Strategic Plan for the SA Police Service 2005 -2010

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was compiled and edited by the Component:
Strategic Management (Head Office)

Design & Layout:
Corporate Image
SAPS Communication & Liaison Services

Further information regarding the
Strategic Plan for the South African Police Service 2005 -2010
can be obtained from:

The SAPS National Commissioner
Private Bag X94
Pretoria
0001

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FOREWORD BY THE NATIONAL COMMISSIONER OF THE SOUTH AFRICAN POLICE SERVICE

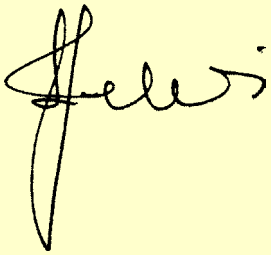
National Commissioner J S Selebi

The 2005 / 2010 Strategic Plan for the South African Police Service reinforces the advances that have been made during the 1st 10 years of democracy and establishes a solid foundation for a more safe and secure 2nd decade of democracy. In his State of the Nation Address on 11 February 2005, President Thabo Mbeki not only paid tribute to the many committed police men and women who defend the safety and security of our communities on a daily basis, but importantly, also confirmed that crimes levels are decreasing, particularly contact crimes. This is a firm indication that the SAPS is doing the right things and the purpose of this Strategic Plan is to ensure that the progress that has been achieved, is extended further.

The Strategic Plan incorporates Government's policy directives, integrating them into day-today policing activities. It is noteworthy that there has not been a significant change in the broad policing priorities that have been identified by the SAPS over the past few years. The SAPS is fully aware of the challenges it faces and is steadily making progress towards meeting these challenges. The strategic direction remains focussed on organised crime, serious and violent crime, crimes against women and children and improving basic service delivery, as these priorities reflect the needs of the community. The need to reinforce the progress made in establishing community-based policing is emphasised by the prioritising of the continued implementation of sector policing, and focussing of policing resources in the 169 priority police station areas in the country. The implementation strategies that have been developed in support of the strategic priorities and which are described in detail in this Plan, are a crucial element of the strategic direction that has been mapped out. The effective operationalising of these strategies will consequently be aggressively pursued during 2005 to 2010.

The Strategic Plan provides a clear framework for personnel members to focus their efforts during the following five years and also provides the community we serve with information on the direction policing will follow during this period. It is important to note that the Strategic Plan will be operationalised on an annual basis by means of a one-year policing plan. This annual plan will provide operational direction within the framework of the strategic direction and will guide the performance requirements of all personnel members. The increasing effectiveness of our individual performance mechanisms will support the implementation of the Strategic Plan at all levels in the SAPS, but particularly at local level, where policing interfaces directly with communities.

Finally, I would like to confirm my commitment and that of my Deputy National Commissioners and Divisional, Provincial, Area and Stations Commissioners to the effective implementation of this Strategic Plan. I will require my management structure to secure the commitment of every personnel member towards putting this Plan into practice. This Strategic Plan does, however, also require the support and committed involvement of every community as we strive towards making South Africa safer and more secure.



National Commissioner J S Selebi

The Vision of the South African Police Service is to -

create a safe and secure environment for all people in South Africa.

The Mission of the South African Police Service -

- prevent anything that may threaten the safety or security of any community;
- investigate any crimes that threaten the safety and security of any community;
- ensure criminals are brought to justice; and
- participate in efforts to address the root causes of crime.

The values of the South African Police Service are to -

- protect everyone's rights and to be impartial, respectful,
- open and accountable to the community;
- use the powers given to us in responsible way;
- provide a responsible, effective and high-quality service with honesty and integrity;
- evaluate our service continuously and make every effort to improve on it;
- use our resources in the best way possible;
- develop the skills of all members through equal opportunity; and
- cooperate with the community, all levels of Government and other role-players.

Code of Conduct

We, as Police Officials of the South African Police Service
commit ourselves to the creation of a safe and secure environment for all the people in South Africa by-

- participating in endeavours to address the root causes of crime in the community;
- preventing action which may threaten the safety or security of any community; and investigating criminal conduct which has endangered the safety or security of the community
- and bringing the perpetrators thereof to justice.

In realization of the aforesaid commitment, we shall at all times -

- uphold the Constitution and the law;
- be guided by the needs of the community;
- give full recognition to the needs of the South African Police Service as employer; and co-operate with the community, government at every level and all other related role-players.

In order to achieve a safe and secure environment for all the people of South Africa we undertake to -

- with integrity, render a responsible and effective service of high quality which is accessible to every person and continuously strive towards improving this service;
- utilize all the available resources responsibly, efficiently and cost effectively to maximize their use;
- develop our own skills and participate in the development of our fellow members to ensure equal opportunities for all;
- contribute to the reconstruction and development of, and reconciliation in our country;
- uphold and protect the fundamental rights of every person;
- act impartially, courteously, honestly, respectfully, transparently and in an accountable manner;
- exercise the powers conferred upon us in a responsible and controlled manner; and
- work actively towards preventing any form of corruption and to bring the perpetrators thereof to justice.

Organisational Structure of the South African Police Service

Dep Nat Comm
H M Hlela

Logistical, Evaluation Security & Protection Services

Protection and Security Services provide physical security to VIPs according to the degree of threat exposure. These VIPs include the President, former presidents, cabinet ministers, the Speaker and Deputy Speaker of National Parliament, provincial premiers and members of the Executive councils (MECs), the King of the Zulus and foreign dignitaries. In addition, it is envisaged that the Division will eventually be responsible for the physical security of certain national institutions or installations, namely National Parliament, The Presidency, The Provincial Parliaments, Ports of Entry and Railway Policing.

Logistics ensures that procurement, provisioning, inventory, vehicle fleet, radio-technical communication and facilities (fixed assets) support is managed in a cost-effective way in the SAPS.

National Evaluation Service is responsible for supporting management in the assessment of service delivery standards and performance relating to service delivery. It conducts internal organizational and operational evaluations to identify shortcomings in service delivery and also investigates service complaints.

The internal auditing capacity of the SAPS performs audits on management control systems to ensure accountability at all levels.

Div Comm
L M Tshabalala
Security &
Protection
Services

Div Comm
M Z Siwundla
Logistics

Div Comm
VACANT
National
Evaluation
Service

Internal
Audit

Dep Nat Comm
V Singh

Human Resource Management & Legal Services

Personnel Services render support services in respect of all personnel administration functions as well as discipline and grievance management. It is also responsible for ensuring the well-being of all SAPS employees by rendering a professional employee assistance service, which includes social work services, spiritual services and support for psychological and recreational enhancement.

Career Management is responsible for ensuring a structured human resource environment, including career development and optimal utilization and performance of human resources in the SAPS. The division also engages in negotiations and consultations on behalf of the organization, and it manages labour and industrial relations in the SAPS.

Legal Services lend legal support to the SAPS in respect of policy formulation and development, legislation and matters relating to litigation, property and asset management, contracts and agreements made with/by the SAPS, arbitrations, crime-related operations, special projects, crime prevention and matters relating to operational-response policing.

Training is responsible for providing quality education, training and development to all SAPS employees in accordance with relevant legislation. It provides this service by developing learning programmes for operational and policing support services; setting standards; applying quality assurance systems; managing skills development facilitation; by providing basic, in-service, generic skills; by conducting external and international training and by developing the workplace.

Div Comm
M A Nchwe
Career
Management

Div Comm
M M Stander
Personnel
Services

Acting
Div Comm
G J Kruser
Training

Div Comm
L T M P
Mtimkulu
Legal
Services

Provincial Commissioners

The core responsibilities of the Provincial Commissioners are to prevent, combat and investigate crime, maintain public order, protect and secure inhabitants of the provinces and their property, uphold and enforce the law and manage the SAPS in each province.

Provincial Commissioners ensure the execution of the Operational Policing Priorities and the Organizational Policing Priorities as set out in the Strategic Plan of the SAPS, the National Crime Prevention Strategy and the Service Delivery Improvement Programme, as well as all relevant policing functions and administrative and support functions within the province.

Prov Comm
M Petros
Western Cape

Prov Comm
VACANT
Free State

Prov Comm
M H Ngidi
KwaZulu Natal

Prov Comm
L E Beetha
North West

Prov Comm
W R McKaiser
Northern Cape

Prov Comm
R S Mpongoma
Eastern Cape

Prov Comm
P Naidoo
Gauteng

Prov Comm
M E Nkabinde
Mpumalanga

Prov Comm
N C Sengani
Limpopo

Minister for Safety & Security
C Nqakula

Deputy Minister for Safety & Security
S Shabangu

National Commissioner
J S Selebi

Dep Nat Comm
L J Eloff

Management, Financial & Administration Services

Finance & Administration Services render a financial and administrative support function to the management of the SAPS. This includes the management of the national budget, personnel, salaries and expenditures.

Efficiency Services develop and maintain efficient functional structures, procedures, systems and methods, and facilitate organizational development within the SAPS.

Strategic Management is responsible for developing strategic management, facilitating the development of operational plans for divisions and provinces, facilitating and developing priority strategies, coordinating programme and project management, as well as donor assistance, and managing strategic research within the SAPS.

Information and Systems Management provide, develop, optimize and manage information systems and information technology in the SAPS. The component plans, integrates and develops information technology infrastructure and also manages relevant service level agreements and relationships with stakeholders and service providers.

Communication and Liaison Services promote the image of the SAPS by meeting its communication needs through internal and external communication and by dealing with local and international media, building community relations, conducting communication planning, research and marketing, and optimizing the use of various mediums of communication such as POL TV, Police File, SAPS Journal, SAPS website and intranet, and producing training videos. The component preserves and promotes the image, identity and heritage of the SAPS and is responsible for Library, Music, the SAPS Museum, Protocol, Film and TV Liaison and Language Policy and Planning Services.

Div Comm
S J P Schutte
Financial &
Administration
Services

- Efficiency Services
- Strategic Management
- Information & Systems Management
- Communication & Liaison Services

Dep Nat Comm
L C A Pruis

Operational Services

Crime Prevention is responsible for joint intervention and initiatives between the South African Police Service and the community that ensure the visible reduction of crime. This includes maintaining Community Service Centres and Community Policing Forums, visible policing such as patrols, roadblocks, cordon and search operations, sector policing, emergency 10111 centres, rapid-response services by the flying squads, inland water patrol, diving, hostage negotiation, and also dog, mounted and veterinarian services. The component is also responsible for implementing a Service Delivery Improvement Programme, enhancing reservist services, combating and managing vehicle accidents, managing and administering firearm licencing, addressing the socio-economic factors at the root of crime, enhancing victim empowerment, providing victim-friendly services and violence prevention, raising awareness amongst young people of crime and violence to prevent them from becoming victims of offenders, developing local crime prevention programmes, managing the implementation of the Domestic Violence Act and coordinating services for the reduction of rape and crimes against women and children, and optimizing rural crime prevention.

Operational Response Services consist of the sections: the Border Police, which maintains effective border control and policing; the Air Wing, which renders air-borne law enforcement support at local, provincial and national levels; the Special Task Force, which handles high-risk operations; Crime Combating Unit, which maintains public order through the management of crowds; and Intervention Units which ensure the stabilization of medium-risk, volatile crime situations.

Operational Coordination ensures the coordination of national joint crime combating and security operations and the monitoring of all such operations; provides operational management information, provides a departmental and inter-departmental advisory service and manages priority committees for crime trends (eg rural safety, bank and cash-in-transit robberies).

