



15 October 2012

ANNUAL REPORT OF THE SAPS 2011/12: SUMMARY AND ANALYSIS

1. Introduction

The Portfolio Committee on Police has a constitutional obligation which the Constitution places on the National Assembly to ensure that all organs of state are accountable to it. In fulfilling this obligation, the aim of the annual report oversight process is to give the Portfolio Committee on Police the confidence that the Department of Police is delivering the services to their clients, who encompass all citizens of South Africa, as promised by Government in line with their Constitutionally mandated objectives. It is important that the Annual Report oversight process ensures the following:

- That the SAPS provides high quality services, economical in nature, efficiently and effectively;
- Services are rendered are in line with the SAPS' constitutional mandate, strategic plans and budgets;
- That services contribute meaningfully to the realization of government's overall objectives; and
- That the Portfolio Committee assesses how the Department might improve on its performance.

The Annual Report prepared by the Department of Police and tabled before Parliament each year is the main reporting instrument for the Department to report on its predetermined performance targets and how the allocated budget was utilised to ensure the achievement of these targets as outlined in its Strategic Plan. To realise the oversight function and obligation placed on the Portfolio Committee, it is required that the Annual Report contain information on service delivery, in addition to financial statements as well as the audit report as prepared by the Auditor-General. It is important to keep in mind that the Annual Report is backwards-looking in nature and focuses on service delivery performance in the financial year that has just ended. The oversight process is not about policy, but the implementation of agreed policy.

In light of the above, the paper will focus on the following aspects of the 2011/12 Annual Report:

- Strategic priorities and measurable objectives;
- Analysis of departmental performance per programme examining the achievements of targets;
- Findings made by the Auditor-General of South Africa (AGSA);
- Analysis of Departmental Financial Statements for the year under review; and
- Analysis of the utilisation of Human Resources as part of the organisation structure.



2. Strategic Priorities and measurable objectives (Predetermined objectives)

The vision of the South African Police Service is to create a safe and secure environment for all people in South Africa with the mission to prevent and combat anything that may threaten the safety and security of any community; investigate any crimes that threaten the safety and security of any community; ensure offenders are brought to justice; and participate in efforts to address the causes of crime.

2.1.1 Voted Funds

The table below illustrates that the Department of Police received a Main appropriation of R58,061 billion for the 2011/12 financial year, with an Adjusted Appropriation of R58, 550 billion. It further shows that the Department spent a total of R57, 933 million of its budget, which is an under-expenditure of R617 million (1,1 per cent) on its allocated budget for the 2011/12 financial year.

Main Appropriation R'000	Adjusted Appropriation R'000	Actual Amount Spent R'000	Over/Under Expenditure R'000
58 061 537	58 550 537	57 933 121	617 416 (-1.1%)

Source: SAPS Annual Plan 2011/12

2.1.2 Aim of the vote

As stated above, the aim and objectives of the Department of Police as enshrined by the Constitution of South Africa is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of South Africa and their property, and uphold and enforce the law.

2.1.3 Strategic Outcome orientated goals

In the 2011/12 financial year, the Department of Police focused on the two Strategic Outcome Orientated Goals. The first is *Ensuring that all people in South Africa Are and Feel Safe* and the second, *Ensuring Adequate Availability of, and Access to SAPS Service Points*. These strategic outcome orientated goals were developed by the Presidency, together with the Justice Crime Prevention and Security (JCPS) Cluster as an outcome-based model as well as being an evaluation and monitoring tool aimed at realising the broad strategic outcome of Government (All People in South Africa Are and Feel Safe). This outcome contains various focus areas as an integral part (entry point) of the JCPS Cluster value chain. These objectives also build on Outcome 12: An Efficient, Effective and Development Orientation Public Service, specifically Output 1: Service Delivery Quality and Access.

The table below provides the Goal statements attached to each of the two Strategic Outcome Orientated Goals as mentioned above. These goal statements guide the Department of Police when determining its measurable outputs and performance indicators attached to the Departmental programmes and sub-programmes.



Strategic Outcome Orientated Goal 1	Ensuring that all people in South Africa are and feel safe
Goal Statement	To provide police services that will ensure safer communities by: <ul style="list-style-type: none"> • Reducing the number of all serious crime, contact crime and trio-crime • Increasing activities to prevent and combat border crime • Increasing the percentage of court ready case dockets for all serious crime, contact crime and trio-crime • Increasing the detection rate for all serious crime, contact crime and trio-crime, including organised crime and the crimes against women and children • Increasing the conviction rates for all serious crime, contact crime and trio-crime
Strategic Outcome Orientated Goal 2	Ensuring adequate availability of, and access to SAPS service points
Goal Statement	Improve the levels of service delivery and accountability to services by bringing SAPS service points closer to the communities.

Source: SAPS Annual Report 2011/12

These goals have not been fully realised in the 2011/12 financial year. Looking at the first Strategic outcome orientated goal, the first of the five listed goals contained in the goal statement was not achieved. For example, the SAPS were unable to reduce the number of all serious crime, contact crimes and trio-crimes. These will be fully discussed in Section 3 of this paper.

