the following results:</p> <ul style="list-style-type: none"> <li>• During 2004/2005, 4 673 civil claims were instituted of which a ratio of 1/54 successful civil claims was found.</li> <li>• During 2005/2006, 4 151 civil claims were instituted of which a ratio of 1/69 successful civil claims was found</li> </ul> <p>Although the preliminary analysis shows an improvement, the fact is that just over 50% of claims instituted during 2004/2005 have been finalized, and only 35% of claims instituted during 2005/2006 have been finalized.</p> <p>The above analysis reveals that the impact of interventions, such as legal advice before operations and the training of detectives with regard to legal prescripts, will in all probability only be determined 4-5 years from now. As more claims are finalized, the analysis above will be updated and an analysis for subsequent financial years will be conducted.</p>



Subprogramme	Priorities	Measure/Indicator	Target	Actual performance against target
	<p><b>Budget and Resource Management</b></p> <ul style="list-style-type: none"> <li>• Optimising the balance between personnel and operational expenditure</li> <li>• Optimising the application of physical resources.</li> </ul>	<p>Personnel and resource expenditure versus operational expenditure.</p> <p>Extent of implementation of capital investment, asset management and maintenance plan.</p>	<p>Maintain expenditure ratio at 75/25% for personnel / operational expenditure.</p> <p>% of implementation by 31 March 2008.</p>	<p>A ratio of 70/30% for personnel/ operational expenditure was achieved.</p> <p><b>Capital works</b>  <b>New police stations completed</b>  Mooifontein (Ditsobotla) (North West):  13 December 2007</p> <p><b>Capital works</b>  <b>Re-established/maintenance of police stations completed</b>  Verkykerskop (Free State):  23 September 2007  Sterkspruit (Eastern Cape):  13 November 2007</p> <p><b>Asset management</b>  <b>Movable government property:</b>  <b>Current status</b></p> <ul style="list-style-type: none"> <li>• Firearms: <b>207 323</b></li> <li>• Bulletproof vests: <b>165 505</b>  (Male: 147 247 and Female: 18 258)</li> <li>• Vehicles: <b>40 509</b> (compared to 37 502 in 2006/2007)</li> </ul>

### **8.3 Service delivery objectives and indicators**

In addition to the information required in terms of Chapter 1, Part IIIJ.3 of the Public Service Regulations, 2004 (with specific reference to Human Resources Management, which technically also forms part of this programme), the broad outcomes achieved for this programme, as envisaged in the SAPS Strategic Plan 2005-2010 and the Planning Information for the SAPS for 2007/2008 are discussed below.

#### **8.3.1 Human Resources Management**

##### **(a) Human resources planning and development**

The SAPS has a growing establishment and is exceeding the maintenance of a minimum workforce of 92% in terms of the approved enlistments. 14 560 posts were allocated for enlistments for the 2007/2008 financial year in order to achieve the target of an establishment of 173 120. The number of employees is expected to grow to an establishment of 201 000 by the end of March 2011. The Annual SAPS Human Resources Plan provides the framework for identifying short-term human resources needs, aligned to the SAPS Strategic Priorities, as well as for the long-term growth of the establishment.

##### **(b) Career development**

Fixed and mobile career centres are fully functioning in all of the provinces and at national level. These career centres are monitored continuously through the feedback received from the community and SAPS employees. The extent to which the centres are being used is growing steadily.

SAPS career centres are used to recruit suitable candidates in terms of the Human Resources Plan and the Equity targets in the section 20 Plan, as well as to support the objectives of informing and educating SAPS employees about career opportunities in the organisation.

In 2007/2008 these centres participated in career fairs and expos, as well as marketing drives at schools and graduate recruitment programmes at tertiary institutions. The focus was to market the SAPS effectively as an employer of choice and to inform recruitment drives in, for example, underrepresented business units in terms of set equity targets and scarce skills environments. In the 2007/2008 financial year career centres participated in major provincial and national exhibitions such as the SABC career fairs, the Vodacom Career Expo, the Pretoria Show and the Rand Easter Show, where the SAPS won the golden award for Public Services and Utilities Exhibitions.

Career centres participated in events such as the National Science Week in the Eastern Cape (Fort Hare University), the North West (Mafikeng Campus), the Northern Cape and Mpumalanga, as well as the "Take a girl child to work" projects and the open days of divisions, training institutions and SAPS stations.

The career centre initiative of the Divisional Commissioner gives impetus to Cabinet's priority of addressing poverty in South Africa by informing the community of job and career opportunities offered by the SAPS.

##### **(c) Conditions of service**

The Public Service Coordinating Bargaining Council (PSCBC) Resolution 1/2007 was concluded to provide for an annual salary adjustment for employees for the financial years 2007/2008 and 2008/2009.



All employees, excluding the Senior Management Services (SMS), received an annual cost-of-living adjustment of 7,5% with effect from 1 July 2007.

In addition to the above the following improvements were made to the conditions of service:

- Members qualified for an additional 1% pay progression based on their performance.
- Members on salary level 1 with more than five years' service were automatically placed on salary level 2. (The SAPS had 1 280 Public Service members on salary level 1, with 22 members who had more than five years' service).
- The medical aid subsidy increased from R1 900 to R2 020 a month for all employees on the Government Employees' Medical Scheme (GEMS).
- The housing subsidy increased from R242 to R500.
- The conditions of service were aligned with the requirements of the Basic Conditions of Employment Act (BCEA), 1997 (Act No. 75 of 1997). The SAPS signed the SSSBC Agreement 4/2007 on Overtime to regulate overtime for members of the SAPS on salary levels 1 to 12 in a single agreement.

#### ***SSSBC Agreement 2/2007: Transformation funds***

This agreement was aimed at ensuring transformation in the SAPS.

In terms of the Service Delivery Improvement Programme, funds were used to train -

- 80 senior managers on presentation and facilitation skills;
- 22 SAPS members on the Community Service Centre Course; and
- 22 SAPS members on the Crime Prevention, level 1: Train-the-trainer course.