Div Comm
M W
Makhubela
Crime
Prevention

Div Comm
A H Lamoer
Operational
Response
Services

Operational Coordination

Dep Nat Comm
T C Williams

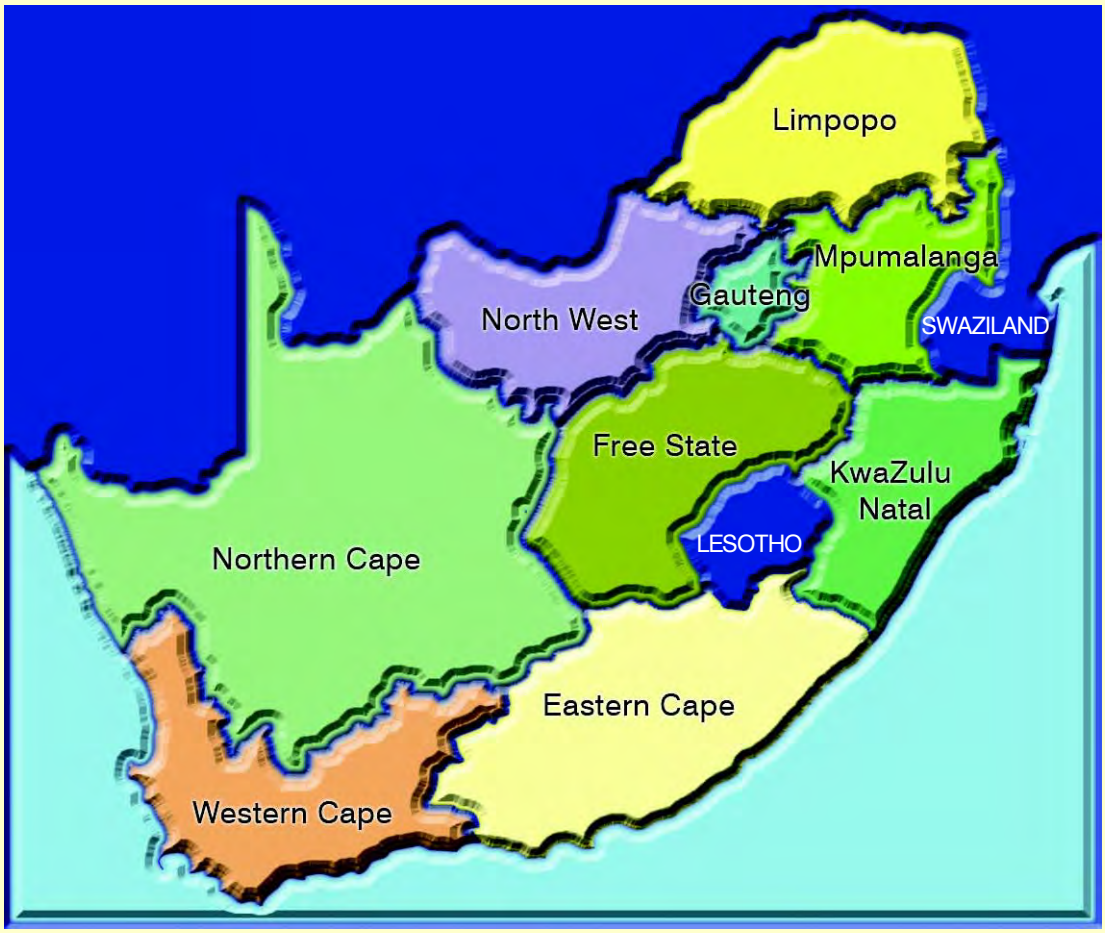
Crime Intelligence & Crime Detection

Detective Service investigates serious and violent crimes, organized crime and commercial crime. The division is also responsible for general crime detection, the Forensic Science Laboratory and the Criminal Record Centre. This division is regarded as a line function of the SAPS and is responsible for maintaining an effective crime investigation service.

Crime Intelligence is responsible for maintaining effective information gathering, information analysis and liaison with Interpol.

Div Comm
J F de Beer
Detective
Service

Div Comm
R Lalla
Crime
Intelligence


Limpopo
Mpumalanga
Gauteng
North West
SWAZILAND
Free State
KwaZulu
Natal
LESOTHO
Northern Cape
Eastern Cape
Western Cape

SA POLICE SERVICE FACTS AND FIGURES

Provinces	There are 9 provinces, excluding the sovereign countries of Lesotho and Swaziland
Police Areas	43 Area Offices distributed throughout the 9 provinces
Police Stations	1126 police stations distributed throughout the 43 Areas
Personnel Strength	
Functional Officers	112 168
Civilians	31 982
Total	144 150
Police / Population Ratio	1 : 415

INTRODUCTION

The purpose of the SAPS Strategic Plan 2005 to 2010 is to direct strategic and operational planning within the SAPS during the period 2005 to 2010. This is the first five-year plan to be developed by the SAPS in accordance with the revised Treasury Regulations, and has been developed in such a way that it establishes continuity with the previous Strategic Plan, 2004 to 2007.

The SAPS Strategic Plan will no longer be updated on an annual, rolling basis, but will instead be in effect for a full five-year period. The one-year Planning Information will form an integral part of this Strategic Plan 2005 to 2010 as, each year, it will establish the link between strategic and operational planning within the SAPS. The Planning Information is compiled in accordance with the requirements of the Police Service Act, 1995 (Act No 68 of 1995) and will provide a clear indication of the strategic priorities within the context of the prevailing financial year, the measurable objectives and targets associated with the priorities, and guidelines for the implementation of the one-year focus. The Strategic Plan has been compiled in tandem with the Department's Medium Term Expenditure Framework, as reflected in the Departmental Budget Vote, thereby ensuring a clear link between strategic funding and strategic planning. Treasury regulations require that the Strategic Plan be tabled before Parliament 7 days prior to the discussion on the Budget Vote by Parliament.

1. CORE OBJECTIVES BASED ON CONSTITUTIONAL AND OTHER LEGISLATIVE AND FUNCTIONAL MANDATES

The Constitutional mandate of the Department for Safety and Security and the South African Police Service (SAPS) is reflected in Section 205 of the Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996). The Objects of Policing as per Section 205 are to -

- prevent, combat and investigate crime;
- maintain public order;
- protect and secure the inhabitants of the Republic and their property; and
- to uphold and enforce the law.

The fundamental role that the Department is required to fulfil is clearly defined by the Objects of Policing. These Objects of Policing constitute the Core Objectives of the Department, and inform the strategic and operational activities of the organisation.
The mandate of the Department and the SAPS is also defined by a number of other South African statutes, all of which are subordinate to the Constitution, but which collectively determine the authority of the SAPS. The following key statutes constitute the primary legislative mandate of the SAPS:

- The Police Service Act, 1995 (Act No 68 of 1995).
- Criminal Procedure Act, 1977 (Ac No 51 of 1977)
- Domestic Violence Act, 1998 (Act No 116 of 1998)
- Extradition Act, 1962 (Act No 67 of 1962)
- Financial Intelligence Centre Act, 2001 (Act No 38 of 2001)
- Firearms Control Act, 2000 (Act No 60 of 2000)
- Firearms Control Amendment Act, 2003 (Act No 43 of 2003)
- Immigration Act, 2002 (Act No 13 of 2002)
- Interception and Monitoring Prohibition Act, 1992 (Act No 127 of 1992)
- Internal Security Act, 1982 (Act No 74 of 1982)
- National Conventional Arms Control Act, 2002 (Act No 41 of 2002)
- National Prosecuting Authority Act, 1998 (Act No 32 of 1998)
- Prevention and Combating of Corrupt Activities Act, 2004 (Act No 12 of 2004)
- Prevention of Organised Crime Act, 1998 (Act No 121 of 1998)
- Promotion of Access to Information Act, 2000 (Act No 2 of 2000)
- Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000)
- Protected Disclosures Act, 2000 (Act No 26 of 2000)

- Protection of Constitutional Democracy Against Terrorist and Related Activities Act, 2004 (Act No 33 of 2004)
- Public Finance Management Act, 1999 (Act No 1 of 1999)
- Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act No 70 of 2002)
- Second Criminal Law Amendment Act, 1992 (Act No 126 of 1992)
- Sexual Offences Act, 1957(Act No 23 of 1957)
- Public Service Regulations, 2001.
- Treasury Regulations, 2005.

The functional mandate of the Department and the SAPS is defined by a number of governmental policies, including, *inter alia*:

- the Priorities of the Justice Crime Prevention and Security Cluster (JCPS : 2005); and
- the initiatives of the Integrated Justice System Board (IJS : 2005).

2. CORE AND SUPPORT ACTIVITIES, INCLUDING OUTPUT DELIVERABLES

2.1 The Core Objectives of the Department for Safety and Security and the SAPS inform the Department's Key Departmental Programmes, otherwise referred to as the Financial Programme Structure. The Key Departmental Objectives, which describe the broad impact that is envisaged in respect of each of the Financial Programmes, and the outcomes associated with each of these Key Departmental Objectives form the basis for all strategic and operational planning in the SAPS. The Core and Support Activities of the Department and the SAPS are reflected in respect of the Key Departmental Programmes as indicated below.

2.2 Key Departmental Programme 1 : Administration

Key Departmental Objective	Support Activities	Outcome
Provide for the policy development and management of the Department including administrative support functions.	**Minister** 1.1 To be responsible for policing, and to give account to Cabinet and Parliament	Informed Cabinet and parliament regarding policing
	1.1.1 To determine national policing policy	Adequate implementation of national policing policy
	Secretariate 1.2 To advise the Minister and perform such functions as he / she may deem necessary	Effective monitoring of policing policy
	National Commissioner 1.3 To exercise control over and manage the service in terms of : - Structures - Human Resources - Finances - Logistics - Functional Administration - Management Consultancy - General Administration Operations	Effective policing
	1.4 To liaise with the community and other agencies	Appropriate co-operation from the community and other agencies
	1.5 To perform functions outside the Republic	Proper coordination between police agencies internationally

2.3 Key Departmental Programme 2 : Visible Policing

Key Departmental Objective	Support Activities	Outcome
Discourage the occurrence of all crimes through the provision of a proactive and responsive policing service that will prevent the priority crimes rate from increasing.	**Crime Prevention**	
	2.1 To regulate occupations, trade and the manufacturing of articles and substances	Reduced incidence of the contravention of established regulators
	2.2 To discourage the commission of crimes against the State, citizens and their property	Reduced opportunity to commit crime
	2.3 To respond to emergencies	Persons and property protected during emergencies
	2.4 To serve and execute court processes and orders of both South African and foreign courts	Served and executed court processes and orders
	2.5 To provide a Community Service Centre	Satisfied clients
	Border Policing	
	2.6 To control the movement of people and goods	Reduced illegal movement of people, articles and goods
	Specialised Interventions	
	2.7 To perform specialised interventions	Persons and property protected during specialised interventions

2.4 Key Departmental Programme 3 : Detective Services

Key Departmental Objective	Support Activities	Outcome
Contribute to the successful prosecution of crime by investigating and gathering all related evidence, preventing the detection rate from decreasing.	**General Investigations** 3.1 To gather evidence, ensure that accused persons and witnesses are present at criminal trials and present evidence at criminal trials.	Effective investigation of crime
	Specialised Investigations 3.2 To gather evidence, ensure that accused persons and witnesses are present at criminal trials and present evidence at criminal trials	Effective investigation of crime
	Criminal Record Centre 3.3 To provide a criminal record (finger print identification) support service to criminal investigations.	Expert fingerprint identification.
	Forensic Science Laboratory 3.4 To provide a forensic science support service to criminal investigations.	Expert forensic evidence.

2.5 Key Departmental Programme 4 : Crime Intelligence

Key Departmental Objective	Support Activities	Outcome
Contribute to the neutralisation of crime by gathering, collating and analysing intelligence information, which will lead to an actionable policing activity.	**Crime Intelligence Operations** 4.1 To gather and provide intelligence with a view to detecting crimes against persons, institutions and their property, crime against the State, crimes aimed at disrupting public order and crimes aimed at destabilising democracy	Preventing and enhancing successful prosecution
	Intelligence and Information Management 4.2 To provide intelligence on criminal activities, including criminal gangs and enterprises involved in organised crime	Preventing and enhancing successful prosecution

2.6 Key Departmental Programme 5 : Protection and Security Services

Key Departmental Objective	Support Activities	Outcome
Minimise security violations by protecting foreign and local prominent people and securing strategic areas to ensure a safer South Africa.	**VIP Protection Services** 5.1 To protect the President, former Presidents and prominent people	Protection of the President, former Presidents and prominent people
	Static and Mobile Security 5.2 To provide static and mobile protection to prominent people	Protection of prominent people
	Ports of Entry 5.3 To secure ports of entry.	Improved safety and security at ports of entry
	Rail Police 5.4 To secure railways.	Improved safety and security at railways
	Government Security Regulator 5.5 Regulate physical security in the government sector and key strategic installations.	Secured government sector and strategic installations

2.7 The strategic priorities of the SAPS[1] provide the strategic direction for policing and impact on all core and support activities and therefore cut across all its Departmental Programmes and Objectives. The organisational structure of the SAPS is aligned with the Key Departmental Programmes and each functional capacity will therefore deal with the strategic priorities from the perspective of its functional responsibility, i.e. Visible Policing will address the priorities from the perspective of the Visible Policing functional capacity. The Key Departmental Programmes and strategic priorities as reflected in the SAPS Strategic Plan are implemented at all organisational levels within the SAPS. The Divisional, Provincial, Area and Station Commissioners are therefore required to develop Operational Plans in order to effect the implementation of the Key Departmental Programmes and strategic priorities. The individual performance of all personnel members, both operational and administrative, is linked to the strategic direction of the SAPS through individual Performance Agreements and / or Performance Enhancement Process (PEP) documents. This also establishes individual accountability in the SAPS within the context of the strategic priorities of the SAPS.

