



2.2 Programme Performance

2.2.1 Programme 1: Administration

Purpose

Develop policy and manage the Department, including providing administrative support.

Strategic Objectives

To regulate the overall management of the Department and provide centralised support services.

The Administration Programme comprises the following four subprogrammes:

- Ministry
- Management
- Corporate Services
- Office Accommodation

Performance Indicators and targets

Table 10: Actual Performance against targets

Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Sub-programme: Ministry, Management, Corporate Services, Office Accommodation					
Percentage of personnel in terms of the approved establishment.	98,9% (190 199 in terms of the approved establishment).	99,3% (193 892) in terms of the approved establishment.	Maintain a minimum workforce of 98% in terms of the approved establishment (197 930).	100,71% (199 345)	Target achieved.
Percentage of learners declared competent upon completion of their training in terms of the Training Provisioning Plan (TPP).	88,1% (231 205 members trained and 203 791 members declared competent upon completion of the training).	90,2% (178 870 members trained and 161 350 members declared competent upon completion of the training).	Maintain 88% (152 137 members will be trained, of which 11 189 will be developed as detectives).	200 657 attended training and 180 900 [90,2%] members were declared competent upon completion of the training. <u>Introductory</u> (Basic Police Development) 3 742 attended training 3 741 (99,9%) declared competent <u>Operational</u> 168 539 attended training 149 712 (90,3%) declared competent 11 583 attended detective training as follows: • Basic Detective Course: 2 535 • Resolving of Crime Course: 1 524 • Specialised Detective Course: 2 920 • Short Interventions: 4 604 <u>Support</u> 22 561 attended training 21 837 (96,7%) were declared competent <u>Management and Leadership</u> 4 174 attended training 4 082 (97,8%) declared competent <u>Reservists</u> 1 641 attended training 1 528 (93,1%) declared competent	Target achieved.



Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Compensation expenditure versus operational expenditure.	71/29%	73/27%	Maintain the expenditure ratio of not more than 71/29% for compensation/operational expenditure.	73,2/26,8%	Target not achieved. Reasons include additional funding received for cost of living increases and funds diverted from operational expenditure to compensation of employees for expenses regarding the local government elections, events and permanent appointment of cleaners.
Sub-programme: Ministry, Management, Corporate Services, Office Accommodation					

Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Sub-programme: Ministry, Management, Corporate Services, Office Accommodation					
Percentage of capital investment, asset management and maintenance plan completed.	-	105% (20 372) bullet resistant vests were distributed, including 2 129 inners and outers to end users to ensure that bullet-resistant vests are functional as they were not usable.	100% firearms (6 600) and bullet-resistant vests (9 628) planned for to be procured and distributed.	<p><u>Firearms</u> 6 600 firearms procured and 3 123 distributed from stock. 4 693 distributed internally from station inventory to personnel inventory. A total of 7 816 were distributed.</p> <p><u>Bullet-resistant vests (BRV's).</u> 9 628 BRV's procured and 19 920 complete BRV's distributed. In addition, 637 outers (part of BRV) were distributed to ensure that bullet-resistant vests are functional as they were not usable. 100% (18 542) bullet resistant vests were distributed according to requests.</p>	Target achieved.
	-	New indicator in 2011/12.	100% firearms dot been marked.	230 992 (86%) from a total of 268 649 firearms were dot been marked as at 31 March 2012.	Target not achieved. Failure of communication equipment and repairs needed to be done on "time and material" basis, provinces that were the most affected were KZN and EC.
Percentage of capital investment, asset management and maintenance plan completed.	A ratio of 4.61:1 personnel to vehicles.	A ratio of 3.93:1 personnel to vehicles.	Maintain the ratio of 4.51:1 personnel to vehicles.	Ratio at the end of March 2012 was 3.96:1 based on a total number of 50 360 active vehicles and a total number 199 345 personnel members.	Target achieved.



Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Percentage of capital investment, asset management and maintenance plan completed.			70% of police facility projects completed:	72,7% police facility projects completed (16 from a total of 22 police facilities were completed).	Target achieved.
	3 new police facilities.	4 new police facilities.	9 new facilities.	<ul style="list-style-type: none"> • Kimberley archives • Hebron police station • East London 10111 • Benoni Training College K53 • Saldanha Border Control • Musina Holding Facility 	
	-	6 newly re-established facilities.	4 newly re-established facilities.	<ul style="list-style-type: none"> • Bisho police station • Lady Frere police station • Cradock police station • Parow Forensic Science Laboratory 	
	2 re-established facilities.	3 re-established police facilities.	5 re-established facilities.	<ul style="list-style-type: none"> • Khayelitsha Detective Offices • Jouberton police station • Musina police station 	
	-	6 repaired and upgraded facilities.	4 repaired and upgraded facilities.	<ul style="list-style-type: none"> • Durban North police station • Silverton Supply Chain Management • Silverton Forensic Science Laboratory drug store 	
<p><u>Changes to planned targets:</u></p> <p>Eight of the 30 police stations planned for during 2011/12 were completed in previous financial years. Therefore, the remaining 22 police stations were planned to be completed during the 2011/12 financial year. The revised target for 2011/12 was: 9 new facilities, 4 newly re-established facilities, 5 re-established facilities, and 4 repaired and upgraded facilities.</p>					

Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Percentage of capital investment, asset management and maintenance plan completed.	-	New indicator in 2011/12.	90% capacity projects completed:	30,6% capacity projects were completed in 2011/12 (52 of 170).	Target not achieved. Inadequate capacity to monitor projects; non-responsive bidders; poor performance of service providers; and reliance on the DPW for project execution.
	-		29 police stations to be provided with electricity generators.	<p>A total number of 29 electrical services were identified in terms of provision of basic services.</p> <p>The South African Police Service was responsible for 9 services (devolved stations) and the Department of Public Works were responsible for 20 services.</p> <p>A total number of 6 of the 29 services were completed. The SAPS have completed 5 of the 9 services and DPW completed 1 of the 20 service.</p> <p>The following facilities were completed in terms of provisioning of electricity or generator sets:</p> <ul style="list-style-type: none"> • Afsondering police station • Kareedouw police station • Katkop police station • Kolomane police station • Touws River police station • Zastron police station 	



Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Percentage of capital investment, asset management and maintenance plan completed.	-	New indicator in 2011/12.	29 police stations to be provided with electricity generators.	In addition to the 29 projects identified, the following 13 projects were completed at devolved stations due to available resources:	
			<ul style="list-style-type: none"> • Wolmarans police station • Kidd's Beach police station • Ugje police station • Hamburg police station • Aliwal North police station • Dalasile police station • Waterval Boven police station • Balfour police station • Davel police station • Mahamba police station • Sakhile police station • Amersfoort police station • Komga police station 		

Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Percentage of capital investment, asset management and maintenance plan completed.	-	New indicator in 2011/12.	54 police stations to be provided with water.	<p>A total number of 54 water services were identified in terms of provision of basic services.</p> <p>The South African Police Service was responsible for 16 services (devolved stations) and the Department of Public Works were responsible for 38 services.</p> <p>A total number of 13 of the 54 services were completed. The SAPS have completed 10 of the 16 services and DPW completed 3 of the 38 services.</p> <p>The following facilities were completed in terms of provisioning of water:</p> <ul style="list-style-type: none"> • Avondale police station • Setlagole police station • Rossouw police station • Dalasile police station • Lukholweni police station • Hogsback police station • Lusikisiki police station • Elandsheight police station • Katkop police station • Kolomani police station • Zamuxolo police station • Tina Falls police station • Piet Plessis police station 	



Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Percentage of capital investment, asset management and maintenance plan completed.	-	New indicator in 2011/12.	87 police stations to be assisted with sanitation.	<p>A total number of 87 sewerage services were identified in terms of provision of basic services.</p> <p>The South African Police Service was responsible for 34 services (devolved stations) and the Department of Public Works were responsible for 53 services.</p> <p>A total number of 33 of the 87 services were completed. The SAPS have completed 29 of the 34 services and DPW completed 4 of the 53 services.</p> <ul style="list-style-type: none"> • Balfour police station • Bell police station • Chalumna police station • Dalasile police station • Elandsheights police station • Hamburg police station • Henderson police station • Hogsback police station • Keibrige police station • Keiskammahoek police station • Kidds Beach police station • Kolomane police station • Lady Frere police station • Lukholweni police station • Lusikisiki police station • Macleantown police station • Maclear police station • Mqanduli police station • Ndevana police station • Peddie police station • Punzana police station • Reivilo police station • Riebeeck East police station • Rossouw police station 	

Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Sub-programme: Ministry, Management, Corporate Services, Office Accommodation					
Percentage of capital investment, asset management and maintenance plan completed.	-	New indicator in 2011/12.	87 police stations to be assisted with sanitation.	<ul style="list-style-type: none"> • Seymour police station • Steve Vukile Tshwete police station • Studtis (Baviaanskloof) police station • Tamara police station • Tina Falls police station • Tylden police station • Ugje police station • Willowvale police station • Zamuxolo police station 	
<p>Changes to planned targets: 52 of the 170 capacity projects planned for during 2011/12 were completed. The target for 2011/12 was revised from 14 to 29 police stations to be provided with electricity generators, 51 to 54 police stations to be provided with water, and 85 to 87 police stations to be assisted with sanitation.</p>					



Performance Indicator	Baseline 2009/10	Actual 2010/11	Actual performance against target		Reason for variance
			Target 2011/12	Actual 2011/12	
Percentage of planned development (within the SAPS and between relevant departments), sustainability and implementation of systems.	-	An average of 75,7% of IS/ICT projects completed.	70% of IS/ICT annual funded projects completed.	An average of 54,4% IS/ICT annual funded projects completed in 2011/12.	Target not achieved. Reasons include: <ul style="list-style-type: none"> • Tenders and contracts not awarded / signed (e.g detention management, firearms control system) • Duplication of radio call signs and configuration thereof (e.g Action request for Service) • Shortage of SITA programmers (e.g Sexual offence registers) • Change of user requirements (e.g the late changes of scope for the development of a veterinary service system).
	Number of service delivery inspections conducted at cluster and station levels.	580 service delivery inspections conducted.	New indicator in 2011/12.	Conduct 600 service delivery inspections.	1 368 service delivery inspections were conducted including: <ul style="list-style-type: none"> • 640 full and focussed inspections (a full/complete inspection relates to the support and operational environments. A focussed inspection is aimed at a specific pre-determined focus area or environment) • 316 follow-up inspections (an inspection determine whether recommendations, issues and/or shortcomings highlighted during previous inspections have been satisfactory attended to) • 412 visits (an unannounced or announced inspection of the SAPS to observe the conduct of members or employees while carrying out their day-to-day activities).