The Task Team for Transformation Funds, in consultation with SAPS Training, identified Tactical Driving courses as a need for female functional members. The main objective of the course is to equip drivers to handle a motor vehicle at a higher speed and during dangerous manoeuvres. The course focuses on theory, skidpan, slalom and dry exercises, as well as on pursuing, braking and cornering techniques. 248 functional female members from all 9 provinces were nominated to attend these courses. Each course consisted of 12 students. Of the 1 248 students 169 successfully completed the course. The aim of the training was to improve capacity building at police stations and to assist with operational duties.

#### ***SSSBC Agreement 3/2006: Performance and reduction in crime***

In 2007, 900 station commissioners and commanders were trained in negotiation and conflict management skills, thereby equipping them to engage organised labour confidently on conditions of service without compromising the views of the SAPS Management.

#### ***SSSBC Agreement 3/2007: Release of national office bearers***

The SAPS and the trade unions that had been admitted to the SSSBC faced a challenge about the failure to release the two vice-presidents of POPCRU and the President of SAPU from duty to attend meetings, which created an impasse in negotiations. Neither the Procedural Agreement nor the Full-Time Shop Steward

Agreement (SSSBC Agreement 3/2005) catered for the release of national office bearers of a recognised trade union to attend meetings. A specific agreement therefore had to be signed to release three elected national office bearers per recognised trade union. Agreement 3/2007 on the Release of National Office Bearers was concluded with organised labour on 10 October 2007. The agreement allows for every recognised trade union to elect three national office bearers to be released from duty to attend meetings. The agreement was given effect and implemented when the six national office bearers were released from duty to attend meetings by December 2007.

### ***SSSBC Agreement 1/2008: SSSBC Constitution***

With the phasing out of the area structures of the SAPS, a different platform had to be established for bargaining/consultation between the SAPS management and organised labour. A new agreement was therefore concluded to cater for a new bargaining/consultation structure at local level and also to effect other pertinent changes in the SSSBC Constitution. The Constitution outlines the operation, powers and functions of the National SSSBC Council and regulates the powers and duties of the provincial chambers to act as a forum for consultation between the employer and the trade unions admitted to the SSSBC on matters affecting the provinces.

#### **(d) Labour relations**

##### ***Public Service strike 2007***

General salary increases for all public servants are negotiated in the Public Service Coordinating Bargaining Council (PSCBC). The previous salary agreement was concluded in 2004 as a multi-term agreement which ended on 31 March 2007. Parties to the PSCBC engaged in negotiations on wage increases, which led to a deadlock. Labour then declared a dispute, and strike action began on 1 June 2007. A national task team was established, operational preparedness was ensured, an official directive was circulated and a strike plan was devised. As a consequence, no incidents of SAPS employees participating in any strike action were reported.

##### ***Training of labour relations officers in dispute resolution***

40 senior managers were trained on how to resolve conflict and disputes. The training focused on the technique of Relationship Building by Objectives (RBO), which is an alternative dispute-resolution mechanism (ADR). The training covered all divisions and provinces.

#### **(e) Performance management**

The use of information technology systems for recording the performance ratings of employees has now been entrenched within the SAPS. Continuous auditing of captured information is conducted at various levels within the organisation to ensure that captured information is accurate and reliable, as performance ratings are used to determine whether SAPS employees are entitled to certain compensatory benefits such as pay progression.

Individual performance measurement and accountability for organisational performance was taken a step further with the introduction of a customised performance assessment framework for station commissioners. This assessment framework incorporates accountability for matters such as levels of crime, detection rate in relation to crime investigation, escapes from police custody. Station commissioners are therefore held accountable for the collective output of employees at the station. This, in turn, provides for a more realistic assessment of individual employee performance at lower levels.

**(f) Equity**

The SAPS subsequent section 20 Plan, spanning from 1 January 2007 to 31 December 2010, was developed, approved and submitted to the Department of Labour in terms of section 23 of the Employment Equity Act, 1998 (Act No. 55 of 1998). The SAPS section 21 report was also compiled, consulted on with all the relevant stakeholders at the SSSBC, approved and submitted to the Department of Labour.

Guidelines on equity were provided to all business units during the enlistment, promotion and appointment processes, as stipulated in the SAPS Employment Equity Plan. The SAPS has moved towards achieving the numeric targets set in the Employment Equity Plan. (See Human Resources Management, tables 6.1 and 6.2.)

Employment equity inspections were conducted at the various businesses in terms of section 36 of the Employment Equity Act, 1998 (Act No. 55 of 1998) as a monitoring tool for determining compliance with the Employment Equity instructions and practices.

Affirmative action programmes were registered and implemented for the various identified specialised business units, e.g. at the Forensic Science Laboratory and Information and Systems Management.

The Women's Network Constitution, which gives guidance to the functioning of the Network within the SAPS, was developed. The SAPS participated in a gender study conducted by the Commission on Gender Equality (CGE) to monitor the progress made with gender equality within the SAPS. Men for Change forums were also launched at the various divisions and provinces.

Sessions on best practices regarding the Women's Network and matters relating to gender equality were presented to representatives of various countries belonging to the Southern African Regional Police Chiefs Cooperation Organisation (SARPPCO), including Rwanda, Botswana, Lesotho, Uganda and Namibia.

The Women's Network participated in the Operation Basadi/Anti-crime campaign against crimes against women and children as part of the 16 Days of Activism campaign.

**(g) Training and development*****Training Provisioning Plan***

Human resources are developed by providing needs-based training, and training is provided in terms of the Training Provisioning Plan (TPP).

45 159 persons attended Operational Training courses. The total number of persons who received operational training represents 96% of the total for whom operational training had been planned.

20 431 persons attended Support Training courses. The total number of persons who received support training represents 95% of the total for whom support training had been planned.

2 852 persons attended Management and Leadership Development Training courses. The total number of persons who received management and leadership development training represents 96% of the total for whom this kind of training had been planned.