[1] *Refer to paragraph 3.4 at page 29 below.*

3. STRATEGIC DIRECTION

The Strategic Direction of the SAPS is determined within the framework of the Key Departmental Programme Structure as provided in Chapter 2 above. This Strategic Direction is informed by the Scenarios that have been determined for the SAPS and which describe broad, strategic possibilities for the SAPS over the period 2005 to 2010. The Cabinet and Directors General Clusters were established by Government to promote integrated governance and coordinate interdepartmental cooperation in implementing Government's Programme of Action. The Department for Safety and Security is the primary driver of the Justice Crime Prevention and Security Cluster. The Strategic Priorities of the Justice Crime Prevention and Security Cluster emanate from Government's Programme of Action and the Strategic Priorities of the Cluster therefore inform the Strategic Priorities of the Department of Safety and Security and the SAPS. The SAPS Priorities also take into account the policy and legislative changes that are anticipated and planned for over the medium term.

3.1 SCENARIOS FOR THE FUTURE

The SAPS is obliged to test its plans for the next decade in terms of the scenarios, which were presented to Cabinet in July 2003. The storylines in the four scenario's, which will be discussed below, will assist the SAPS to evaluate whether its plans would remain robust enough against any adverse effect for a wide range of possible outcomes.

Scenario planning is about creating various 'alternative futures' that are rooted in an understanding of current social dynamics. Important to note is that the real future may or may not look anything like any of the Scenario's, it can also contain a mixture of elements from each of the Scenarios. The four provide different viewpoints on how the future might possibly evolve. These Scenarios or "memories of the future" will assist the SAPS to ensure that as the future unfolds it will be in a better state of readiness to deal with whatever issue emerges. Planning by the SAPS should, therefore, be focussed on a way of widening the range of expectation we might have of the future. We should think about the unthinkable in order to plan for a wide range of possibilities.

S'gudi S'nais

The storyline of this scenario outlines an intolerable future. While the world becomes more stable and accommodating, advantaged individuals contest power in South Africa, ultimately exacerbating tensions, inequality and poverty and thereby fuelling conflicts. This would place a high burden on SAPS to maintain public order, to combat organized crime which is fuelled by corruption that becomes a way of life.

Dulisanang: We're all in this together

The storyline of this scenario outlines a tolerable but undesirable future. While the South African economy may experience problems, the country unites around an agreed set of social values and crime committed out of greed, e.g. commercial crime.

Skedonk: It goes, but only just

According to this scenario, a weakened, divided South Africa tries to service in a world going through the worst economic crises since 1933. It is further characterized by the marginalisation of those at the lower edges of society, who have become poorer due to social diversion. The high crime wave could lead to lawlessness and a heavy burden on the Criminal Justice System such as overcrowding prisons, heavy case load and a unmanageable court role.

Shosholoza

This scenario pictures a tolerable and desirable future. According to this scenario, the world is characterized by multi-lateralism and a robust global economy, while South Africa experiences economic growth and increased social cohesion.

Which is the ideal Scenario?

When considering the four storylines, the last (Shosholoza) is in line with the SAPS's priorities, i.e. to strive for normalization and the crime situation as indicated in the 2005 to 2010 Strategic Plan and the Justice, Crime Prevention and Security Cluster priorities in 2010. As already described above, the second scenario (Dulisanang) is tolerable but undesirable, whereas the first (S'gudi S'nais) and the third (Skedonk) are intolerable and undesirable now nor any other time.

What are the options for the SAPS?

The challenge for the SAPS is to take actions in order to pursue the desirable scenario whilst neutralizing and/or preventing the prospects of the undesirable scenarios taking root. In order to adhere the above, the SAPS must vigorously implement its strategies

and policies which are aligned to the goals of the Justice, Crime Prevention and Security Cluster, which coordinates interdepartmental crime prevention initiatives across the Criminal Justice System.

The following Implementation Strategies[2] will facilitate the progression to the Shosholoza Scenario :

- The Human Resource Management Strategy.
- National Crime Combating Strategy.
- Firearms Strategy.
- Crimes Against Women and Children Strategy.
- Corruption and Fraud Prevention Strategy.
- Prevention of Police Attacks and Killings Strategy.
- Risk Management Strategy.
- Technology Strategy.
- Information Strategy.

The SAPS, as and integral part of the JCPS Cluster, is in a position to deal with the storylines by means of its existing policies, programmes and procedures. However, the SAPS must still develop special capabilities to deal with all forms of commercial crime.

3.2 THE JUSTICE, CRIME PREVENTION AND SECURITY CLUSTER

The Justice, Crime Prevention and Security Cluster developed a strategic direction to structure the Cluster's Priorities over the medium term, including the Government's Medium Term Strategic Framework period and the next decade of freedom in South Africa. The Cluster reviews its planning annually, in line with Government policy and direction, and this planning informs the planning of the government departments that constitute the Cluster.

The strategic direction that has been determined for the JCPS Cluster for 2005 to 2010 will focus on reinforcing the rule of law and enhancing national security. These two broad themes will comprise the following elements:

- The rule of law.
  - Improving the Integrated Justice System.
  - Continuing to reduce the levels of crime, and in particular contact crime.
  - Addressing organised crime.

[2] *Refer to paragraph 4.3 at page 33 below for more detail on the Implementation Strategies.*

- Prioritising drugs and substance abuse.
- Reducing the incidence of illegal firearms.
- Reducing the level of overcrowding in prisons.
- Implementing a rehabilitation programme so as to reduce repeat offending.
- Improving cooperation with African countries.

- Improving levels of national security
  - Managing an overarching strategy on border security.
  - Managing a national security strategy.
  - Enhancing the capacity of the SANDF.
  - Addressing the threat of terrorism.
  - Improving the capacity of the intelligence structures.
  - Enhancing the capacity and readiness of the disaster management systems.

The priorities that are applicable to the SAPS are taken into account in the strategic direction determined for the SAPS and in the developing of the one-year implementation plan, in accordance with the Police Service Act, 1995 (Act No 68 of 1995).

3.3 POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

3.3.1 Interdepartmental co-operation and co-ordination

All strategies and priorities conform to the goals of the Justice, Crime Prevention and Security Cluster, which coordinates interdepartmental crime prevention initiatives across the Criminal Justice System. In 2002, the Justice, Crime Prevention and Security Cluster established the Integrated Justice System Development Committee, and mandated it to ensure cooperation and coordination in relation to policy throughout the Criminal Justice System. Since the inception of the Integrated Justice System Development Committee and its task teams, departments have been functioning in a much more integrated manner to achieve sector goals, and more inter-sectoral initiatives have been undertaken to foster common objectives and outcomes. The Justice, Crime Prevention and Security Cluster initiatives in relation to SAPS are, enhancing the capacity of the department, implementation of the Integrated Justice System programmes, particularly, improving the management of persons

and cases through the justice system chain, dealing with sexual offences, dealing with organized crime in South Africa and across South African borders, and reducing the number of illegal firearms and, at the same time, enhancing the safekeeping of lawful firearms.

3.3.2 Improving Policing

Crime prevention in South Africa is based on principles of community policing, that is, partnerships between the community and the SAPS. Sector policing was introduced in 2002/03 to increase the visibility and accessibility of police officers, particularly in areas that have limited infrastructure and high levels of crime. In 2003/2004, sector policing was implemented at 50 priority stations and 14 presidential stations. In mid-2003, Cabinet approved the mandate, functions and broad structure of the new Protection and Security Services Division of the SAPS. The Division is responsible for providing protection services to South African and foreign dignitaries and for policing strategic installations. In the 2004/05 financial year, funds were allocated to implement the Johannesburg International Airport, Cape Town Metro Rail and Beitbridge Border Post pilot projects. The department will further roll-out these pilot projects and initiate new projects over the medium term, such as Durban Harbour and all High Courts.

The capacity of the SAPS will be enhanced by recruitment of additional personnel for Sector Policing and Protection and Security Services Division which will increase the number of personnel to 148 060 by the end of 2005/06, 156 060 by 2006/07, 158 000 by 2007/08 and 165 850 by the end of March 2008. The enlistment of additional personnel will be complemented by a simultaneous expansion of the Department's vehicle fleet, equipment supplies and IT infrastructure. In addition to the personnel and resource expansion, additional funds have been allocated over the medium term, to improve remuneration of police officials. Mechanisms are also being developed for the retention of scarce skills within the organisation.

The SAPS contributes to the Interdepartmental Management Team of the Victim Empowerment Programme that is led by the Department of Social Development. Key contributions to the Interdepartmental Management Team in 2003/04 included the finalization of the Victim Charter of Services and the development of a Policy on Victim Empowerment.

The training of SAPS members to empower victims is regarded as a key intervention for improving the services that are rendered to the public. A new training curriculum on domestic violence is in the final stages of completion. Victim-friendly facilities are provided at the majority of high crime stations, where victims' statements can be taken in private in cases of rape, sexual offences, child abuse and domestic violence.

3.3.3 Organisational Restructuring and Development

A new National Intervention Unit was established in 2002/03 to intervene in extreme situations where normal policing is ineffective. The National Intervention Unit deals with medium- and high-risk operations to stabilize volatile situations, and provides specialized operational support to police stations, sections and units. Area Crime Combating Units are responsible for combating serious and violent crimes, policing public gatherings, and providing specialized operational support in the areas where they are situated.

At national level, the specialized investigation units comprise of a Serious Economic Offences Unit and Organized Crime and Serious and Violent Crime task teams. Provincial and area specialized units include Commercial branches, Organized Crime Units, Serious and Violent Crime Units, Precious Metals Units, Diamond Units, Vehicle Identification and Safeguarding Units, Stock Theft Units and Family Violence, Child Protection and Sexual Offences Units.

Due to the unique functions performed by the Forensic Science Laboratory and the Criminal Record Centre, a new Division, the Criminal Record and Forensic Science Services responsible for functions related to these two centres was established in 2004. The two centres were formerly part of the Detective Service Division. The advantage of establishing an additional Division include enhancement of the integrated approach concept pertaining to the analysis of exhibits and presentation of expert evidence as well as sharing expensive and scarce resources such as photo laboratory and crime scene equipment.

The continued emphasis on border policing is maintained over the medium term with an average annual budgetary increase of 5,6 percent over the period 2004/05 to 2007/08. Increases in this sub-programme result from the increased number of police officers deployed at ports of entry, and the continued upgrading of infrastructure at these ports of entry.

The Forensic Science Laboratory is currently being upgraded and a Laboratory Information Management System is being implemented, which accounts for the increase of 5,1 per cent in this sub-programme in 2005/06. The Automated Fingerprint Identification System has been fully implemented and rolled-out. The functions of the Criminal Record Centre and Forensic Science Laboratory contribute to convictions in court, which are increasingly dependent on scientific evidence.