Service delivery achievements in relation to the department's outcome

Recruitment

The South African Police Services allocation for entry level appointments was 6 168 for Police service Act personnel and 1 452 for Public Service Act personnel (7 620). Of the 6 168 Police Act entry level personnel only 5 824 personnel were enlisted and included the following:

- 5 020 entry level trainees posts were filled of the allocated 5 361 (93,64%). The 341 could not be filled due to limited availability of facilities at Training Institutions.
- 297 Legal Administration Officer⁵ posts were filled of the allocated 300 (99,0%). Three posts could not be filled due to lack of suitable candidates.
- 498 of all the posts allocated for Forensic Science Services were filled (100%).
- Nine of all the posts allocated for Pilots were filled (100%).

All of the 1 452 public Service Act Personnel posts were filled.

Promotions

In order to capacitate the ranks of Lieutenant and Major, criteria for promotion was negotiated in the Safety and Security Sectoral Bargaining Council (SSSBC) resulting in a collective agreement, SSSBC Agreement 2 of 2011, dated 5 April 2011. Following the conclusion of the Agreement the most senior members who qualified in terms of the criteria were identified at national level and the promotion of members to the rank of Lieutenant, Captain and Major were conditionally approved. The promotions were effected upon confirmation of the suitability of the identified members and 3 938 Lieutenants, 745 Captains and 526 Majors were promoted.

The promotion policy of the SAPS was reviewed and negotiated in the SSSBC, resulting in Agreement 3 of 2011, dated 28 September 2011, which was concluded and will come into effect on 1 April 2013.

Monitoring the occurrence of conflicts within the SAPS

Emanating from the annual report of the Safety and Security Sectoral Bargaining Council for 2009/2010 which revealed that, of the total disputes referred to the SSSBC for resolution the employer had 87% awarded in its favour. An analysis of the resolution of grievances at the level of the Joint Grievance Resolution Team (JGRT)⁶ has indicated that there is an unsatisfactory performance at the grievance management environment in the organisation, which unnecessarily escalated to disputes that were referred to the SSSBC.

The analysis also revealed that the average number of grievances that escalated to disputes is 201 per annum over a period of three (3) years. The primary aim is to reduce the number of disputes that are referred to the SSSBC for the resolution and improve labour peace in the SAPS. The secondary aim is to improve the turn-around time for the resolution and finalisation of grievances at the level of the JGRT. A target was set by the Section Labour Management to reduce referrals to the SSSBC by 7% per annum over a period of three years, targeting 2011/12, 2012/13 and 2013/14. Through this intervention, the target was met as grievances were reduced by 7% for the 2011/12 financial year.

5 Legal Administrative Officers are employees with a recognised legal qualification who provide expert advice to the Cluster and Station management with regard to litigation, civil and state losses, and labour relations. They also provide advice on operational issues relating to crime prevention, crime investigations and crime intelligence.

6 Parties involved are the labour relations officer, grievant and the employee representative.



Participation in the SSSBC processes

Negotiations on the Collective Agreements listed below have been concluded at the SSSBC:

Agreement 1/2011: Agreement on Sexual Harassment in the Workplace:

The purpose of this agreement is to promote a safe and secure work environment in which the dignity of all persons are respected and which is free from sexual harassment.

Agreement 2/2011: Agreement on the South African Service Rank Structure, Revised Promotion Policy and Matters Related thereto:

Emanating from the new rank structure that was introduced in the SAPS with effect from 1 April 2010, this agreement provides for a process which will populate the ranks of lieutenant and major over a period of 24 months.

Agreement 3/2011: Agreement on Promotion and Grade Progression Policy of the South African Police Service:

The purpose of this Policy is to regulate the grade progression and promotion of employees at level 1 up to level 12 and Constable up to the level of Colonel effectively.

Human resource development

During the period under review, a cumulative total⁷ of 200 657 learners attended courses relating to entry level training, operational training, support training, and/or management and leadership training interventions. A total of 180 900 or 90,2% learners who attended were found to be competent upon completion of their training⁸.

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

Basic Police Development/Entry Level Training

Basic Police Development courses are courses that are aimed at equipping new recruits and members who have not yet undergone basic police training, with the necessary skills and knowledge to perform basic police functions.

- **Introductory Basic Police Development Learning Programme**

Of the 120 members who attended training, 119 members were declared competent upon completion of the training.

- **Basic Training (Field Training)**

There were 3 604 members who attended training and all members were declared competent upon completion of the training.

⁷ When reference is made to members being trained, the reader must understand that the Training Administration System [TAS] from which the relevant statistics are drawn, counts each training seat that is made available as indicative of a member. Therefore, an individual member who attends more than one course during the financial year may be counted more than once.

⁸ According to the South African Qualifications Authority the term 'competence' entails the ability to put into practice in the relevant context, the learning outcomes acquired in obtaining a qualification.

- **Lateral Entry Programme Institutional Phase**

There were 18 members who attended training and all members were declared competent upon completion of the training.

Reservist Development

Of the 1 641 members who attended training, 1 528 members were declared competent upon completion of the training.

In-Service Police Development Programmes

In-service police development learning programmes are aimed at the continuous education, training and development of SAPS employees. These programmes, indicated below, include training interventions for operational as well as support personnel.

- **Operational Training**

168 539 members attended operational training and 149 712 members were declared competent upon completion of the training. Operational training includes training on the Circulation Systems, conducting of roadblocks, statement taking, training on the Criminal Record Information Management System, and training on the national Victim Empowerment Programme.

The following priority training courses were presented during the period under review and form part of the 168 539 attendance figure mentioned above.

Detective Training

- **Basic Courses**

Basic courses are introductory courses on the generic skills and knowledge required by detectives to enable them to perform the basic duties.

