Introduction
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Focus areas
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Implementation dimensions
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Review of the SAPS Rural Safety Strategy
INTRODUCTION

• The unique circumstances/conditions that prevailed in rural areas, the seriousness of continued acts of violence against the rural community as well as the high levels of stock theft required from the South African Police Service to formulate a comprehensive and holistic strategy.

• The resultant operational strategy to address rural safety was approved by the former Minister of Police and former National Commissioner during a National Management Forum in 2011, for implementation from 2011 – 2014.

• The Strategy was officially launched in Free State on 15 July 2011.

• The South African Police Service is in process of reviewing the Strategy through:
  • hosting provincial stakeholder engagements and
  • the recommendations made in the National Development Plan: 2030.
OVERVIEW AND INTENTION:
SAPS RURAL SAFETY STRATEGY

- The Rural Safety Strategy entails addressing rural safety as part of an inclusive, integrated and holistic day-to-day crime prevention approach, based on the principles of community policing, as expressed operationally though sector policing. It is intended to address safety in rural communities, including the farming communities.

- Adopting an multi-disciplinary operational approach by intensifying crime prevention actions, a reaction capacity and an investigation capability managed through Standard Operational Procedures aimed at improving accessibility, response and service delivery.

- Reservists are further used at sector level as force multipliers.

- Rural safety on the South African borderline is further strengthened in terms of integrating and coordinating local deployment along borderlines and operations to combat illegal cross border movement of people, goods and contraband in cooperation with the SANDF.

- The above approach aims to sustain and integrate the Rural Safety Strategy by providing a properly trained and resourced capacity to implement rural safety measures.
The objectives of the Rural Safety Strategy are to:

- enhance policing and accessibility to the rural community;
- improve safety and security within the entire rural environment;
- adopt an integrated approach in addressing rural safety;
- improve/enhance relationships between the police, farming community, all stakeholders and extended rural communities;
- foster and establish partnerships within the rural community which relate to safety and security concerns and issues;
- establish/improve systems to address crime in the rural areas;
- improve/enhance service delivery within rural communities;
- support the implementation of sector policing in the rural environment;
OBJECTIVES

- enhance rural infrastructural development, accessibility and service delivery
- foster and establish enhanced communication within the rural community among all role players;
- educate the rural community on safety and security matters;
- support rural development, rural growth and upliftment of the rural community;
- create a safe and secure environment on farms and smallholdings to ensure food security; and
- support the development of a vibrant, sustainable and equitable rural community by creating a safe rural environment.
FOCUS AREAS

Focus areas include, but are not restricted to the following:

- Stock theft, including poaching (Rhino’s and game)
- Serious and violent crime affecting rural communities
- Abuse/exploitation of farm workers
- Crimes against the vulnerable (women, children, elderly, disabled, foreigners)
- Domestic violence
- Substance abuse
- Sexual offences
- Theft
- Juvenile delinquency/child abuse/child neglect
- Youth development
- Theft of farm produce, input supplies and equipment
- Non ferrous metals
- Illegal initiation schools and practices
- Crimes motivated by myths, beliefs and ritual killings
- Incidents of violence on farms and smallholdings
STRATEGY PILLARS

1. Enhanced Service Delivery
2. Integrated Approach
3. Community Safety Awareness
4. Rural Development
<table>
<thead>
<tr>
<th>Geographical Approach</th>
<th>Intelligence Driven</th>
<th>Integrated Approach</th>
<th>Community involvement &amp; partnerships</th>
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<tbody>
<tr>
<td>Sector demarcation</td>
<td>Crime interpretation and analysis</td>
<td>Multi-disciplinary approach internally</td>
<td>CPF’s</td>
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<tr>
<td>Enhanced response</td>
<td></td>
<td>Integrated Departmental involvement at national, provincial and local level</td>
<td>Community crime prevention initiatives (patrollers, street committees &amp; crime watches)</td>
</tr>
<tr>
<td>Accessibility to services</td>
<td></td>
<td>Use of all force multipliers</td>
<td>Traditional Leadership</td>
</tr>
<tr>
<td>Mobile</td>
<td></td>
<td>Crime prevention through environmental design (CPTED) principles</td>
<td>Establishment crime prevention partnerships</td>
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<tr>
<td>Contact Points</td>
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<td>Education and awareness</td>
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<tr>
<td>Satellite police stations</td>
<td></td>
<td></td>
<td>Problem solving approach</td>
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OPERATIONAL AND TACTICAL APPROACH

