

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	Output	Measure/indicator	Target	Actual performance against target	Deviation & Reason														
Minister Deputy Minister Management Corporate Services Property Management	Human Resources Management																		
	An annual HR Plan for 2008/2009.	Development of an annual HR Plan for the 2008/2009 financial year.	Develop an annual HR Plan for the 2008/2009 financial year by 2008-05-31.	The Annual HR Plan for the 2008/2009 financial year was finalised by 2008-09-30 and was formally approved on 2008-10-15. <table border="1"> <tr> <td>Race</td> <td>White</td> <td>14%</td> <td>Coloured</td> <td>10.7%</td> </tr> <tr> <td></td> <td>Indian</td> <td>2.8%</td> <td>Black</td> <td>72.5%</td> </tr> <tr> <td>Gender</td> <td>Male</td> <td>69%</td> <td>Female</td> <td>31%</td> </tr> </table>	Race	White	14%	Coloured	10.7%		Indian	2.8%	Black	72.5%	Gender	Male	69%	Female	31%
Race	White	14%	Coloured	10.7%															
	Indian	2.8%	Black	72.5%															
Gender	Male	69%	Female	31%															
	Maintain a minimum employment equity ratio within the Service.	Percentage employment equity ratio of the workforce.	Maintained employment equity ratios of 75/25.																
	Service employees utilised performance management systems.	Percentage of employees using the performance management systems.	95% of employees utilised the performance management systems.																
				<p>Performance Enhancement Process (PEP): The compliance rate for salary levels 1-12 in relation to planning were at 99.2% and for the 1st written appraisal was at 95.5%.</p> <p>Senior Management System (SMS): The compliance rate for salary levels 13 and above in relation to performance agreements was at 100% and for the 1st written assessment was at 98.7%.</p>	The 95% compliance rate was exceeded. This is as a result of the consistent monitoring of systems and consistent follow-ups in areas where non-compliance had been detected.														

Subprogramme	Output	Measure/Indicator	Target	Actual performance against target	Deviation & Reason
Minister Deputy Minister Management Corporate Services Property Management	Provision of needs-based training.	Percentage of training provided in terms of the Training Provisioning Plan (TPP).	80% (90%) of Operational Training provided in terms of the TPP.	86.8% 137 780 members attended Operational Training and 119 608 members competently completed the training.	The original targets that had been set for the different training courses in the Annual Performance Plan for 2008/2009 are indicated in brackets. These targets have been revised due to the fact that not all members that were nominated for a specific course adhere to the stringent minimum standards quality assurance. However, the SAPS could manage to achieve the original targets.
			80% of Support Training provided in terms of the TPP.	95.0% 15 865 members attended Support Training and 15 064 members competently completed the training.	
			80% (90%) of Management and Leadership Development Training provided in terms of the TPP.	94.1% 5 992 members attended Management and Leadership Development Training and 5 640 members competently completed the training.	
			90% (95%) of Entry-level Training provided in terms of the TPP.	99.7% 19 853 members attended Entry Level Training and 19 801 members competently completed the training.	
	Finalise reported disciplinary cases against members.	Number of reported disciplinary cases finalised.	Finalise 70% of reported disciplinary cases within 60 calendar days (new Regulations only).	Finalised 42% of outstanding cases in terms of Discipline Regulations, 2006. Carried over from 2007/2008: 519 Cases received in 2008/2009: 3 125 Cases finalised in 2008/2009: 3 187 Outstanding as on 2009-03-31: 457	Target not achieved due to some inhibiting factors such as postponements on the request of both employer and employee representatives, unavailability of witnesses, and the absence of permanent structures to deal with cases.



Subprogramme	Output	Measure/indicator	Target	Actual performance against target	Deviation & Reason
Minister Deputy Minister Management Corporate Services Property Management	Establish mechanisms for the downward management of successful civil claims against the SAPS.	Ratio of number of successful civil claims versus personnel strength of the SAPS.	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).	The following updated figures are available which provide an indication of the status of this target: Ratio for 2004/2005 = 1/75 (55.30% of claims finalised) Ratio for 2005/2006 = 1/75 (36.62% of claims finalised) Ratio for 2006/2007 = 1/58 (17.17% of claims finalised) Ratio for 2007/2008 = 1/62 (6.41% of claims finalised) Ratio for 2008/2009 = 1/102 (1.77% of claims finalised)	If the ratio for 2004/2005 of 1/75 is used as a baseline, the ratio at the end of 2008/2009 at the 5% reduction rate should have been 1/92. The current ratio is 1/102, which exceeds the targeted rate. However, due to the slow progress with the finalisation of civil claims and the consistent fluctuations in data (e.g. claimants are even now instituting civil claims for an incident that occurred two to three years ago), the measurement of this indicator becomes problematic. The Service will in future focus on a real-time analysis of civil claims in order to determine what kind of actions are leading to civil claims and what interventions can be instituted to down manage this occurrence.

Subprogramme	Output	Measure/indicator	Target	Actual performance against target	Deviation & Reason
Minister Deputy Minister Management Corporate Services	Provided support (proactive and reactive) to members where support was requested.	Percentage of employees reached during reactive and proactive EAS programmes.	Provide support in 100% of instances where requests for support were received from members and their families (reactive).	100% (17 281) response/support to requests received for support.	Target achieved.
	Property Management		Exposed 30% of SAPS personnel establishment to proactive EAS interventions.	37% (65 059) of SAPS personnel establishment was exposed to proactive EAS interventions.	Target achieved.
	Redesigned functional, organisational and post structures (MTEF allocation 2008/2009) of the SAPS.	Finalise and approve SAPS structures.	Finalise organisational structures, functional analysis and post structures for all divisions, provinces and stations by 2009-03-31.	<ul style="list-style-type: none"> Station and cluster structures were finalised. Enabling structures for provincial and national levels were finalised for 2008/2009. 	Target not achieved owing to: <ul style="list-style-type: none"> Establishment of the Division: Priority Crime Investigations. Merger and function purification between existing divisions. Clarifying of roles and responsibilities between national and provincial levels. Lack of agreement between labour and management.
Budget and resource Management					
	Return on investment.	Personnel and resource expenditure versus operational expenditure.	Maintain expenditure ratio at 73/27% for compensation/operational expenditure.	73/27%	Target achieved.



