



5 October 2011

## **SUMMARY AND ANALYSIS OF THE 2010/11 ANNUAL REPORT OF THE SOUTH AFRICAN POLICE SERVICE (SAPS)**

### **1. INTRODUCTION**

The summary and analysis of the 2010/11 Annual Report of the South African Police Service (SAPS) will focus on the Department's programme performance, the findings of the Auditor-General, as well as information contained in the Budgetary Review and Recommendation Report of the Portfolio Committee on Police and quarterly spending reports of the SAPS as compiled by National Treasury.

#### **1.2. The Department of Police**

##### **The Mandate of the SAPS:**

The mandate of the SAPS is derived from Section 205 of the Constitution of the Republic of South Africa, 1996 which sets out that the objectives of the police service are to:

- Prevent, combat and investigate crime;
- Maintain public order;
- Protect and secure the inhabitants of the Republic and their property; and
- Uphold and enforce the law.

##### **Government priorities identified in the 2010 State of the Nation Address**

With reference to crime, the following priorities were identified in the 2010 State of the Nation Address:

- Reiteration of broad Outcome 3 which is to ensure that all South African's are and feel safe.
- Specific priorities include reduction in serious and violent crime
- Ensure efficiency of the justice system.
- Increase the number of police members by 10% over 3 years
- Prioritise reduction of hijacking, business and house robbery (trio crimes) as well as contact crimes including murder, rape and assault.
- Ensure community collaboration and partnerships including encouraging community participation in community safety forums, to not buy stolen goods and to provide the police with information about criminal activity.

Other priorities included:

- Eradicating corruption and fraud in procurement and tender processes.
- Hosting a successful FIFA Soccer World Cup.
- Ensuring job creation particularly for young people.
- Building a performance orientated state by improving planning as well as performance monitoring and evaluation.



## 2. Overview of selected performance highlights and issues emanating from the SAPS 2010/11 Annual Report

- SAPS received an unqualified report with emphasis of matter relating to the disclosing of a contingent liability in respect of the lease contract of the Pretoria building.
- SAPS spent almost 100% of its voted funds of R53.5 billion, leaving a surplus of R39 811. Virement in the 4<sup>th</sup> quarter occurred from the Administration and Protection and Security Services Programmes to make up for the overruns which resulted mostly from increased personnel costs in the Visible Policing and Detective Services Programmes.
- The SAPS achieved most of its crime reduction targets, with an overall decrease of -2.4% in all serious crimes especially in respect of the trio crimes (hijackings, house and business robbery). Although contact crimes as a whole did not achieve the overall targeted reduction, reductions targets were exceeded in respect of attempted murder (-11%) and robbery aggravated (-10.8%).
- Although the detection rates in respect of all serious crimes increased, there was a decrease in the detection rate for crimes committed against women.
- Targets were also achieved in respect of training (90.2% of learners declared competent after completion of their training) and the distribution of bullet resistant vests (105% or 20 372 vests distributed).
- The backlogs at the Forensic Science Laboratories were eliminated and the functions of these laboratories have been improved.
- Due to the success of the firearms backlog strategy, there was a marked increase in the processing applications for the renewal and issuing of new firearm licenses and competency certificates.
- The SAPS Anti-corruption Strategy was revised for implementation towards the end of the first quarter of 2010/11.
- As part of the drive to improve gender and equity representivity; and increase the number of women in senior positions, two additional Deputy National Commissioners were appointed, bringing the total number of female Deputy National Commissioners to three.
- The Family Violence, Child Protection and Sexual Offences Units were re-established at 176 stations in all nine provinces.
- 10 additional Victim Support Rooms (VSRs) were established, bringing the total of VSRs across the country to 900. This, however, falls short of the target to render an additional 79 police stations victim friendly.
- SAPS contributed to South Africa's successful hosting of the 2010 FIFA Soccer World Cup. 1 712 incidents were reported and 1 002 case dockets were opened and investigated by dedicated police detectives country-wide.
- The number of SAPS personnel grew to 193 892 at the end of March 2011.<sup>1</sup>
- The number of detectives increased by 11% to 22 594 at the end of March 2011.
- Escapes from police custody decreased by 20.6% to 669 but is still considered high.

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<sup>1</sup> See p68 of the 2010/11 Annual Report



- During 2010/11 the number of SAPS members killed totaled 93 - (36 were killed while on duty and 57 while off duty).
- The Annual Report also indicates an improvement in police response times.
- 19 police facilities out of a total of 33 projects were completed.
- The high number of official police firearms lost (1 335 and only 167 were recovered); the high number of police officers killed (down by 8% to 93) in 2010/11 and the number of civil litigation and claims against the Department remain a cause for concern.
- In 2010/11 the ICD had made 501 recommendations (127 regarding deaths in police custody and 374 regarding criminal matters) for prosecution to the Directorate of Public Prosecutions.

### **3. Strategic Priorities and Measurable Objectives of the Department of Police**

The Department of Police's performance in the 2010/11 financial year must be considered with reference to the strategic priorities and measurable objectives as set out in the 5-year Strategic Plan 2010 to 2014, as well as the Department's Annual Performance Plan 2010/2011.

#### **3.1 Issues regarding measurable objectives/targets for 2010/11 emanating from the Strategic Plan 2010 to 2014 and the Annual Performance Plan 2010/2011**

- Many of the targets for court ready case dockets (with the exception of court ready case dockets for commercial crimes set at between 30-40%) were not set for 2010/11 as these had not yet been determined and could therefore not be measured in 2010/11.
- The targets for conviction rates for all crimes (set at 15% for 2009/10) and commercial crimes (set at 35% for 2009/10) which were contained in the 2009/10 Annual Performance Plan have been removed.
- A number of specific targets in the Crime Prevention sub-programme with regard to control over illegal firearms and drugs were removed in the 2010/11 Plan.
- The 'cases to court' target for Organised Crime was removed in the 2010/11 Plan which now only allows measurement for a target on termination of projects. The removal of this target, without providing for another target (such as court ready case dockets) is a concern as the projects target does not actually measure whether there is improvement in detecting and combatting organised crime.
- Many of the baselines have not yet been established and therefore the targets are not measurable for 2010/11. Thus the baseline for court ready case dockets for corruption has not been set and therefore not measurable in the 2010/11 Plan.
- The target for conviction reports for the Criminal Record Centre (CRC) was decreased from 85% in 2009/10 to 76% in 2010/11.
- Reaction time (which is been measured at station level) measures service delivery performance especially for Visible Policing, available vehicles and the effective use of these vehicles, as well as the sufficiency of the number of visible police personnel.



- However, it should be noted that despite these problems with the targets outlined in the 2010/11 Annual Performance Plan, the Department has made some effort in a number of areas to report on progress, even when the targets are not defined in the Plan. For example the reporting on capital projects also lists the reasons for delays or non-completions and adjusted projected time-frames. Also noteworthy is the addition of information on police reaction times in the 2010/11 Annual Report which was not reported in previous Annual Reports.

#### 4. Analysis of Programme Performance against set targets

The Department of Police has five key Programmes, namely Programme 1: Administration; Programme 2: Visible Policing; Programme 3: Detective Services; Programme 4: Crime Intelligence and Programme 5: Protection and Security Services.

The following section will evaluate the Department's performance per programme against set targets as set out in the Strategic Plans and Annual Report.

##### 4.1. Programme 1: Administration

Administration consists of the Ministry, Management, Corporate Services and Property Management sub-programmes.

The adjusted appropriation for Administration in 2010/11 was R18 066 960 of which R17 871 935 billion was spent. The expenditure increased by 11.6% compared to the R16 009 520 billion spent in 2009/10.