Of the 2 535 members who attended training, 2 495 members were declared competent upon completion of the training.

- **Resolving of Crime Courses**

Resolving of Crime courses assist detectives in developing their skills relating to investigation of crime and build upon the generic skills and knowledge that they gained after completing the basic courses.

Of the 1 524 members who attended training, 1 503 members were declared competent upon completion of the training.

- **Specialised training on specific skills and knowledge required by special detectives**

Specialised training refers to courses and programmes that are presented to equip detectives in the various fields of specialised investigations, such as fraud investigation, firearms investigation as well as family, child and sexual related crimes.

Of the 2 920 members who attended training, 2 906 members were declared competent upon completion of the training.



- **Short Interventions to develop the support skills required to enhance the competency of all detectives**

The term “short interventions” refers to training that specifically addresses aspects such as interviewing and interrogation, statement writing and the Crime Administration System [CAS]

Of the 4 604 members who attended training, 4 586 members were declared competent upon completion of the training.

Client/Customer Service Development

The courses are intended to improve service delivery at SAPS community contact points e.g. Community Service Centres and 10111 Call Centres.

Of the 7 172 members who attended training, 7 145 members were declared competent upon completion of the training.

Victim Empowerment

The courses are intended to enhance the skills of SAPS employees to effectively support victims of crime.

There were 141 members who attended training and all of them were declared competent upon completion of the training.

Child Justice

The Child Justice Act, 2008 (Act 75 of 2008) was implemented on 1 April 2010 and interventions presented in support of the Act include, inter alia, workshops and courses dealing with issues relating to vulnerable children as well as the Child Justice Act itself.

Of the 9 119 members who attended training, 9 115 members were declared competent upon completion of the training.

Human Rights

The courses on human rights are intended to sensitise SAPS employees to the various issues related to policing within a human rights culture.

Of the 924 members who attended training, 918 members were declared competent upon completion of the training.

Domestic Violence

The Domestic Violence Act, 1998 (Act No. 116 of 1998) was promulgated in order to address the issue of domestic violence. The courses on domestic violence aim to assist SAPS personnel in dealing more effectively and efficiently with cases of domestic violence.

Of the 8 197 members who attended training, 8 186 members were declared competent upon completion of the training.

Sexual Offences

The courses on sexual offences are intended to enhance the skills of SAPS employees in order to effectively investigate crimes relating to sexual offences.

Of the 1 952 members who attended training, 1 944 members were declared competent upon completion of the training.

Violence against women and children

The courses are intended to enhance the skills of SAPS employees to effectively deal with violence against women and children.

Of the 18 817 members who attended training, 18 795 members were declared competent upon completion of the training.

The following training on special development projects were presented during the period under review and forms part of the 168 539 figure.

Tactical Response Team Development

These courses provide the required skills to members of the Tactical Response Teams. The programme consists of three modules namely the Rural Phase, Weapons Phase and the Urban Phase.

349 members attended training and all were declared competent upon completion of the training.

Development of Station Commanders

Station Commanders are employees of the SAPS that have been given the responsibility of managing a police station effectively and efficiently. The Station Management Learning Programme is a programme that has been specifically designed to facilitate the overall development of Station Commanders.

There were 545 members who attended training and all were declared competent upon completion of the training.

K53 Driver Training

These courses are presented to ensure that all SAPS employees who are required to drive motor vehicles are in possession of a valid driver's license.

Of the 3 175 members who attended training, 2 755 members were declared competent upon completion of the training.

Emergency Care Development

The purpose of emergency care development is to provide an emergency medical response capability within all environments of the SAPS. Priority is currently given to all training academies and high-risk environments.

Of the 1 833 members who attended training, 1 657 members were declared competent upon completion of the training.



Support training

22 561 members attended support training and 21 837 members were declared competent upon completion of the training.

Management and Leadership Development Programmes

Management and Leadership Development programmes include the Executive National Security Programme, Middle Management Learning Programme, Basic Management Learning Programme, Junior Management Learning Programme, Junior Management Learning Programme Re-Assessment Provinces, and Middle Management Learning Programme Re-Assessment Provinces, Executive Development Learning Programme Institutional Phase, Detective Commanders Learning Programme, Executive Development Learning Programme Research Phase and the Executive Development Learning Programme Re-Assessment Institutional Research Phase.

4 174 members attended training and 4 082 members were declared competent upon completion of the training.

International Training Support

The purpose of international training support is to co-ordinate all international training opportunities for members of the SAPS.

There were 368 members who attended international training and all members were declared competent upon completion of the training.

Skills development

- **Education Training Development Practitioners Learning Programme (ETDP)**

ETDP is provided to ensure the capacity building of ETD Practitioners regarding ETD Practice, assessment and moderation. A total of 986 ETD Practitioners were developed in the following programmes:

- 236 in the ETDP Learning Programme;
- 487 in the Assessor Course; and
- 263 in the Moderator course.

The development of practitioners was extended to include new methodologies of implementing training such as Problem Based Training which encourages the use of investigative methods towards achieving learning outcomes. The SAPS ETD Practitioners Development Centre also trained 100 ETD Practitioners in Sudan and all were certified competent.

- **Learnerships**

The following learnerships were implemented during the period under review:

- Two Public Administration Learnerships at National Qualifications Framework (NQF) Level 3 and Level 4. 300 candidates enrolled for the NQF Level 3 and 150 candidates for the NQF Level 4. The purpose for this learnership was to assist members without Grade 12 (Matric) to

obtain a qualification equivalent to Grade 12 or NQF 4;

- 83 members completed the Occupation Directed ETDP Learnership on NQF Level 5;
- 28 members completed the Occupation Directed ETDP Diploma on NQF Level 6; and
- 85 members completed the Human Resource Management Learnership on NQF Level 5.