The second goal has been prioritised in the development of the SAPS Medium-term Infrastructure and Capital Asset Plan focussed on determining the construction of access or service points based on geographical location and needs of communities. The Department reported that particular emphasis is placed on construction within largely rural areas. The paper will focus on the performance and successes attained in delivery of this goal later in the paper. The construction of police stations and contact points has been a longstanding area of contention between the Portfolio Committee and the Department, and although the predetermined target has been achieved in the 2011/12 financial year, the target itself remains low.

2.1.4 Departmental Expenditure

The table below illustrates the Departmental expenditure per programme for 2011/12. The overall budget left a surplus of R617 million unspent at the end of the financial year under review, which represents 1.1 per cent of the total allocated funds of the Department. All programmes, except Programme 1: Administration and Programme 5: Protection and Security Services recorded an over-expenditure of their allocated funds. Programme 1: Administration recorded a significant under-expenditure of 5.4 per cent of the allocated funds, while Programme 5: Protection and Security Services recorded an under-expenditure of 1.9 per cent.



Programme 3: Detective Services recorded an over-expenditure of 2.5 per cent of their allocated budget in 2011/12, while Programme 2: Visible Policing recorded a slight over-spending of 1.0 per cent and Programme 4: Crime Intelligence an over-expenditure of 0.5 per cent.

Departmental Expenditure

Programmes	Adjusted Estimates R'000	Actual Expenditure R'000	Variance %
Administration	20 372 200	19 263 922	(5,4%)
Visible Policing	24 493 196	24 761 973	1,0%
Detective Services	9 923 529	10 167 669	2,5%
Crime Intelligence	2 194 823	2 204 989	0,5%
Protection and Security Services	1 566 789	1 534 568	(1,9%)
Total	58 550 537	57 933 121	(1,1%)

Source: SAPS 2011/12 Annual Report, p. 6

3. Analysis of Programme Performance

The programme structure of the Department is largely in line with the mandate set by the Constitution of South African and aligned with the Strategic Objective of Government in general. The programme structure with measurable objectives for 2011/12 was as follows:

Key Departmental Programme and Sub-programmes	Measurable objectives
Programme 1: Administration Minister Deputy Minister Management Corporate Services Property Management	Regulate the overall management of the Department and provide centralised support services.
Programme 2: Visible Policing Crime Prevention Border Security Specialised Interventions (Air Wing, Special Task Force)	Discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crimes.
Programme 3: Detective Services Crime Investigation Specialised Interventions Criminal Record Centre Forensic Science laboratory	Contribute to the successful prosecution of crime, by investigating, gathering and analysing evidence, thereby increasing the detection rate of priority crimes.
Programme 4: Crime Intelligence Crime Intelligence Operations Intelligence and Information Management	Contribute to the neutralising of crime by gathering, collecting and analysing intelligence that leads to an actionable policing activity.
Programme 4: Protection and Security Services Ports of Entry	Minimise security violations by protecting foreign and local prominent people and securing strategic interests.



Key Departmental Programme and Sub-programmes	Measurable objectives
Railway Police VIP Protection Static and Mobile Security Government Security Regulator	

Source: Annual Report, APP and Strategic Plan 2011/12.

The measurable objectives are used to determine performance indicators and set targets for the financial year. The Department of Police determined a total of **56 measurable targets** for the 2011/12 financial year. Looking at the performance of the Department for the year under review, it performed slightly worse when compared to previous years.

Of the total planned targets, **38 out of 56 were achieved** during the 2011/12 financial year, which represents a **success rate of 68 per cent**. The remaining 18 targets were not achieved, which represents 32 per cent of total planned targets. The Programme: Crime Intelligence fared best, with a 100 per cent success rate in the achievement of its predetermined targets, followed by Programme 3: Detective Services attaining a success rate of 78.9 per cent on the achievement of its predetermined targets.

3.1.1 Programme 1: Administration

Performance in summary

Total targets set: 10
Targets achieved: 6
Success rate: 60%
Targets not achieved: 4

The table below indicated the performance of the Department of Police in predetermined targets set for Programme 1: Administration.

Programme 1: Administration

Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
Percentage of personnel in terms of the approved establishment	98,9% (190 199 to the approved establishment)	99,3% (193 892)	Maintain a minimum workforce of 98% to the approved establishment (197 930)	TARGET ACHIEVED 100,71% (199 345)
Percentage of learners declared competent upon completion of their training to the Training Provisioning Plan (TPP)	88,1% (231 205 members trained and 203 791 declared competent upon completion of training)	90,2% (178 870 members trained and 161 350 members declared competent)	Maintain 88% (152 137 members will be trained of which 11 189 will be developed as detectives)	TARGET ACHIEVED 200 657 attended training and 180 900 (90,2%) members were declared competent. 11 583 attended detective training courses.



Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
Compensation expenditure vs. operational expenditure	71/29%	73/27%	Maintain the expenditure ratio of not more than 71/29% for compensation/operational expenditure	TARGET NOT ACHIEVED 73,2/26,8%
Percentage of capital investment, asset management and maintenance plan	-	105% (20 372) bullet resistant vests were distributed, including 2 129 inners and outers to end users to ensure that bullet resistant vests are functional as they were not usable.	100% firearms (6 600) and bullet-resistant vests (9 628) planned for to be procured and distributed	TARGET ACHIEVED
	-	New indicator in 2011/12	100% firearms dot peen marked	TARGET NOT ACHIEVED 230 992 (86%) from a total of 268 649 firearms were dot peen marked as at 31 March 2012.
	A ratio of 4.61:1 personnel to vehicles	A ratio of 3.93:1 personnel to vehicles	Maintain the ratio of 4.51:1 personnel to vehicles	TARGET ACHIEVED Ratio at the end of March 2012 was 3.96:1 based in a total number of 50 360 active vehicles and a total number of 199 345 personnel members.
			70% of police facility projects completed	TARGET ACHIEVED 72,7% police facility projects completed (16 from a total of 22)
			90% capacity projects completed	TARGET NOT ACHIEVED 30,6% capacity projects were completed in 2011/12 (52 of 170)
Percentage planned development, sustainability and implementation of systems	-	An average of 75,7% of IS/ICT projects completed	70% of IS/ICT annual funded projects completed.	TARGET NOT ACHIEVED An average of 54,5% IS/ICT annual funded projects completed in 2011/12.
Number of service	580 service delivery	New indicator in	Conduct 600 service delivery	TARGET ACHIEVED



Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
delivery inspections conducted at cluster and station level	inspection conducted	2011/12.	inspections.	1 368 service delivery inspections were completed

Source: 2011/12 SAPS Annual Report

Programme 1: Administration identified a total of 10 predetermined targets for 2011/12. Of the 10 targets, 6 were achieved, which represents a success rate of 60 per cent of its predetermined targets. Thus, 4 out of the total of 10 predetermined targets were not achieved. These targets not achieved were:

- Maintain the expenditure ratio of not more than 71/29% for compensation/operational expenditure. The Department only managed a 73,2/26,8% ratio for 2011/12.
- 100 per cent firearms dot peen marked. The Department only managed to dot peen mark 230 992 (86%) from a total of 268 649 firearms as at 31 March 2012.
- 90 per cent capacity projects to be completed. The Department only managed to complete 30,6% of all capacity projects in 2011/12 (52 of 170).
- 70 per cent of IS/ICT annual funded projects to be completed. The Department only managed to complete an average of 54,5% of IS/ICT annual funded projects completed in 2011/12.

Programme	Adjusted Estimates (R'000)	Actual Expenditure (R'000)	Variance (%)
Administration	20 372 200	19 263 922	(5,4%)

Source: SAPS 2011/12 Annual Report, p. 6

Comments and questions

It is worrying that the Department under-spent on this programme (5.4%) while also achieving only 60 per cent success in the predetermined targets. It must be explained what the relationship between this under-expenditure and under-achievement is.

Training

. It is clear that training for Detectives was prioritised in 2011/12, but as seen through the Detective Dialogue held earlier this year, the training of Detectives still face massive challenges. The Department must indicate how they will reduce the backlogs and whether any progress was made towards ensuring a well trained Detective corps.

What happened to those that were not declared competent (almost 10% of all members trained)?

Compensation versus expenditure ratio

The Department must explain why this target was not met for the second year running. Should this target be adjusted? Explain the rationale for the target?

Firearms dot peen marked

The Department must explain why this target was not met and elaborate on the explanation given in the report (i.e. that there was a failure of communication equipment and that the most effected



provinces were KZN and Eastern Cape) Earlier this year the Department assured the Committee that this target is not a problem and that all new firearms was marked when the Committee raised concerns that it was not included in the 2012/13 Annual Performance Plan. What steps have been taken to address this problem?

Capital work projects (police facilities)

The additional detail on capital work projects contained in the 2011/12 Annual Report is welcomed.

Even though this target was met and exceeded (72.7 per cent) for the 2011/12 financial year, the predetermined target of 70 per cent completion remains very low. The slow rate on the completion of police facilities (capital works projects) coupled with extended time-frames and inflated project costs have been a contentious issue for the last couple of years. A total of 16 projects out of 22 projects completed is not a good achievement, although it is in-line with the performance target set. The performance of the Department in this category reflects poorly on the goals set by National Government and the SAPS in terms of Ensuring adequate availability of, and access to SAPS service points.

Especially the rural areas of South Africa do not have adequate availability of, and access to SAPS service points. And as stated by this Committee previously: where you live should not determine the quality of service you receive. The slow rate of completion on capital works projects is a failure in service delivery and should be addressed as a matter of urgency. The newly appointed National Commissioner, Gen. Phiyega have shown a commitment to remedy this situation and the Committee must be vigilant in ensuring that this situation is improved upon.

Explain in detail the link between (under) spending and service delivery in terms of the building of facilities in 2011/12. What has been done to rectify this problem in 2012/13? Is the Department on track with its 2012/13 targets for buildings? Traditionally, overspending has been reported in this area, and while this is certainly not desirable, the Committee should be provided reasons as to why under-spending occurred in 2011/12 and whether this is expected to reoccur in 2012/13?