Subprogramme	Output	Measure/indicator	Target	Actual performance against target	Deviation & Reason
Minister Deputy Minister Management Corporate Services Property Management	Management of Supply Chain.	Implementation of capital investment, asset management and maintenance plan.	To be benchmarked over the next two years.	<p>Capital Works</p> <p><i>New police station completed</i></p> <ul style="list-style-type: none"> • Khuma (Stilfontein), 2008-04-30. <p><i>Re-established police stations completed 2008/2009</i></p> <ul style="list-style-type: none"> • Debenek (Eastern Cape), 2008-10-01 • Ceza (KwaZulu-Natal), 2008-12-12 • Kagiso (Gauteng), 2008-11-12 • Paarl East (Western Cape), 2008-10-07 • Saldanha (Western Cape), 2008-12-19 <p>Asset management</p> <ul style="list-style-type: none"> • Firearms 264 238 • Bullet proof vests: <ul style="list-style-type: none"> Issued 179 183 Male: 154 114 Female: 25 069 Not issued 18 378 Male: 11 377 Female: 7 001 In transfer 2 501 In transit <u>861</u> Total 200 923 <ul style="list-style-type: none"> • Vehicles 41 921 vehicles in 2008/2009 compared to 40 509 in 2007/2008. 7 350 vehicles were purchased and delivered. 5 457 vehicles were boarded. 798 dormant. 	

Subprogramme	Output	Measure/indicator	Target	Actual performance against target	Deviation & Reason
Minister Deputy Minister Management Corporate Services Property Management	Service delivery ¹ Improved service delivery.	Extent of the implementation of the Service Delivery Improvement Programme (SDIP).	Established SDIPs and Service Delivery Charters at all divisional and provincial offices and the 169 high-contact crime stations by 2009-03-31.	<ul style="list-style-type: none"> • Divisions – SDIPs and Service Delivery Charters are in place. • Provinces – SDIPs and Service Delivery Charters are in place. • Stations – SDIPs and Service Delivery Charters are in place. 	Target achieved.
	Risk Management Improved service delivery.	Extent of the implementation of risk management	Established Risk Management at all divisional and provincial offices and the 169 high-contact crime stations by 2009-03-31.	<ul style="list-style-type: none"> • An instruction was sent to implement risk management. • Risk assessments were conducted at National- and Provincial levels, risk registers were compiled and the risks cascaded to the performance agreements of divisional- and provincial commissioners and risk owners. • The implementation of risk management was included in the generic performance agreements of provincial commissioners. • The National Risk Committee decided that risk management will not be applied at station level at this stage. 	Target achieved.

¹ Please note that this Priority has been included under this financial programme but is applicable to all financial programmes and subprogrammes

Subprogramme	Output	Measure/Indicator	Target	Actual performance against target	Deviation & Reason
Minister Deputy Minister Management Corporate Services Property Management	Corruption and Fraud Prevention Improved service delivery.	Extent of the implementation of the Corruption and Fraud Prevention Plan. Number of cases (charges) of corruption against police officials in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) in relation to the personnel strength of the SAPS.	Integration of the Corruption and Fraud Prevention Plan into operational plans at all levels by March 2009. To be benchmarked in 2008 /2009.	The implementation of the Fraud and Corruption Plan was included in all the performance agreements of divisional commissioners, national component heads, provincial commissioners and station commissioners. Number of disciplinary cases (charges): 252 Employees suspended with salary: 16 Employees suspended without salary: 124 Employees not suspended: 113 Total establishment of the SAPS was 182 754 at 31 March 2009.	Target achieved.



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 Resource 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 Annual Performance Plan for the SAPS for 2008/2009, are discussed below.

8.3.1 Human Resources Management

a) Human resources planning and development

- The SAPS has grown from an establishment of 173 241 at the end of March 2008 to an establishment of 182 754 at the end of March 2009. The maintenance of a minimum workforce of 92% in terms of the approved establishment of 183 180 was, therefore, exceeded.
- The number of employees is expected to grow to an establishment of 192 240 by 2010-03-31, 199 300 by 2011-03-31, and 204 860 by 2012-03-31. The Annual SAPS Human Resource Plan provides the framework for identifying short-term human resources needs, aligned to the strategic priorities of the organisation, as well as for the long-term growth of the establishment.

b) Career development

- SAPS static and mobile career centres are used on national and provincial level to enhance the roll-out and implementation of the SAPS recruitment strategy that was introduced in 2008. This in effect means that targeted recruitment was conducted in support of the Human Resources Plan and equity targets as set in the Section 20 Plan.
- Participation in career expos, exhibitions and fairs, as well as recruitment and marketing drives at schools and tertiary institutions, enabled the SAPS to inform and educate communities about career opportunities in the organisation. SAPS employees were also educated about careers in the organisation during events at training institutions, open days at various divisions and events at police stations.

c) Conditions of service

- All employees, excluding the Senior Management Service (SMS) received an annual cost-of-living adjustment of 10.5% with effect from 2008-07-01. The SMS salaries were amended in accordance with a dispensation approved for all senior managers within the public service.
- Members appointed in terms of the Public Service Act, 1994 (Act No. 103 of 1994) qualified for an additional 1% pay progression based on their performance, whereas qualifying members appointed in terms of the South African Police Service Act, 1995 received an additional 4% pay progression, also based on their performance. The 4% pay progression occurs every three years.

d) Labour relations

- Collective bargaining in the SAPS was conducted at three levels, namely national, provincial and area level. The reorganisation of the SAPS in order to improve service delivery resulted in the closure of area offices; therefore a need was identified for the creation of appropriate structures to promote consultation and bargaining at lower levels. To this end, a total of 1 657 officers, including station commissioners and station management, were empowered to deal with day-to-day labour-related matters at these levels.