3.4 THE SAPS STRATEGIC PRIORITIES AND GOALS

The development of the strategic priorities and goals for the SAPS for the period 2005 to 2010 have been informed by the following key governmental policy instruments:

- The President's State of the Nation Address.
- The scenarios forecasted for the SAPS for the period 2005 to 2010.
- Government's Programme of Action and the Justice Crime Prevention and Security Cluster Priorities 2005 to 2010.
- Policy developments and legislative changes.
- The SAPS Annual Reports for the periods 2000 / 2001 to 2003 / 2004, including the reporting information on the measurable objectives for each financial year.
- Information resulting from the analysis of the environment external to the SAPS, including *inter alia* -
  - Crime information.
  - The National Police (SAPS) Service Delivery Improvement Study as performed by Development Research Africa.
- Information relating to the internal environment, or the support activities of the SAPS, including *inter alia* -
  - Chapter 1, Part III B of the Public Service Regulations, 2001.

The SAPS strategic priorities and goals identified for the period 2005 to 2010 will be implemented on an annual basis by means of the annual Planning Information, or one-year Police Plan, as required by the Police Service Act, 1995 (Act No 68 of 1995). These priorities will be reviewed on an annual basis in order to gauge their continued applicability and may, therefore, change in line with any relevant changes in Government policy or circumstances within the internal or external environments of the SAPS. The strategic priorities are evaluated in terms of definite measurable objectives and associated targets. The measurable objectives and targets are reflected in detail in the Planning Information, or one-year Police Plan, that is developed within the framework of the

Strategic Plan. This necessitates that the Strategic Plan be read in conjunction with the annual Planning Information. The strategic priorities and goals are applicable to each of the Key Departmental Programmes[3], and key measurable objectives have been identified in respect of the each of the Key Departmental Programmes that are designed to assess the impact of each Programme as a whole.

Key Departmental Programme and Sub-programmes	Measurable Objective
Programme 1 - Administration - Minister - Deputy Minister - Management - Corporate services	Provide for the development of departmental policy and management of the department, including administrative support.
Programme 2 - Visible Policing - Crime Prevention - Border Policing - Specialized Interventions	Discourage the occurrence of all crimes through he provision of a proactive and responsive policing service that will prevent the priority crimes rate from increasing annually and through 2005 to 2010.
Programme 3 - Detective Services - General Investigations - Specialised Investigations - Criminal Record Center - Forensic Science Laboratory	Contribute to the successful prosecution of crime by investigating and gathering all related evidence, thereby preventing the detection rate from decreasing annually and through 2005 to 2010
Programme 4 - Crime Intelligence - Crime Intelligence Operations - Intelligence and Information Management	Contribute to the neutralisation of crime by gathering, collating and analysing intelligence information, which will lead to an actionable policing activity.
Programme 5 - Protection and Security Services - VIP Protection Services - Static and Mobile Security - Ports of Entry Security - Rail Police - Government Regulator - Operational Support	Minimise security violations by protecting foreign and local prominent people and the securing of strategic areas to ensure a safer South Africa.

[3] *Refer to paragraph 2.1 on page 16 above for a detailed explanation in this regard.*

The strategic priorities, goals and key measurable objectives that have been identified for the SAPS for the period 2005 to 2010 are divided into operational priorities and organisational priorities, with the four operational priorities being supported by the organisational priorities.

The strategic priorities and goals for 2005 to 2010 are as follows:

Operational Priorities

Strategic Priority 1: Organised Crime

To address Organised Crime by focussing on -

- criminal organisations involved in crimes relating to drugs, firearms, vehicles, human trafficking, human organ trafficking, prostitution, endangered species, precious metals and stones;
- corruption; and
- commercial crime.

Strategic Priority 2 : Serious and Violent Crime

To address Serious and Violent Crime by focussing on -

- the proliferation of firearms, and the impact this has on the incidence of murder, armed robbery, farm attacks, heists and vehicle hijacking;
- crime-combating strategies identified for high and contact rime areas;
- intergroup violence , taxi and train violence, gang violence and faction fighting;
- urban terrorism and crimes against the State; and
- the policing of major events, including the National Elections in 2009 and the Soccer World Cup in 2010.

Strategic Priority 3 - Crimes against Women and Children

To address crime against women and children by -

- rape;
- domestic violence;
- assault; and
- child abuse.

Strategic Priority 4 - Improve Basic Service Delivery to all Communities

Improve basic service delivery by implementing the SAPS Service Delivery Improvement Programme at all levels in the SAPS, including -

- developing Service Delivery Charters; and
- setting service standards.

Organisational Priorities

Strategic Priority 5 - Human Resource Management
To address human resource management by implementing the SAPS Human Resource Strategy.

Strategic Priority 6 - Budget and Resource Management
To address budget and resource management by -

- implementing and managing Supply Chain Management in the SAPS;
- managing the SAPS Information Systems and Information Communication Technology Plan; and
- complying with the requirements of the Public Finance Management Act 1999 (Act No 1 of 1999) and the Treasury Regulations 2005.

4. GOALS AND TARGETS TO BE ATTAINED OVER THE MEDIUM TERM, INCLUDING THE PROGRAMME FOR ATTAINING THE GOALS AND TARGETS

4.1 INTRODUCTION

The Programme for the attaining of the strategic priorities, goals, measurable objectives and targets comprises the annual Planning Information and the Implementation Strategies, both of which are underpinned by the Service Delivery Improvement Programme.

4.2 THE SERVICE DELIVERY IMPROVEMENT PROGRAMME

4.2.1 The SAPS Service Delivery Improvement Programme reflects the implementation of the Batho Pele principles within the SAPS in terms of the following key issues -

- main services provided and standards;
- consultation arrangements with clients;
- the service delivery access strategy;
- the service information tool; and
- a complaints mechanism.

4.2.2 The Service Delivery Improvement Programme will be developed further during 2005 to 2010 in order to extend the various elements of the Programme and to facilitate its implementation throughout the SAPS. This will include the development of the four pillars of the Batho Pele Revitalisation Strategy and their constituent elements. These pillars - External Communication, Back Office Re-engineering, Front Office Re-engineering and Internal Communication - will comprise the framework within which the further development and reinforcing of the current service delivery initiatives will be undertaken, including the developing of Service Delivery Charters and Service Standards at all levels.

4.3 IMPLEMENTATION STRATEGIES

The South African Police Service has developed the following strategies to facilitate the implementation of the SAPS Strategic Priorities. These Strategies are primarily cross-cutting in nature as they extend across most functional capacities in the SAPS.

4.3.1 Human Resource Strategy

4.3.1.1 The Human Resource Strategy is managed by the Deputy National Commissioner : Human Resource Management and Legal Services and comprises the integrated priorities of the following Divisions -

- Personnel Services;
- Career Management;
- Training; and
- Legal Services.

4.3.1.2 The purpose of the Human Resource Strategy is to: secure the creation and maintenance of an effective police service through-

- utilisation and management of personnel;
- quality education, training and development; and
- professional legal advisory and support services.

4.3.1.3 The strategic goals of the Strategy support the SAPS strategic priorities and focus on -

- optimising personnel utilisation;
- developing human resources;
- implementing Employment Equity;
- institutionalising performance management;
- institutionalising a professional service ethos;
- institutionalising an employee assistance service;
- institutionalising legal advisory and support services; and
- ensuring policy compliance in support of strategic priorities.

4.3.1.4 Each of the strategic goals has been broken down into specific key performance areas.

Optimising personnel utilisation by -

- developing an annual HR Plan and facilitating the implementation thereof;
- effective selection, appointment and placement of personnel according to the HR Plan;
- implementing and maintaining the recruitment strategy;
- providing psychological intervention and evaluation services;
- developing, maintaining and implementing conditions of service;
- managing absenteeism and service terminations;
- managing promotions;
- managing the implementation of the Incentives and Rewards Strategy; and
- facilitating, developing, implementing and maintaining human resource policies.

Developing human resources by-

revising and implementing the Education, Training and Development (ETD) system, skills development, quality management and assessment;

- researching, designing and developing needs- and outcomes-based curricula;
- establishing and sustaining in-service training in support of organisational priorities;
- ensuring the provision of basic training; and
- provision of generic skills and international training support.

Implementing employment equity through-

- monitoring employment equity targets, initiating interventions where necessary and monitoring compliance of existing programmes; and
- implementing the affirmative action programme, women empowerment programmes and programmes for the elimination of unfair discrimination.

Institutionalising performance management by-

- reviewing and maintaining performance management and supplementary compensatory systems; and
- initiating, developing and implementing generic performance plans.

Institutionalising a professional service ethos by -

- managing discipline;
- managing grievances; and
- facilitating the implementation of service integrity.

Institutionalising an employee assistance service by -

- implementing programmes to ensure the physical, recreational and emotional well being of personnel in the SAPS; and
- enhancing the implementation of the HIV/Aids strategy.

Institutionalising professional legal advisory and support services by -

- drafting, interpreting and implementing legislation;
- ensuring the procurement of goods and services in terms of legal requirements;
- administering and managing contracts and agreements and labour related matters;
- rendering operational legal support in respect of the prevention, combating and investigation (provincially, nationally and internationally) of crimes affecting the RSA;
- managing litigation by or against the SAPS; and
- managing and determining legal standards.

Ensure policy compliance in support of strategic priorities by-

- developing, co-ordinating, maintaining and facilitating the implementation of policies.

4.3.2 National Crime Combating Strategy

The National Crime Combating Strategy was implemented in April 2000 as part of the SAPS Strategic Plan 2000 to 2003. The Strategy is being executed in two phases, namely :

- Phase 1 : The stabilising of crime over the period 2000 to 2003.
- Phase 2 : The normalising of crime over the period 2004 to 2010.

Normalisation of crime does not, however, only require law enforcement actions, it includes programmes to address the root causes of crime such as moral regeneration, social crime prevention and development projects. One of the main focus areas of normalisation is to create the necessary capacity within

the law enforcement environment to sustain successes achieved during the stabilisation phase. The phasing out of the Commando System (essentially a military structure which performs law enforcement functions on a secondary level), and the introduction of sector policing together with a revised SAPS Reservist system, which is tailor-made to the specific crime prevention and combating needs of various communities, forms an integral part of this capacity-building process.

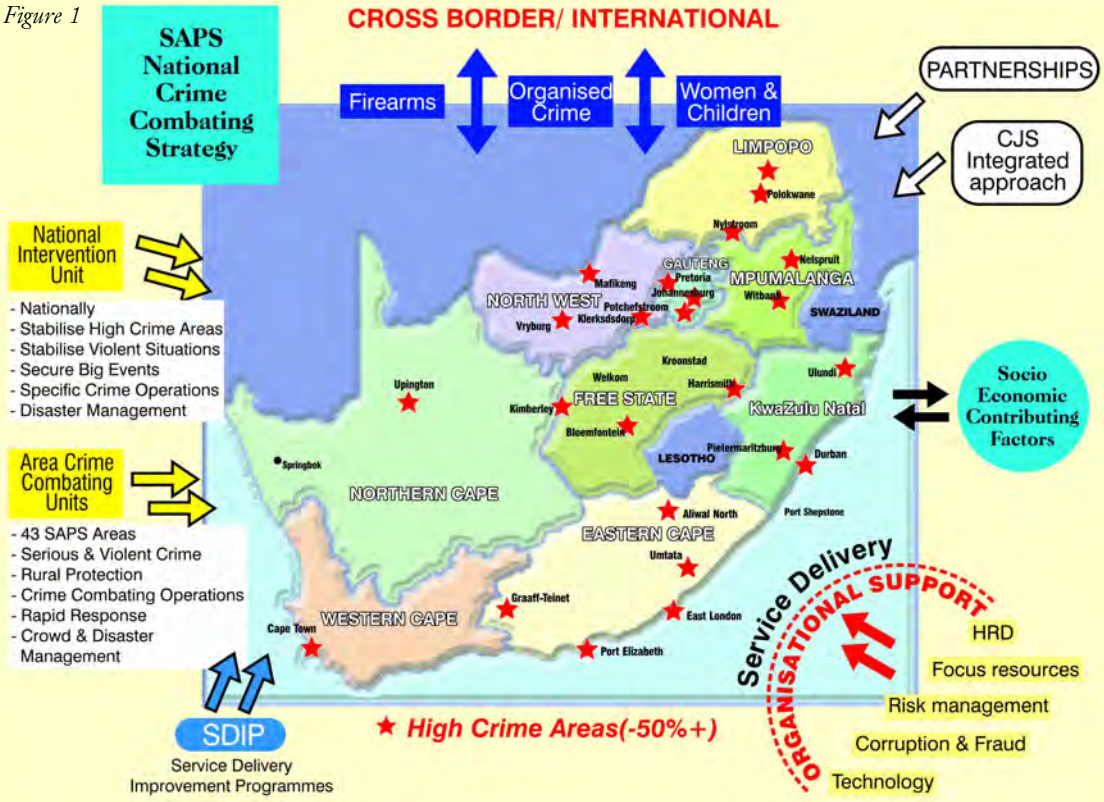
The National Rapid Deployment Unit, comprising members of the National Intervention Unit and the National Crime Combating Unit, became operational during the last half of 2003 comprising approximately 500 members. The Unit's personnel strength will be gradually increased to approximately 1000 members in 2010. The SAPS Public Order Police Units have been transformed into Area Crime Combating Units, with the establishing of a Unit in each of the 43 SAPS Area offices with a total personnel strength of more than 5500 members. The Units are deployed in accordance with crime patterns and available tactical intelligence, across police stations boundaries and execute these functions in co-operation with other crime prevention units.