What is the status, to date, of the 6 police facilities not completed by the end of the 2011/12 financial year. The report notes that Clocolan police station was completed on 25 April 2012. Provide an updated status report on the remaining five including:

- Letsitele (report states revised completion date 31 March 2012 but does not say that it has been completed)
- Joza
- PE 10111 (revised date 17 July 2012)
- Tembisa
- Weenen (revised date 29 June 2012)

For each of the 22 police stations completed during 2011/12 and those completed after the end of the financial year, provide final costs of facilities and whether in line with initial projected estimate.



Capacity projects

The detail contained in the report is welcomed. However, the poor performance on the delivery of basic services to service points and police facilities in 2011/12 is one of the most significant failures of the Department in 2011/12. The achievement of 30.6 per cent of the set target of 90 per cent is a cause for major concern. The Department managed to complete only 52 of a total of 170 capacity projects. These were:

- Electricity generators: A total number of 6 of the 29 services were completed
- Water: A total number of 13 of the 54 services were completed
- Sanitation: A total number of 33 of the 87 service were completed

While the report details individual reasons for non-delivery, the Department should explain whether there were general problems that occurred and how these have and will be systematically addressed. Many of the explanations state 'information outstanding from DPW'. What steps is the Department taking proactively to ensure better communication and service delivery from DPW?

Another reason given is that the projects were leased facilities. Why were leased facilities included in the plan in the first place? Who chose the capacity projects and who signed these off?

How many of these capacity projects have been completed in 2012/13 to date? The Department must provide a detailed and costed implementation plan with realistic time-frames for the completion of these services to the remaining 118 stations without electricity, water or sanitation.

It is reported on page 30 of the Annual Report that the targets for capacity projects to be completed in 2011/12 were changed, in that it was increased to attainable targets (From 14 to 29 stations to be provided with electricity generators, 51 to 54 stations to be provided with water and 85 to 87 police stations to be assisted with sanitation). Can the Department explain why these targets were changed?

Information Technology

The detail contained in the report is welcomed. Performance in the IT environment seems to be decreasing rather than increasing.

The Department needs firstly, to explain the use of the percentage target. For example, the target for rollout of e-docket was 20 police stations in 2011/12. The Report states that e-docket was rolled out to the 20 police stations. Why, therefore is the reported actual completion at 70%? Surely, this should be 100% (of the target)?

Which of the 16 projects are funded through IJS ring-fenced funds and which through CJS ring-fenced funds? Highlight expenditure on each IJS/CJS project for 2011/12 (in comparison to allocated ring-fenced amounts). Explain problems with each of the IJS/CJS projects and how there are being and will be addressed.

Note that in line with the recommendation of the National Planning Commission, a separate indicator on reporting on CJS Revamp (and IJS projects) should be included in all strategic and annual plans of the relevant CJS departments, going forward.



Where and what are the key stumbling blocks in the IT environment (i.e. internal capacity, problem with SITA, inter-sectoral collaboration etc)? Funding, does not seem to be the problem, but delivery seems increasingly slow. Explain?

Which of the 16 IT projects outlined on pages 41-44 of the Report are still facing serious development and implementation problems? Highlight these and measures that have been taken to address.

The Department must provide a detailed turn-around strategy for the management of the IT/ICT environment. How will timeous signing of contracts and ongoing challenges with SITA be managed and improved?

To what extent is the Department's management aware of the development of government's IT strategy and acting in accordance with it?

How can the Department make better use of new technology to improve the delivery of its services and functions?

To what extent has the entity ensured that all its staff have adequate IT training and can make full use of its systems? The Committee knows that this is a major challenge in the Department as a whole, but especially in Detective Services.

How is the Department ensuring that the systems in place are being used as a management tool by senior managers?

Supply chain Management

The Auditor-General has reported serious weaknesses in the supply chain management system of the SAPS in 2011/12. The AG reported on three major issues regarding SCM, these include: (1) three major contracts that are suspected of being irregular, (2) the lack of involvement of the Division: Legal Services when contracts are entered into, and (3) lack of compliance to SCM requirement to ensure that due process is followed.

Questions that should be posed to the Department:

- Does the Department have a working supply chain management system in place that complies with the Preferential Procurement Policy Framework Act (PPPFA) and the Supply Chain Management Framework issued by the National Treasury?
- Does the Department have an up-to-date fixed asset register? What systems are in place to ensure the asset register remains current?
- Does the Department have a policy in place governing alterations and maintenance? How much was spent on maintenance in the year under review and what is the current backlog?
- Does the Department have a system in place to manage moveable assets, including systems for coding items and allocating responsibility for maintaining and checking inventories, and for maintaining assets?
- Does the Department have a disposal management system in place?
- Do all members of the Department's Bid Committee have NIA clearance?



- The Department should report on all large tenders, capital projects and Public Private Partnership deals in future.