9 939 persons attended the Entry-level Training courses that were presented. The total number of persons

who received entry-level training represents 98% of the total for whom this kind of training had been planned.

### **Basic Training**

A Development Assistance intervention by the Swedish Police Agency, SIDA, led to the following advances being introduced following study tours to Sweden:

- A prospectus for Basic Training
- The development of trainers at Institutions and Field Training
- The implementation of sustainable assessment practices within Basic Training
- The establishment and maintenance of trainee databases
- The development of alternative training provisioning methodologies

### **In-service and specialised skills training**

To support the enhancement of the crime investigation function, the SAPS continued to focus on developing detectives by providing general, specialised and management learning programmes. Training was provided to detectives in the Detectives' Learning Programme, the Family Violence, Child Abuse and Sexual Offences (FCS) Investigators Learning Programme (Crime against Women and Children), the Detective Commanders Learning Programme and the Organised Crime course. Approximately 1 600 employees attended the Detectives' Learning Programme. 175 commanders attended the new Detective Commanders' Learning Programme, 210 members received training in the newly reviewed FCS learning programme and approximately 108 members were trained in the newly reviewed Basic Organised Crime Learning Programme in 2007/2008.

The new three-month Intelligence Tradecraft Learning Programme being presented at the SAPS Training Institution Hammanskraal, greatly contributed to the development of members from the Crime Intelligence environment. 76 members received training in terms of the new programme.

The proficiency of all members in handling firearms is crucial to ensuring the safety of all citizens. The Street Survival and Tactical Survival Techniques Learning Programmes continued to provide functional members with the competencies required to ensure their own safety and that of their communities in an efficient manner. 62 294 members underwent Street Survival Training and a further 1 101 members were trained in Tactical Survival Techniques.

To ensure the effective policing of ports of entry and exit, 110 members working at ports of entry were trained in Border Policing in 2007.

The development of station commissioners has been identified as a priority and a new Station Management Learning Programme was specifically developed to train all station commissioners. The new programme consists of six modules which address key aspects of a station commissioner's responsibilities. It is envisaged that all the present station commissioners will have received training before the end of the 2008/2009 financial year. This learning intervention will have served to address the relevant and identified skills gap.



### *Research and development*

Learning programmes on Human Rights in Policing, Category A Reservists, Commercial Crime and the Crime Intelligence Analysis for SARPPCO are among the ten new learning programmes that were developed for the SAPS.

The Child Protection, Sexual Offences and Family Violence Learning Programme, the Cyber-forensics Learning Programme, and the Organised Crime and Youth Programme were among the twelve learning programmes that had been successfully piloted and implemented.

A new textbook on Station Management, namely "Management Principles - A Contemporary Addition for the SAPS" was developed in conjunction with Juta Publishers and Unisa.

### *Education, training and development standards*

The SAPS programme on the Recognition of Prior Learning (RPL) has been fully institutionalised. A pilot study with 10 candidates was completed in 2007; 6 of the candidates completed it successfully. RPL was rolled out further to prospective employees in all provinces and all learners are now being assessed. The first implementation of RPL focused on assessing police members against the qualification: National Certificate Policing NQF Level 5, which is being presented to new trainees in the SAPS Basic Training institutions at present. Members who were not trained in the qualification are at present undergoing the RPL in order to do so.

RPL is being implemented at the Division: Supply Chain Management, regarding the qualification: National Certificate Construction NQF level 5. 23 police members involved in the construction of police stations are being assessed against the qualification in order to be given recognition for prior learning.

The SAPS has embarked on a partnership with the Department of Education (DOE) in implementing a qualification called the "National Certificate (Vocational): Safety in Society" in 7 Further Education and Training (FET) colleges in South Africa. The qualification offers learners an opportunity of choosing policing as a career from as early as grade 9. This is an attempt to ensure a pool of talented, loyal and vocationally oriented candidates who have a genuine desire to be employed by the SAPS and to contribute tangibly towards creating a safe and secure environment for all people in South Africa. In addition, the qualification grooms learners from as early as grade 10 specifically in law enforcement careers, as they do not simply follow a generic matriculation syllabus.

The Bachelor: Policing Practices (Honours) NQF level 7 is in the process of registration at SAQA.

All 10 Basic Training Institutions have received full accreditation. Graaff-Reinet, Oudtshoorn and Chatsworth have been declared Institutes of Sectoral and/or Occupational Excellence (ISOE) by the Department of Labour through SASSETA. The SAPS Training Institution Hammanskraal received provisional accreditation, while the other In-Service Training and Management Leadership Institutions are in the process of being accredited. The Divisional Office at Shorburg in Pretoria (Head Office) received unconditional accreditation as an assessment centre.

Three Learnership Programmes in Occupationally Directed Education Training and Development Practices (OD ETDP) were presented to 85 members, an Information Technology (IT) Programme was presented to 25 members, and a Human Resources Management (HRM) Programme was presented to 100 members during



the 2007/2008 financial year.

The internship programme has been extended to all provinces and divisions. At present 160 interns (unemployed graduates) are receiving workplace experience in the SAPS.

#### **(h) Employee Assistance Services**

The main objective of the SAPS Employee Assistance Services (EAS) is to improve the social, spiritual and psychological well-being of all SAPS employees, thereby enhancing operational productivity and performance.

The SAPS is committed to ensuring and maintaining the well-being of our employees, and to creating an environment where employees feel and know that they are cared for.

An integrated Employee Assistance approach was adopted to ensure the rendering of a cross-cutting integrated EAS support function to address the spiritual, social and psychological needs of employees holistically. This Integrated EAS approach places more focus on needs-based proactive interventions.

As part of the enhancement and maintenance of wellness, the EAS is involved in the scientific evaluation of employees and prospective employees to be placed at specialised units, such as the Special Task Force, pilots and other high-risk units. This is regarded as a first and very important step in establishing and maintaining wellness in the organisation, as the individual's character traits are matched with the unique profile of these challenging positions. The SAPS is extending the scope of intervention by the EAS to provide professional advice on the appointment of suitable individuals on management level, by means of a competency-based Assessment Centre. These interventions not only focus on the incumbent's wellness, but also ensure service delivery to the community through the effective placement and appointment of personnel.