e) Performance management

- Performance management and supporting information technology systems were fully entrenched and are continually being used to inform other human resource practices (i.e. pay progression). Auditing of performance management information is conducted at various levels to verify the validity of captured information. The SAPS, taking into account the number of employees, was able to maintain a high level of compliance to and use of performance management practices.
- A customised performance assessment framework was also introduced for provincial commissioners. The principles of this framework are to create accountability for implementation of strategic priorities and objectives of the National and divisional commissioners at provincial level. In addition, it serves as a management tool for provincial commissioners as it provides feedback about both performance strengths and weaknesses in relation to either operational or support environments.

f) Equity

- The SAPS made great strides towards realising its Constitutional mandate of achieving a broadly representative police service in terms of race, gender and disability. Steps taken to realise this goal include a developed SAPS Employment Equity Plan and monitoring via the annual submission of a Section 21 report to the Department of Labour. (See Human Resources' Tables paragraph 6)
- In terms of gender representivity, the SAPS is the leading policing agency in the world. A comparative analysis reveals that women comprise 31% of the workforce in the SAPS, in comparison to Sweden with 22%, Australia, 25% and New Zealand, 16%.
- In order to improve representivity in specialised environments, 10 affirmative action programmes were implemented (pilots, bomb-disposal officials, etc.) to ensure that historically disadvantaged individuals are provided with the opportunity to obtain the requisite skills and to apply these skills in the identified environments.

g) Training and development

- Human resources are developed by providing needs-based training, and training is provided in terms of the Training Provisioning Plan (TPP) and consists of the following broad categories:
 - Operational Training

- Support Training
- Management Development Training
- Entry-level Training

Entry-level Training

- A total of 11 034 persons completed SAPS Entry-level Training. 10 484 of these were entry-level constables who completed the Basic Training Learning Programme (BTLP) after being found competent in the learning areas of Orientation to the SAPS, Law, Community Service Centre, Crime Investigation, Crime Prevention and Street Survival, whilst the rest (550) were personnel that were appointed laterally into the SAPS.
- 14 011 reservists were trained nationally and provincially as additional police capacity multipliers toward creating a safe and secure environment for all people in South Africa.

Operational Training

- 137 780 operational personnel were trained. 1 486 station commissioners completed the Station Management Learning Programme (SMLP). 145 detective commanders from all provinces were trained in the Detective Commanders' Learning Programme (DCLP). There was also a concerted effort to skill 2 107 detectives in the Detective Learning Programme (DLP), Family Violence and Sexual Offences Learning Programme and in Vehicle Crime and Stock Theft Investigations. The focus for developing specialised detectives was placed on Organised Crime, Commercial Crime and Serious and Violent Crime. To support the successful investigation of crimes against women and children, a new two-week Sexual Offences Investigators' Course was finalised for roll-out in 2009/2010.
- International benchmark exercises that were conducted in cooperation with the British Metropolitan Police Services (BMPS) during August 2008 and the Dutch Police, revealed that the SAPS' Education, Training and Development practices were considered as good practices and better than those of the United Kingdom (UK) in many respects, especially with regard to standards-setting, assessments and qualifications development. Furthermore, the evaluation highlighted that the design and content of SAPS detective training was on par with that of the BMPS.
- As part of the preparation for providing members with skills for the major forthcoming events in the country, trainers from the SAPS Bomb Disposal Unit were trained in Canada and the knowledge and skills gained were ploughed back into the SAPS by training other experts and through the concomitant review and alignment of current related learning programmes. In a further initiative, SAPS members were trained by a group of experts from the UK Counter Terrorism Branch in post-blast investigations and search teams skills. Operational police officials at National/Provincial Public Order Units and Crime Combating Units at station level attended a new Crowd Management course to establish an adequately skilled specialised capability for dealing with any incident of public order, ranging from very low threats to very high-level threats. 126 trainers were trained with the assistance of experts from the French Police and the new course commenced with the aim of training a total of 12 500 police officials before the

2010 Soccer World Cup.

- The Human Intelligence Trade Craft, INKWAZI Systems Training (which was also provided to members from the Detective Service), Crime Information Analysis (CIAC), Operational Analysis and Analyst Note Book learning programmes were amongst the interventions that were undertaken to address the priority of Crime Intelligence training.
- To give tangible support towards effective operational policing, a capacity for police working dogs and horses and the relevant personnel (trainers/handlers/riders) was formally established at the SAPS Training Institution – Roodeplaat (dog breeding and related training) and the SAPS Training Institution – Potchefstroom (horse breeding and related training). The SAPS Training Institution – Atteridgeville was also identified for diverse and specialised operational and command-related training.

Support Training

- 15 865 personnel attended Support Training in for example, finance and administration, supply chain management, education training and development (ETD) and other human resource-related competencies. 1 070 learners were declared competent in the ABET programme that was funded by the Safety and Security Sector Education Training Authority (SASSETA), many of them graduating with distinctions.
- To deal with the challenge of operational personnel who do not have valid drivers' licences, the SAPS Training Institution – Bishop Lavis was added to the SAPS Training Institution – Benoni as a testing centre. This was done after it had been registered as a K53 Learner Driver Testing Centre by the Department of Transport.

Management and Leadership Training

- With regard to Management and Leadership Development, 5 992 managers from Junior to Executive Management levels attended training; to wit, 3 085 on Basic Management Learning Programme (BMLP), 1 903 on the Junior Management Learning Programme (JMLP), 538 on the Middle Management Learning Programme (MMLP) and 114 on the Executive Development Learning Programme (EDLP). A process is underway to equate these SAPS programmes to academic credits for certain qualifications with institutions of higher education.

Regional and International Training

- Training was presented to members from the various Military Police units of the SANDF, as well as the metropolitan police services. Training assistance was also given to policing agencies in the regions by accommodating them on existing SAPS programmes or through specific interventions for different countries.