- **Artisan Training**

A total number of 39 learners completed Level 1 and Level 2 of the Accelerated Artisans Training Programme (AATP) towards their Artisanship (Level 4).

- **Youth Development**

To contribute towards youth skills development in South Africa and to alleviate unemployed youth, two programmes were implemented as follows:

- 28 youth learners were trained and found competent in the Information Technology (IT) Learnership; and
- 54 learners completed Levels 1-3 in the Autotronics and Automotive Repair Learnership towards their full Artisanship.

In order to capacitate police stations with improved victim support functionality, the Basic Lay Counselling Skills programme was presented to 50 volunteers from police stations around the country. All 50 volunteers completed the training and were declared competent in Basic Lay Counselling Skills.

- **Recognition of Prior Learning (RPL)**

140 candidates obtained the qualification: National Certificate: Policing NQF 5 through the RPL process.

Seven learners obtained the qualification: National Certificate: Forensic Science NQF Level 5 through the RPL process.

73 learners obtained the qualification: Resolving of Crime NQF Level 5 through the RPL process.

- **Bursaries**

The SAPS always strives for excellence and as a result seeks to promote life-long learning by implementing different interventions including financial support in the form of bursaries to employees who opt to study towards qualifications of their choice at their own time. Employees are assisted through bursaries from the SAPS and SASSETA. During 2011/2012, 793 employees received financial assistance from the SAPS budget and 69 employees received financial assistance from the SASSETA.

- **Internships**

A total of 230 interns (unemployed graduates) have been on the Government initiated internship programme in the SAPS to provide them with the opportunity to gain workplace experience.



Corruption and fraud prevention

The Anti-corruption Strategy for the SAPS, which also addresses issues of fraud, was revised in line with the Minimum Anti-corruption Capacity Requirements of Government and approved by management. The revised strategy will guide the combating of corruption and fraud within SAPS over the medium-term and will be supported by an annual implementation.

The SAPS has implemented a number of measures in support of the combating of corruption, the bulk of which were aimed at preventing the occurrence of corruption and fraud among SAPS members as this element of the strategy has been prioritised by management. The following measures have been implemented:

- The sensitising of members on the nature, causes and consequences of corruption and fraud, with a focus on station-level personnel, thereby extending this facet of the prevention of corruption from the last quarter of the 2010/11 financial year, into 2011/12.
- The investigation of corrupt and fraud practices by the SAPS members has also received the focused attention of the Detective Services Division, in conjunction with the Directorate for Priority Crime Investigation and the Crime Intelligence Division.
- The SAPS has also been instrumental in driving Outputs 3 and 5⁹ within Outcome 3 of the Justice Crime Prevention and Security (JCPS) Cluster Delivery Agreement. The focus in this regard has been on the effective coordination of departmental and inter-departmental efforts to detect and effectively investigate corruption and fraud within the Cluster.
- 1 050 members were charged for corruption, fraud, aiding an escapee, defeating the ends of justice, extortion and bribery in terms of the Discipline Regulations, 2006 relating to the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) as shown below:

• Corruption	383
• Fraud	257
• Aiding an escapee	352
• Defeating the ends of justice	209
• Extortion	67
• Bribery	18
- 88 members were suspended, 23 with salary and 65 without salary. 962 members were not suspended. 1 286 corruption charges were brought against members (77 members were charged with more than one crime)¹⁰.

⁹ These outputs have since been merged into Output 3.

¹⁰ These figures exclude the number of suspensions lifted during the in-year intervention processes in 2011/12. That is, these figures only reflect the state of affairs as at 31 March 2012.

Risk management

- The SAPS Strategic Risk Register has been formalised for inclusion in the revised Strategic Plan 2010 to 2014 and subsequent Annual Performance Plans. The Strategic Risk Register focuses on those rolled-up risks that relate directly to the mandate of the SAPS in terms of Section 205 of the Constitution and therefore represent the core, strategic risk exposure that SAPS is required to manage towards improving its performance on predetermined objectives and priorities. The risk exposure of the SAPS impacts to a large degree at station level as this is the operational level at which the vast majority of resources are deployed.
- The SAPS has been able to mitigate a number of strategic risks during 2011/12 through the coordinated application of controls designed to minimise the impact and likelihood of known risk factors. The risk which SAPS has been able to mitigate include those relating to key resource inputs such as loss of, and collisions involving SAPS vehicles; the loss of, and theft of SAPS firearms, improving the management of case dockets, reducing sick leave and temporary incapacity leave; and reducing the murder of SAPS members or police killings, on and off duty.

Information Systems and Information and Communication Technology (IS/ICT)

- The SAPS, through the Division: Technology Management Services embarked on 16 projects in support of the Strategic Plan and the Annual Plan for the reporting period 2011/12. Eight of the 16 projects were achieved. The beneficiaries of the these projects were provincial offices, cluster stations, police stations, Criminal Record Centres, Local Criminal Record Centres, Detective Services, Directorate Priority Crime Investigations, Crime Intelligence and the Forensic Science Laboratories.
- The organisation is heavily dependent upon various external service providers and the State Information Technology Agency (SITA) to deliver on the IS/ICT solutions. Various reasons mentioned in the table below have negatively impacted on the project deliverables and timeframes for finalising planned projects. Table 11 provides the actual percentage achieved per project and the status of each project.