#### **(i) Revised recruitment strategy**

In 2007/2008 a new recruitment strategy was developed to eliminate the shortcomings experienced in the recruitment, selection and appointment of entry-level employees in the SAPS, such as the quality of recruits, corruption, discrimination and cross-border recruitment.

The objectives of the strategy are to -

- standardise the process of recruitment, selection and appointment of entry-level employees at all organisational levels within the SAPS;
- provide an implementation guide for the most cost-effective recruitment, selection and appointment process within the SAPS;
- ensure the timely appointment of the most suitable candidates by adopting a targeted recruitment approach;
- ensure an integrated approach in terms of personnel administration, training and professional support; and
- eliminate risks in terms of corruption, discrimination and injuries during recruitment and selection

processes.

The revised recruitment strategy is implemented in a phased-in approach, and consists of various phases which are integrated with and follow one another in a specific order. This implies that every phase has to be completed before the next phase starts. Applicants who are eliminated at any level are for all intents and purposes out of the process.

To ensure the recruitment and enlistment of the most suitable candidates, a more effective scientific selection system for SAPS trainees, which includes both psychological and physical screening, was developed and implemented.

#### **(j) Corruption and fraud prevention**

The 2007/2008 financial year marked a concerted drive by the management of the SAPS to implement the Corruption and Fraud Prevention Plan of the SAPS. The plan was developed within the framework of the relevant legislation and government policy such as the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004), and the Minimum Anti-corruption Capacity Guidelines, as provided by the Department of Public Service and Administration. The Corruption and Fraud Prevention Plan was also subjected to close scrutiny by a national task team appointed by the National Commissioner to ensure its relevance in addressing corruption and fraud within the SAPS.

The approval of the plan by top management and the inclusion of explicit initiatives to be addressed at specific levels within the SAPS drove the implementation of the Corruption and Fraud Prevention Plan. The initiatives that were included in the Corruption and Fraud Prevention Plan were directed primarily at provincial and station levels. Provinces and stations were required to address a range of actions that concentrated on improving levels of control and service delivery at station level. Provincial and station commissioners were required to ensure that their personnel were informed of the Corruption and Fraud Prevention Plan itself, as well as the various manifestations of corruption and fraud and the implications of being involved in corruption and fraud.

The SAPS received numerous referrals from the Public Service Commission's anti-corruption hotline in 2007/2008 involving allegations of corruption and fraud within the SAPS and other government departments. These referrals were dealt with by the Crime Intelligence Division, which gathered additional information and intelligence relating to the reports, and the Detective Service Division which investigated the reports in the event of *prima facie* evidence being presented of the contravention of the Prevention and Combating of Corrupt Activities Act, 2004 or any related common or statutory law.

The SAPS also contributed to the programme driven by the Public Sector Anti-corruption Unit of the Department of Public Service and Administration, through the national Anti-corruption Coordinating Committee (ACCC). The ACCC developed a revised programme to drive the combating of corruption and fraud in the Public Sector through various subcommittees. The SAPS was represented on these committees by subject experts, tasked with, among other things, legislation and policy, regional and international cooperation, and training and development.

From 1 April 2007 to 31 March 2008, 199 SAPS members were suspended for corruption-related cases (13 with salary and 186 without salary). 107 members were suspended for their involvement in corruption (7 with salary and 100 without salary), 34 members were suspended without salary for defeating the ends of justice, 29 members were suspended for fraud (4 with salary and 25 without salary), 18 members were suspended

without salary for aiding an escapee, 9 members were suspended without salary for extortion and 2 members were suspended with salary for bribery.

**(k) Risk management**

The SAPS Risk Management Strategy, developed in 2005/2006 and improved on in 2006/2007, was enhanced by the development of a Risk Management Framework for the SAPS in 2007/2008, which embraces all the elements of an enterprise-wide risk management approach, as advocated by the National Treasury in their publication entitled: "Final Risk Management Framework for the Public Sector". The development of the Risk Management Framework for the SAPS describes the approach of the SAPS to risk management and brought it in line with the requirements of the Office of the Accountant-General regarding establishing risk management within all public sector departments.

Risk management focuses on providing reasonable assurance that organisational objectives and priorities will be achieved, in addition to ensuring compliance with the requirements of section 38 (a) (i) of the Public Finance Management Act, 1999 (Act No. 1 of 1999), and section 3.2.1 of the Treasury Regulations 2005. Implementing risk management requires the identification of risks based on the relevant priorities of the SAPS, the assessment of the risks to determine the inherent and residual risk, and developing a risk management plan to manage the prioritised risks by implementing effective measures of control.

In order to ensure the establishing of risk management in the SAPS, in accordance with the requirements of the SAPS Risk Management Framework, risk management was prioritised within the annual Planning Information 2007/2008 of the SAPS. This meant that risk management had to be established within all the national divisions and components and the nine provinces. During 2007/2008, risk management has been established at the majority of provincial offices and divisions. A strategic risk register for the SAPS was also compiled, based on the Strategic Plan 2005 to 2010 and the annual Planning Information 2007/2008. This strategic risk register was used in accordance with the requirements of section 3.2.1 of the Treasury Regulations 2005, to direct the internal audit mechanism within the SAPS in 2007/2008. This resulted in the internal audit capacity of the SAPS being focused on the strategic risks faced by the SAPS and the developing of control mechanisms to address the strategic risk.

**(l) Improving basic service delivery**

The 2007/2008 annual Planning Information prioritised the improvement of basic service delivery by implementing the SAPS Service Delivery Improvement Programme (SDIP). The SDIP of the SAPS comprises three broad focus areas, namely the development of service delivery improvement plans and service delivery charters, the redesigning of front and back offices in order to improve effectiveness and efficiency and the coordination of participation by the SAPS in national Batho Pele initiatives such as National Public Service Week.