##### Performance against set targets

Target	Actual
80% of learners declared competent after completion of 2010/11 training	90.2% of learners declared competent after completion of their training. <b>(Target Achieved)</b>
100% bullet resistant vests distributed (19 358 planned for).	105% (20 372) vests distributed including 2 129 inners and outers. <b>(Target Achieved)</b>
Maintain/improve ratio of personnel to vehicles (4.51:1)	Personnel=193 892; vehicles= 49 287. Ratio of personnel to vehicles 3.93:1 <b>(Report states that target not met but target seems actually to have been exceeded) Explanation required</b>
Not less than 95% of police station projects completed in 2010/11 (In terms of the Performance Plan 42 police station projects were to be completed)	As nine of the 42 projects were completed in previous financial years the target was actually for 95% completion of 33 projects. 57.58% (19 out of a total of 33) were completed. <b>(Target not achieved).</b>



70% of IS/ICT <sup>2</sup> projects to be completed in 2010/11		An average of 75.7% projects completed. (Target achieved).		
Target	Training Categories	Attendees	Competently Completed	Difference
80% of learners declared competent after completion of training	Entry-level (basic training for lateral entrants in SAPS)	409	368 (90%)	41
	Entry-level Basic Semester 1 (basic training for new recruits / intake)	3826	3825 (99.9%)	1
	Entry-level Basic Semester 2 (basic training field training)	5812	5241 (90.2%)	571
	Management and Leadership	4108	3948 (96.1%)	160
	Operational	145379	130150 (89.5%)	15229
	Support	16804	15623 (92.3%)	1181
	Reservists	2532	2195 (86.7%)	337
	<b>Total</b>		<b>178870</b>	<b>161350 (90.2%)</b>

### Training: General Comments

- The number of personnel who attended (178870) and completed (161350 or 90.2%) training in 2010/11 is **lower** when compared to the cumulative total of 231 205 employees who attended training in 2009/10.
- Entry level training refers to the basic training of entry-level constables in the SAPS.
- The Training Provisioning Plan (TPP) courses<sup>3</sup> for performing operational policing include crime prevention, detective, crime intelligence, forensic science, operational response and protection and security courses.
- The 2010/11 Annual Report does not set out any information on forensic training provided during this period, especially the Forensic Science Learnerships that was started in the previous financial year and the Basic Training Learning Programme: Forensic Science NQF Level 5.
- In 2009/10 a total of 21 700 employees completed Entry-Level Training (Basic Training, Introductory Police Training, Lateral Entry Training, Forensic Science Learnerships and Reservist Training) in the SAPS. The Basic Training Learning Programme: Forensic Science NQF Level 5 was successfully completed by 97 learners who thereafter underwent a further three-month Advanced Crime Scene Management Course before their placement in Criminal Record Centres across the country.
- Support training includes computer, financial and administration, Education, Training and Development (ETD) Practitioner and Human Resources courses.
- Management development training includes Basic Management Learning Programme (BMLP), the Junior Management Learning Programme (JMLP), the Middle Management Learning Programme (MMLP), and the Executive Development Programme (EDP). 3948 out of 4108 members completed the training competently.

<sup>2</sup> Information Systems / Information and Communications Technology

<sup>3</sup> SAPS Annual Performance Plan 2010/2011, p21-22



### Question

- With reference to the information provided in 2009/10 respect of forensic science training, what are the relevant details in this regard in respect of 2010/11?

The following selected Priority Training was provided during 2010/11<sup>4</sup>:

#### (i) Detective Training

- **Introductory courses on the generic skills and knowledge required by detectives:** 1329 out of 1341 members trained in Basic Crime Investigative Practice were declared competent upon completion of their training.
- **Resolving Crime:** 355 members were trained and declared competent upon completion of their training.
- **Specialised detective training:** 1615 out of 1628 members completed the training competently.
- **Short interventions to develop support skills for detectives:** 4488 out of 4625 members completed the training competently. *It is not clear from the Annual Report whether the training was given to detectives or to support staff.*
- **Client/Customer service development:** 2560 out of 2601 members completed the training competently.
- **Victim support:** 3739 out of 3764 members completed the training competently.
- **Violence against women and children:** 22312 out of 22403 members completed the training competently.

#### (ii) Special Development Projects

- **Tactical Response Team Development:** 170 members completed the three modules Rural Phase, Weapons Phase and Urban Phase competently.
- **Development of Station Commanders:** 1180 out of 1183 members completed the Station Management Learning Programme, courses in generic computer training and key SAPS computer systems competently.
- **K53 Driver Training:** 2646 out of 3139 members completed the training competently.
- **Management and Leadership Development Programmes:** 3948 out of 4108 members completed the training in basic, junior and middle management; and the executive development programme competently.
- **International Training Support:**
  - Training in, among others, small arms and light weapons, the regional detective course, drug trafficking and identification of chemical equipment course, the command/leadership course for senior police women, stock theft investigators course, crime intelligence gathering, train the trainer and crime intelligence analysis

<sup>4</sup> SAPS Annual Report 2010/2011, p23 - 26





- training courses were presented to 72 members of the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO), of which 28 were from other countries and 44 from South Africa.
- 63 SAPS members attended international training in the USA, India, Korea and Malaysia in among other things, crisis response team, handling of citation sovereign (pilot course for aircraft) and disaster risk management.
  - A gender Conference on women in peacekeeping was held in collaboration with the Canada Pearson Peacekeeping Centre to discuss the challenges and experiences of women on peacekeeping missions. 147 SAPS members received training in French training interventions, including police management and leadership, French language course and operational intervention.
  - **Skills Development Projects (funded by SAPS and SASSETA):** The 1307 learners enrolled in the Adult Basic Education and Training (ABET) programme in 2010/11 was slightly higher than the 1300 enrolled in the previous financial year. It is noted that the 2010/11 Annual Report stated that the aim of ABET classes are “to alleviate illiteracy in the SAPS”, whereas the 2009/10 Annual Report stated that “[e]mployees with an academic qualification of lower than Grade 9 were developed in academic and functional skills”.

#### Questions

- Why were there fewer training opportunities in 2010/11 than in the previous year?
- How satisfied is the Department with progress made in 2010/11 to train detectives and ensure that all detectives are equipped to fulfill their functions effectively?
- What is the reason for the difference in reporting on the aim of ABET classes and what was the cause of the literacy problem in SAPS in 2010/11?
- What is the profile of the SAPS members in respect of rank and positions, and whether uniformed or support staff?
- What was the outcome of the 1300 learners who were enrolled in ABET classes in 2009/10?

#### 4.1.2 Corruption and fraud prevention

The 2009 Minimum Anti-corruption Capacity Requirements (MACC) Audit co-ordinated by the Department of Public Service and Administration revealed that the SAPS were 69% compliant with the MACC requirements. In order to address the shortcomings identified in the MACC Audit the SAPS Anti-corruption Strategy was revised for implementation towards the end of the first quarter of the 2010/11 financial year.<sup>5</sup>

The following is reported as having been implemented:

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<sup>5</sup> SAPS 2009/10 Annual Report, p61



- Specific Anti-corruption Action Plans were implemented at divisional, provincial and station levels.
- An Anti-corruption Action Sensitisation Programme was developed by SAPS and rolled out during the last quarter of 2010/11 to sensitise and educate the public and SAPS members (especially at station level) on the nature, causes and consequences of corruption.
- An Integrity Management Framework has been developed with a focus on improving the levels of professionalism and integrity within SAPS, increasing levels of direct managerial support to members, ensuring the necessary corruption-reporting policies are in place; and establishing an anti-corruption training programme within SAPS to augment the Anti-corruption Action Sensitisation Programme.

#### 4.1.3 Police Conduct and Discipline

- **Suspensions**

In 2010/11 a total of 476 SAPS members were charged for, among other things, defeating the ends of justice, fraud, aiding and abetting an escapee, bribery and extortion compared to 2009/10 when 362 members were charged in terms of the Department's disciplinary regulations and in accordance with the Prevention and Combating of Corrupt Activities Act, 2004.<sup>6</sup> Three members were charged with more than one crime.

- **Precautionary suspensions**

The 2010/11 Annual Report also indicates that 869 employees were given **precautionary** suspensions at an average of 76 days. A total of 50 suspensions exceeded 90 days. The cost precautionary suspensions amounted to R8 055 million.

- **Grievances and disputes**

A total of 94 out of 1 084 grievances lodged in 2010/11 were not resolved. In total 783 disputes were lodged with Councils.