3.1.2 Programme 2: Visible Policing

Performance in summary

Total targets set: 20
 Targets achieved: 12
 Success rate: 60%
 Targets not achieved: 8

The table below indicated the performance of the Department of Police in predetermined targets set for Programme 2: Visible Policing:

Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
Sub-programme: Crime Prevention				
Reduce the number of reported serious crimes by 2%	2 121 887	2 071 487	2 079 449	TARGET NOT ACHIEVED 0.8% decrease
Reduce the number of contact crimes by 4-7%	676 445	638 468	Between 649 387 and 629 093	TARGET NOT ACHIEVED 2.3% decrease
Reduce the number of trio crimes by 4-7%	47 222	42 183	Between 45 333 and 43 916	TARGET NOT ACHIEVED Overall trio-crimes increased from 42 183 to 42 192 reported crimes in 2011/12 compared to the same period in 2010/11. (0.02% increase)
Reduce the number of reported serious crimes within the rural environment by 2%	-	New indicator in 2011/12	Reduce by 2%	TARGET ACHIEVED Decreased by 25%
Increase the number of recoveries as a result of policing by focusing on:				
Stolen and lost firearms by 3%	7 376	7 888	7 597	TARGET ACHIEVED 8 744 stolen and lost firearms with serial numbers recovered
Stolen and robbed vehicles by 3%	38 028	33 638	39 168	TARGET NOT ACHIEVED 30 437 stolen and robbed vehicles recovered.
Illicit drugs by 3%	179 716kg cannabis	89 748,289kg cannabis, 282 880	185 107kg cannabis, 72 424 mandrax tablets, 66kg cocaine and 33kg crystal meth	TARGET ACHIEVED



Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
		mandrax tablets, 73,952kg cocaine and 163,928kg crystal meth		
Liquor by 10%	1 524 584lt	1 219 215,643lt	1 677 042lt	TARGET NOT ACHIEVED 1 096 694,944lt
Increase the recovery of state owned firearms by 3%	1 261	New indicator in 2011/12	1 298	TARGET NOT ACHIEVED 358
Reduce the incidence of:				
Stolen/lost firearms by 3%	11 982	9 427	11 622	TARGET ACHIEVED 9 105
Stolen/robbed vehicles by 7%	82 661	72 707	73 874	TARGET ACHIEVED 66 572
Closing of illegal unlicensed /illegal liquor premises by 100%	13 456	18 883	100%	TARGET ACHIEVED 92 929
Reduce the number of escape incidents from police custody by 50%	602	478	301	TARGET NOT ACHIEVED 810 escapes
Number of crime awareness campaigns conducted	-	New indicator in 2011/12	Conduct 4 Izimbizos	TARGET ACHIEVED 6 izimbizos conducted
Finalise outstanding applications for firearm licenses, permits, authorisation and renewals.	-	New indicator in 2011/12	100% of backlog finalised by 31 July 2011	TARGET ACHIEVED
New applications for firearm licences.	-	New indicator in 2011/12	Applications finalised within 90 working days	TARGET NOT ACHIEVED
Sub-programme: Border Security				
Increase planned crime prevention and combating actions at SA Borders by 3%	3 812 planned crime prevention and combating operations conducted	4 008 planned prevention and combating operations conducted	3 926 planned prevention and combating operations conducted	TARGET ACHIEVED 4 430 planned crime prevention and combating actions in 2011/12
Identify borderlines taken over by SANDF	-	-	SANDF to take over the FS and EC borderlines	TARGET ACHIEVED Maluti and Lunddeansnek borderlines on EC borderline and Fouriesburg borderline base on FS



Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
				borderline have been handed over to the SANDF
Sub-programme: Specialised Interventions				
Stabilise medium to high risk incidents	99%	97,2% incidents were successfully stabilised	100%	TARGET ACHIEVED 100% (14 096) incidents were attended to and stabilised
Percentage of safe delivery of valuable and or dangerous cargo in relation to the number of cargo protection provided	100% protection provided without security breaches	100% protection provided without security breaches	100% protection provided without security breaches	TARGET ACHIEVED 100% safe delivery (protection was provided to 221 cargos)

Source: 2011/12 SAPS Annual Report

Programme 2: Visible Policing identified a total of 20 predetermined targets for 2011/12. Of the 20 targets, 12 were achieved representing a success rate of 60 per cent on its predetermined targets. Thus, 8 out of the total of 20 predetermined targets were not achieved, which represents 40 per cent of targets not achieved. These targets not achieved were:

- Reduce the number of reported serious crimes by 2%. The Department only achieved a reduction of 0.8 per cent
- Reduce the number of contact crimes by 4-7%. The Department only achieved a reduction of 2.3 per cent
- Reduce the number of trio crimes by 4-7%. Overall trio crimes increased from 42 183 reported crimes to 42 192 reported crimes in 2011/12 compared to the same period in 2010/11.
- Increase in the number of recoveries as a result of policing action: Stolen and robbed vehicles by 3%. The number achieved in 2010/11 was 39 168, the Department only managed to recover 30 437 stolen and robbed vehicles in 2011/12, which is significantly less than the previous financial year.
- Liquor by 10 per cent. The Department only managed to recover 1 096 694,944lt of liquor.
- Increase the recovery of state owned firearms by 3%. The Department only managed to recover 358 firearms.
- Reduce the number of escape incidents from police custody by 50%. The Department recorded a total of 810 escapes from police custody. This is more than a 50 per cent increase, rather than decrease.
- New applications for firearm licences finalised within 90 working days. A total of 98 417 of the 125 388 applications received were completed.