Education Training and Development (ETD)

- In partnership with SASSETA the following training interventions were successfully implemented:

- The Occupationally Directed Education, Training and Development Practices (ODETDP) at NQF level 5 with a success rate of 96%.
 - The Public Administration learnership on level NQF 3. This learnership is the first step toward enabling members/officials without matric to obtain the equivalent NQF 4 qualification. 138 members/officials from all provinces, divisions and components graduated.
 - The implementation of the Internal Audit Technician Learnership Programme to improve skills and lay the foundation for a career in internal audit. Seven members were trained in this programme during 2008/2009.
 - A total of seven skills programmes were implemented in partnership with SASSETA. They included Skills Development Facilitators, Helicopter Pilots, Caring for Service Dogs, Mentoring and Coaching, IT Skills Programme, Ambulance Emergency and Artisans training.
 - The internship programme assisted 190 graduated unemployed young people to gain workplace experience. 27 obtained permanent positions.
 - The SAPS Training Institutions, Paarl, Thabong, Addo and Moloto, together with the Professional Development Centre Pretoria, the Provincial Office: KwaZulu-Natal and the Provincial Office: Eastern Cape also received SASSETA accreditation, in addition to the existing accredited training institutions.
 - The SAPS Training Institutions – Philippi, Bisho and Pretoria – were awarded the status of Institutions of Sectoral and Occupational Excellence (ISOE).
 - An additional 361 successful trainers were referred for registration with SASSETA as assessors and/or moderators.
- To encourage a culture of learning in the organisation through providing personal initiatives for up-skilling themselves, 782 personnel received support in the form of bursaries in line with the South African Qualifications Authority (SAQA) objectives of life-long learning and self-development. SASSETA allocated bursaries for twenty five members in the degree Bachelor: Policing Practices.
 - The National Certificate Vocational (NCV) Safety in Society was introduced to seven Further Education and Training (FET) colleges under the collaborative guidance and support of the Department of Education (DoE) and the SAPS. 653 learners enrolled in this programme, of which 248 learners proceeded to level 3. In January 2009 a total of 1 630 learners enrolled for level 2 at 10 (ten) FET colleges.
 - The Bachelor: Policing Practices was re-registered on the National Qualifications Framework (NQF) and is now an implemented qualification at Southern Business School and it is anticipated that 35 learners will complete this qualification at the end of 2009. The National Certificate: Policing was also re-registered on NQF level 5. The National Diploma: Bomb Disposal was reviewed and registered on NQF level 5.
 - Organisational standards were developed for Commercial Crime, Reservists, the Firearm Control System and the National Security Regulatory Framework to ensure that

learning programmes/skills programmes were aligned to standards related to specific SAPS needs.

- All twelve shooting ranges owned by the SAPS were inspected and certified for compliance by the National Regulator for Compulsory Specifications (NRCS).
- The Recognition of Prior Learning (RPL) process was fully institutionalised in the SAPS. 297 members from the nine provinces were in the process of obtaining the National Certificate in Policing via the RPL process.

h) Employee Assistance Services (EAS)

During 2008 an integrated/multi-disciplinary employee assistance approach was adopted to ensure that a cross-cutting, integrated EAS support function is rendered which can address the needs of employees in a holistic manner (Spiritual, Social and Psychological).

The services rendered by the EAS can be categorised as follows:

Proactive interventions

- This is the primary focus of the EAS and it is aimed at enhancing individuals' personal coping skills to cope effectively with challenges that they may face, so that their quality of life could be improved.
- Proactive programmes include: Stress Management, Positive Living, Self-management, Colleague Sensitivity, Personal Financial Management, Life Skills, Trauma Debriefing, Suicide Prevention, Stress Management, Ethics and Anti-Corruption, various HIV/AIDS programmes and Disability Management/Awareness programmes.

Reactive interventions

- Reactive interventions are aimed at capacitating individuals who experience personal challenges in life to cope effectively and to empower individuals to face and solve their challenges appropriately.
- Organisation-centred services are provided to support the organisation and employees during police operations/activities/events/training, including psychological assessment and forensic social work services.
- The implementation of the HIV/AIDS Workplace Management Programme is in alignment with the Employee Health and Wellness Strategic Framework for the Public Service and focuses on prevention, treatment, care and support.

The implementation of the Disability Management Programme is aligned with the Job ACCESS Strategic Framework on Recruitment, Employment, and Retention of Persons with Disabilities (Disability Management). The Disability Programme focuses on: the creation of an enabling environment, skills and abilities, mainstreaming in terms of budget and policies and providing reasonable accommodation.

i) Corruption and fraud prevention

- Participation in Government's Anti-corruption initiatives is a key element of the Corruption and Fraud Prevention Plan of the SAPS, as it ensures that the Department remains abreast with developments. The SAPS was represented at all quarterly meetings of the Department of Public Service and Administration's (DPSA) Anti-corruption Coordinating Committee (ACCC), in addition to its active participation in the Third National Anti-corruption Summit for all sectors of South African society. Through its involvement in the ACCC, the SAPS is assisting with the development of a consolidated training approach within the public sector regarding corruption and fraud prevention; and is participating in national initiatives to develop and implement international corruption and fraud prevention protocols.
- The United Nations Office on Drugs and Crime (UNODC), in conjunction with the DPSA, issued a request through the ACCC to all government departments to acknowledge International Anti-corruption Day on 2008-12-09. The SAPS marked this occasion by attending a summit at the UNISA campus in Pretoria. The SAPS also developed a sensitisation pamphlet on the basic elements of its Corruption and Fraud Prevention Plan. The pamphlet also included the Public Service Commission's Anti-Corruption Hotline. It was distributed to all police stations nationwide and was made available to all personnel and visitors at the Community Service Centres at the stations. The pamphlet was also made available to the chairpersons of the Community Police Forums with the request that it be brought to the attention of individual communities policed by the stations.
- The practical implementation of the Corruption and Fraud Prevention Plan of the SAPS was prioritised by providing specific requirements regarding the prevention, detection and effective investigation of corruption and fraud to divisional, provincial and station commissioners for implementation. In acknowledgment of the value of a proactive approach in addressing corruption within the SAPS, a communication plan for internal and external publicising of the Corruption and Fraud Prevention Plan was developed. Implementation of the communication plan was initiated during 2008/2009 for completion during 2009/2010. Initiatives in this regard included the developing of the sensitisation pamphlet for distribution by all police stations, but also the inclusion of sensitisation material in the salary advice of all personnel members.
- To facilitate the implementation of the Corruption and Fraud Prevention Plan, a manual was developed for the practical application of corruption and fraud preventive measures at all levels in the SAPS. The manual was accompanied by a visual presentation of its contents in order to facilitate the transfer of information to SAPS personnel. Work-sessions were subsequently conducted with station-level personnel from the Free State and Eastern Cape to pilot the manual and presentation.
- The SAPS, in an effort to improve corruption and fraud prevention mechanisms, engaged in a partnership with the Institute for Security Studies. The Institute will assist the SAPS in improving corruption and fraud policy and procedure, and targeted research will be conducted in the SAPS. The purpose of the research will be to provide an indication of personnel members' experiences of corruption and fraud and to assess the extent to which the Corruption and Fraud Prevention Plan had been implemented.