Number of Members charged	Number of corruption charges	Total members not suspended	Total members suspended	Members suspended with pay	Members suspended without pay
476	479	213	215	48	215

#### Comment / Questions

- What was the outcome of the proceedings in respect of the 213 members that were not suspended and the 48 members suspended with pay?
- What are the relevant details of the Specific Anti-corruption Action Plans that were rolled out?
- Were each Specific Anti-corruption Action Plan developed with reference to specific problems experienced at specific stations?
- How many of the 669 escapees from police custody reported on p75 of the 2010/11 Annual Report were assisted by police members and at which police stations did these escapes occur?





- **Misconduct and Disciplinary hearings**

The SAPS 2010/11 Annual Report states that 5 471 misconduct and disciplinary hearings were finalised during this period. It is not clear from the Report whether there were any misconduct and disciplinary hearings outstanding. In 2009/10 a total of 4 136 cases were finalised.<sup>7</sup>

**Questions**

- Does the 5 471 finalised cases include any outstanding cases from 2009/10? If so, what are the relevant details of the number of outstanding cases and the outcome of disciplinary proceedings in respect of these cases?

The following table shows the outcomes of finalised misconduct and disciplinary hearings.

Disciplinary Action	2009/10	2010/11
Correctional Counselling	136	179
Demotion	2	0
Dismissal	506	520
Final Written Warning	263	474
Fine	917	1160
Suspended Dismissal	670	1034
Case Withdrawn	869	721
Not Guilty	272	685
Suspended Without Pay	33	28
Verbal Warning	67	77
Written Warning	401	593
<b>Total</b>	<b>4136</b>	<b>5471</b>

The categories in respect of which the most members were found guilty related to (a) *committing a common law or statutory offence (2 480 or 40.8% compared to 1013 or 39% in 2009/10)*, (b) *absence from work without reason or permission (692 or 11,4% compared to 353 or 13,6% in 2009/10)*, (c) *failure to comply with or contravention of an Act, regulation or legal obligation (698 or 11, 5% compared to 240 or 9,2% in 2009/10)* and (d) *failure to carry out a lawful order or routine instruction without just or reasonable cause (525 or 8,6% compared to 202 or 7,8% in 2009/10)*.

The Independent Complaints Directorate (ICD) statistics for 2010/11<sup>8</sup> reveal that 5 869 cases were referred to the ICD for investigation of which 797 were notifications of deaths in police custody as a result of police actions, 102 cases were in respect of domestic violence non-compliance matters; and 2 493 were allegations of criminal offences (70% of this total

<sup>7</sup> SAPS 2009/10 Annual Report

<sup>8</sup> Independent Complaints Directorate Annual Report 2010 – 2011, pages 28 to 45



related to police brutality<sup>9</sup>, torture accounted for 4% and rape cases accounted for 2%). Misconduct alleging contravention of police standing orders and regulations totaled 2 477. The ICD had made only 501 recommendations (127 regarding deaths in police custody and 374 regarding criminal matters) for prosecution to the Directorate of Public Prosecutions.

### Questions

- Of the total finalised misconduct cases given in the SAPS 2010/11 Annual Report, (a) how many and (b) what percentage were referred by the ICD?
- Although the deaths in police custody dropped from 860 to 797 (-7%) compared to the previous financial year, the total is still very high. What steps are being taken to address challenges in respect of deaths in police custody, police brutality and misconduct in general in the SAPS?
- How many of the 2 261 ICD recommendations to SAPS were complied with by the SAPS and what were the reasons for non-compliance if any?

The target for the completion of Information System and Information Communication Technology (IS/ICT) was set at 70% of projects to be completed in 2010/11. This target was achieved as an average of 75.7% projects completed was indicated.

The IS/ICT projects included establishing integrated case management capabilities for Investigate Case Docket Management, and providing automated capabilities in respect of Criminal Justice System Information Sharing, Criminal Justice System Performance Management; and Information on Corruption Perpetrators, Crime Victims, Identity Theft and Cyber Crime.

#### 4.1.5 Capital projects<sup>10</sup>

The target in respect of the completion of police facilities was not met. The 2010-2014 Strategic Plan of the Department identified 42 police facilities for completion and the Department's target was to obtain 95% completion in 2010/11. Nine of this total was completed in the previous financial year which left 33 projects to be completed in 2010/11. The target was thus actually for 95% completion of 33 projects. The Department completed 19 out of a total of 33 projects, signifying 57.58% completion.

Some of the reasons provided for the non-completion of police facilities relate to poor performance by contractors and contractors not completing the project within the stipulated time-frames. In the case of the newly re-established Lady Frere Police Station in the Eastern Cape, the work was being carried out in-house by SAPS.

Projects carried over to the 2011/12 financial year for completion:

<sup>9</sup> Common assault, assault (grievous bodily harm) and attempted murder.

<sup>10</sup> SAPS 2010/11 Annual Report, p7



Province	Facility	Revised projected completion date
<b>Eastern Cape</b>	1. Bisho Police Station	31 July 2011
	2. Lady Frere Police Station	31 July 2011
<b>Gauteng</b>	3. Benoni Training College: K53	6 May 2011
	4. Diepsloot Police Station	Court date 18 April 2011
	5. Silverton: SCM	20 April 2011
	6. Pretoria West ORS	DPW feedback awaited
	7. Roodeplaat Dog School	DPW feedback awaited
<b>KwaZulu-Natal</b>	8. Durban North Police Station	8 April 2011
<b>Limpopo</b>	9. Letsitele Police Station	25 July 2011
<b>Mpumalanga</b>	10. Tweefontein (KwaMhlanga) Police Station	DPW feedback awaited
<b>Northern Cape</b>	11. Kimberley Local Criminal Record Centre Archives	31 May 2011
<b>North West</b>	12. Amalia Police Station	DPW feedback awaited
	13. Joubertson Police Station	8 April 2011
<b>Western Cape</b>	14. Khayelitsha Detective Offices	22 July 2011

#### Comment / Questions

- How many of the 14 police stations were completed in 2011 as indicated? Please provide amended dates for those that have again being delayed.
- What was the outcome of the court case in respect of the Diepsloot Police Station that was set down for 18 April 2011?
- What were the final expenditure figures for all completed stations in comparison to projected expenditure? How many of these stations/projects ran over budget?

#### 4.1.6 Human Resources Management

The number of SAPS personnel grew to 193 892 at the end of March 2011.<sup>11</sup> There was no staff additional to the establishment. The number of detectives increased by 11% to 22 594 at the end of March 2011. In 2009/10 the vacancy rate for detective services was 3.5%.

<sup>11</sup> See p68 of the 2010/11 Annual Report



Compensation of employees made up 71.8% or R 38 415 337 billion of the total expenditure on personnel costs which amounted to R53 529 700 billion. Expenditure on training amounted to R 1 130 329 billion.

The information below will focus on vacancies, staff turnover, promotions, employment equity and leave. Please note that the discussion on Police Conduct and Discipline was set out under 4.1.3 above.

- **Vacancies**

The **overall vacancy rate**<sup>12</sup> decreased to 0.7% in 2010/11 from 1.1% in 2009/10

In terms of **Programmes** it is noted that the vacancy rate in the Visible Policing Programme declined by -1.5%. The highest vacancy rate (19.5%) occurred in the Crime Intelligence Programme which is a sharp increase compared to a 3.8% vacancy rate in the previous financial year.

In terms of **salary bands** the highest vacancy rates were in respect of Highly skilled supervision (Levels 9 – 12) which had a vacancy rate of 14.6%; and Senior Management (Levels 13 – 16) with a 9.3% vacancy rate. Although the vacancy rate among Senior Management is slightly lower than the 9.9% reflected in 2009/10, this is still quite high and indicative of a sustained challenge within SAPS to attract ,retain or groom competent managers for this level.

Under **critical occupations** the vacancy rate was the highest in respect of engineers and related professionals (47%); architects, town and traffic planners (28.6%) psychologists and vocational counselors (20.2%); and aircraft pilots and related associated professionals (9.4%).

With reference to **SMS posts** the vacancy rate was 9.3%, which was down from the 10.5% reflected on 30 September 2010. The highest vacancies were in respect of SMS bands: A (9.6%); B (8.9%) and C (6.5%).

- **Staff turnover**

The **overall turnover rate** in 2010/11 was 1.4%.

In terms of **salary bands** the highest annual turnover rates were in respect of Senior Management (6.8%), Highly skilled supervision (Levels 9 – 12) which had an annual turnover rate of 3.6% and Lower skilled (Levels 1-2) where the annual turnover rate was 2.8%.