Programme	Adjusted Estimates (R'000)	Actual Expenditure (R'000)	Variance (%)
Visible Policing	24 493 196	24 767 973	1,0%

Source: SAPS 2011/12 Annual Report, p. 6



Comments and questions

Visible policing is arguable the most important programme of the Department receiving the bulk of the allocated budget of the Department. It is in Visible policing that service delivery is most direct with the community. It is because of this that this programme needs to perform best. Yet, the Department achieved only 60 per cent of its predetermined targets and recorded an over-expenditure on their allocated budget. This disjoint must be explained.

The Office of the Auditor-General also made two significant findings in the Programme: Visible Policing in terms of the reliability of information relating to the reporting indicators as reported on via the Case Management Administration System (CAS) revealing inadequate audit trail to verify the completeness, which will be discussed below.

Reduction of crime

Arguably the most important performance indicators for the Department are the reduction of serious crime, contact crime and trio crime, of which none of the predetermined targets were achieved. The Department must explain this under achievement.

The only target, in terms of reduction of crime, which was vastly over-achieved upon was the reduction of serious crime in the rural area where the target was set at a very low 2 per cent and was reduced by 25 per cent. Although this achievement is commendable, the Department must explain this over-achievement and why the target was apparently erroneously set in the first place.

Illicit Drugs

The performance indicator for the Increase in the number of recoveries as a result of policing by focusing on illicit drugs by 3 per cent was achieved, however the Auditor-General found that the target were not complete when compared to source information. This was due to a lack of non compliance by station commanders in order to ensure that drugs are accurately recorded on Operational Planning and Monitoring System (OPAM).

Illegal liquor

In a society plagued with violent crime fuelled by the abuse of alcohol and drugs, it is disappointing that the target set for the confiscation of illegal liquor was not met. The Department must explain why the target was not met.

Recovery of state-owned firearms

This target recorded a vast under-achievement with only 358 out of a target set for 1 261 firearms to be recovered. The Department must explain why so few state-owned firearms were recovered.

Escapes from police custody

The Department set a target to reduce the number of escapes from police custody by 50 per cent in 2011/12, yet they achieved the exact opposite, in that the number of escapes from police



custody more than doubled in figure compared to both the previous year and the target set. The target was set at 301 escapes from police custody and a total of 810 escapes were recorded (169% more than the target) and in 2010/11 a total of 478 escapes from police custody were recorded, which is an increase of 69 per cent. The Minister of Police has already expressed his concern toward this trend and the Department is thus requested to satisfy the Committee that they have already developed a turn-around strategy as well as a plan in place to curb this trend. The Department is also requested to explain, if they can, what gave rise to this significant increase.

Firearm licenses

The Department of Police have on numerous occasions assured the Committee that all backlogs in firearm licences, application, renewals, permits and authorisation have been addressed. Is it safe to assume that the Department is again creating a backlog on firearm licenses based on the fact that the target was not met in 2011/12?

3.1.3 Programme 3: Detective Services

Performance in summary

Total targets set: 19
 Targets achieved: 15
 Success rate: 78,9%
 Targets not achieved: 4

The table below indicated the performance of the Department of Police in predetermined targets set for Programme 3: Detective Services:

Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
Sub-programme: Crime Investigation				
Detection rate for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection and other serious crimes.	46,16% (1 108 674)	51,84% (1 092 861)	Detection rate of between 46-65%	TARGET ACHIEVED 53,41% (1 134 355)
Percentage of court ready case dockets for contact crimes, contact-related crimes, and property-related crimes, crimes dependent on police action for detection and other	-	30,84% (155 933)	3% increase on the baseline determined for 2010/11	TARGET ACHIEVED 41,17% (249 879)



Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
serious crimes.				
Detection rate for contact crimes	59,62%	56,99% (445 123)	Detection rate of between 60-65%	TARGET ACHIEVED 60,66% (449 575)
Percentage of court ready case dockets for contact crimes	-	32,24% (70 543)	3% increase on the baseline set for 2010/11	TARGET ACHIEVED 50,23% (109 702)
Detection rate for trio crimes	14,31% (10 841)	16,02% (10 900)	18,25% (15 108)	TARGET ACHIEVED 20,98% (12 602)
Percentage of court ready case dockets for trio crimes	-	37,74% (4 815)	3% increase on the baseline determined for 2010/11	TARGET ACHIEVED 56,69% (8 395)
Detection rate for crimes against women (18 years and above).	71,92% (162 833)	71,20% (159 440)	Detection rate of between 71-75%	TARGET ACHIEVED 75,76% (158 870)
Percentage of court ready case dockets for crimes against women (18 years and above).	-	34,85% (26 922)	3% increase on the baseline determined for 2010/11	TARGET ACHIEVED 53,59% (36 545)
Detection rate for crimes against children (under 18 years).	66,27% (45 006)	77,42% (52 672)	Detection rate of between 66-70%	TARGET ACHIEVED 69,71% (45 186)
Percentage of court ready case dockets for crimes against children (under 18 years).	-	21,66% (12 549)	3% increase on the baseline determined for 2010/11	TARGET ACHIEVED 51,27% (18 418)
Sub-programme: Specialised Interventions				
Percentage of court ready case dockets for fraud and corruption by individuals within the JCPS Cluster	-	New indicator in 2011/12	3% increase on the baseline determined for 2010/11	TARGET ACHIEVED 35,4%
Detection rate for serious commercial crime-related charges	37%	68,4%	Detection rate of between 40-50%	TARGET ACHIEVED 65,2%
Percentage of court ready case dockets for serious commercial crime-related charges	-	25,6%	Court ready case dockets of between 30-40%	TARGET ACHIEVED 50%
Number of serious commercial crime-related cases	-	New indicator in 2011/12	50 investigation initiated	TARGET ACHIEVED 57 cases investigated



Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
investigate where officials are involved in procurement fraud and corruption related cases				
Number of serious commercial crime-related cases investigate where officials are involved in procurement fraud and corruption related cases	-	New indicator in 2011/12	25 court ready cases	TARGET NOT ACHIEVED 24 court ready cases
Value of assets restrained/seized in serious commercial crime-related cases investigate where officials are involved in procurement fraud and corruption related cases	-	New indicator in 2011/12	R125 million in assets restrained	TARGET ACHIEVED R588 822 438,05 assets seized.
Percentage of registered serious Organised Crime Project Investigations (OCPI) successfully terminated	-	Successfully determined 30,3%	To be determined	TARGET ACHIEVED 52,27% (46 project investigations). Percentage will be utilised as the baseline target setting.
Sub-programme: Criminal Record Centre				
Percentage of original previous conviction reports for formally charged individuals generated within 20 days	63,41% (750 844 from a total of 1 184 109)	81,5%	80%	TARGET ACHIEVED 93,88% (1 137 423 from 121 1598)
Sub-programme: Forensic Science Laboratory				
Percentage of case exhibits (entries) processed within 28 working days	86% (189 569 from a total of 220 429)	94% (297 955 from a total of 318 665)	92% of case exhibits processed within 28 days	TARGET NOT ACHIEVED 77,39% (248 202 from a total of 320 729)

Source: 2011/12 SAPS Annual Report

Programme 3: Detective Services performed second best of the programmes of the Department of Police. A total of 19 targets were predetermined for 2011/12. Of the 19 targets, 15 were achieved representing a success rate of 78.9 per cent on its predetermined targets. Thus, 4 out of



the total of 19 predetermined targets were not achieved, which represents 21 per cent of targets not achieved. These targets not achieved were:

- Percentage of registered serious Organised Crime Project Investigations (OCPI) successfully terminated – to be determined
- Number of serious commercial crime-related cases investigated where officials are involved in procurement fraud and corruption related cases. A target of 25 cases was predetermined, but only 24 cases were court ready.
- 92 Per cent of case exhibits (entries) processed within 28 working days. The Department only managed to achieve 77,39 per cent of the target as predetermined.

Programme	Adjusted Estimates (R'000)	Actual Expenditure (R'000)	Variance (%)
Detective Services	9 923 529	10 167 669	2,5%

Source: SAPS 2011/12 Annual Report, p. 6

Comments and questions

Programme 3: Detective Services arguable performed best during the 2011/12 financial year when considering measurable objectives. However, the programme did record an over-expenditure of 2.5 per cent for the past financial year. The Department must explain where this over-expenditure occurred.

A near 80 per cent success rate in achievement of predetermined targets is well done. It was clear from the 2012/13 Budget hearings between the Department and the Portfolio Committee that there is a real commitment in Detective Services to improve on service delivery and it is evident from the achievements in this programme that the cautious optimism of the Committee was warranted. Looking at the predetermined targets, nearly all were well exceeded.

Crimes against women and children

The target for Detection rate for crimes against women (18 years and above) was well exceeded. The target was set at 71.92 per cent and 75.76 per cent was achieved. This is an indication that the target is possibly set too low. The Department should consider increasing the percentage in order to further improve on this target. Similarly, the target set for Detection rate for crimes against children (under 18 years) was well exceeded. The target was set for 66.27 per cent and 69.71 per cent was achieved. This is could similarly indicate that the target was set too low and could be increased to further improve performance.

The newly included indicators for targets set to increase the Percentage of court ready case dockets for crimes against women (18 years and above) and Children (under 18 years) was also well exceeded. The targets set for 34,85 per cent and 21,66 per cent respectively was criticised in the past as being set too low. This over-achievement could indicate that the targets should be increased in order to encourage improved service delivery in coming years.