j) Risk Management

- The implementation of the Risk Management Framework of the SAPS progressed significantly during 2008/2009. Risk assessments were not required at any of the provincial offices during 2008/2009, in line with the requirement that assessments be conducted at this level every two years. Risk assessments were conducted at the Personnel Services Division, the Supply Chain Management Division, the Component Communication and Liaison Services and the SAPS' Hostage and Suicide negotiation capacity within the Visible Policing Division. Station-level corruption and fraud risk identification was conducted for use in the further implementation of the SAPS' Corruption and Fraud Prevention Plan.
- Acquiring a Risk Management Information System (RMIS) for the SAPS would be key to the effective institutionalising of risk management. A working draft of the user requirement for the SAPS' proposed RMIS had been developed and the Information and Systems Management Component, external agencies such as KPMG Consulting and the State Information Technology Association (SITA) were being consulted about it.
- Risk assurance is a crucial element of the SAPS Risk Management Framework and to this end, the inaugural National Risk Committee meeting was held on 19 May 2008. Among other things, a presentation on the role and functions of the Committee, as well as the approach to risk management within the SAPS, was made at the meeting. Quarterly reports on the implementation of risk management in the SAPS were also provided to the SAPS Audit Committee, which approved the approach taken by the SAPS in addressing risk management.
- The Risk Management National Instruction for the SAPS was completed. The National Instruction formally structures the application of risk management within the SAPS, within the context of the approved Risk Management Framework.
- Treasury Regulations (2005), specifically Regulation 3.2.1, require that the risk management approach is communicated within organisations. Clear direction on the Risk Management Framework, as well as implementation guidelines, were consequently provided to all divisions, components and provincial offices in order to facilitate the communication of the SAPS' Risk Management Framework. Training in the practical application of risk management was conducted with provincial and station-level personnel.
- A strategic risk register was developed for the SAPS during 2008/2009 and distributed to all levels for implementation. The strategic risk register for the forthcoming financial year was also developed in conjunction with SAPS top management at all levels, directed specifically at the SAPS' strategic priorities and objectives for 2009/2010.

k) Improving basic service delivery

- Regulation 23 of the SAPS Employment Regulations (2008) requires the SAPS to develop a Service Delivery Improvement Programme (SDIP) to address the White Paper on the Transforming of the Public Service (1995) and the White Paper on the Transforming of Public Service Delivery - Batho Pele (1997). The SAPS has an established SDIP in place, endorsed by the Department of Public Service and Administration (DPSA), that focuses on the active participation of the Department in national

Batho Pele initiatives such as the Public Service Week and Africa Public Service Day, improving the functioning of front and back offices in the SAPS, and developing service delivery improvement plans and service delivery charters at all levels. Service delivery improvement plans and service delivery charters were developed and implemented at the majority of the 1 116 stations. These service delivery improvement plans and service delivery charters provided service beneficiaries of the SAPS with a clear indication of the services that they are entitled to receive, the standards of these services, the methods of consultation that are used by the SAPS to engage with service beneficiaries, and the manner in which the public can raise complaints about the standard of the service provided by the SAPS.

- The Public Service Commission (PSC) played a leading role in the assessment of the implementation of service delivery improvement programmes in the public sector. During 2008/2009, the SAPS participated with the PSC in an assessment of the implementation of the Batho Pele principle: "Access", in addition to a detailed assessment of the standards of service delivery at the police stations that will be directly affected on by the 2010 Soccer World Cup.
- The SAPS was represented at and participated in all national events relating to service delivery improvement as coordinated by the DPSA, such as the Batho Pele Learning Network and National Batho Pele Forums. This representation has resulted in the SAPS giving effect to specific service delivery improvement requirements such as the development of a multi-year or strategic SDIP and Frontline Office Improvement Plan for the Department. The SAPS' strategic SDIP is a five-year service delivery improvement plan that was approved by SAPS top management for roll-out over a five-year period, starting in 2009/2010. The basic elements of the SAPS' Frontline Office Improvement Plan focuses on improving the physical condition and actual service at service contact points such as Community Service Centres.
- Project Khaedu, which seeks to place senior managers within the Department at the coalface of service delivery, was also addressed. The SAPS developed an Executive Development Leadership Programme to enhance the skills of senior management and, through the restructuring process, ensured that senior personnel members were placed at local level, in order to support the improvement of the level of service delivery provided to communities.
- The "Know Your Service Rights Campaign" is a significant community awareness initiative that was developed by the DPSA to educate the public on the services they are entitled to receive from Government. The SAPS participated directly in the compilation of a "Know your Service Rights" booklet in respect of the departments that comprise the Criminal Justice System. The booklet will be published by the DPSA during 2009/2010.