Sector policing is the main focus area of the SAPS's approach to the normalising of crime and is based on the following pillars :

- The geographical demarcation of a police station area into manageable sectors, taking into account Crime Administration Blocks, the geographical size of areas, topographical features, community resources, crime types and patterns.
- The appointment of permanent SAPS members as Sector Commanders and Sector Policing Teams.
- Active participation by communities by means of Reservists, partnerships and support groups.
- The implementation of strategies and projects by the SAPS and communities to address specific crime problems in each sector.

Each sector will be responsible for visibility, crime deterrence, quick response to crimes, partnerships with communities and problem-solving projects.

Figure 1



The implementation of the National Crime Combating Strategy is impacted on negatively by the prevailing, unfavourable socioeconomic conditions in the country. These socioeconomic conditions, such as wide-scale poverty, lack of access to basic services, etc., may contribute to the root causes of crime, thereby increasing the likelihood for the perpetration of crime. The National Crime Combating Strategy is also supported by various strategies which are currently being implemented, please refer to Figure 1 above. Organisational support provided to the Police Areas and Stations comprises the focussed allocation of resources to high crime areas, the implementation specific strategies aimed at facilitating the implementation of the SAPS strategic priorities, e.g. the Human Resource, Firearms, Crimes against Women and Children, Corruption and Fraud Prevention, Prevention of Police Attacks and Killings, Risk Management, Technology and Information Strategies. The SAPS Service Delivery Improvement Programme[4] also supports the National Crime Combating Strategy by focussing the policing service provided by personnel members in terms of the

[4] *Refer to paragraph 4.2 on page 32 above.*

Batho Pele initiative. The National Crime Combating Strategy also encompasses several cross-border or international priorities such as crime involving firearms, organised crime and crimes against women and children.

4.3.3 The Firearm Strategy

The purpose of the strategy is to eradicate the proliferation of firearms available for use in crime and violence in South Africa. The Firearm Strategy consists of a number of pillars and the following progress has been made regarding the implementation of each pillar:

- **Pillar 1: Development and maintenance of appropriate firearm-related regulators.**
  The Firearms Control Amendment Act, 2003 (Act No 43 of 2003) was fully implemented by 1 July 2004 and will direct the maintenance of appropriate firearm-related regulators by the SAPS.

- **Pillar 2: Development and maintenance of effective control processes and procedures regarding firearms.**
  The business process re-engineering of the Firearm Control System, which supports the implementation of the Firearms Control Regulations, 2004 and subsequent processes and procedures, has been finalized and will be implemented during 2005 to 2010.

- **Pillar 3: Reduction and eradication of the illegal pool and criminal use of firearms.**
  In the 2003/2004 financial year, the Government focussed, in particular, on implementing an operational dimension to the Firearm Strategy. Specific projects initiated to ensure the effective management of the effects of the operations, include the following:
  - The number of firearms in the evidence management stores of the South African Police Service.
  - The number of declarations of unfitness to possess a firearm that had to be processed.
  - The circulation of confiscated or recovered firearms.
  - The decentralization of the destruction of confiscated firearms to the various provinces contributed to the increase in the number of firearms that was destroyed during the 2003/2004 financial year.

- **Pillar 4: Prevention of crime and violence through awareness and social crime prevention partnerships.**
  The Department will continue its efforts to inform the public on issues such as firearm safety, keeping children safe from firearms and the requirements of the firearms control legislation.

- **Pillar 5: Regional Cooperation.**
  The Department will continue to engage in discussions with regional counterparts on various levels regarding the implementation of the Southern African Development Community Firearms Protocol that primarily deals with firearms control on a regional level.
  The SAPS will conduct additional operations (referred to collectively as Operation Rachel) with the Mozambique Police aimed at locating and destroying firearms, explosives and ammunition that are remnants of the war in Mozambique. This is done in order to prevent their infiltration into the region for use by criminals in the perpetration of crime. These operations, which are intelligence driven, have led to the destruction of vast quantities of firearms, explosives and ammunition and have played a major role in stemming the flow of illegal firearms in the region.

4.3.4 **Crimes against Women and Children Strategy**

4.3.4.1 The purpose of the strategy is to reduce the incidence of crimes against women and children, as well as to ensure the proper investigation of sexual offences such as rape and indecent assault. The strategy includes the following initiatives:

- **The Anti-rape Strategy**
  The Anti-rape Strategy includes initiatives to reduce rape and to improve the investigation of rape cases and services provided to victims of rape. Guidelines were issued in 2003 to ensure that a consistent approach is followed to the implementation of the Anti-rape Strategy in all provinces. The further development and implementation of the Ant-Rape Strategy will take place during 2005/06.

- **Implementation of the Domestic Violence Act, 1998 (Act No 116 of 1998)**
  The review of existing training packages on the policing of domestic violence, and the development of a comprehensive,

accredited prevention of domestic violence training programme commenced in 2003. The new training programme is based on the integrated training programme that was developed in line with the Government's interdepartmental Domestic Violence Programme.

- The Victim Empowerment Programme
  To date, 33 693 members of the SAPS have been trained in victim empowerment nationwide. The training focussed on giving members the necessary skills to handle all victims of crime in a sensitive manner when, for instance, they take down statements, including intimate accounts of violence. They were also trained in referring victims to institutions that offer professional help, for example, trauma counselling, legal advice and medical assistance. The community-based victim empowerment programme that is managed by Victim Support South Africa (previously Business Against Crime) is operational at 307 police stations and a total of 3 300 volunteers participate in this programme. As part of the victim empowerment programme, victim-friendly facilities were established at high crime stations, including the Presidential Police Stations (14 previously marginalised police stations prioritised by the President for accelerated development). These facilities mainly benefit victims of rape and domestic violence in that they enable police members to take down statements including intimate accounts of violence to victims in privacy.

- Youth Crime Prevention Capacity Building Programme
  In order to equip SAPS members with the necessary skills to recognize and assist young people who are at risk of turning to crime or of becoming victims of crime, a training programme on youth crime prevention was developed. The programme contains modules that deal with the management of awaiting trial juveniles. A module concerning the responsibilities of the South African Police Service in terms of the Child Justice Bill will replace these modules once the Bill has been promulgated. The development of standards for the accreditation of a Youth Crime Prevention Curriculum is currently underway.

- **Prevention of Violence Programme**
  Interdepartmental programmes and processes that have an impact on violence prevention programmes have been rigorously pursued. These programmes and processes include the Moral Regeneration Programme (coordinated by the Deputy President's office), the development of an implementation strategy for the Sexual Offences Bill (coordinated by the Department of Justice and Constitutional Development), the Child Labour Action Programme Steering Committee (coordinated by the Department of Labour), the development of an Interdepartmental Victim Empowerment Policy (coordinated by the Department of Social Development) and the development of a Victim Charter (coordinated by the Department of Justice and Constitutional Development).

- **Reactive Measures.**
  This entails the steps taken by the investigating officer on receiving a sexual offences case.
  Providing professional victim assistance, which includes the treatment of victims, providing information on procedures followed by the SAPS and the Criminal Justice System, and referral of victims to support services.

- **Conversations with Women Initiative.**
  The SAPS has launched a Conversations with Women initiative that coincides with the 16 Days of Activism on Violence Against Women and Children campaign. This initiative explains the rights of women who are victims of crimes and the service that the SAPS will provide in order to minimize the impact of the Crime. This initiative will be extended during 2005/06 within the context of the Crimes Against Women and Children Strategy.

4.3.5 Corruption and Fraud Prevention Straegy

4.3.5.1 Introduction

The SAPS is in a unique position when it comes to the issues of Corruption and Fraud as it has both an obligation to investigate criminal cases of Corruption and Fraud, and also to address Corruption and Fraud within the SAPS. This Strategy has been developed to specifically address Corruption and Fraud in the

SAPS and has taken into account a broad spectrum of information. This information ranges from Government policy requirements such as the Prevention and Combatting of Corrupt Activities Act, 2004 (Act No 12 of 2004), and the Public Service Anti-corruption Strategy 2002 and previous, internal strategies such as the SAPS Service Integrity Framework.
The reference to the Strategy as the SAPS Corruption and Fraud Prevention Strategy addresses both the issue of Corruption and Fraud in the SAPS.

4.3.5.2 Purpose of the Corruption and Fraud Prevention Strategy
The purpose of the SAPS Corruption and Fraud Prevention Strategy is to eliminate the incidence of Corruption and Fraud in the SAPS by the application of a multi-dimensional approach that includes all aspects relating to the causes and effects of the involvement of SAPS personnel members in Corruption and Fraud.

4.3.5.3 Pillars of the Corruption and Fraud Prevention Strategy
The SAPS Corruption and Fraud Prevention Strategy comprises four pillars, namely:

- Prevention;
- Detection;
- Investigation; and
- Restoration

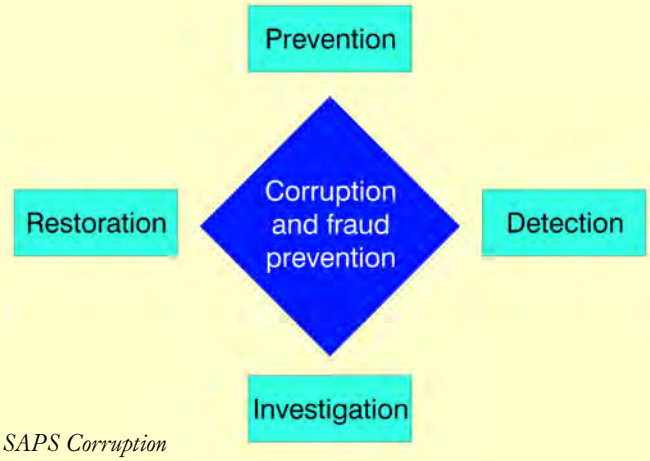


Figure 2 : Pillars of the SAPS Corruption and Fraud Prevention Strategy

Prevention, Detection, Investigation and Restoration have been identified as being the core activities that must be performed within the SAPS in order to address Corruption and Fraud by SAPS members. Prevention relates to the preventing of the opportunity for and actual perpetration of acts of Corruption and Fraud by SAPS personnel members, by ensuring that the appropriate preventive mechanisms are developed and implemented. The Detection Pillar involves establishing the means for the exposing of Corruption and Fraud in the SAPS and the Investigation Pillar the actual criminal and departmental investigation of acts of Corruption and Fraud by SAPS personnel members. The Restoration Pillar focusses on limiting the impact of Corruption and Fraud on the SAPS, the personnel members responsible for perpetrating Corruption and Fraud and those personnel members affected by Corruption and Fraud.

The four pillars contribute collectively to the improving of the institutional capacity of the SAPS to deal with Corruption and Fraud, including the establishing and maintaining of sound management policies and practices; the establishing of an organizational culture that is not tolerant of the perpetration of Corruption and Fraud by its members, including a strong emphasis on whistleblowing and the establishing of professional ethics in the SAPS; and, to ensuring that the SAPS remains in a position to proactively respond to the changing face of Corruption and Fraud.