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<sup>12</sup> See p200 of the 2010/11 Annual Report



Staff turnover in 2010/11 were mostly due to resignations (1 161 or 43.5%); death (714 or 26.7%) and retirement (481 or 18%).

- **Promotions**

Two additional ranks, Lieutenant and Major, were introduced and capacitation in respect hereof will be phased in. By the end of March 2011 no members were promoted to these ranks.<sup>13</sup>

Under critical occupations the only promotions were the 1 329 (0.9%) promoted in the Police category.

By salary band there were 1 702 or 0.9% promotions in total in 2010/11. The highest percentage of promotions was among Senior management (Levels 13 - 19) reflecting 13.4% or 93 out of a total of 695. A total of 1 401 or 1.8% of Highly skilled production (Levels 6 – 8) and 183 or 1.5% of Lower skilled (Levels 1 - 2) staff were promoted to another salary level.

- **Employment Equity**

The racial breakdown of the total number of employees of 193 892 were as follows:

- 74% African, 10.7% Coloured, 2.7% Indian, and 12.5% White.
- A further breakdown of the demographics indicate that 67.4% of all employees were male compared to 32.6% females.
- Only 10 of the 33 Top Management positions were held by females (seven African and three White) while 21 were held by the total of Black males and two by White males.
- There were 187 females (141 Black and 46 White) compared to 475 males (340 Black and 135 White) in Senior Management positions.
- African males held the most positions in the Semi-skilled and discretionary decision-making and Skilled technical and academically qualified categories under occupational bands.
- The percentage of employees with disabilities were 0.6% compared to 0.5% in 2009/10.
- Between 1 April 2009 and 31 March 2011 only one person, an African female were recruited into a Top management position, while six African males, one White male, and one African female were recruited to Senior Management.

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<sup>13</sup> See p200 of the 2010/11 Annual Report



- **Leave**<sup>14</sup>

**Sick leave:** The average number of days taken for sick leave per employee were 10 days in respect of all salary bands up to Senior Management level, at a total cost of R663 391 million. This represents a slight increase in the number of days but a sharp increase in costs compared to 2009/10, when the average number of sick days were 8 at a cost of R 387 473 million.

**Incapacity leave:** There was a sharp increase in the Incapacity leave figures recorded for 2010/11. In 2010/11 the average number of days taken for incapacity leave per employee was 57 days in respect of all salary bands up to Senior Management level, at a total cost of R108 038 million, when compared to 2009/10 when the average number of days taken for incapacity leave per employee was 34, at total cost of R 163 600 million. In terms of salary bands, the highest number of employees who took incapacity leave (temporary and permanent) fell within the Highly skilled production band (Levels 6 - 8), representing 1 877 or 58.4% at an average of 62 days. Short term temporary incapacity leave were for respiratory conditions, followed by muscular, skeletal, mental and behavioural conditions. The leading cause for long periods of temporary incapacity leave was due to psychiatric conditions.

**Ill-health retirement:** It is not clear from the table on page 213 of the Annual Report whether a total of 141 employees retired due to ill-health, as the information merely states that in respect of the number of cases referred to the Health Risk Manager, there was acceptance of advice in 106 cases (compared to 359 cases in 2009/10). In 35 cases there was deviation from advice.

**Injury on duty**<sup>15</sup>: Of the 9 164 persons injured on duty, 653 or 7.1% suffered permanent disablement (compared to 535 or 5.4% in 2009/10) and 76 or 0.8% resulted in fatalities (compared to 107 or 1.1% in 2009/10).

#### **4.2. Programme 2: Visible Policing**

Visible Policing consists of the sub-programmes Crime Prevention, Borderline Security and Specialised Interventions which includes the Air Wing and Special Task Force.

In addition to the reduction of crime, the Crime Prevention sub-programme also has a number of programmes in support of interdepartmental and partnership initiatives to women and children. These include programmes aimed at addressing gender-based violence (like the Interdepartmental Management Team (IDMT) for the Rape and Sexual Offences Programme, and the Interdepartmental Task Team on Domestic Violence), human trafficking, children and youth at risk, drug demand reduction programme, the Victim Empowerment Programme (VEP) and Victim Support Rooms (VSRs).

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<sup>14</sup> See pages 212-213

<sup>15</sup> See page 220





### Performance of the Visible Policing Programme against set targets

Target: Crime Prevention	Actual			
Additional 79 police stations rendering a victim friendly service (from a base line of 802)	10 additional victim support rooms established. <b>(Target not achieved)</b> . 900 Victim Support rooms in total			
Serious crime reduced by 1 to 1.8% ( from 2.1 million charges as baseline in 2008/09)	Serious crime reduced by -2.4% <b>(Target achieved)</b>			
Contact crimes reduced to 1 288 per 100 000 of the population (from 1407 per 100 000 in 2008/09- that means a reduction of- 8.5%).	Contact crimes reduced to 1 277 per 100 000 of the population. <b>Target not achieved. (6.9% reduction achieved)</b> . Only attempted murder (-11%) and Robbery Aggravated (-10.8%) exceeded the target of 8.5% reduction in contact crimes.			
	<b>2009/10 % reductions/increases</b>	<b>2010/11 reductions/increases</b>		
	murder -7.2%	murder <b>-6.5 (-5.3)%</b>		
	Sexual offences -3.1%	Sexual offences: <b>-4.4 (-3.1)%</b>		
	Attempted murder -4%	Attempted murder <b>-12.2 (-11.0)%</b>		
	Assault GBH -0.7%	Assault GBH <b>-4.5 (-3.3)%</b>		
	Common assault +2.3%	Common assault <b>-7.1 (-5.8)%</b>		
	Robbery aggravated - 6.3%	Robbery aggravated <b>-12.0 (-10.8)%</b>		
	Common robbery - 2%	Common robbery <b>-5.9 (-4.6)%</b>		
Trio crimes reduced to 90 per 100 000 of the population (from baseline of 97.1 per 100 000 in 2008/09) -7.3% (-7.7%?)	Trio crimes reduced to 84 per 100 000 of the population <b>(Target achieved)</b> .			
Decrease number of incidents of escapes from police custody by 50% from baseline of average of 762 incidents from 2006/07 to 2008/09.	<b>Escape incidents reduced by 20.6%. (Target not achieved)</b>			
	2007/08	2008/09	2009/10	2010/11
	664	719	602	478
	(980 persons escaped)	(1 144 persons escaped)	(857 persons escaped)	(669 persons escaped)
Target: Borderline Policing	Status			
Conduct a minimum of 350 policing activities (baseline of average of 225 actions in 2008/09)	261 policing actions conducted. <b>(Target not achieved)</b> .			
Target: Specialised Interventions	Status			
Stabilise 95% incidents in 2010/11 (baseline of 80 to 90% incidents stabilised from 2006/07 to 2007/08)	97.2% incidents stabilised. (14 807 incidents attended of which 14 387 were stabilised). <b>(Target achieved)</b> .			