- First Responders
- Crime Scene management
- Multi-disciplinary to ensure rapid response to crime
- Tracing of Wanted Persons and follow-up operations
- Effective investigation
- Departmental involvement
- Community involvement and Mobilisation
- Establishment of Safety Networks
- Community programmes & projects to address crime generators and root causes
- Bilateral agreements (provincial and regional)
- Crime Intelligence
- OCTA/CPA/CTA
- Informers
- Crime interpretation and analysis
- Targeted intelligence driven operations
- Identify crime generators
- Root causes and modus operandi analysis
- Identification of wanteds
- Way Lays
- Surveillance
- Compliance visits and inspections
- Increased visibility
- Targeted Patrols
- Road Blocks
- Cordon & Search
- Awareness & Education
- Intelligence Led
- Proactive
- Shared responsibility and accountability
- Reactive
- Multi-disciplinary and Integrated Approach
- COORDINATION

SAPS OPERATIONAL COMMAND CENTRES & JOINTS

COORDINATION

SAPS OPERATIONAL COMMAND CENTRES & JOINTS

First Responders
- Crime Scene management
- Multi-disciplinary to ensure rapid response to crime
- Tracing of Wanted Persons and follow-up operations
- Effective investigation

SOP’s Mobile & Flexible Sector Involvement
TOWARDS MULTI-DISCIPLINARY COLLABORATION

Crime Prevention
- Proactive policing
- K9 and Mounted Services
- Borderline Control

Investigation
- Stock Theft and game poaching
- Serious, violent and other crime in rural areas
- Forensic Services

RURAL OPERATIONAL & SUPPORT STRATEGY
- Budget
- Selection & recruitment
- Skills
- Development
- Career pathing
- Resourcing
- Information Technology

Combating
- Complaints attendance and response
- Medium – High Risk
- Cross Border Operations

Intelligence Driven
- Operational
- Tactical

Community Mobilisation/Involvement
- Government, Business, Civil Society and NGO’s Involvement
- Rural Operational & Support Strategy
- Budget Selection & recruitment Skills Development Career pathing Resourcing Information Technology

Community Education and Awareness
- 11
COLLABORATION MECHANISMS: FUNCTIONING OF JOINTS AND RURAL SAFETY PRIORITY COMMITTEES

Joint Operational and Intelligence Structures JOINTS

JCPS

National JOINTS (NATJOINTS)

Operational Level

Strategic Level

Provincial JOINTS (PROVJOINTS)

Tactical Level

Local JOINTS (LOCJOINTS/JOCOMS)

NATIONAL RURAL SAFETY PRIORITY COMMITTEE

PROVINCIAL RURAL SAFETY PRIORITY COMMITTEE

CLUSTER PRIORITY COMMITTEE AND LOCAL RURAL SAFETY FORUMS
IMPLEMENTATION DIMENSIONS: DEFINING OF RURAL

• A single definition for rural did not exist

• The South African Police Service has drafted a definition to assist in the classification of police stations and implementation of the Strategy:

• A police station/service point will thus be serving a rural area if the area in the whole, or a part thereof, meets with the following criteria:
  • an area which are not urbanised, in other words located outside big cities or towns;
  • an area which typically consist of land which is devoted to agriculture, whether commercial or subsistence;
  • an area which lacks infrastructure or infrastructure development, such as tarred roads, public transport, adequate sanitation and electricity, built up areas, communication networks
  • an area which encompass large settlements in former homelands, which depend for their survival on migratory labour and remittance
  • an area with a population of less than 150 000
## Classification Police Stations

<table>
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<tr>
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<th>Urban</th>
<th>Urban-Rural-Mix</th>
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<td>405</td>
<td>477</td>
<td>1138</td>
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<tr>
<td><strong>TOTAL: Rural &amp; Rural-Urban-Mix</strong></td>
<td></td>
<td></td>
<td></td>
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</table>
Implementation Criteria

Implementation of the Strategy is monitored against the following determined implementation criteria:

- Are Rural safety Priority Committee meetings being facilitated quarterly at provincial and cluster levels?
- Has a Rural Safety Coordinator been appointed to coordinate all policing activities and actions in the policing precinct?
- Has a Rural Safety Plan been developed in cooperation with all stakeholders to address crime in the rural community in an integrated manner?
- Are rural safety meetings facilitated with the rural community to create awareness and enhance access, response and service delivery?
- Has a capability been established to respond to incidents in the rural community as well as to plan and execute joint crime prevention operations to address crime in the rural community, including stock theft (Visible Policing members, Tactical Response Team, Public Order Policing Unit and/or Stock Theft Unit)?
- Have joint crime prevention programmes/projects and operations been implemented in cooperation with all role players to address contributing factors influencing crime and crime in general (Government, Non-Governmental Organisations and the rural community)?
- Has a mobile contact point been established to enhance access to rural community (not requisite to be addressed during 2015/2016)?
## STATUS: RURAL SAFETY STRATEGY IMPLEMENTATION

<table>
<thead>
<tr>
<th>PROVINCE</th>
<th>TOTAL RURAL POLICE STATIONS</th>
<th>TOTAL IMPLEMENTED</th>
<th>TOTAL PARTIALLY IMPLEMENTED</th>
<th>TOTAL NOT IMPLEMENTED</th>
<th>TOTAL RURAL-URBAN-MIX POLICE STATIONS</th>
<th>TOTAL IMPLEMENTED</th>
<th>TOTAL PARTIALLY IMPLEMENTED</th>
<th>TOTAL NOT IMPLEMENTED</th>
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<tbody>
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<td>37</td>
<td>41</td>
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<td>0</td>
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<td>Mpumalanga</td>
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<td>0</td>
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<td>38</td>
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<tr>
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<td>1</td>
<td>34</td>
<td>30</td>
<td>4</td>
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<td>TOTAL</td>
<td>477</td>
<td>368</td>
<td>63</td>
<td>46</td>
<td>405</td>
<td>364</td>
<td>17</td>
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</table>

- Total police stations (rural and rural-urban-mix): 882
- Overall total implemented (rural and rural-urban-mix): 732
- Overall total partially implemented (rural and rural-urban-mix): 80
- Overall total not implemented (rural and rural-urban-mix): 70
SAPS IMPLEMENTATION ACTIONS

- Rural Safety Plans are in place in the provinces as a tool to assist police stations to prevent crime in the rural and farming community.
- Rural Safety Priority Committees are functioning at national, provincial and cluster levels and all role players in the rural and farming community, departmental and civil society are involved in the committees (This includes the SANDF, Agricultural Unions - NAFU, AGRI SA, TAU-, Departments of Agriculture, Rural Development and Land Reform, Traditional Affairs and all relevant units of the South African Police Service).
- The Rural Safety Priority Committees meet on a quarterly basis to monitor incidents of violent crime in the rural community, to establish trends and new developments and plan interventions.
- The priority committees are open to all stakeholders and do not operate behind closed doors. As such the priority committees present an opportunity for, *inter alia*, organised agriculture and farmers unions to keep their members briefed on security-related matters.
SAPS IMPLEMENTATION ACTIONS

- Rural safety Coordinators have been appointed at all levels to interact, consult and implement appropriate measures to address rural safety and crime in rural areas.
- Operational information (trends, modus operandi, threats, hot spots) of crimes affecting the rural and farming community are shared during the Rural Safety Priority Committee meetings in order to promote awareness.
- Sector Policing was reviewed to determine minimum implementation criteria to also enable rural police stations to implement sector policing as policing approach.
- A Communication and Marketing Strategy was developed to enhance awareness:
  - Pocket Safety Guide was developed and distributed
  - Pamphlets were developed, translated in all 11 official languages and distributed
- Stock Theft Units were resourced and aligned with priority rural areas.
- Information in general indicated a constant decrease in crimes on farms and small holdings since 2006.
- Community Policing Forums have been established at police stations, including stations in rural areas. The rural community, including the farming community, farmers and farm workers, participate in Community Policing Forums at station level, as well as in the Sector Forums, as part of Sector Policing.
RESPONSIBILITIES OF POLICE STATIONS