The implementation of the SDIP in 2007/2008 directed efforts at establishing service delivery improvement plans and service delivery charters at all national divisions, provinces and the 169 high-contact crime stations. A guideline on how to compile and implement both service delivery improvement plans and service delivery charters was developed and made available to divisions, provinces and stations through direct interaction with representatives from the national divisions and all the provinces. The requirement that service delivery improvement plans and charters must be developed was also included in the performance agreements of all provincial and station commissioners. This ensured that the organisational priority: Improving Basic Service Delivery could be linked to the actual performance requirements of individual provincial and station

commissioners. SAPS Head Office provided further assistance in developing service delivery improvement plans and charters. It developed and circulated generic service delivery improvement plans and charters that included practical examples of the kinds of initiatives that can be undertaken to address the Batho Pele principles through improved service delivery.

### 8.3.2 Budget and resource management

#### (a) Collection of departmental revenue

**Table 2: Collection of departmental revenue**

	2004/2005	2005/2006	2006/2007	2007/2008	2007/2008	% Deviation from Target
	Actual	Actual	Actual	Target	Actual	
Tax revenue	-	-	-	-	-	-
Non-tax revenue	91 459	119 280	136 828	96 900	179 409	85.15%
• Sale of goods and services produced by Department	81 463	116 117	134 564	94 700	173 409	83.11%
• Sale of scrap, waste, arms and other used goods	9 996	3 163	2 264	2 200	6 000	72,72%
Transfers received	-	-	-	-	-	-
Fines, penalties, and forfeits	7 139	6 700	7 338	5 000	8 021	60,42%
Interest, dividends, and rent on land	2 006	1 806	1 807	1 100	986	(10,36%)
Sale of capital assets	107	739	1 352	950	14 588	1 435,58%
• Other capital assets	107	739	1 352	950	14 588	1 435,58%
Financial transactions in assets and liabilities	68 348	63 140	104 533	69 000	142 047	105,86%
<b>Total departmental receipts</b>	<b>169 059</b>	<b>191 665</b>	<b>251 858</b>	<b>172 900</b>	<b>345 051</b>	<b>99,57%</b>

The increased collection of departmental receipts for the period is a consequence of the higher number of firearm licence applications received.

#### (b) Departmental expenditure

**Table 3: Departmental expenditure**

Programmes R Thousand	Voted for 2007/2008	Roll-overs and Adjustments	Virement	Total Voted	Actual Expenditure	Variance
1. Administration	11 825 922	81 687	155 520	12 063 129	12 063 129	0
2. Visible Policing	15 464 950	241 214	(373 581)	15 332 583	15 332 583	0
3. Detective Services	5 710 468	95 348	172 966	5 978 782	5 978 782	0
4. Crime Intelligence	1 261 729	22 817	14 878	1 299 424	1 299 424	0
5. Protection and Security Services	1 654 401	27 569	30 217	1 712 187	1 712 187	0
<b>Total</b>	<b>35 917 470</b>	<b>468 635</b>	<b>0</b>	<b>36 386 105</b>	<b>36 386 105</b>	<b>0</b>



## (c) Capital investment, maintenance and asset management plan

*Capital investment and maintenance – police stations**Table 4: Police stations*

<b>New police stations in planning (entailing the appointment of consultants for the planning of the project) in the 2007/2008 financial year</b>		
<b>Province</b>	<b>Station</b>	<b>Latest projected completion indication</b>
Eastern Cape	Joza	17 October 2008
Limpopo	Ga-Masemola	29 August 2008
Free State	Zamdela	17 July 2008
<b>New police stations being built (entailing that the stations are under construction and that the contractor is on site)</b>		
<b>Province</b>	<b>Station</b>	<b>Latest projected indication of completion</b>
Gauteng	Diepsloot	4 October 2008
North West	Klipgat (Mabopane)	8 January 2010
	Khuma (Stilfontein)	February 2009
	Hebron	March 2009
Limpopo	Matoks (Sekgosese)	30 December 2009
	Jane Furse	9 October 2008
Western Cape	Blue Downs	May 2009
<b>New police station completed</b>		
<b>Province</b>	<b>Station</b>	<b>Date of completion</b>
North West	Mooifontein (Ditsobotla)	13 December 2007
<b>Re-established police stations in planning (entailing the planning of the reconstruction of an existing police station building)</b>		
<b>Province</b>	<b>Station</b>	<b>Latest projected completion indication</b>
Gauteng	Tembisa	2 February 2009
	Dube	16 September 2008
Mpumalanga	Ermelo (Wesselton)	16 September 2008
	Tweefontein (Kwamhlanga)	8 February 2008
<b>Re-established police stations in planning (entailing the planning of the reconstruction of an existing police station building)</b>		
<b>Province</b>	<b>Station</b>	<b>Latest projected completion indication</b>
North West	Jouberton (Klerksdorp)	20 April 2008
KwaZulu-Natal	Nsuze	February 2008
<b>Re-established police stations being built (entailing that existing stations are under construction)</b>		
<b>Province</b>	<b>Station</b>	<b>Latest indication</b>
Eastern Cape	Debenek	24 July 2009
	Bisho	23 December 2008
	Lady Frere	20 December 2009
Gauteng	Tsakane	5 May 2010
	Kagiso	12 December 2008
	Thokoza	12 September 2008



Re-established police stations being built (entailing that existing stations are under construction)		
Province	Station	Latest indication
Mpumalanga	Mbuzini	3 March 2010
	Hazyview	31 August 2008
	Pienaar	1 December 2008
North West	Amalia	15 December 2008
Limpopo	MW Makubela (Giyani)	2 December 2009
	Letsitele	1 July 2009
	Musina	31 May 2009
Western Cape	Paarl East	9 September 2008
	Saldanha	30 July 2009
KwaZulu-Natal	Ceza	10 November 2008
	Inanda	25 December 2008
	Ezikawini	1 December 2009
Re-established police stations completed		
Province	Station	Date of completion
Free State	Verkykerskop	23 September 2007
Eastern Cape	Sterkspruit	13 November 2007



**Asset management: Movable Government Property - firearms, bulletproof vests and vehicles**

The following table provides an overview of the number of firearms and bulletproof vests and their distribution per province.