The following general observations are noted regarding the performance of Programme 2:

- **1 018 SAPS members were trained in the VEP** which included training on sensitising members to victims' needs, treating victims with respect and making referrals to other role players.
- The target to establish **victim support rooms (VSRs)** at an additional 79 police stations was not met due to the fact that no funding was allocated for this purpose in 2010/11. SAPS blame this on other priorities, including the 2010 FIFA Soccer World Cup.
- In total **10 new VSRs were established** of which three of these were established at new police stations Jane Furst (Limpopo), Blue Downs (Western Cape) and Zandela (Free State), while the ones established in Mpumalanga at the Pienaar, Hazyview and Mbuzini Police Stations and in Gauteng at Tsakane Police Station in Brakpan were at newly re-established<sup>16</sup> police stations. The VSRs at Giyani (Limpopo) and Thokoza (Gauteng) are at re-established<sup>17</sup> police stations.
- The nine police stations listed below were all earmarked for construction or upgrade in 2010/11. The Botlhokwa Police Station where the remaining VSR was established is not listed under the 40 police stations identified for upgrade or construction between 2010 and 2014.
- The target in respect of borderline security was not achieved due to the commitment of SAPS members to the 2010 FIFA Soccer World Cup and the withdrawal of SAPS members from borderline bases which were handed over to the South African National Defence Force.<sup>18</sup>
- According to the Annual Report the target in respect of decreasing the number of escapes from police custody by 50% was not achieved due to the fact that "since escapes were identified as a strategic priority risk, measures and mechanisms put in place in that regard, were not yet cascaded down to police station level during 2010/11 as it was scheduled to be fully implemented during 2011/12".<sup>19</sup>

#### Comments / Questions

- The Report of the Accounting Officer notes that there was an overrun in the Visible Policing Programme by R201.7 million due to spending pressures on the budget for the compensation of employees (Crime Prevention sub-programme) and over-commitments on the Borderline Security sub-programme projects.
- How is this overspending and shifting of funds in the Visible Policing Programme explained in the light that the Borderline Security target was not met due to the commitment of SAPS members to the 2010 FIFA Soccer World Cup and the withdrawal of SAPS members from borderline bases handed over to the SANDF?
- The majority of escapes were from Community Service Centres (111), court holding cells (77) and police station holding cells (75). What measures will be taken to address the shortcomings in terms of facilities and collaboration between the police and Justice Department to address these issues?



#### 4.2.1 Arrests

The number of arrests made in 2009/10 increased by 11% compared to the previous financial year. The 1 452 600 arrests made in 2010/11 is 91 096 or 6.7% more when compared to the previous financial year. The total number of arrests was in respect of priority crimes (688 937 or 47.4%) and all other crimes (763 663). Most arrests were made in Gauteng (560 372 or 38.6%) and the Western Cape (220 036 or 15%).

#### Total number of arrests

2009/10	2010/11	difference
1 361 504	1 452 600	91 096 (6.7%)

#### 4.2.2 Police reaction times<sup>20</sup>

Included in the 2010/11 Annual Report is information on police reaction time which is calculated as the time in minutes from the date and time a complaint is registered until the date and time the police arrive at the crime scene. At station level only complaints attended to by vehicles belonging to that station are considered for this purpose. The baselines may differ from year to year as these are automatically recalculated taking into consideration complaint detail that rolled over to the following year. The Marginal Performance Level (MPL) represents the minimum requirements for performance measurement purposes.

Police reaction times are divided into three different categories, namely:

**Alpha complaints** (serious complaints **in progress**) – average reaction time (MPL) is **30 minutes**

**Bravo complaints** (serious complaints that **already occurred**) - average reaction time (MPL) is **45 minutes**

**Charlie complaints** (other complaints) - average reaction time (MPL) is **45 minutes**

- **Police reaction times in respect of Alpha complaints**

The national average response time of 21.43 minutes was faster than the targeted response time of 23.03 minutes against a baseline of 31.11 minutes. The provinces which did not meet the targeted average response times were KwaZulu-Natal, Limpopo, North West and Northern Cape.

- **Police reaction times in respect of Bravo complaints**

The national average response time of 28.58 minutes was faster than the targeted response time of 31.49 minutes against a baseline of 39.47 minutes. The only provinces that met or

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<sup>20</sup> See p69-70



exceeded the targeted average response times were the Eastern Cape, Gauteng and Mpumalanga.

- **Police reaction times in respect of Charlie complaints**

The national average response time of 25.48 minutes was faster than the targeted response time of 27.01 minutes against a baseline of 33.21 minutes. Only the Free State and Gauteng met or exceeded the targeted average response times.

**Comment/question**

- The baseline and target response times differ from province to province – how are these determined and what factors are taken into consideration in this regard?

#### **4.2.3 Sector Policing**

By the end of September 2010 sector policing had been rolled out to 208 of the 209 (99.5%) **provincial priority stations**. Sector policing was not fully implemented at Tarlton Police Station (Gauteng) due to insufficient resources and the non-existence of community policing sub-forums in the sectors. Tarlton is a new police station that was previously part of the Krugersdorp Police Station. By the end of March 2011 sector policing had been introduced to 986 (88%) of the 1 120 police stations.

#### **4.2.4 Reservists**

Reservists are appointed as functional deployment, support personnel at stations, specialised support like doctors and pilots; and to support rural and urban safety.

In 2010/11 a total of 1 245 reservists were appointed as permanent SAPS members in terms of the SAPS Act<sup>21</sup>, while 332 were appointed in terms of the Public Service Act, 1994. Of the 64 360 members that made up the Reserve Police Force by the end of March 2011, only 26 259 who performed at least 16 hours duty per month were considered as active reservists. A total of 2 195 or 86.7% (out of 2 532 reservists) completed reservist training competently. Short skills programmes were also presented on the administration of the Community Service Centre, crime investigation, crime prevention and street survival.

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<sup>21</sup> Act No 68 of 1995



#### 4.2.5 Community Police Forums

In the past the SAPS reported on Community Police Forums (CPFs) with reference to whether or not CPFs were fully implemented at all police stations. However, no other indicator and targets were used to measure performance of CPFs. No details on CPFs are set out in the 2010/11 Annual Report apart from information relating to the draft Community Safety Forums<sup>22</sup> (CSFs) Policy<sup>23</sup> set out under the Secretariat of Police and on community participation set out under Human Resources (see Table 1.3 Service Delivery Access Strategies, p195) indicating that 1118 CPFs have been established at police stations country-wide.

##### Questions

- How many police stations had fully functional CPFs at the end 2010/11?
- Considering the challenges experienced in establishing and maintaining informer networks in communities and the priority given in the 2010 State of the Nation Address to ensuring community collaboration and partnerships, why does the 2010/11 Annual Report not contain more information on CPFs?
- What indicators and targets will be used to measure and report on the performance of CPFs in future annual reports?

#### 4.2.6 Firearms Control System<sup>24</sup>

There was a marked increase in the number of new and renewed firearms licenses and competency certificates issued in 2010/11 compared to the previous financial year. This is ascribed to a nine-month backlog turnaround strategy to tackle outstanding applications that was developed by the Central Firearms Registry and the Civilian Secretariat of Police. A total of 107 additional institutions such as training providers, shooting ranges, hunting associations and sport-shooting organisations were accredited during 2010/11.

At the end of March 2011 accredited institutions totaled 1 936, compared to 1 829 in the previous year. This total includes the 107 additional institutions.

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<sup>22</sup> The function of a Community Safety Forum (CSF) is to coordinate the crime prevention activities of all government and non-government organisations (NGOs) that are involved in crime prevention in an area, which may cover several police station areas. This is to avoid unnecessary duplication to ensure all organisations stakeholders share information and are informed about what each is doing. CSFs are meant to develop and ensure implementation of complete safety plans for their areas. All the Community Police Forums (CPFs) and police stations within an area covered by a CSF will be members of that CSF. Information obtained from Cape Gateway website. <http://www.capegateway.gov.za/eng/directories/services/11459/9495>. Accessed 4 October 2011.

<sup>23</sup> See p34 of the 2010/11 Annual Report

<sup>24</sup> p71



Number issued / accredited	2009/10	2010/11
Competency certificates	112 315	240 422
Renewal of firearm licenses	89 524	268 459
New firearm licenses	20 375	89 994
Total accredited institutions	1 829	1 936

### Questions

- How many of (a) the owners of the 268 459 firearm license renewals and 89 994 new firearm licenses have been notified and (b) these have been distributed to their owners?

- **Lost, stolen and found firearms**

- **Official SAPS firearms:** The number of firearms losses reported by SAPS in 2010/11 decreased to 1 335 (comprising 1 188 handguns, 101 rifle and 46 shotguns<sup>25</sup>) from 3 814 in 2009/10. However, **only 167 or 12, 5% of official SAPS firearms** (comprising 133 handguns, 18 rifle and 16 shotguns) **were recovered** in 2010/11. At the end of March 2011 there were 42 official firearms that not been returned by SAPS members who had left the employ of SAPS<sup>26</sup>.
- **Other firearms:** In 2010/11 9 427 firearms were reported stolen compared to 11 982 in 2009/10.
- **Surrendered firearms:** A total of 20 4044 legal firearms and 175 944 rounds of ammunition were surrendered voluntarily compared to 38 153 legal firearms and 371 060 rounds of ammunition surrendered in 2010/11.
- **Illegal firearms:** In 2010/11 a total of 19 327 firearms and 255 924 rounds of ammunition were recovered by SAPS compared to 21 268 firearms and 295 085 rounds of ammunition recovered in 2009/10.<sup>27</sup>
- **Firearm destructions:** In 2010/11 SAPS destroyed 46 527 compared to 167 240 in 2009/10.