- Create a multi-disciplinary operations model to prevent crime, involving all role players at local, cluster and provincial level, focusing on priority crimes, including crimes against women and children and incidents on farms and smallholdings.
- Enforcement of legislation
- Providing community services and ensuring that all police stations provide a victim friendly service.
- Optimally combat crime by means of implementing proactive and integrated policing approaches, such as sector policing.
- Conduct visible policing by means of patrols to eliminate the desire and opportunity to commit crime in an area.
- Reduce levels of public fear through more visible policing.
RESPONSIBILITIES OF POLICE STATIONS

- Ensure intelligence driven patrols in sectors and hot spots.
- Obtain effective Crime Intelligence through the South African Police Service Crime Information Office (CIO).
- Distribute Crime Intelligence to patrol officials on a daily basis.
- Conduct intelligence driven operations.
- Conduct road blocks based on analysis of available information.
- Conduct joint high density operations.
- Enhance public safety awareness.
- Work closely with the community and other force multipliers, such as the SANDF, other local Government Departments, Community Safety Forums, local Traffic Departments and Security Firms.
STOCK THEFT PILOT PROJECT

- A project to prevent and enhance the recovery of livestock and stock theft investigation was implemented during 2012 and 2013 in 5 police station areas (KwaZulu-Natal – Ladysmith, Eastern Cape – Tsolo, Free State – Harrismith, Mpumalanga – Amersfoort and North West – Wolmaranstad) based on the following operational concept:
  - Develop and capacitate police station in respect of Visible Policing and Detective Service functions.
  - Increase capacity within Stock Theft Investigation Units and align placement of Units with priority areas.
  - Extend mandate of existing response capacities at provincial level, such as TRT’s, POP Units and Air Wing, to also respond to stock theft and other serious crime in rural areas.
  - Enhancement of a multi-disciplinary operational approach through Standard Operational Procedures by involving all role players and stakeholders.
  - Establishment of partnerships with Government Departments, NGOs and community structures to enhance community involvement.
  - Communication, raising awareness and education of the rural community in respect of responsible livestock ownership and safety.
## STATUS:
### STOCK THEFT UNITS

<table>
<thead>
<tr>
<th>PROVINCE</th>
<th>TOTAL UNITS</th>
<th>TOTALS PERSONNEL STRENGTH</th>
<th>VEHICLES</th>
<th>QUADS/MOT OR BIKES</th>
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<td>PSA ACT</td>
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<tr>
<td>GRAND TOTAL</td>
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A bilateral security strategy was developed to address stock theft on the borderline. This strategy provides for the following:

- The evaluation of the various stock theft units to improve service delivery, the rate of recovery, the rate of detection and the rate of conviction. This is done by involving livestock owners (complainants) in stock theft operations (inland and internationally), as well as in other operational functions.

- Regular bilateral meetings are held with the police in neighbouring states to address cross-border crime. Meetings are also held with peace committees and District Liaison Committees involving communities on both sides of the border.

- All cross-border stock theft-related issues (operations and meetings) are reported to the Sub-regional Bureau of the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) in Harare on a monthly basis. This Organisation is responsible for coordinating such actions between the various member countries.
## STOCK THEFT

<table>
<thead>
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<th>Year</th>
<th>2011/2012</th>
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<td>Value</td>
<td>30,949</td>
<td>29,894</td>
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- Stock theft reduced by 3.4% from 2011/2012 to 2012/2013
- Stock theft reduced by 6.2% from 2012/2013 to 2013/2014
A national multi-faceted and integrated rural safety operation involving all Government Departments and other role players was implemented in all provinces to address the safety of the rural community and to address stock theft. The purpose of the operation was to:

- enhance education and awareness in respect of legislation relating to stock theft;
- enhance community involvement, trust and confidence;
- enhance availability of intelligence to support an intelligence drive approach;
- combat and prevent serious crimes in the rural areas;
- stabilise hot-spot areas in the rural areas;
- address stock theft;
- improve cooperation and coordination amongst all internal and external role players;
- prioritise investigations for finalisation.
JOINT ACTIONS:
POLICE STATION/CLUSTER LEVEL

Crime Prevention Operations
- Patrolling
- Road Blocks
- Stop & Search
- Surveillance
- Way Lays
- Joint Operations

First Responders
- Complaints
- Attendance
- Crime Scene
- Management

Compliance Inspections & Visits
- Butcheries
- Abattoirs
- Pounds
- Auctions
- Feedlots
- Dealers
- Speculators
- Tuck shops and road side kiosks
- Pension Pay Points