8.3.2 Budget and resource management

a) Collection of departmental revenue

Table 2: Collection of departmental revenue

	2005/2006	2006/2007	2007/2008	2008/2009	2008/2009	% Deviation from Target
	Actual	Actual	Actual	Target	Actual	
Non-tax revenue	119,280	136,828	179,409	180,120	233,023	123,8%
*Sale of goods and services produced by Department	116,117	134,564	173,409	178,020	217,375	122,1%
*Sale of scrap, waste, arms and other used goods	3,163	2,264	6,000	2,100	5,648	269,0%
Fines, penalties, and forfeits	6,700	7,338	8,021	4,650	24,336	523,3%
Interest, dividends, and rent on land	1,806	1,807	986	1,250	2,235	178,8%
Sale of capital assets	739	1,352	14,588	1,000	2,515	251,5%
*Other capital assets	739	1,352	14,588	1,000	2,515	
Financial transactions in assets and liabilities	63,140	104,533	142,047	101,200	124,347	122,9%
Total departmental receipts	191,665	251,858	345,051	288,220	376,456	130,3%

b) Departmental expenditure

Table 3: Departmental expenditure

Programmes R Thousand	Voted for 2008/2009	Roll-overs and Adjustments	Virement	Total Voted	Actual Expenditure	Variance
1. Administration	13,382,925	458,772	117,180	13,958,877	13,958,877	0
2. Visible Policing	17,081,910	113,630	(99,943)	17,095,597	17,095,597	0
3. Detective Service	6,494,606	220,159	71,976	6,786,741	6,786,741	0
4. Crime Intelligence	1,427,925	20,864	(8,585)	1,440,204	1,440,204	0
5. Protection and Security Services	2,065,877	225,641	(80,628)	2,210,890	2,210,890	0
Total	40,453,243	1,039,066	0	41,492,309	41,492,309	0

c) Capital investment, maintenance and asset management plan

Capital investment and maintenance – police stations

Table 4 provides an overview of new police stations that has been planned for as well as those that are currently being built. It also gives an indication of re-established police stations in planning and re-established police stations that are currently under construction. Police stations (new and re-established) that has been completed are also indicated.

Table 4: Police stations

New police stations in planning depending on the availability of a budget		
Province	Station	Anticipated completion date
Eastern Cape	Joza	2009-04-30
	Lusikisiki	2009-10-14
Northern Cape	Keimoes	2009-05-31
Gauteng	Doornkop	2009-09-01

New police stations in execution		
Province	Station	Anticipated completion date
Gauteng	Diepsloot	2009-10-26
North West	Klipgat (Mabopane)	2010-01-08
	Hebron	2009-12-31
Limpopo	Matoks (Sekgosese)	2009-12-30
	Jane Furse	2009-06-20
	Ga-Masemola	2010-09-17
Free State	Zamdela	2011-06-16
Western Cape	Blue Downs	2009-05-31

New police stations completed		
Province	Station	Anticipated completion date
North West	Khuma (Stilfontein)	2008-04-30

Re-established police stations in planning depending on the availability of a budget		
Province	Station	Anticipated completion date
Gauteng	Thembisa	2009-04-30
Mpumalanga	Ermelo (Wesselston)	2009-06-20
Limpopo	Roedtan	2009-07-12
	Elandskraal	2009-05-31
North West	Mabopane: Dube	2009-06-30
KwaZulu-Natal	Nsuze	2009-05-31

Re-established police stations in execution		
Province	Station	Anticipated completion date
Eastern Cape	Cradock	2010-11-19
	Bisho	2009-12-23
	Lady Frere	2009-12-20
Gauteng	Brakpan: Tsakane	2010-05-05
	Thokoza	2009-08-30
	Hazyview	2009-08-30
	Pienaar	2009-08-30
North West	Tweefontein (KwaMhlanga)	2009-09-19
	Jouberton (Klerksdorp)	2010-12-10
Limpopo	Amalia	2009-07-31
	Letsitele	2009-07-01
	Giyani	2010-06-01
KwaZulu-Natal	Musina	2009-05-31
	Inanda	2009-05-20
Mpumalanga	eSikhawini	2009-12-01
	Mbuzini	2010-02-03

Re-established police stations completed		
Province	Station	Anticipated completion date
Eastern Cape	Debenek	2008-10-01
KwaZulu-Natal	Ceza	2008-12-12
Gauteng	Kagiso	2008-11-12
Western Cape	Paarl East	2008-10-07
	Saldanha	2008-12-19



Asset management: Movable Government Property – firearms, bullet proof vests and vehicles

Table 5 provides an overview of the number of firearms and bullet proof vests and their distribution per province and table 6 provides an overview of the distribution and age of SAPS vehicles per province.

Table 5: Distribution of firearms and bullet proof vests

Province	Firearms in the SAPS	Bulletproof vests in the SAPS	
Head Office	44 910	Male	21 662
		Female	3 024
Eastern Cape	22 832	Male	20 394
		Female	3 541
Free State	12 948	Male	9 383
		Female	2 223
Gauteng	36 239	Male	29 161
		Female	3 692
KwaZulu-Natal	29 570	Male	19 755
		Female	3 395
Limpopo	12 454	Male	10 088
		Female	1 223
Mpumalanga	11 558	Male	7 908
		Female	1 265
Northern Cape	7 361	Male	5 228
		Female	1 331
North West	12 540	Male	11 155
		Female	1 674
Western Cape	21 644	Male	19 380
		Female	3 701
Total	212 056	Male	154 114
		Female	25 069
			179 183
Balance of bullet proof vests "In-transfer"	-		2 501
Balance of bullet proof vests "In-transito"	-		861
Stores (not issued) as on 2009-03-31	30 146	Male	11 377
		Female	7 001
Balance of inventories in provisioning stores	22 036		
Total	264 238		200 923

Table 6: Overview of the distribution and age of vehicles per province for 2008/2009