Table 11: Information Technology Projects

Project	Description	Target	Actual % completed	Reason for deviation
Action Request for Service (ARS)	A crime-related complaint or request could be lodged directly with a police official on duty at an Emergency Response Centre (ERC) or in person at a Community Service Centre (CSC). It entails the recording of incidents reported by the public and the consequent actions to be taken.	Develop an Integrated Action Request for Service System (ARS) Project at seven identified 10111 Centres.	10% (1 at Midrand 10111 Centre)	The six sites were not implemented due to outstanding call signs. (call signs, by definition, purports that each radio installed in vehicles, helicopters etc. - must have a unique number that will enable GEMC3 to identify and track/determine a caller's exact position).
Automated Fingerprint Identification System (AFIS) Civil database	Functionality for the capturing, storing and searching of fingerprints on AFIS.	Expand capacities accommodate criminal and non-criminal searches. This will enable SAPS to perform searches and store information related to Sexual and Child Protection registers.	70%	The decentralisation of AFIS to eight (8) Local Criminal Record Centres was completed. The AFIS capacity was expanded with 2 476 917 million searches.
Detention Management (SAPSDM)	Establish a capability to manage a detainee from the time of arrest until the legal release of the person.	Refine, sign off, publish and award the tender.	25%	User requirement and tender specifications were re-defined and finalised. The Request for Bid documents is currently with SITA for publication of the bid.
Digital Imaging Development Project for Criminal Record Centre	Digital imaging to replace conventional photos.	Implement digital imaging in SAPS to replace conventional photos.	70%	The project was rolled out, implemented and users were trained in all nine provinces.
Fingerprint Exhibit Imaging Development Project	A digital capacity to photograph fingerprint lifters and exhibits.	Implemented 17 Poliviews with Nikon D700 Cameras and upgrade 10 Poliviews with Politrillies by December 2011.	70%	Equipment rolled out to all nine provinces and National Criminal Record Centre.
Sexual Offence Registers (Department of Justice and Constitutional Development) and Child Protection Registers (Department of Social Development)	Implement Child Protection and Sexual Offenders Registers.	Develop the CRIM system to accommodate the requirements of Sexual Offence and Child Protection Registers.	51% (10 out of 23)	The outstanding thirteen developments could not be completed due to a shortage of skilled SITA programmers.

Project	Description	Target	Actual % completed	Reason for deviation
Capacity expansion of the Criminal Record Centre (CRC) and Local Criminal Record Centres (LCRCs) hardware and software	Capacitating Forensic Services.	Equipment to be rolled out to 92 Local Criminal Record Centres and the National Criminal Record Centre.	70%	Equipment rolled out to all LCRCs and the National Criminal Record Centre.
Enhancement of Firearm Registration System (EFRS)	Provide for the firearm registration of dealers/gunsmiths and submission of returns by ammunition manufacturers.	Finalise the system development.	31% completed. Completion include: development of electronic receipt of documents and data interface with identified existing SAPS systems.	Outstanding development could not be completed due to contractual issues to be resolved.
Identity Services	Provide a single, unified approach and capability to ensure that an individual can be uniquely identified upon his/her entry into the IJS process.	Deploy the Fingerprint Enrolment System (FES) at 20 police stations.	70%	The solution was implemented at the following 20 police stations: Greenwood Park, Greytown, Kokstad, Kwadukuza, Mountain Rise, Newlands East, Pongola, Richards Bay, Boithuso, Springbok, De Aar, Plettenberg Bay, Da Gamaskop, Riversdal, Swellendam, Milnerton, Kensington, Tableview and Atlantis.
Investigation Case Docket Management	The registration, investigation and administration of criminal cases, inquests and enquiries within SAPS from inception until disposal (including E-Docket and docket scanning).	Implement E-Docket at 20 priority police stations.	70%	The following twenty (20) sites were implemented at the end of March 2012: Brooklyn, Katlehong, Jeppe, Sunnyside, Alberton, Garsfontein, Bramely, Brakpan, Lyttelton, Wierdabrug, Pretoria North, Alexandra, Pretoria Central, Honeydew, Randburg, Krugersdorp, Cullinan, Tagiso, Tsakane and Benoni.
Local Criminal Record Centre Administration Information System (LIAS)	An information system to manage all LCRC activities.	Upgrade of the current LCRC admin system with new version.	70%	Rolled out to all 92 LCRCs and National CRC.



Project	Description	Target	Actual % completed	Reason for deviation
Property Control and Exhibit Management (PCEM) Property Control and Exhibit Management (PCEM)	Manage exhibits and property items from the time it enters the SAPS process until the lawful disposal thereof.	Implement the PCEM solution at the FSL laboratories in Pretoria, KwaZulu-Natal, Eastern Cape, and the Western Cape.	70% (implemented at nine FSL sections as per agreement between the SAPS and the service provider, Unisys at: KwaZulu-Natal, Eastern Cape, Pretoria and the Western Cape).	Three additional sections, not included in the original plan, were identified for roll-out of the solution. Hardware yet to be installed and configured at: <ul style="list-style-type: none"> Pretoria - FSL Questioned Documents section and Scientific Analysis section Western Cape - Biology Section.
SAPS Network Modernisation Programme	Redesign the SAPS network to cater for modern technology capabilities and the replacement of redundant infrastructure.	Upgrade the network capacity at 333 priority sites nationally.	25% (LAN upgraded at 167 sites).	The remaining 176 sites require LAN upgrade and the 333 site require data line capacity upgrade. The completion of the project is depended on the awarding of the tender for installation of WAN equipment which is in process.
Veterinary Service System Third Party Software Acquisition	Development on the Provisioning Administration System to provide for Veterinary functionalities.	Develop and implement Veterinary functionalities on the Provisioning Administration System.	65%.	Software changes which impact on the timeous completion of the project were requested from the users during the testing phase of the system.
Modernisation and expansion of hardware and software	Optimise the capabilities and capacity at Crime Intelligence, Detective Services, Support Services, Ports of Entry, Criminal Record Centres (CRCs) and Forensic Science Laboratories (FSLs), police stations, 10111 Centres.	Replace outdated computer equipment (including 5 052 workstation, 395 notebooks and tablets, 2 740 colour printers, 9 593 mono printers and 10111 faxes/printers/copiers/scanners).	67% (5 052 Workstations and screens 395 Notebooks and tablets, 9 593 Mono printers, 10111 Combo fax machines, printers, scanners and copiers and 2 098 of 2 740 Colour printers (53, 6% were rolled out).	Based on revised user requirements and availability of funds only 2 098 of the 2 740 colour printers were rolled out and 642 less printers were procured.