**Table 5: Distribution of firearms and bulletproof vests**

Province	Firearms in the SAPS	Bulletproof vests in the SAPS	
		Male	Female
Head Office	42 983	Male	20 038
		Female	2 031
Western Cape	21 762	Male	19 143
		Female	2 950
Eastern Cape	23 231	Male	18 840
		Female	2 451
Northern Cape	6 942	Male	4 796
		Female	1 020
Free State	12 536	Male	9 133
		Female	2 198
KwaZulu-Natal	29 220	Male	18 606
		Female	1 347
North West	11 683	Male	11 703
		Female	1 633
Mpumalanga	11 108	Male	7 697
		Female	918
Limpopo	12 039	Male	9 339
		Female	958
Gauteng	35 819	Male	27 952
		Female	2 752
<b>Total</b>	<b>207 323</b>	<b>Male</b>	<b>147 247</b>
		<b>Female</b>	<b>18 258</b>
			<b>165 505<sup>2</sup></b>

<sup>2</sup> These quantities exclude any firearms and bulletproof vests still on the inventory and that await issuing to end users.

Table 6 provides an overview of the distribution and age of vehicles per province for 2007/2008.

**Table 6: Vehicle distribution**

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	
	April 2007	March 2008	April 2007	March 2008	April 2007	March 2008	April 2007	March 2008	April 2007	March 2008	April 2007	March 2008
Eastern Cape	1 119	1 241	836	845	936	1 024	512	556	864	936	4 267	4 602
Free State	675	706	536	522	575	695	292	312	471	501	2 549	2 736
Gauteng	1 805	2 128	1 415	1 539	1 699	1 648	949	988	1 614	1 654	7 482	7 957
KwaZulu-Natal	1 436	1 513	980	1 149	1 201	1 222	634	682	1 060	1 164	5 311	5 730
Limpopo	815	871	505	609	552	576	289	345	648	685	2 809	3 086
Mpumalanga	537	514	354	387	392	447	231	224	521	538	2 035	2 110
North West	527	573	510	430	566	620	320	332	653	679	2 576	2 634
Northern Cape	387	360	261	321	341	365	169	194	238	279	1 396	1 519
Western Cape	1 385	1 451	811	1 056	996	1 054	594	622	1 140	1 281	4 926	5 464
<b>Subtotal</b>	<b>8 686</b>	<b>9 357</b>	<b>6 208</b>	<b>6 858</b>	<b>7 258</b>	<b>7 651</b>	<b>3 990</b>	<b>4 255</b>	<b>7 209</b>	<b>7 717</b>	<b>33 351</b>	<b>35 838</b>
National competencies	515	490	277	329	210	236	-	-	-	-	-	-
At Head Office	-	-	-	-	-	-	80	87	104	105	1 186	1 247
In provinces	1 364	1 547	583	701	458	568	229	224	331	384	2 965	3 424
<b>Total</b>	<b>10 565</b>	<b>11 394</b>	<b>7 068</b>	<b>7 888</b>	<b>7 926</b>	<b>8 455</b>	<b>4 299</b>	<b>4 566</b>	<b>7 644</b>	<b>8 206</b>	<b>37 502</b>	<b>40 509</b>

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

Over the past 5 years, the SAPS has focused on modernising and expanding its personal computers, printers, fax machines and other end-user equipment, as well as on modernising and expanding its applications, centralised hosting capabilities and outdated network infrastructure. It should be emphasised that 70% of the SAPS network infrastructure is still Xyplex-based. The time frame to replace the outdated network infrastructure varies from between six months and five years, depending on the availability of funds.

The focus for the IS/ICT priorities, as defined in the Strategic Plan for SAPS 2005-2010, remained intact and the SAPS ensured that the current IS/ICT products and services were sustained while simultaneously sourcing new products and services.

**Advances in Information and Communication Technology**

The SAPS is increasingly dependent on the secure dissemination of information to ensure efficient administration, legitimate expenditure and the achievement of organisational objectives. In turn, information processing is dependent on computer applications.

The SAPS continued its intensified efforts to modernise and expand its end-user equipment in 2007/2008 and procured the following equipment:

Personal computers	-	5 576
Printers	-	322
Barcode scanners	-	300
Document scanners	-	580
Notebooks	-	312
Digital cameras	-	81
Video cameras	-	81

The SAPS is at present providing email to 42 500 new users, effectively resulting in 50 000 email accounts. 300 mobile email users are using mobile email facilities, and an additional 200 mobile email users will be deployed in 2008. This facility improves communication between colleagues, who may be moving from one place to the next, and enables them to communicate effectively with the public at large.

The 3G/GPRS facility, in conjunction with notebooks, enables employees to gain access to email and the internet from any place, or while they are on the move. A secure gateway is being established that will allow SAPS employees to gain secure access to all corporate systems from any continent in the world where secure roaming agreements are in place. This facility has the potential to herald a new era in the challenges to and the capabilities of information processing and utilisation in the SAPS, effectively negating physical and geographical limitations. The SAPS has deployed close to 1 000 mobile data transfer devices and intends deploying a further 300 devices in 2008.

**Identification Capability Enhancements**

*National Photo Image System (NPIS):* The facility to capture video images is in the process of being digitally stored as a critical success factor for the Integrated Justice System for exhibit/identity management purposes. This facility will be implemented at 41 sites in 2008.



*Geographical Information System (GIS):* The SAPS maintained and enhanced the GIS at 580 police stations. Maps of the African continent are being procured and will be used for cross-border policing. They will be used when SAPS members are deployed to any country on the African continent. The Automatic Vehicle Location System also uses the SAPS GIS maps for its effective operation, and is integrated with the Mobile Data System that is being used at the newly implemented 10111 centre in Midrand.