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		Dormant	Increase
	March 2008	March 2009	March 2008	March 2009	March 2008	March 2009	March 2008	March 2009	March 2008	March 2009	March 2008	March 2009		
Eastern Cape	1 241	1 064	845	945	1 024	1 060	556	654	936	1 039	4 602	4 762	134	3.47%
Free State	706	673	522	456	695	648	312	408	501	599	2 736	2 784	28	1.75%
Gauteng	2 128	2 244	1 539	1 736	1 648	1 727	988	980	1 654	1 560	7 957	8 247	166	3.64%
KwaZulu-Natal	1 513	1 416	1 149	1 149	1 222	1 350	682	747	1 164	1 327	5 730	5 989	87	4.52%
Limpopo	871	762	609	685	576	698	345	352	685	826	3 086	3 323	3	7.67%
Mpumalanga	514	515	387	388	447	460	224	268	538	512	2 110	2 143	69	2.03%
North West	573	534	430	373	620	600	332	366	679	697	2 634	2 570	18	-2.42%
Northern Cape	360	317	321	302	365	360	194	210	279	287	1 519	1 476	29	-2.83%
Western Cape	1 451	1 378	1 056	1 118	1 054	1 205	622	708	1 281	1 390	5 464	5 799	43	5.88%
Subtotal	9 375	8 903	6 858	7 152	7 651	8 108	4 255	4 693	7 717	8 237	35 838	37 093	577	3.50%
National competencies: At Head Office	490	433	329	354	236	263	87	80	105	125	1 247	1 255	59	3.36%
At provinces	1 547	1 357	701	846	568	685	224	265	384	420	3 424	3 573	162	
Total	11 394	10 693	7 888	8 352	8 455	9 056	4 566	5 038	8 206	8 782	40 509	41 921	798	3.48%

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

Over the past five years, the SAPS 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 was still Xyplex-based. Network and infrastructure upgrades were initiated at 156 sites of which 80 sites were completed. The time frame for replacing the outdated network infrastructure varies from between six months and five years, depending on the availability of funds.

Advances in Information and Communication Technology

- The SAPS is dependent on securing the 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 2008/2009 and procured the following equipment:

Personal computers	-	7 124
Printers	-	704
Document scanners	-	947
Notebooks	-	612
Digital Projectors	-	179
Digital cameras	-	216
Video cameras	-	9
GARMIN GPS	-	107

- The SAPS is at present providing email to 42 500 users, effectively resulting in 50 000 email accounts. 1 900 mobile email users were using mobile email facilities, and an additional 150 mobile email users will be deployed in 2009.
- The 3G/GPRS facility and notebooks enable employees to gain access to email and the Internet while they are mobile. 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 facing and the capabilities of information processing and utilisation in the SAPS, effectively negating physical and geographical limitations. The SAPS deployed and maintained 1 000 mobile data transfer devices during 2008/2009.

Identification Capability Enhancements

- *National Photo Image System (NPIS)*: The facility to capture video images was being digitally stored as a critical success factor for the Integrated Justice System for exhibit/identity management purposes. This facility was implemented at 150 sites during 2008 and will be implemented at 265 sites during 2009.

- *Fingerprint Enrolment System:* This is a facility for digitally enrolling fingerprints. This capability was implemented at 150 sites during 2008.
- *Geographical Information System (GIS):* The SAPS maintained and enhanced the GIS at 580 police stations and implemented it at an additional 40 police stations.
- *Gun control:* The first module of the newly developed Firearms Control System, namely the Firearm Permit System Module, was being deployed. It will deal with the issuing of permits to members of the SAPS and will interface with other resource systems, e.g. PERSAL/PERSAP/PAS. The Firearm Permit System was implemented at four sites in 2008.
- *Crime Administration System (CAS):* The CAS was enhanced to make provision for the implementation of an SMS capability to improve communication between the public and the SAPS. This led to a reduction in phone calls to supply the complainant with detailed information regarding case particulars, including the particulars of the investigating officer. The intent is to keep the public informed of the progress of the investigation, as well as the contact details of involved parties. The postponement date interface was developed to assist the Detective Branch Commander to know which dockets had to be at court.

A capability to electronically capture statements on CAS was developed and implemented to make the dockets more readable for the prosecutors and to enhance crime intelligence. An interface was developed with the Legal Aid Board to inform them about detainees that require legal assistance, as prescribed in the Constitution. A document scanning capability was implemented at 122 priority sites countrywide as a first step in the creation of an e-Docket capability.

- *Ports of Entry and Exit:* The ports of entry were being upgraded in terms of buildings and Information System/Information Communication Technology. This is a joint venture between the departments participating in the Border Control Operations Coordination Committee (BCOCC).

Information Systems Developments

- *INKWAZI System:* Additional 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 in the tracing of wanted or missing persons. This capability was also implemented on the Mobile Connectivity Device. Real-time synchronisation with eNatis was established.
- *Biometric Identification and Enhancement Solutions:* Seven sets of Biometric Identification and Enhancement Solutions had been procured and rolled out to the Local Criminal Record Centre (LCRC). This will enable crime scene experts to identify exhibits that cannot be seen with the naked eye.
- *Electronic Vehicle Monitoring for Command and Control of SAPS Vehicles for Service Delivery (Automatic Vehicle Location System (AVL) in brief):* The purpose of this system is to ensure that SAPS vehicles are dispatched effectively for improved service delivery. The system

can determine the whereabouts of SAPS vehicles. 24 609 vehicles had been fitted with the AVL units to date.

- *National Criminal Justice System (CJS) Business Information System:* This system assists the Deputy Minister of Justice and Constitutional Development in defining cluster-wide key performance indicators (KPIs) to measure the CJS Cluster performance.
- *Operational Planning and Monitoring System (OPAM):* This system was enhanced to cater for all events leading up to the national election and would be used to capture policing activities relating to the 2009 Confederation Cup and 2010 Soccer World Cup. This system combines a reporting structure with business intelligence capability and Geographical Information System (GIS).

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 future annual reports 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 RSA, 1996 that provides for the establishment of a Civilian Secretariat for the police that must function under the direction of the Cabinet Member responsible for policing.
- 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 Secretariat's strategic objectives include:

- Monitoring and evaluating the implementation of policing policy by the SAPS.
- Encouraging and enhancing responsible community participation in crime prevention.
- Enhancing the image and profile of the Secretariat and the Ministry.
- Providing strategic and operational research support to the Secretariat and the Minister.
- Providing policing policy advice 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 was based on the following spending policy directives for 2008/2009:

- State of the Nation Address (February 2008)
- SAPS Strategic Priorities for 2008/2009
- Legislated Secretariat mandate

i) Programme: Administration

Ministerial Imbizos

- The Secretariat and the Minister for Safety and Security traveled to seven destinations in remote areas of South Africa, where the Minister and senior government officials of those provinces engaged communities on service delivery issues. The purpose was to gather complaints raised by members of the community and provide interventions to their concerns.