### Questions

- How many of (a) the recovered firearms were linked to the commission of crime and (b) this total involved official police firearms?
- What steps will SAPS take to improve the recovery rate of lost and stolen police firearms?
- Were all 42 firearms of SAPS members who left the service that were not returned by the end of March 2011 recovered? If not, why not and how many were recovered?

<sup>25</sup> Minister of Police (2011a)

<sup>26</sup> Minister of Police (2011b). Written reply to Question No 698 published in Internal Question Paper No 7 - 2010.

<sup>27</sup> It is possible that these totals also include firearms that were previously reported lost or stolen.





### 4.3. Programme 3: Detective Services

Detective services comprise four sub-programmes, namely Crime Investigations, Specialised Investigations, the Criminal Record Centre (CRC) and the Forensic Science Laboratory (FSL). The Detective Services allocation increased by 18.3% from R 1 658 018 billion in 2009/10 to R1 947 626 billion in 2010/11.

This programme also experienced a budget overrun due pressures on the compensation of employees budget and capital purchases in respect of the CJS programmes in the Forensic Science Laboratory/Criminal Record Centre environments.

#### Performance against set targets

Targets	Actual
Detection rate for all crime categories between 43-60%. (baseline of 42.86% between 2006/07 and 2008/09)	51.84% (1 092 861) <b>(Target achieved)</b> .
Percentage of court ready case dockets for all crime categories <i>to be determined</i> . <b>(JCPS target =35% by 2014)</b>	30.84% (155 933)
Detection rate for commercial crime of 40-50% (from baseline of 38.69% in 2008/09)	68.4% (44 023 charges, 3 585 withdrawal of charges and 1 290 charges unfounded) (Target achieved, but increase attributed to changed calculation method).
Court ready case dockets for commercial crime of 30-40% (from baseline on 26.68% in 2008/09)	25.6% (2 304 court ready cases). <b>(Target not achieved)</b>
50% of Organised crime projects successfully terminated (from baseline of 40% in 2008/09)	30.3% of projects successfully terminated <b>(Target not achieved)</b> .
Crimes against women detection rate of 68-75%. (from baseline of 67.47% in 2007/08 and 2008/09)	71.2% (159 440) <b>(Target achieved)</b> .
Percentage of court ready case dockets for crimes against women <i>to be determined</i> . <b>(JCPS target =35% by 2014)</b>	34.85% (26 922)
Crimes against children detection rate of 76-80%. (from baseline of 75.14% in 2007/08 and 2008/09)	77.42% (5 267) <b>(Target achieved)</b>
Percentage of court ready case dockets for crimes against children <i>to be determined</i> .	21.66% (12 549)
76% conviction reports generated within 30 days. (from baseline of 75.25% in 2008/09)	81.46% (994 020 of a total of 1 220 205) generated within 30 days. <b>(Target achieved)</b> .
92% of exhibits analysed within 35 days. (from baseline of 91.73% over 35 days in 2006/07 to 2008/09)	93.5% (297 955 of a total of 318 665) analysed within 35 days. <b>(Target achieved)</b>
Percentage of court ready case dockets for charges of corruption <i>to be determined</i> .	35.04%



- **Contact crimes**

- The total number of charges reported dropped from 676 445 in 2009/10 to 638 468 in 2010/11: a difference of 37 977 or -5.61%. Less charges were reported in respect of attempted murder (-11.01%) and robbery aggravated (-10.81%).
- The detection rate for contact crimes was 56.99%, which is an increase of 3.53%.
- The detection rate for murder increased by 3.15%.
- The baseline of 32.24% that was achieved will be used as the baseline in future.

- **Property-related crimes**

- The total number of charges reported dropped from 553 368 in 2009/10 to 534 451 in 2010/11: a difference of 18 917 or -3.42%. Fewer charges were reported in respect of the motor vehicle theft (-10.13%). However, more charges were reported in respect of theft out of or from motor vehicles (+1.84%).
- The detection rate for property-related crimes was 15.84%, which is an increase of 0.71%.
- The detection rate for theft of motor vehicle increased by 1.17%.

- **Crimes dependent on police action for detection**

The following crimes are dependent on police action for detection: the illegal possession of firearms and ammunition, drug-related crime and driving under the influence of alcohol and drugs.

- The total number of charges reported increased from 212 321 in 2009/10 to 231 842 in 2010/11: a difference of 19 521 or 9.19%. The highest increase in reported charges were in respect of drug-related crime which increased by 15 833 (11.74%).
- The detection rate for crimes dependent on police action was 98.53%, which was an increase of 0.75%.
- The highest increase in detection rate was in respect of illegal possession of firearms and ammunition which increased by 3.24% to 93.64%.
- A baseline of 28.41% in respect of court-ready dockets will be used as a future baseline.

#### **4.3.1 Crimes against women and children**

- **Crimes against children under 18 years old**

- Crimes against children under 18 years old consisted of all reported sexual offence cases 42.49%, of common assault cases (7.20%), assault GBH (5.54%), attempted murder 5.07% and murder (5.68%).
- Compared to 2009/10 the total number of charges reported decreased by 6 636 or -10.9% from 60 861 to 54 225 charges in 2010/11. There was a decrease in the



- number of reported charges in respect of attempted murder (-35.31%) and murder (-24.94%).
- The detection rate increased by 8.49% to 77.42%, with increased detections in respect of assault GBH (13.71%) and common assault (12.85%)
  - A baseline of 28.41% in respect of court-ready dockets will be used as a future baseline.
  - **Crimes against women (18 years and older)**
    - Crimes against women 18 years and older consisted of all reported sexual offence cases (54.11%), common assault cases (48.39%), assault GBH (30.52%), attempted murder (18.34%) and murder (16.27%).
    - Compared to 2009/10 the total number of charges reported decreased by 27 589 or -12.57% from 219 431 to 191 842 charges in 2010/11. The highest decrease was in the number of reported charges in respect of attempted murder (-24.74%).
    - The detection rate decreased by -1.88% to 71.20%. However, there was an increase of 11.69% in the detection rate of attempted murder.

#### Comments / Questions

- The reduction in all contact crimes is noted. However, only two of the seven contact crime categories met the reduction of 8.5% target set for 2010/11.
- The increase in reported rapes and the “relatively small percentage decrease nationally in Sexual offences” remains a cause for concern.
- It is not possible to assess from the statistics whether an increase in rape statistics reflects an increasing willingness to report rape or an increase in rape itself.
- The national increase in the murder of women, and sexual offences committed against children is a key concern and is indicative of a major problem in the criminal justice sector, and in the SAPS in particular, that the Domestic Violence Act and the Sexual Offences Act are not being implemented effectively.

- **Commercial crimes<sup>28</sup>**
  - Commercial crimes include fraud, forgery, theft of trust money and funds as well contravention of various pieces of legislation including the Companies Act, the Banks Act and the Close Corporation Act.
  - The target for court ready case dockets for commercial crimes was set at between 30-40%. However this target was not achieved as only 25.6%, representing on average 2 304 monthly court ready case dockets, was achieved. The average monthly cases not yet completed in court was 9 014. The reason for not achieving this target is ascribed to the complexity of the majority of commercial crime cases.
  - Of the 54 986 charges reported, 16 446 were carried forward in 2010/11.