*Gun control:* The first module of the newly developed Firearms Control System, namely the Firearm Permit System Module, is being deployed and will address the issuing of permits to members of the SAPS and the interface with other resource systems, e.g. PERSAL/PERSAP/PAS. This allows for errors made when issuing firearms to members to be rectified. A public website has been implemented and is being used to report manufactured firearms in terms of the Firearms Control Act, 2000 (Act No. 60 of 1993). The Firearm Permit system is expected to be implemented at 1 150 sites in 2008.

*Crime Administration System (CAS):* The remaining 12 police stations in the Eastern Cape (Queenstown and Mthatha areas) and 3 police stations in KwaZulu-Natal where CAS has not been implemented as a result of difficulties regarding electricity and infrastructure are currently being addressed. The system was enhanced to make provision for the reporting of cases in terms of the Child Justice Bill and the Family Violence Act, 1993 (Act No. 133 of 1993).

*Integrated Ballistics Identification System (IBIS):* This system enables the SAPS to link firearms with specific crime scenes and cases. In the 2007/2008 financial year the system was upgraded to allow the search correlation to be processed nationally instead of provincially. This enhanced the SAPS services in terms of cartridges correlation.

*Ports of Entry and Exit:* A strategy was implemented to ensure that information communications technology (ICT) is aligned with the minimum information security standard (MISS). This was done by the Ports of Entry Technology Committee in cooperation with other government departments.

*Automated Fingerprint Identification System (AFIS):* The following enhancements were implemented on the AFIS:

- The AFIS Database capacity was enlarged to accommodate the Palm Print Extension - the palm prints of 1 001 893 million criminals were converted.
- AFIS architecture was extended to support palm print search capabilities.
- The Ten-print Database was increased to carry 7 million fingerprints relating to previous convictions.
- The number of criminal searches was increased from 4 200 to 5 000 a day.
- The MorphoTouch infrastructure was implemented and extended to 355 units.
- A "Biometric Server" was installed at 35 AFIS remote sites, entailing the downloading of wanted lists onto MorphoTouch units, thereby reducing downloading time.

### **Information Systems Developments**

*INKWAZI System:* Enhancements were implemented which assisted Crime Intelligence in their investigations



and intelligence gathering.

*Circulation System:* An interface with Interpol's "Look for me" capability was implemented in order to assist with the tracing of wanted or missing persons.

*Biometric Identification and Enhancement Solutions:* A capability was established within the Criminal Record Centre to identify fingerprints and enhance biometrics when lifting fingerprints from, for example, packets of chips. Further research and development was done to include the tread marks of tyres and shoes for correlation and identification purposes.

*Electronic Vehicle Monitoring for Command and Control of SAPS Vehicle for Service Delivery (briefly called Automatic Vehicle Location System (AVL)):* The purpose of this system is to ensure that SAPS vehicles are dispatched effectively for service delivery. The system has the capability to locate the whereabouts of SAPS vehicles. Approximately 11 612 vehicles have been fitted with the AVL units, and a further 11 500 vehicles have been earmarked for 2008/2009.

### 8.3.3 *The Secretariat for Safety and Security*

The Portfolio Committee on Safety and Security requested the SAPS to include a separate section in its Annual Report for 2007/2008 on the performance and finances of the National Secretariat.

#### **(a) The Constitutional and Legislative Mandate**

The Police Civilian Secretariat draws its existence and authority from:

- Section 208 of the Constitution of the Republic of South Africa, 1996 which provides for the establishment of a Civilian Secretariat for the police that must function under the direction of the Cabinet member responsible for policing.
- The South African Police Service Act, 1995 (Act No. 68 of 1995), section 2(1) (a) provides for the establishment of the National Secretariat by the Minister for Safety and Security.

#### **(b) Strategic objectives**

In order to ensure compliance and alignment with the requirements of the strategic imperatives of the Department for Safety and Security, the South African Police Service Act, 1995 and national policies, the strategic objectives of the Secretariat include the following:

- Monitoring and evaluating the implementation of the policing policy
- Encouraging and enhancing responsible community participation in crime prevention
- Providing strategic and operational research support to the Secretariat and the Minister
- Providing advice on policing policy to the Minister
- Providing legal advice and support to the Minister on legislation, civil litigation, constitutional, and other legal matters

**(c) Service delivery achievements**

The performance of the Secretariat for Safety and Security has been based on the following spending policy directives for 2007/2008:

- State of the Nation Address (February 2007)
- SAPS Strategic Priorities for 2007/2008
- Legislated Secretariat mandate

The above policy directives are reported on in terms of the following achievements:

**Programme: Administration**

The Secretary has facilitated and attended 10 Secretariat Forum meetings at which the following matters were discussed:

- Extent of the implementation of the White Paper on Safety and Security, 1998
- The boundary structure affecting community policing forums (CPFs)
- The Polokwane resolutions
- The Community Safety Forum (CSF) options for implementing policy
- The draft Private Security Industry Regulation Bill
- The draft South African Police Service Amendment Bill
- Sustainable participation of civil society towards 2010 World Cup and beyond
- Procedures and rules for the functioning of the Heads of Secretariats Forum in terms of the Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005)
- Strategies aimed at enhancing civilian oversight of the SAPS
- Policy directives of the Technical Committee by the Minister and members of the Executive Committee (MINMEC)

The Secretariat undertook the systematic mobilisation of various social formations as one of the critical measures towards the promotion of successful and effective safety and security. The social mobilisation approach was used to establish closer working relations with other sectors in the community, with the intention of fostering strategic partnerships with stakeholders.

The Secretariat attended the launch of the 2010 Host Cities Forum and facilitated the role of oversight bodies in preparing the Security Plan and meeting the Minister of Safety's guarantees to FIFA. The Secretariat drafted and presented a discussion document on the mandate and roles of the Secretariat and the provincial

departments for Safety and Security on oversight relating to security arrangements for the 2010 Soccer World Cup.