Social Mobilization

- The focus of the project was mainly to mobilise communities against crime by strengthening community police forums and improving community-police relations, as well as encouraging other government departments and private institutions to join hands in the fight against crime. The Secretariat organised two key events for the Minister as a platform to encourage partnerships in the fight against crime:
 - In August 2008 the Minister addressed delegates from CPFs, Faith-based Organisations and Business Against Crime as part of sharing crime statistics and crime information of the SAPS.
 - A National Crime Summit on Partnerships in the Fight against Crime was held with various stakeholders in December 2008. The main purpose of the Crime Summit was to consolidate the existing operational partnership between the SAPS and the Department for Safety and Security; explore new operational partnership opportunities with identified key role players; develop a stakeholder communication strategy to ensure structured and consistent engagements with partners and stakeholders; and build a measurable accountability system between partners.

Establishment and functionality of Community Safety Forums (CSFs)

- The Secretariat engaged in a process to develop guidelines on the establishment of CSFs together with Provincial Departments for Safety and Liaison. The purpose of the CSFs is to monitor and coordinate the functioning of the Criminal Justice System at local/municipal level.
- A Draft Policy Framework for legislating the Establishment and Functioning of CSFs was

developed and submitted to the Minister for his consideration. The South African Police Service Act of 1995 was reviewed to incorporate a chapter on the establishment and functionality of CSFs.

Strengthening Community Police Forums and similar structures

- During the 2008 financial year, the Secretariat coordinated a series of national CPF workshops where the Minister issued policy directives on Redefining the Community Policing Fora. The Minister then tasked the Secretariat to engage municipalities on the relocation of CPFs to municipalities, as well as engaging those structures to provide the necessary resources to those CPFs falling within their municipal precinct. The following municipalities were visited by the Secretariat to carry out the Minister's directive:
 - Matlosane local municipality (North West)
 - Bojanala district municipality (North West)
 - Mogalakwena local municipality (Limpopo)
 - Uthungulu district municipality (KwaZulu-Natal)
 - EThekweni metro (KwaZulu-Natal)
 - Umngungundlovu metro (KwaZulu-Natal)
 - Ilembe district municipality (KwaZulu-Natal)
 - Sol Plaatjie district municipality (Northern Cape)

National Reservist Summit (NRS)

- In March 2009, the Secretariat under the directive of the Minister for Safety and Security, hosted a National Reservist Summit. The aim of the summit was to develop an understanding and evaluate organisational and policy impediments to the functionality of police reservists. Recommendations made at the summit are currently being addressed by a National Task Team (NTT).

Facilitation of the Heads of Secretariats Forum

- The Secretariat facilitated eight Secretariat Forum meetings during 2008/2009 at which the following matters were discussed:
 - The implementation of the Polokwane Resolutions
 - Legislation impacting on safety and security such as the SAPS Amendment Bill
 - Draft Private Security Industry Regulation Bill
 - 2010 World Cup project

- Strategies to enhance Civilian Oversight over the SAPS
- Minister and Members of Executive Committee (MINMEC) Technical Committee policy directives.

ii) **Programme: Monitoring and evaluation**

The following projects were launched during 2008:

- Evaluating the effectiveness of SAPS National Crime Combating Initiatives.
- Evaluating the implementation of the Firearms Control Act, 2000 (Act No. 60 of 2000) by the SAPS with regard to the recovery of lost or stolen firearms, the recovery of firearms in cases where existing firearm licences expired, and the proliferation of illegal firearms.
- Evaluation of the implementation of the SAPS rural safety plan.
- Evaluation of the performance of priority police stations.
- SAPS restructuring.

iii) **Programme: Legal Services**

- The following matters were attended to relating to the Private Security Industry Regulation Act, 2001 (Act No. 56 of 2001):
 - Appointment of the Private Security Regulatory Authority (PSIRA) Council.
 - Reregistration of security officers.
 - The extension of the term of office of the PSIRA Council.
 - Consultative meeting with the Security Industry Alliance (SIA) on proposed amendments to the Private Security Industry Regulation Act, 2001.
 - Court challenges against PSIRA on alleged unconstitutionality of Private Security Industry Regulation Act, 2001 and regulations.
 - Development of unit standards for training in the private security industry.
 - Regulations for cash-in-transit industry.
 - Refining the draft amendments to the Private Security Industry Regulation Act, 2001.
- The Secretariat attended to the following matters pertaining to the South African Police Service Act, 1995:
 - Portfolio Committee briefings and public hearings on the South African Police Service Amendment Bill leading to the establishment of the Directorate for Priority

Crime Investigation (DPCI) in the South African Police Service.

- Engaged in drafting preliminary amendments to the South African Police Service Act, 1995 and supporting development of policy proposals for the Minister's consideration and directives.

iv) **Programme: Policy and research**

The Secretariat conducted research on the following issues:

- Management of Crime Information and Crime Statistics in South Africa
 - Analysis of media reporting on crime and to assess the impact on public perceptions on crime. A report "Towards a Holistic Positioning and Perception Management Strategy" was also produced.
- Study of the Violent Nature of Crime in South Africa
 - The Centre for the Study of Violence (CSV) was contracted in 2007 to carry out research on the violent nature of crime in South Africa for the Justice, Crime Prevention and Security Cluster (JCPS). The contract provides for the study to include: a study of the circumstances of occurrence of murder in areas with a high rate of murder; a study on the nature and causes of sexual violence; an analysis of the socio-economic factors which contribute to violence and case studies on the perpetrators of violent crime.
 - The overall study was intended to assist government in understanding the violent nature of crime and to make recommendations regarding criminal justice responses to violent crime and violence prevention measures. The study had since been completed and recommendations made in terms thereof were submitted to the JCPS Cluster.