<sup>28</sup> See p95-98 of the 2010/11 Annual Report



- The detection rate for commercial crime-related charges increased from 36.55% in 2009/10 to 68.4% in 2010/11.
- 44 023 charges were referred to court, 3585 charges were withdrawn and 1290 charges were unfounded.
- The Directorate for Priority Crime Investigation (DPCI) investigated 362 cases as part of Operation Clean Audit which focuses on corruption in local government. 144 public officials and 120 members of the public appeared in court and as a result 60 public officials and 29 members of the public were convicted. 229 cases are currently on the court roll.
- In 2010/11 the DPCI finalised the Krion investment scheme case dealing with investment fraud involving R1.5 billion. The mastermind behind the scheme was sentenced to an effective 25 years imprisonment on 118 409 charges, while others involved were sentenced to between 5 and 15 years imprisonment.
- The number of reported cases decreased by 4.6% from 30 114 cases in 2009/10 to 28 720 cases in 2010/11.
- There was a notable decrease of 21.8% in internet-related fraud from 2 533 cases in 2009/10 to 1 981 cases in 2010/11.
- There was a sharp increase of 39.7% fraud with counterfeit cards from 2 906 cases in 2009/10 to 4 059 cases in 2010/11.
- The number of persons convicted decreased by 7.6% which is ascribed to the decline in the number of cases reported.
- However, there was a 16.1% increase in the number of charges on which convictions were obtained, from 22 808 to 26 475.

#### Comments / Questions

- The National Crime Statistics for 2010/11 shows a sustained increase in commercial crimes. What are the reasons for this upward trend and steps will the Department take to address this?

#### ● Organised crime

**Organised crime** includes the illegal drugs and substances smuggling and trading in counterfeit goods, human trafficking, car and truck hijacking, money laundering and fraud. In 2010/11 a total of 30 potential cases were reported to the NPA for consideration relating to racketeering charges in terms of the Prevention of Organised Crime Act (POCA).<sup>29</sup> Up to March 2011 166 prosecutions were instituted for contravening POCA.

- It was mentioned previously that the 'cases to court' target for Organised Crime was removed in the 2010/11 Plan which now only allows measurement for a target on termination of projects. The removal of this target, without providing for another target (such as court ready case dockets) is a concern as the projects target does

<sup>29</sup> Act No 121 of 1998



not actually measure whether there is improvement in detecting and combatting organised crime.

- The target in respect of organised crime which was set as the successful termination of 50% of registered projects investigated in 2010/11 was not met as only 30.3% was successfully terminated. This was ascribed to the uncovering of more networks than was initially identified during the operational planning of projects.
- 179 organised crime groups comprising 492 targets were identified. 57 of these groups were successfully terminated and 282 suspects arrested.
- An additional 145 arrests were made and 376 convictions were secured for specific violent crimes, including car hijacking, cash-in-transit robberies, bank robberies and ATM bombings. 2 910 arrests and 700 convictions resulted from non-project investigation which excludes specific violent crimes.

### **Drug-related crime<sup>30</sup>**

- Drug-related crime accounts for the bulk of organised crime and is also associated with smuggling in diamonds and precious metals, abalone smuggling and car-hijacking.
- Page 94 of the 2010/11 Annual Report lists additional drugs confiscations to those reported under Visible Policing, which include large amounts of cocaine, crack cocaine, cannabis, Crystal meth (Tik-Tik), heroin, ecstasy and mandrax.
- 32 clandestine drug laboratories were detected and dismantled.
- The chemical monitoring programme dealt with 122 import notifications of precursor chemicals to South Africa.
- 539 export notifications of precursor chemicals were forwarded to the relevant foreign authorities for action.

### **Precious metals and diamonds**

- 653 persons were arrested for the illegal purchase, theft and possession of uncut diamonds and unwrought precious metals (totalling R25.9 million) compared to 856 arrests in 2009/10.
- 123 suspects were arrested and 27 convictions were secured in 2010/11 compared to 141 arrests and 26 convictions in 2009/10 relating to the theft of non-ferrous metals (electricity and rail cable).

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<sup>30</sup> Also reported under Visible Policing



### Comments / Questions

- The crimes detected as a result of police action reflect increases in drunken driving and drug-related offences; and a decrease in illegal firearm and ammunition offences. It is not clear whether these increases indicate an increase in police action or an increase in the incidence of drunken driving or drug-related offences.
- The Western Cape's extremely high incidence of drug-related offences and drunken driving offences when compared to the rest of the country is a cause for concern, notwithstanding the increased police proactivity in this regard.
- Considering the links between drug-related crime and escalating and ongoing gang violence in the Western Cape, there appears to be a gap in the reporting on gang violence or gang activities under organised crime. Why is this information not contained in the 2010/11 Annual Report and will such information be included in future annual reports?
- What plans are in place to stem the tide of gang violence in the Western Cape?
- Considering the reluctance of residents to testify in gang-related matters, whether CCTV cameras will be rolled out to areas stricken by gang violence to assist the police in gathering intelligence and evidence in order to positively identify and convict suspects?

### Seizure of Assets

- The Organised Crime Unit and Asset Forfeiture Unit investigated 1 009 cases in respect of which 48 restraining orders to the value of R127.4 million; 193 preservation orders to the value of R21.5 million and 234 forfeiture orders to the value of R3.1 million were obtained.

### 4.3.3 Forensic Science Laboratory

- The purpose of this sub-programme is to provide forensic evidence relating to contact crime, property related crime, crimes dependent on police action and commercial crime in respect of crime scene management, evidence management, explosives response and the presentation of evidence<sup>3</sup> in court.
- The indicator in respect of this target was the analysis of exhibits within 35 days. The target was 92% of exhibits analysed within 35 days in 2010/11.
- The target was achieved as 93.5% or 297 955 exhibits out of a total of 318 665 were analysed within 35 days.

### Backlogs

- The overall backlog decreased by 19.25% in 2009/10 and in 2010/11 a further 66% decrease was achieved in respect of unassigned entries from 47 660 to 16 200.
- The Questions Unit achieved a 8.4% decrease in backlogs, Scientific Analysis Unit 6.7% decrease and the Chemistry Unit a 54.9% decrease.





- The most decreases in backlogs were achieved in the Biology Unit (82.7% and Ballistics Unit (81.5%).

#### **Transversal matters addressed in 2010/11**

- The Biology Unit acquired **semi-automated equipment** with improved chemistries which will be applied to case work samples once the validation of equipment has been completed.
- **Evidence collection kits** were introduced to facilitate the collection and laboratory processing of DNA samples.
- The contract with the Document Warehouse that was responsible for the **archiving** of case files was not renewed. *It is not stated when an internal archiving capacity will be established.*
- The revision of the entry level for forensic analysts has been completed to ensure the **retention of forensic analysts**. The moratorium on the consideration of “new” scarce skills applications were lifted in 2010/11 and deserving employees were promoted.
- The implementation of an **Occupation Specific Dispensation for the FSL** is under consideration.
- The conducting of **lifestyle audits** was initiated and measures are being implemented to optimise the securing of exhibits.
- **Criminal and disciplinary hearings** were instituted in respect of all cases and these are currently under investigation. *No detailed information is provided in the Annual Report in respect of these cases.*
- **Asset Management processes** were implemented to curb the unnecessary and impetuous procurement of equipment / instruments and expert forums were established.
- A process was commenced to **centralise support capacity** of Forensic Services in an effort to enhance support to line function.

#### **4.3.3 Criminal Record Centre<sup>31</sup>**

- The purpose of this sub-programme is to provide identification and/or confirmation of previous conviction reports of persons suspected of having been involved in criminal activities that have been or are being investigated by SAPS.
- Crime-related fingerprint enquiries increased by 2% in 2010/11 to 1 206 333 compared to 2009/10. Previous convictions were confirmed in 595 707 or 49.4% of the cases and 610 626 (50.6%) were first offenders.
- 994 020 or 81.46% from a total of 1 220 205 offender’s previous conviction reports for crime-related fingerprints were generated within 30 days. This is 18% more than in the previous financial year.

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<sup>31</sup> See p99



- 5 531 electronic palm prints, 11 294 Automated Fingerprint Identifications System (AFIS) fingerprint identifications, 473 manual palm prints and 1 076 manual fingerprint identifications were performed in 2010/11.
- Commercial or non-criminal enquiries (relating to among other things, firearm licences, professional driver's permits and new employment) increased by 233 912 or 25.2% to 1 163 209 compared to 2009/10.
- The number of exhibits and cases processed, shoe-print and Micro Viper investigations, as well as the number of objects etched all increased when compared to 2009/10.
- The AFIS database was upgraded to an Oracle database which resulted in a faster response time:
  - The system now completes between 11 000 and 12 000 searches in a 15 hour period, compared the previous system in which only 8 750 searches could be performed in a 22 hour period.
  - The fingerprint search capacity was increased from 8750 to 15 000.
  - The central database was increased from 7 to 8 million persons and an additional 200 000 persons were included in the palm print database.
  - The capacity for unsolved latent palm prints created on AFIS and which cannot be linked to a suspect was increased from 300 000 to 600 000.