General Visits
- Villages
- Stock Posts
- Traditional Leaders
- Community Grounds
- Livestock owners
- Farms & smallholdings
- Residences in rural areas
INVOLVEMENT OF TRADITIONAL LEADERSHIP IN SAFETY AND SECURITY

- A collaborative partnership between the Department of Traditional Affairs and the South African Police Service to involve and empower Traditional Leaders in safety and security in order to give effect to government policies, strategies and legislative principles was established and approved by the Directors General concerned and the Chief Executive Officer of the NHTL for implementation to:
  - enhance inter-departmental collaboration;
  - facilitate the involvement of Traditional Leadership Structures in safety and security; and
  - promote an integrated and multi-disciplinary approach

- A Strategic Framework to guide implementation was developed which will be supported by a pilot programme and skills development workshops during 2015/2016
GUIDANCE AND SKILLS DEVELOPMENT

- A Rural Safety Strategy Implementation Toolkit was develop to assist and guide the implementation of the Strategy
- Divisional Directives clarifying the roles and responsibilities of members of the South African Police Service was develop, including land invasions and eviction in terms of the Extension of Security of Tenure Act, 1997 (Act No 62 of 1997), reporting of stock theft, requirements and enforcement of transport of stock, dealing with stray animals, branding and tattooing of stock
- Development of a rural safety and stock theft prevention training module, including community workshops
IMPLEMENTATION CHALLENGES: RURAL SAFETY STRATEGY

- Remoteness of area and location of rural community to ensure access to policing and service delivery
- Inadequate and suitable resources (human and logistical) at some rural police stations
- Lack of effective and efficient shared utilization of available resources
- Lack of advanced technological support and development
- Lack of infrastructural development and maintenance in rural areas that hampers service delivery
- Responsibility and accountability by all role players and stakeholders
- Migration to urban areas and loss of skills
- Lack of adequate support and assistance to emerging farmers
IMPLEMENTATION CHALLENGES: RURAL SAFETY STRATEGY

• Lack of inter- and intra Departmental cooperation, coordination, communication and accountability
• Ineffective communication mechanisms and networks
• Poor community involvement
PROPOSED AREAS FOR IMPROVEMENT

- Further alignment of the Rural Safety Strategy to existing Government and SAPS Strategies
- Development of a rural accessibility model (Multi-purpose concept)
- Development of a Rural Support Strategy to strengthen the operational approach as defined in the Rural Safety Strategy
  - Resource needs analysis (gap analysis)
  - Resource & Staffing Plan – (minimum resource requirements (human and physical))
  - Communication and Technology Plan, including early warning system
  - Communication and Marketing
- Revisit rural safety definition and classification of police stations, including average response times to rural, urban and urban-rural-mix police stations
PROPOSED AREAS FOR ENGAGEMENT

- Ensuring buy-in and accountability by all internal and external role players and stakeholders, including Government, Traditional Leadership Structures, CPF’s, NGO’s, Civil Society and broader community
The National Rural Safety Strategy of the SAPS, a comprehensive strategy should be implemented in its totality.

**Commission Recommendations**

- Involve Farm workers Committees/ Farm Watch Systems – SAPS support
- Early warning systems to address impediment of distance and infrastructure
- Explore technology and social media
- Mobilisation of rural communities for crime prevention
- Joint safety and crime prevention training workshops
- Safety Plans
- Rural Safety & farm structures supported by business
- Monitor implementation
REVIEW OF SAPS RURAL STRATEGY: (2011 – 2014)

- National Development plan (NDP) have set the basis for the South African Police Services to review its Rural Strategy to be in line with the commission recommendations.
  - Rural and farming communities demand special attention
  - Rural and farming communities are far from national and provincial government, businesses and non-governmental resources which expose them to crime and safety risks
  - Rural police stations are often isolated and responsible for vast areas
  - Attendance to domestic violence complaints and child protection are affected by distance and availability of resources
  - Infrastructure, telephony and poor road conditions impact on police response times which increase risks to potential victims.
  - Distances from courts impose a burden on witnesses and availability of legal aid which could compromise administration of justice, as well as readily availability of services from criminal justice
THANK YOU

SOUTH AFRICAN POLICE SERVICE
Department of Police