Project	Description	Target	Actual % completed	Reason for deviation
Office Automation	Implement office automation solutions.	<p>Implement Internet Protocol (IP) Telephony (speed dialling capability) at the Directorate Priority Crimes Investigations. Implement fax to e-mail at the Pretoria LCRC</p> <p>Implement video conferencing at: 4 x police stations in the Limpopo province, 9 cluster police stations in the Northern Cape, DPCI and Interpol.</p> <p>Implement least cost telephonic routing capability at:</p> <ul style="list-style-type: none"> • Directorate Priority Crime Investigations • Wachthuis (HQ) • Supply Chain Management (HQ) • Technology Management Services (Tulbach Park) • Crime Intelligence (HQ) • Forensic Science Laboratory (HQ). 		



The Civilian Secretariat for Police¹¹

Programme 1: Administration

The Civilian Secretariat for The Police Service Act, promulgated during January 2011, provides for the establishment of a Civilian Secretariat for the Police by the Minister of Police and makes further provision for the establishment of provincial secretariats which are mandated to cooperate with the Secretariat at national level in terms of coordinating the monitoring and evaluation of the SAPS at local and provincial levels.

During 2011/12, the Secretariat commenced negotiations with the South African Police Service with regard to the transfer of functions relating to administrative matters. A Task Team consisting of senior management of the Secretariat and the SAPS Heads of Organisational Development, Human Resource Utilisation, Information Technology and Supply Chain Management met on a regular basis to discuss processes and procedures to be followed relating to the transfer of accommodation, financial systems, assets and human resource matters.

The Secretariat is working closely with Provincial Heads of Department of Safety for the establishment of provincial secretariats. The Secretariat facilitated the development of customised sector performance indicators between National Treasury and provincial departments of safety to ensure that provincial reports submitted to the Secretariat are in line with the priorities and policies as determined by the Minister of Police. Provincial secretariats will be fully operational by June 2013.

Legislation

The Civilian Secretariat for Police assisted and facilitated the following pieces of legislation:

- **Dangerous Weapons Bill:**

The draft Bill was published for comment. More than 600 public submissions were received on the Bill.

- **Firearms Control Amendment Bill:**

The Bill was finalised with inputs made from the gun fraternity.

- **SAPS Amendment Act (DPCI):**

The first draft was finalised.

- **PSIRA Amendment Bill:**

The PSIRA Bill was referred back to PSIRA for finalisation.

- **Civilian Secretariat for Police Services Act:**

The Civilian Secretariat for Police Act was promulgated at the beginning of 2011/12 and became operational on 1st December 2011.

11 A comprehensive Annual report on Performance Information will be tabled to the Portfolio Committee of Police by the Civilian Secretariat for Police.

Programme 2: Partnerships

During the year under review, the Secretariat engaged with various stakeholders including faith based organisations, trade unions, and civic organisations.

Civil Society Partnerships

A working relationship has been established with trade unions in the agricultural sector. This has improved crime prevention efforts and campaigns undertaken by the Police Ministry, Agricultural Sectoral Trade organisations and worker organisations. Joint campaigns have successfully been run in various provinces.

Numerous workshops have been held with Community Police Forums on provincial and local level to seek ways of improving the functioning of CPFs. Draft guidelines have been compiled and were circulated for comments.

The process of establishing Community Safety Forums (CSF) has been broken down into three phases.

- Phase one : the development of policies (finalised in the 2011/12 financial year).
- Phase two : roll out of CSF's (commenced in February 2012).
- Phase three: assessment of overall functioning (will commence in March 2013).

Public Partnerships

The Secretariat, together with communities in the Eastern Cape, KwaZulu-Natal and the Free State province, addressed issues around stock theft, particularly, along the Lesotho and South African borderline. Communities demanded twenty four hour border control, standby helicopters, patrol vehicles, observations posts in the form of containers, and more resources for the SAPS stock theft units. In an attempt to meet these demands, the secretariat managed to obtain six containers that were placed along the Lesotho border line in the Eastern Cape.

A number of issues were raised by communities during public participation events, and the most commonly raised issues included the problem of substance abuse, woman and child abuse, poor service delivery, corruption within the police, tensions between South Africans and foreign nationals, and poor report back mechanisms from government. During these events, the Minister of Police, accompanied by the leadership of the police, addressed these concerns.

In cases where townships have reached a stage where they appeared to have lost confidence in the criminal justice system as in the case of the Eastern Cape and Western Cape, the Ministry has responded with urgency to discourage the communities from taking the law into their own hands.