4.3.6 **Prevention of Attacks on and Murders of Police Officials Strategy**

4.3.6.1 The purpose of the Prevention of attacks on and Killing of Police Officials Strategy is to :
"Eradicate attacks on and the killing of SAPS police officials".

The various initiatives which have been developed and implemented to address attacks on and the killing of police officials have been consolidated into three broad categories, namely : Prevention, Reaction and Restoration. These broad categories, or cornerstones, represent the fundamental issues which must be addressed in order to eradicate the incidence of attacks on and killing of police officials. The three cornerstones compliment each other as the various initiatives which comprise each cornerstone will contribute positively to the effective implementation of initiatives across the spectrum of the Strategy.

Figure 3 -
Cornerstones of the Strategy

The SAPS will, in all probability, not be able to completely eliminate attacks on and the killing of police officials due to the basic risks associated with providing a policing service; and the nature of serious and violent crime in the country.

4.3.7 The Risk Management Strategy

The primary objective of the SAPS Risk Management Strategy is to enable Top Management to identify and manage the risks which impact on policing, within the context of the SAPS Strategic Plan. The Risk Management Strategy informs the Strategic Plan, with identified risks being incorporated within strategic priorities, and measures required to control risks being incorporated within mechanisms developed to implement the Strategic Plan. The Risk Management Strategy will function in accordance with the SAPS Strategic Plan, i.e. a five-year plan that is supported by a one-year implementation focus, as required by the Public Finance Management Act , 1999 (Act No 1 of 1999), the Treasury Regulations (2002) and the Police Service Act, 1995 (Act No 68 of 1995). A secondary, but critical objective is to provide management with a basis for implementing a system of risk management, as recommended by the revised King Report on Corporate Governance (King 2) and legislated by the Public Finance Management Act .

The risk assessments will contribute to the SAPS accounting officer's, (the National Commissioner) ability to adequately discharge his responsibility for -

- performing annual risk assessments; and
- ensuring that SAPS has and maintains an effective, efficient and transparent system of risk management and internal control.

The Risk Management Strategy will be further developed during 2005/06 to facilitate the application of Risk Management at all levels n the SAPS.

4.3.8 **The SAPS Technology Strategy**

As part of the SAPS transformation programme, significant steps have been taken since 1997 to ensure better strategic decision-making within the organisation. During 2003, it was suggested that a more strategic approach to science and technology was needed as a priority, and therefore the need for an overall SAPS Technology Strategy was identified. The development of the Strategy was initiated during 2004/05 with the intention of providing the SAPS with a structured approach for decision-making (both strategic and operational in nature), relating to the specification, acquisition, use and evaluation of the impact of technologies (and/or science) relevant to the SAPS. The Strategy provides an overall framework for more detailed technology planning at national level as well as within the provinces, with a long term focus to deliver their mandate more effectively and efficiently.
The objective of the Technology Strategy is stated as follows:

"To develop a Technology Strategy for the SAPS whereby it can assess and manage existing technology capabilities and motivate and acquire new technology capabilities in order to fulfil its mission and respond appropriately to strategic priorities."

The Technology Strategy will focus on the improving of the functioning of the SAPS, particularly in respect of the SAPS's Core Objectives and Strategic Priorities. The Strategy provides the framework for the managing of technology and the broad technology requirements of the SAPS, including the identification, acquisition, deployment and self-sufficiency of the SAPS in terms of technology as depicted in Figure 4 below.

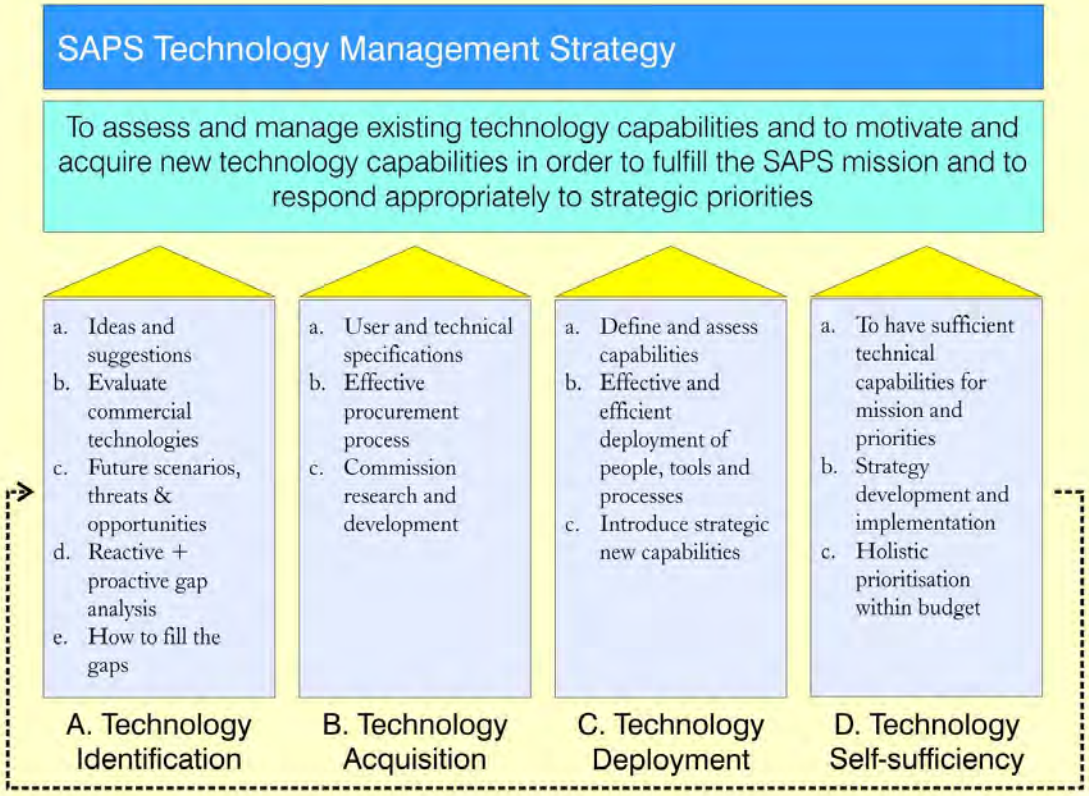


Figure 4 - SAPS Technology Management Strategy Components

The operationalising of the Technology Strategy will be undertaken during the course of 2005 to 2010 with the establishing of a Technology Management capacity within the SAPS, budgeting for the financing of the Technology Strategy and the initialing of the proposed Technology Projects being the primary focus.

4.3.9 **Information Strategy**

The Public Service Regulations, Part III E (a) requires that every government department establish an Information Plan that supports the strategic planning process. The SAPS will develop an Information Strategy during 2005/06, in conjunction with the SAPS Strategic Plan 2005 to 2010 and the SAPS Information Technology Plan. The Information Plan will have a broader focus than the Information Technology Plan and will encompass the strategic managing of all information in the Service.

5. THE SAPS INFORMATION TECHNOLOGY PLAN (IS/ICT PLAN) AND INFORMATION SYSTEMS THAT ENABLE THE MONITORING OF PROGRESS MADE TOWARDS ACHIEVING THE GOALS AND TARGETS; AND SUPPORT THE NATIONAL MINIMUM INFORMATION REQUIREMENTS

5.1 INTRODUCTION

Information is a mission critical resource in SAPS due to its ability to ensure a competitive edge in the combat against crime. This becomes evident in the gathering, recording, analysis and presentation of information regarding criminals and evidence in the SAPS endeavours to ensure a safe and secure environment for all people in South Africa.

A set of information-related capabilities were identified to serve as the strategic focus for directing and guiding all SAPS information utilization and management activities towards a common purpose. These capabilities are depicted graphically below. The primary considerations in managing Information Systems and Information Communication Technology (IS/ICT) in the SAPS are the sustainability, or the ensuring of the performance of current IS/ICT, and executability, or the ensuring of the ability of the Information and Systems Management Component to execute the IS/ICT Priorities identified. The security or integrity of the IS / ICT underpins the focus areas that are undertaken in respect if IS/ICT. These focus areas are describe as follows:

- **Accessibility** - the provision of easy, reliable, quick and secure access to SAPS information services.
- **Mobility** - ensuring access to SAPS information by personnel members while they are mobile.
- **Collaboration** - ensuring networking and interoperability between SAPS personnel members and information systems themselves, and with other government officials and information systems.
- **Security** - ensuring authorised access to SAPS information systems and the dissemination of such information. The SAPS cannot afford that any of its IS/ ICT components become compromised as this may seriously jeopardise the core objectives that the SAPS is required to perform.
- **Automation** - the automating of SAPS processes that enhance effectiveness and efficiency.

- **Identification** - enabling the identification of any object that relates to crime (suspects, witness, exhibits, etc) or the functions of the SAPS (documentation, personnel etc.)
- **Monitoring** - enabling the observing, surveillance, tracing, administration and racking of any object (suspects, witness, exhibits, etc).
- **Presentation** - ensuring the presentation of crime and other management information to assist in decision-making.
- **Analysis** - the enabling of the analysis of crime, organizational resource and administrative information.

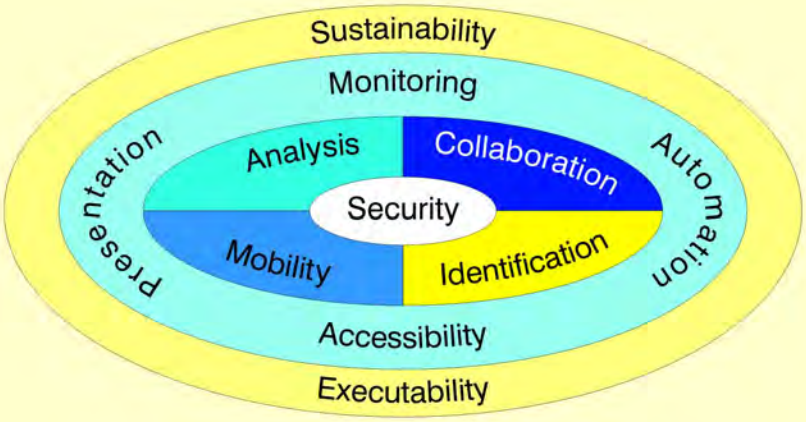


Figure 5 - The Inter-related Nature of the SAPS's IS/ICT Priorities

The following IS/ICT Priorities, Goals and Strategies were developed to ensure constructive and focused efforts in directing and guiding information utilization and management activities and investments towards establishing the above capabilities.

1.5.1 **Priority 1: Sustainment of Current IS/ICT**

1.5.1.1 Sustaining current IS/ICT includes the maintenance of deployed IS/ICT, including the consequential maintenance resulting from the establishment of additional IS/ICT. It also includes periodic renewal and regular enhancement of outdated IS/ICT, as well as the necessary expansion to accommodate natural growth in capacity.

The IS/ICT goal associated with the sustaining of current IS/ICT is as follows:

Focus Areas	IS/ICT Goals and Strategies	Alignment to SAPS Priorities
Sustainability	**Goal:** To ensure the continuation of current IS/ICT delivery and performance levels. **Strategy:** This will be accomplished by maintaining, enhancing, expanding and renewing Infrastructure, Equipment, Applications and User Support	This IS/ICT Goal and Strategy aims at ensuring the continuous availability, effectiveness and efficiency of current IS/ICT that are utilised by SAPS in pursuit of all its priorities.

1.5.2 Priority 2: Advancement of Additional IS/ICT

Advancing additional IS/ICT includes the acquisition, development and implementation of IS/ICT in support of the required capabilities.
The IS/ICT Goals associated with Advancing Additional IS/ICT are as follows:

Focus Areas	IS/ICT Goals and Strategies	Alignment to SAPS Priorities
Accessibility	**Goal:** To enable and improve easy, reliable, convenient, quick, secure and authorised access to SAPS information and services at anytime and any place. **Strategy**: This will be accomplished by establishing Citizen Enquiry and Transacting Systems, Telephony, Universal and Information System Independent User Interfaces, Device Independence, as well as single sign-on and contributing to the e-Government Gateway programme.	This IS/ICT Goal and Strategy aims at supporting the priorities that focus upon customer satisfaction regarding access to information that the public have a right to, and convenient, secure, reliable access to SAPS's services at any place, any time and by any device. It also includes internal, convenient access to organisational information and computer applications that need to be shared in the execution of functions.