#### **4.4. Programme 4: Crime Intelligence**

The adjusted appropriation for Crime Intelligence in 2010/11 was R 1 947 626 billion which is an increase of 17.5% compared to the R1 658 018 billion received in 2009/10.

The purpose of this Programme is to manage crime intelligence, analyse crime information and provide technical support for investigations and crime prevention operations. The strategic objective of this Programme is to contribute to the neutralising of crime by gathering, collating and analyzing intelligence that leads to an actionable policing activity.

The two sub-programmes under Programme 4 are:

- **Crime Intelligence Operations** (which provides for intelligence-based crime investigations) and
- **Intelligence and Information Management** (which provides for the analysis of crime intelligence patterns that will facilitate crime detection in support of crime prevention and crime investigation).
- The successes in achieving/surpassing targets are ascribed to increased activities centred on the 2010 FIFA Soccer World Cup.
- The Annual Report has no entries in respect of targets and performance relating to Security intelligence-related crime (includes counter-terrorism, public stability, VIP security, taxi violence and border security-related matters).

#### **Performance against set targets**



Targets	Actual
Maintain or increase the number of operations / investigations conducted from baseline of 8 103 cluster operations and 6 559 ad hoc operation (as achieved in 2008/09)	A total of 24 384 operations (13 351 cluster and 11 033 <i>ad hoc</i> ). <b>(Target achieved)</b>
Maintain or increase operational analysis reports from baseline of 62 500 and research and other reports from baseline of 78 000 (as achieved in 2008/09)	115 877 operational analysis reports and 202 099 research and other reports. <b>(Target achieved)</b>
78 000 research, statistical, station and cluster intelligence reports	202 099 research and statistical reports (comprising 6 700 research reports, 64 038 statistical reports and 131 361 station and cluster intelligence reports <b>(Target achieved)</b> )

#### Question

- Why are no entries set out in respect of targets and performance relating to Security intelligence-related crime?

#### 4.5. Programme 5: Protection and Security Services

Protection and Security Services received an adjusted appropriation of R 3 163 961 billion in 2010/11, of which R 3 139 388 billion was spent, compared to the R 2 690 929 billion spent in 2009/10.

This programme indicated an under-spending due to budget surpluses in goods and services and payments for capital assets. The surpluses were shifted to Programme 3: Detective Services.

#### Performance against set targets

Targets	Actual
Ports of Entry: Conduct a minimum of 3 848 planned actions (baseline of 2 380 planned actions in 2008/09)	4 008 actions. <b>(Target achieved).</b>
VIP Protection: 100% protection without security breaches (baseline of 98%)	433 protections and 1 security breach. <b>(Target not achieved).</b>
Static and Mobile: 100% protection without security breaches and 100% safe delivery of valuable cargo (baseline of 98%)	Provided at 28 buildings and 83 residences. Total of 8 security breaches (13 in 2009/10). <b>(Target not achieved).</b>  Provided to 214 cargos with no security breaches. (No breaches in 2009/10 either). <b>Target achieved).</b>
Railway Police: Reduce contact crimes reported by 8.5% (from baseline of 3 333 crimes in 2008/09)	Reduces by 37%. 2 117 contact crimes were reported in 2010/11 in comparison



	with 2009/10. <b>(Target achieved)</b> .
Government Security Regulator: Appraise 50% of 207 strategic installations and evaluate all 165 national key points.	51.7% (107) installations were assessed. <b>(Target achieved)</b> . One of the 165 key points was not evaluated. <b>(Target not achieved)</b>

## 5. Report of the Auditor General

The SAPS received an unqualified audit opinion for the 2010/11 financial year with one matter of emphasis.

**Matter of emphasis:** This relates to the lease contract for the Pretoria Sanlam Middestad Building which has been disclosed as a ‘contingent liability’ as the legality of the lease has been taken to court.

### 5.1. Legal and regulatory requirements

**Performance information:** The following information was not deemed to be ‘reliable’ that is valid, accurate and complete:

- The performance indicator for Programme 2 with regard to number of crime prevention actions focusing on legal and illegal firearms, illegal drugs and stolen/robbed vehicles could not be verified on the OPAM system as not all crime operational plans had been registered on the system. (Not ‘complete’). The performance indicator of programme 3 ‘Percentage of OCPI successfully terminated’ was inaccurate as some of these terminated projects were still reflected as active on the system. (Not ‘accurate’).
- The performance indicator for Programme 2: specialised interventions- number of incidents stabilised is not valid, accurate or complete as the information captured in the monthly reports differs from the consolidated quarterly reports used for reporting on this indicator. (Not ‘accurate, valid or complete’).

### Compliance with laws and regulations:

**Annual statements and report:** The financial statements submitted for auditing did not comply with section 40(1)(c)(i) of the PFMA but were corrected by management.

- **Procurement and contract management:** The following problems were noted: The Accounting Officer (the National Commissioner) did not take effective or adequate steps to prevent irregular as well as fruitless and wasteful expenditure. Contract performance was not managed effectively and economically. Some goods and services procured on quotations were not done on a rotation basis.
- **Strategic planning and performance management:** The National Commissioner did not ensure that the system regarding performance management was effective, efficient, transparent and controlled.



## 5.2. Internal controls

- **Leadership:** Commanders at station level responsible for visible policing did not ensure that all required information was captured- i.e. lack of oversight and management over reporting responsibilities. In addition, commanders at cluster level responsible for investigating organised crime did not ensure that all required information was captured- i.e. lack of oversight and management over reporting responsibilities.
- **Performance management:** Commanders at station level did not oversee that crime prevention plans are registered on the system.

## 5.3. Other Reports

In terms of other reports, the Report notes that:

**Investigations:** 476 members were charged for corruption. Of these, 263 were suspended (215 with salary and 48 without salary). The remaining 213 were not suspended. A total of 479 charges were brought against members and 3 members were charged with more than one crime.

**External investigations:** The Public Protector conducted 2 investigations with regard to the leasing of a building in Pretoria and Durban. The Pretoria building has been noted as a 'contingent liability' and at date of the report, there is no lease contract for the Durban building.

**Report on consultants:** The Auditor General noted in the 2009/10 report that it had began a performance audit in June 2009 on the use of consultants within the Department. The performance audit is still not yet completed but is in the reporting phase. The findings will be contained in a separate report.

### Questions

- The procurement and contract management problems identified are serious and the Committee has identified this as a serious concern over the past few years. High Irregular expenditure including in the Building environment is clear from the financial statements. Why is the report of the Auditor General relatively meek in its handling of this issue? In the Auditor General's opinion, what is the real extent of this problem and its impact?
- What steps have been and will be taken by the Department to address/rectify these problems?
- When will the report on Consultants be completed?
- The lack of effective leadership and management at station level by commanders in all areas (not just visible policing) in terms of ensuring that the administrative function are checked/completed properly by staff has been a problem identified by the Committee on its station visits. The AG's office should expand on its comments in this regard. What steps is the Department taking to ensure more effective



## 6. Summary and Analysis of Financial Statements and Notes

The analysis of this portion of the Annual Report is contained in a separate document entitled “Annual Report of the SAPS 2010/11: Summary and Analysis of the Financial Statements and Notes”, prepared by N Dollie.

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### References

1. SAPS 2010 - 2014 Strategic Plan
2. SAPS 2010/11 Annual Report
3. SAPS 2010/11 Annual Performance Plan
4. SAPS 2009/10 Annual Report
5. Minister of Police (2011a). Written reply to Question No 1384 published in Internal Question Paper No 13 – 2011.
6. Minister of Police (2011b). Written reply to Question No 698 published in Internal Question Paper No 7 – 2010.
7. Defencweb (2011). Police gun losses tops 12 000. 12 September 2011.
8. Dollie, N (2011). Summary of Crime Statistics 2010/11. Research Unit. Information Services Section. Parliament of South Africa.