Private Partnerships

There is an ongoing working partnership with Business Against Crime South Africa (BACSA) in identifying crime prevention mechanisms. In this regard, a memorandum of understanding has been signed between the National Police Commissioner and BACSA.

Crime affecting the small business sector has been identified as an additional area of cooperation. In this regard, work is underway to develop a national strategy with the major focus on developing measures for the safe management of cash in small business holdings.



Programme 3: Policy and Research

Revised White Paper document:

A Task Team together with the SAPS was established in 2011 to determine and generate the requisite content for the White Paper on Safety and Security. A draft document was compiled in July 2011. Consultations took place with various role players, including the Provincial Secretariats, National Government departments as well as SAPS to obtain input. Based on comments received, a second draft is currently being drafted.

Policy document on establishment of CSFs:

A policy draft document on the establishment of CSFs has been completed and consulted with Provincial Departments for Community Safety and SALGA.

Policy on police station boundaries:

A draft policy document on the establishment of police station boundaries was developed and consulted with the SAPS. The SAPS provided additional maps which will assist in interrogating individual police station locations more accurately.

During the compiling of the second draft policy, it was discovered that the Department of Justice and Constitutional Development (DOJ) was aligning its court boundaries with municipal boundaries. Therefore, the Department could not proceed until DoJ had completed its alignment process. Upon the completion of this process, the SAPS received a draft proposal from DOJ on their alignment processes. Based on this, the SAPS is in the process to finalise the police station boundaries.

Policy framework and guidelines on the establishment and functioning of the South African Reservist Police

Various consultations with the SAPS on the revised policy on reservists were held and the policy has been finalised for approval.

Research reports on areas required by the Minister:

- The policy on the Public Order Policing was approved and signed by the Minister in August 2011.
- A presentation on 'Why Crime is so Violent in South Africa' was made to the Presidency.
- The Sector Policing review has been revived and will be finalised by July 2012.
- The DNA database policy was presented to parliament.

The Resource Information Centre:

A functional and coordinated policing research database has been developed. Academic institutions and Non-Governmental Organisations working in the area of policing have provided the Secretariat with access to their research report

Programme 4: Monitoring and Evaluation (M&E):

Development of a monitoring and evaluation system

The year under review was characterised by much effort being put towards the design and development of a results-based monitoring and evaluation system that produces trustworthy, timely and relevant oversight information on the South African Police Service. As part of this process, capacity gaps were identified and addressed through the delivery of customised technical training programmes, including an oversight course for senior M&E officials.

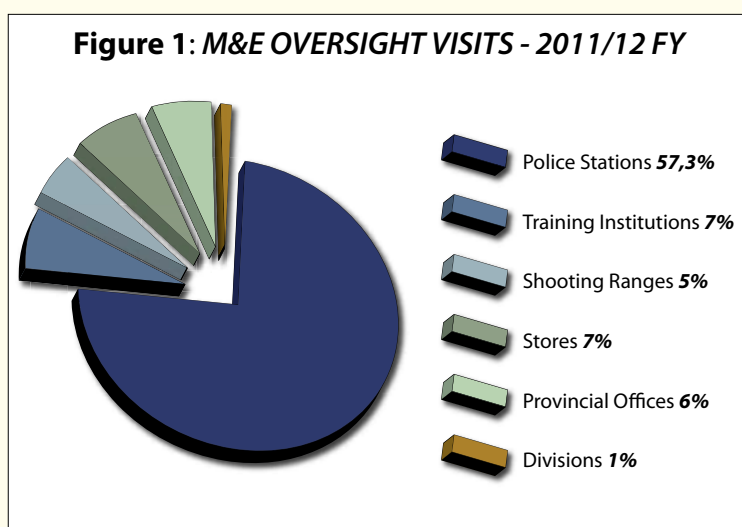
National Monitoring and Evaluation Tool

A National Monitoring and Evaluation Tool (NMET) was implemented and data was gathered, collated and analysed to identify key service delivery trends. Various sets of other routine monitoring data was also collected and housed in a database developed in-house. Data and information management process were addressed by the establishment of an Information Management sub-programme within the M&E function.

Oversight Visits

A total of 155 oversight visits were conducted in the past financial. These visits were informed by the approved and costed M&E plan and additional priorities mandated by the Minister and Secretary of Police.

Figure 1 clearly illustrates that most of the visits were geared at monitoring service delivery at police station level. Individual station reports were generated and consolidated into a national trends analysis report.



Establishment of reference groups

The M&E unit managed to established and maintain different types of M&E partnerships with various stakeholders (government departments, civil society organisations, academia and business) to strengthen the system and to mobilise required technical skills and support. The M&E Forum convened on a quarterly basis and was instrumental in developing M&E tools and shaping discussions that informed the establishment of provincial Secretariats.

A transitional task team was established between the Independent Police Investigative Directorate (IPID)/ Civilian Secretariat for Police (CSP) in order to facilitate a seamless hand-over process the Domestic Violence Act (DVA) function. In this regard, a DVA compliance forum was established between the SAPS and the Secretariat to improve the implementation of the DVA.

Key Projects undertaken:

- SAPS Management of firearms
- Firearms training
- DVA Compliance Monitoring
- Complaints Management
- Monitoring of IPID recommendations
- Management of SAPS Firearms
- DVA compliance monitoring
- SAPS Provisioning Stores
- SAPS 13 Stores
- Review of SAPS budget spending

Key Projects undertaken with the SAPS:

- Firearms Application Backlog project
- SAPS Discipline Management Audit