Focus Areas	IS/ICT Goals and Strategies	Alignment to SAPS Priorities
Mobility	**Goal:** To enable SAPS personnel to access relevant information while mobile. **Strategy:** This will be achieved by Mobile Work Environment Enablement and the Utilisation of all Available Communication Carriers.	This IS/ICT Goal and Strategy aims at supporting SAPS functionaries in combating crime with the required information and intelligence during operational activities away from fixed data access locations.
Collaboration	**Goal:** To enable electronic communication and networking between SAPS functionaries themselves, with the public, other government departments and all relevant role players as well as between information systems. **Strategy:** This will be achieved by establishing Interoperability, Messaging and Workflow Management, establishing Device Independence, Multi-media Conversion technologies and open systems standards	This IS/ICT Goal and Strategy aims at supporting inter- and intra-departmental communication and integration between multidisciplinary teams and functionaries during the execution of SAPS processes and services. It also includes communication and co-operation with the public and international entities during the combat against crime. Information systems, information and intelligence sharing forms an integral part of this capability.
Security	**Goal**: To ensure authorised access to information systems and information and the dissemination of information. **Strategy:** This will be established by establishing Biometric Access and Audit Control, and End-to-End Security, Authentication and Encryption.	This IS/ICT Goal and Strategy aims at preserving the availability, integrity and confidentiality of information systems and information according to affordable security practices that are critical for achieving the pro-active and successful prosecution expectations.
Automation	**Goal:** To automate SAPS processes that enhance internal efficiencies. **Strategy**: This will be accomplished by establishing Citizen Enquiry, Transacting systems and Electronic Document Management and Workflow.	This IS/ICT Goal and Strategy aims at computerising processes and activities thereby optimising the utilization of personnel and other resources and resulting in the redeployment of personnel for policing activities as well as improved organizational control measures.

Focus Areas	IS/ICT Goals and Strategies	Alignment to SAPS Priorities
Identification	**Goal:** To enable the identification of any object that relates to crime (suspects, exhibits, witnesses, vehicles, etc) or the functions of the SAPS (documentation, personnel, assets, etc.). **Strategy:** This will be accomplished by establishing Biometric Identification systems and Object Identification systems.	This IS/ICT Goal and Strategy is aimed at efficient identifying suspects, exhibits, witnesses, vehicles, forensic evidence and fingerprint and facial recognition and subsequent successful prosecution as well as the documentation, personnel, assets, etc.
Monitoring	**Goal:** To enable the observing and surveillance, tracing, administration and tracking of any object (suspects, exhibits, witnesses, vehicles, assets, etc) **Strategy:** This will be accomplished by establishing Object Tracking systems and close circuit television.	This IS/ICT Goal and Strategy is aimed at efficient observation, surveillance and detection of crimes and locating suspects, exhibits, witnesses, vehicles, forensic evidence and fingerprint and facial recognition and subsequent successful prosecution as well as the documentation, personnel, assets, etc.
Presentation	**Goal:** To enable the presentation of crime and other information to assist informed decision making. **Strategy:** This will be accomplished by focussing on geographical and spatial data presentation, messaging and interoperability utilising GUI.	This IS/ICT Goal and Strategy is aimed at presenting relevant crime information and intelligence (internal and external) in such a way that it will add value to SAPS operational activities in combating crime, specifically priority crimes allowing functionaries to gain insight into, and obtain a better understanding of criminality (including profiling) to enhance appropriate planning and responses in the prevention and prosecution of crime.
Analysis	**Goal:** To enable the analysis of crime, organisational resource and administrative information.	This IS/ICT Goal and Strategy aims at supporting effective planning at various organisational levels, determining crime patterns and profiles, crime scene and evidence analysis, improve planning and

Focus Areas	IS/ICT Goals and Strategies	Alignment to SAPS Priorities
	Strategy: This will be accomplished by establishing Data Mining and Decision Support Systems as well as Interoperability.	control of administrative activities, identifying performance gaps and providing monitoring and evaluation mechanisms for organisational performance evaluations.

5.5.3 Priority 3: Resolution of Execution Factors

Resolving factors influencing successful execution of IS/ICT initiatives requires attention to key issues that influence successful execution of the strategy presented in this document, and establishment of enabling mechanisms to support the governance, delivery and monitoring of IS/ICT.

The IS/ICT goal associated with resolving factors influencing the successful execution of IS/ICT initiatives is as follows:

Focus Areas	IS/ICT Goals and Strategies	Alignment to SAPS Priorities
Executability	**Goal:** To enable the effective execution of the SAPS IS/ICT Initiatives. **Strategy:** This will be accomplished by Securing continuous and adequate funding, Architectural Design, Configuration control, End User Training, Information Integrity and IS/ICT Planning, ISM Skills Upliftment, ISM human resources expansion Portfolio, Management and Service Delivery measurement and Quality Assurance.	This IS/ICT Goal and Strategy aims at enabling the effective execution of the defined IS/ICT Initiatives to achieve the stated IS/ICT Objectives aimed at the IS/ICT Goals and - Strategies.

5.5.4 The SAPS also has corporate Information Systems at its disposal that are used to monitor the progress achieved towards the organization's goals, targets and core objectives, and that support compliance with Public Service Regulation (2001) III J and the National Minimum Information Requirements as per Public Service Regulation (2001) VII H. These corporate systems are used to assist in the managing of policing functions but are also used for the provision of management information for the following purposes -

- the generating of information for the compiling of the five-year SAPS Strategic Plan and one-year Planning Information;
- the compiling of the Annual Report and Quarterly Reports; and
- the provision of specific information in respect of ad hoc requests such as inter-departmental or Parliamentary enquiries.

5.5.5 The following is a brief description of the Information Systems that the SAPS currently has at its disposal:

System Name	System Purpose
Crime Administration System (CAS)	The CAS provides assistance to command and control in respect of the crime administration process. It ensures that crime management information is made available at different management levels in order to ensure efficient crime prevention.
Business Intelligence (BI)	The aim of the BI is to extract data from the source systems, integrating this data into a single data store and presenting it in a user-friendly and technologically acceptable way from which strategic, operational and tactical decisions can be made. The following functions are included: Crime statistics, offence deviations, profiling, special projects questionnaires (a facility whereby additional data not carried in any source system may be added to any incident, offence or individual) and detailed reports (the presenting of a detail report on a specific committed offence).
Individuals & Structures Information System (ISIS)	The ISIS captures information regarding individual suspects, organized crime suspects and a variety of powerful crime intelligence products.

System Name	System Purpose
Incident Reporting Information System (IRIS)	The IRIS records unrest-related incidents and other related incidents, information on forthcoming events and various on line enquiries and reports.
Criminal Records System (CRIM)	The CRIM captures the personal information of persons with criminal records, as well as related information, such as fingerprints, *modus operandi*, aliases, previous charges, convictions, etc, in order to make on-line enquiries available.
Optically Stored Document Information Management System (OPDOC)	The purpose of the OPDOC system is to capture all source documents that are required by law to prove a person's previous convictions in such a manner that they would be juridically acceptable. This System creates, in conjunction with an automatic fingerprint identification system, a paperless environment in the production and administration of criminal records.
Forensic Science Laboratory Administration System (FSL Admin)	The FSL Administration records *inter alia* forensic tests and conclusions requested by investigating officers, the recording of statistics relating to tests performed, the control and administration of dockets in the laboratory, the registration of detailed information of all exhibits which result from receipts, disposing of all exhibits and registration of all photographs taken by the laboratory.
Financial Administration System (POLFIN)	POLFIN hosts subsystems such as Electronic Funds Transfer, PERSAL expenditure and budgeting processing, Civil Claims Systems, Payment Advices, Medical Claims and Stock Transport.
Personnel & Salary Administration System (PERSAL)	The PERSAL reports on resource planning which entails organizational structure administration, establishment administration and personnel cost estimates.
Personnel & Salary Administration Subsystem / Personnel Support System for SAPS (PERSAP)	Besides extensive reporting on the PERSAL information and various *ad hoc* enquiry functions, PERSAP also hosts independent personnel and salary subsystems such as Police Qualifications, Establishment Management, state guarantee payment, Polmed membership administration, tax administrative processes, shooting incidents by members,

System Name	System Purpose
	pensions administration, senior appointments system, promotions system, qualifications verification, and a career planning system.
Provision Administration System (PAS)	The PAS captures the life cycle management of an item, from the identification of the need until the final disposal of the item in order to support the logistical environments. This entail codification, acquisitioning, accounting and disposal of items.
Registration System	The Registration System deals with the registration, transfer and withdrawal of all official files, registration of all correspondence files, registration of dispatch and receipt of all files, registration of circulation history and the capturing of all official files and the recording of the flow of circulation of files to ensure that files can be traced.
Electronic Data Interchange System (EDI)	The aim of the EDI is to ensure integration between the data of the CRIM system and systems at the Department of Correctional Services
Mobile Data System (MDS)	The MDS registers complaints (incidents) received from members of the public at the radio control room, the dispatching of complaints to patrol vehicles for attendance, the capturing of details concerning the result of the complaint, the tracking of the movement of patrol vehicles and the provision of electronic maps with GIS functionality for both the control room and patrol vehicles.
Circulations System (CIR)	The CIR supports the investigation of crime by circulating persons and goods that the SAPS are trying to trace.
Geographic Information System (GIS)	The GIS displays crime trends and crime threats visually on a map and assists with the planning of crime prevention activities and the allocation of resources.
Automated Fingerprint Identification System / AFIS Barcode (AFIS)	The AFIS captures all fingerprints and register a unique barcode to each fingerprint set. It expedites the business processes regarding fingerprints classification searches in order to identify persons with previous criminal records.

System Name	System Purpose
Farm Register System (FRS)	The FRS supports both proactive and reactive policing of farms in rural areas.
Risk Management Support System (RIMAS)	This system supports the planning and execution of protection services by the SAPS for approved local and visiting international VIP clients.
Bomb Data System and Commercial Explosives System (BDS and CES)	The BDS has been developed for the Explosives Unit and is used to record all incidents involving explosives or hazardous substances. The system facilitates the compilation of statistical information on incidents and types of explosives and/or hazardous substances, as well as the investigation of crime through the identification of similar information on *modus operandi*. The CES supports the management and monitoring of the use of commercial explosives.
Integrated Ballistics Identification System (IBIS)	The IBIS enables the electronic analysis and matching of discharged cartridge cases and bullets in order to match them to specific firearms and crime scenes.
Firearm Register System (FRS)	The FRS captures firearm details, firearm owner details and permit details in order to effectively control the possession and licensing of firearms.
Crime Threat Analysis System (CTA)	The CTA identifies crime and organized crime trends for use in operational planning.
DNA System (STRLab (DNA))	The DNA system supports the management, analysis and reporting on DNA samples.
Crime Management Information System (CMI)	The Crime Management Information System is a tool that processes captured crime data and displays the reporting of crime and the outcome of the investigation.

6. CAPITAL, PHYSICAL AND FINANCIAL RESOURCES

6.1 OVERVIEW OF EXPENDITURE TRENDS

Expenditure on the SAPS is expected to continue to increase strongly, rising from R 17,7 billion in 2001/02 to R 33,5 billion in 2007/08, an annual average increase of 11,3 percent. The majority of expenditure is on compensation of employees, and the fast growth in expenditure reflects the employment of large numbers of additional police officers, as well as improvements in their conditions.

Protection and Security Services is the fastest growing programme, although also the smallest. Expenditure is expected to increase from R 324,5 million in 2001/02 to R 1,0 billion in 2007/08, an annual average increase of 21,3 percent. Expenditure on capital assets is expected to grow more slowly than the overall rate of expenditure growth, with average annual growth of 7,3 per cent over the seven-year period, to reach R 1,2 billion in 2007/08. Capital assets expenditure on buildings and other fixed structures grows relatively faster than that on machinery and equipment.