The Secretariat facilitated the holding of provincial summits by provincial Safety and Security departments to support the efforts of the Safety and Security stream of the 2010 Local Organising Committee.

The Secretariat coordinated two national CPF indabas at which the provincial chairpersons of the CPFs were present. At these workshops, the Minister's policy directives on Redefining Community Policing Forums were outlined. The Secretariat was also tasked to do the following:

- Verify the elections of the CPFs at various police stations and determine the extent to which they are representative of communities. The 115 randomly selected CPFs were found to be legitimate.
- Engage municipalities on the location of CPFs and the provision of the required resources.
- Engage the Criminal Justice System (CJS) with a view to sensitising all parties to working together within the CJS.

### ***Programme: Monitoring and evaluation***

#### ***Impact evaluation of the Criminal Record Centre and Forensic Science Services (CRC and FSS) regarding arrests and conviction rates of serious crimes***

A process evaluation exercise was undertaken to determine the readiness of the Criminal Record Centre and Forensic Science Services to produce the desired results with its present human and material resources, and to determine the extent of transformation within the CRC and FSS.

#### ***Evaluating the impact of the Employee Assistance Policy in the SAPS***

The implementation of the Employee Assistance Policy (EAP) in the SAPS and the extent to which it contributes to the wellness of police officers were evaluated. Data was collected by interviewing 119 (81 males and 38 females) SAPS employees at station level at five provinces by means of a questionnaire with close-ended questions. Most of the respondents (78.15%) were aware of the existence of the SAPS EAP but only 22% has utilised the services.

#### ***Evaluating the integration of newly trained SAPS members in the field***

The project on monitoring the impact of the Field Training Officers Programme rendered by the SAPS at police stations in the 2006/2007 financial year focused on the following areas: police station management, field training officers and the trainees (recruits). Some of the key findings are as follows:

- Although station management are aware of the Field Training Officers Programme, it is not been implemented in all instances.
- There is a shortage of field training officers (FTOs) since most have left as a result of promotion possibilities in other environments.
- A structure for field trainers does not exist at police station level at present. Therefore, field trainers either report to Human Resources Management, the Crime Prevention Unit or other units on either provincial or

national levels. This compromises the coordination of field training.

- The national training policy stipulates that the ratio of field training officers in relation to recruits should be 1:4. However, the reality at the stations show a ratio of 1:31, e.g. at Mount Frere in the Eastern Cape. This results in a situation where individual trainees are not supervised adequately.

### ***Programme: Legal Services***

#### ***Amendment of the South African Police Service Act***

The project entailed the development of a framework for the amendment of the South African Police Service Act, 1995. Areas addressed included an analysis of the present South African Police Service Act to identify areas which require amendment, consultation with stakeholders about the Amendment Bill and the coordination of bi-monthly Steering Committee meetings (Secretariat, ICD and SAPS) on the drafting of legislation.

#### ***Amendment of the Private Security Industry Regulation Act (PSIRA)***

The project to amend the Private Security Industry Regulation Act was undertaken in order to improve the regulatory framework for the private security industry. Areas addressed by the Secretariat included an analysis of the current Act, conducting a literature review, as well as comparative research, engaging in preliminary consultations with stakeholders such as the Security Industry Alliance, the South African Private Security Organisation, the Private Security Industry Regulatory Authority and the SAPS. Amendments to the Act were drafted and the draft amendments were forwarded to the State Law Adviser for consideration.

### ***Programme: Policy and Research***

#### ***Identifying policy gaps from ICD reports***

Based on the Independent Complaints Directorate (ICD) 2005/2006 Annual Report and the 2006 report on the Domestic Violence Act, 1998 (Act No. 116 of 1998) (DVA) a report was drawn up with the aim of identifying policy-specific issues that emanated from reactive and proactive ICD investigations into police conduct. The report recommends that more intensive training of members on the implementation of the DVA should be conducted including processes that need to be followed at the scene and at the station in order to ensure compliance of the DVA.

#### ***A policy review on the management of crime information and crime statistics***

The present SAPS policy on the management of Crime Information and Crime Statistics, as well as its implications for public perceptions on crime was reviewed. Simultaneously, a comparative analysis report was drawn up to determine international good practice on crime information management. Both reports were intended to feed into the process of reviewing the present SAPS policy on the release of crime statistics and to develop an effective crime information management strategy for the Department. The development of a communication strategy is also envisaged to address public perceptions on crime.

#### ***Analysis on the implementation of the White Paper for Safety and Security***

Research was done to ascertain to what extent the White Paper for Safety and Security was implemented by

the Department. The research focussed on three key areas of intervention namely, law enforcement, social crime prevention and institutional reform. The results of the study revealed that although the operational issues as envisaged in the White Paper were implemented, certain aspects relating to institutional reform were not implemented adequately.

**The establishment and functionality of CPFs**

The project was intended to determine comparatively why some CPFs are fully established and successfully functional while some of the others are not. Following policy developments regarding CPFs, a Study on the Environmental Analysis of the Community Safety Forums Policy Implementation was conducted. This was done in response to resolutions adopted at the 52nd Congress of the African National Congress, in order to formulate policy implementation proposals aimed at enabling the creation of sustainable and effective mechanisms that will enhance police community relations and community safety.

**Programme: Communication**

In order to promote public awareness and access to the services of the Secretariat, and to enhance the image of the organisation (and the Office of the Minister), the following main activities were undertaken:

- Radio talk shows on the role of the Secretariat and that of CPFs
- Participation in the international Soccerex 2010 Exhibitions in collaboration with the SAPS to enhance the image of the Department and further entrench Ministerial guarantees
- Revamping and launching the website of the Secretariat

The Secretariat incurred the following expenses during the year under review:

Total Budget	Actual Expenditure R'000
Compensation of employees	6 512
Goods and services	13 546
Transfers and subsidies	2
Machinery and equipment	429
<b>Total</b>	<b>20 489</b>