Additional allocations in the 2005 Budget increase the department's budget by R 1,6 billion in 2005/06, R 2,2 billion in 2006/07 and R 3,2 billion in 2007/08. This will enable the department to recruit 1 200 additional police personnel in 2005/06, and approximately 7 900 in the other two years, and more importantly to provide for significant improvements in conditions of service.

Spending trends for the Vote: Safety & Security

Programme	Expenditure Outcome			Revised Estimate	Medium term Expenditure Estimate		
	Audited	Audited	Audited				
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
1. Administration	4,976,822	5,547,235	6,514,058	7,154,047	8,235,380	8,702,801	9,038,428
2. Visible Policing	8,830,296	9,779,776	10,630,529	12,030,840	13,691,873	15,108,542	16,572,767
3. Detective Services	3,081,829	3,368,635	3,731,247	4,031,702	4,796,265	5,205,723	5,642,628
4. Crime Intelligence	457,009	570,217	673,847	813,265	984,888	1,071,650	1,163,542
5. Protection and Security Services	324,479	447,680	418,244	543,050	748,589	917,124	1,034,420
Total	17,670,435	19,713,543	21,967,925	24,572,904	28,456,995	31,005,840	33,451,785

6.2 DEPARTMENTAL RECEIPTS

The department expects receipts of approximately R 146,7 million in 2005/06 and slightly more than this annually over the rest of the medium term, although this is a drop in the revenue from 2004/05. Revenue comes mainly from the recovery of debt (claims by the state), rental income, auctioning recovered unclaimed stolen property, and providing services at commercial events.

Trends on departmental receipts

Types of Departmental Receipts	Receipts Outcome			Revised Estimate	Medium term Receipts Estimate		
	Audited	Audited	Audited				
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Sales of goods and services produced by department	69,236	68,091	66,832	79,732	67,586	67,557	70,935
Sales of scrap, waste and other current goods	44,502	18,082	15,437	5,096	15,141	15,312	16,078
Fines, penalties and forfeits	30,160	9,648	3,454	11,894	3,498	3,523	3,699
Interest, dividends and rent on land	1,977	1,951	2,419	2,403	2,418	2,445	2,567
Sales of capital assets	22,418	2,000	5,820	228	1,135	1,214	1,275
Financial transactions in assets and liabilities	60,393	41,481	46,401	66,842	56,913	56,801	59,141
Total	228,686	141,253	140,363	166,195	146,691	146,852	153,695

6.3 PROGRAMME OVERVIEW

6.3.1 Programme 1: Administration

Administration provides for the management of the department and the ministry, and for policy development. Centralised functions include financial and administrative services, logistics management, general management services and human resources functions. The programme also provides for employer contributions towards medical aid benefits, and for total expenditure on IT and capital works.

Expenditure trends

Expenditure on the programme is almost a third of the department's overall allocation, because the Corporate Services sub-programme provides the department's extensive centralised functions and medical aid contributions. Expenditure is expected to continue to increase strongly, rising from R 5,0 billion in 2001/02 to R 9,0 billion in 2007/08, an annual average increase of 10,5 percent.

In 2005/06, there is a significant increase in expenditure on goods and services. Most of this is in machinery and equipment, due to the modernization of the vehicle fleet and the installation of the new radio communication network in Gauteng.

Expenditure trends: Programme 1: Administration

Administration Sub-Programme	Expenditure Outcome			Revised Estimate	Medium term Expenditure Estimate		
	Audited	Audited	Audited				
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Minister	646	607	713	755	843	898	942
Deputy minister	525	562	607	643	685	730	766
Management	17,549	23,071	23,095	23,658	27,275	29,752	32,373
Corporate Services	4,958,102	5,522,995	6,489,643	7,027,767	8,206,577	8,671,421	9,004,347
Total	4,976,822	5,547,235	6,514,058	7,052,823	8,235,380	8,702,801	9,038,428

6.3.2 Programme 2: Visible Policing

Visible Policing funds services at police stations, specialised interventions, and the policing of South Africa's borders. The programme consists of three sub-programmes:

- Crime Prevention provides for basic crime prevention, and visible policing services at police stations and community service centres.
- Border Policing provides for policing at ports of entry and exits.
- Specialised Interventions comprises the air wing, special task force and area crime combating units, among others.

Expenditure trends

Visible Policing takes up about half of the department's budget. The year-on-year increases in this programme over the Medium Term Expenditure Framework period are 12,6 percent, 10,3 percent, and 9,7 percent.

Since Visible Policing accommodates basic policing services, scope for reprioritising and shifting funds is limited. However, from 2003/04 to 2007/08, compensation of employees is expected to increase as a proportion of the programme budget. The projected increase in expenditure is mainly due to the substantial additional allocations in the 2002, 2003 and 2004 Budgets for new recruits. Expenditure on goods and services, transfers and subsidies, and payments for capital assets is expected to increase in the medium term for the same reason.

The increased funding for police officers will allow the enlistment programme to recruit 29 790 new personnel over the next three years, of which 17 790 are in addition to the replacements needed because of staff turnover.

Expenditure trends: Programme 2: **Visible Policing**

Visible Policing Sub-Programme	Expenditure Outcome			Revised Estimate	Medium term Expenditure Estimate		
	Audited	Audited	Audited				
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Crime Prevention	7,702,284	8,550,860	9,323,547	10,765,907	12,081,212	13,367,986	14,694,131
Border Policing	121,209	145,271	158,268	178,426	188,362	197,994	210,421
Specialized Interventions	1,006,803	1,083,645	1,148,714	1,217,071	1,422,299	1,542,562	1,668,215
Total	8,830,296	9,779,776	10,630,529	12,161,404	13,691,873	15,108,542	16,572,767

6.3.3 Programme 3: **Detective Services**

Detective Services delivers the services required to effectively investigate crimes, and facilitates the activities of detectives at all police stations. This programme comprises four sub-programmes:

- General Investigations accommodate detectives at police stations, who investigate a broad range of crimes.
- Specialised Investigations funds the investigations of the various specialised units.
- Criminal Record Centre manages criminal records.
- Forensic Science Laboratory provides specialised technical support to do with evidence for investigators.

Expenditure trends

Detective Services expenditure is expected to continue to increase steadily, rising from R 4,0 billion in 2004/05 to R 5,6 billion in 2007/08, an annual average increase of 11,9 percent. The future increases provide for improving the functions of the family violence, child protection and sexual offences units, which have been prioritised since 2002/03, as well as for the continued focus on enhancing the quality of detective policing.

Expenditure trends: Programme 3: **Detective Services**

Detective Services Sub-Programme	Expenditure Outcome			Revised Estimate	Medium term Expenditure Estimate		
	Audited	Audited	Audited				
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
General Investigations	1,749,286	1,947,762	2,198,323	2,367,157	2,949,757	3,206,132	3,479,702
Specialised Investigations	916,903	934,208	899,285	1,043,832	1,160,960	1,259,382	1,361,755
Criminal Record Centre	300,787	344,750	460,006	400,077	464,010	504,211	545,107
Forensic Science Laboratory	114,853	141,915	173,633	210,749	221,538	235,998	256,064
Total	3,081,829	3,368,635	3,731,247	4,021,815	4,796,265	5,205,723	5,642,628

6.3.4 Programme 4: **Crime Intelligence**

Crime Intelligence is responsible for managing and analysing crime intelligence, and provides some technical support to the crime prevention and investigation divisions. There are two sub-programmes:

- Crime Intelligence Operations provides for intelligence-based crime investigations.
- Intelligence and Information Management provides for the analysis of crime intelligence patterns in support of crime detection, crime prevention and crime investigation.

Expenditure trends

Crime Intelligence, although a small part of overall expenditure, is one of the fastest growing programmes on the Safety and Security vote. It increases at an annual average rate of 16,9 percent between 2001/02 and 2007/08, with expenditure increasing from R 457,0 million in 2001/02 to R 1,2 billion in 2007/08.These increases are going towards increasing capacity.

Expenditure trends: Programme 4: **Crime Intelligence**

Crime Intelligence Sub-Programme	Expenditure Outcome			Revised Estimate	Medium term Expenditure Estimate		
	Audited	Audited	Audited				
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Crime Intelligence Operations	141,418	286,643	348,662	365,654	449,864	489,108	530,669
Intelligence and Information Man	315,591	283,574	325,185	424,057	535,024	582,542	632,873
Total	457,009	570,217	673,847	789,711	984,888	1,071,650	1,163,542

6.3.5 Programme 5: **Protection and Security Services**

Protection and Security Services funds the protection of local and foreign prominent people, as well as the provision of security at key government installations. The programme also funds the protection and security of key government installations, and, among others, ministerial homes. There are six sub-programmes:

- VIP Protection Services provides for the protection of the president, deputy president, and former presidents and their spouses.
- Static and Mobile Security is for protecting local and foreign VIPs.
- Port of Entry Security provides for the security at ports of entry and exit, such as airports and harbours.
- Rail Police provides for security at railway stations.
- Government Security Regulator provides for the administration and evaluation of national key points and government institutions.
- Operational Support provides for the administrative support, including personnel development that is required for the programme.

Expenditure trends

Expenditure on this programme will increase rapidly over the next three years, rising from R 547 million in 2004/05 to R 1 billion in 2007/08, an average annual increase of 23,7 percent. These increases will support the enlistment of an additional 1 200 functional members during 2005/06 and approximately 7 900 over the following two years.

Expenditure trends: Programme 5: **Protection and Security Services**

Protection & Security Sub-Programme	Expenditure Outcome			Revised Estimate	Medium term Expenditure Estimate		
	Audited	Audited	Audited				
R Thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
VIP Protection Services	237,226	266,658	257,466	287,115	294,633	312,229	327,970
Static and Mobile Security	62,004	64,820	108999	116,483	181,459	202,281	228,500
Port of Entry Security	0	0	0	49,095	88,116	197,647	255,324
Rail Police	0	0	0	40,905	32,494	39,318	42,847
Government Security Regulator	0	0	0	3,584	7,976	8,729	9,468
Operational Support	25,249	116,202	51,779	49,969	143,911	156,920	170,311
Total	324,479	447,680	418,244	547,151	748,589	917,124	1,034,420

6.4 RESOURCE REQUIREMENTS

The capacity of the SAPS will be improved by recruiting additional staff for sector policing and for the protection and security services division. This will increase the number of staff from 139 023 at end of March 2004 to 165 850 by the end of March 2008. There will be a simultaneous expansion of the department's vehicle fleet, equipment supplies and IT infrastructure. As a strategic objective, capital infrastructure investment is continuously being enhanced, specifically in respect of the construction, purchase and maintenance of policing infrastructure, the latter in respect of which in access of R 380 million will be spent during the 2005/06 financial year. The Department is currently in the process of replacing the radio communication network in Gauteng over a period of three to four years, a process which commenced during the 2003/04 financial year.

CONCLUSION

The development of the strategic direction within the SAPS has progressed considerably since the inception of the Service in 1994. The first annual Policing Plan in 1994 evolved into the Policing Priorities and Objectives, which were maintained until 1999 / 2000, and led to the development of the SAPS Strategic Focus 2000 to 2003. The first multi-year, rolling strategic plan was developed for 2002 to 2005, which predated the Strategic Plan 2004 to 2007.

This Strategic Plan for 2005 to 2010 rests on the solid planning foundation that has been laid by the preceding annual policing and strategic plans. There have been numerous developments in the strategic direction of the SAPS since 1994, the most noteworthy of which are the successive development of the performance measures that are used to evaluate the strategic priorities, the improved linking of the budgetary and strategic planning processes, a progressively more focussed approach on the effective implementation of the strategic direction and, finally the establishing of a definite link between organisational and individual performance. This is arguably the most important development in the evolution of strategic planning in the SAPS. The success of this Strategic Plan for 2005 to 2010 rests firmly with the leadership provided by management with the SAPS, and the focus on implementation by personnel members, irrespective of the nature of the policing function they perform, or where that function is performed.

Government has high regard for the ability of the SAPS and has equally high expectations of this organisation's ability to deliver on its mandate during the next five years. The Strategic Plan creates the framework for the realisation of these expectations. It is, however, crucial that all SAPS personnel members realise that the effective implementation of this Plan is reliant on the commitment, innovation, integrity and perseverance of every single member of the Service.

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