Forensic Science Laboratories (FSL)

The Department must explain why the target of 92 per cent of case exhibits processed within 28 working days was not achieved. Additionally, it is a concern that the achieved percentage of 77,39 per cent is significantly lower than the 94 per cent achieved in 2010/11, especially when considering that the total number of case exhibits did not increase substantially (318 665 in 2010/11 and 320 729 in 2011/12 – 2064 less case exhibits).

3.1.4 Programme 4: Crime Intelligence

Performance in summary

Total targets set: 2
 Targets achieved: 2
 Success rate: 100%
 Targets not achieved: 0

The table below indicated the performance of the Department of Police in predetermined targets set for Programme 4: Crime Intelligence:

Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
Sub-programme: Crime Intelligence Operations				
Number of network operations resulting from intelligence files	24 368	24 384	26 805	TARGET ACHIEVED A total of 49 019 network operations were conducted in 2011/12
Sub-programme: Intelligence and Information Management				
Number of crime intelligence products relating to: Operational analysis reports Strategic analysis reports	234 231	317 976	253 782	TARGET ACHIEVED Operational analysis reports: 353 628 Profiles: 110 033 Intelligence analysis reports: 137 228 Communication analysis reports: 15 388 Communication interception analysis reports: 8 299 Station and cluster crime threat analysis: 82 680 Strategic analysis reports: 281 904 Statistical reports: 281 886 Research reports: 18

Source: 2011/12 SAPS Annual Report



Programme 4: Crime Intelligence performed best of the programmes of the Department of Police. However, the programme only identified 2 targets for 2011/12, which were both achieved.

Programme	Adjusted Estimates (R'000)	Actual Expenditure (R'000)	Variance (%)
Crime Intelligence	2 194 823	2 204 989	0,5%

Source: SAPS 2011/12 Annual Report, p. 6

Comments and questions

The Portfolio Committee on Police indicated, during the 2012/13 Budget Hearings, that the lack of measurable targets in the Crime Intelligence Programme is a major problem creating real challenges for oversight. It was suggested that the reports produced by the programme should attach a weight to it, in order to assure quality. Can the Department indicate the possibility of this?

The fact that stations lack Crime Intelligence Officers was also noted as a concern as it is arguable that crime prevention operations are not intelligence driven. This is compounded by the fact that the programme has a significant vacancy rate of 16% and actually overspent the allocated budget (0.5%). The Committee have previously requested a detailed report on the strategy developed by the Department on the filling of these vacancies and the funding for these.

Serious problems in management in the Division must have had some impact on morale/service delivery. Can the Department explain what measures it has taken to ensure the effective functioning of this programme in the light of management upheavals.

3.1.5 Programme 5: Protection Services

Performance in summary

Total targets set: 5
 Targets achieved: 3
 Success rate: 60%
 Targets not achieved: 2

The table below indicated the performance of the Department of Police in predetermined targets set for Programme 5: Protection Services:

Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
Sub-programme: VIP Protection Services				
Percentage of security provided in relation to security breaches	100% protection provided without breaches.	99,99% protection provided with one security breach	100% protection provided without breaches.	TARGET NOT ACHIEVED 99,99%
Sub-programme: Static and Mobile Security				



Performance Indicator	Baseline 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12
Percentage of security provided in relation to security breaches	98,98% protection provided with 13 security breaches	99,9% protection provided with 8 security breaches	100% protection provided without breaches.	TARGET NOT ACHIEVED 99,99%
Sub-programme: Government Security Regulator				
Percentage of identified strategic installations audited	75% (157 from 207)	51,7% (107 of 207)	50% (113 of 227)	TARGET ACHIEVED 61% (138 of 227)
Percentage of National Key Points evaluated	83,3% (130 from 156)	99,4%	98% (171 of 175)	TARGET ACHIEVED 98% (171 of 175)
Percentage of advisory reports compiled in relation to requests received.	88% (321 from 365)	New indicator in 2011/12	95%	TARGET ACHIEVED 99% (146 of 147)

Source: 2011/12 SAPS Annual Report

Programme 5: Protection Services predetermined a total of 5 targets were predetermined for 2011/12. Of the 5 targets, 3 were achieved representing a success rate of 60 per cent on its predetermined targets. Thus, 2 out of the total of 5 predetermined targets were not achieved, which represents 40 per cent of targets not achieved. These targets not achieved were:

- One security breach in VIP Protection Services sub-programme
- One security breach in sub-programme: Static and Mobile security

Programme	Adjusted Estimates (R'000)	Actual Expenditure (R'000)	Variance (%)
Protection and Security Services	1 566 789	1 534 568	(1,9%)

Source: SAPS 2011/12 Annual Report, p. 6

Comments and questions

The Department must explain the under-expenditure of the allocated budget for this programme.

How was the Baseline for 2009/10 of 88% (321 from a total of 365) determined for the indicator *Percentage of advisory reports compiled in relation to requests received* if it is stated as a New Indicator in 2011/12?

4. Auditor General

The Department of Police received an unqualified audit report for the third year running (2009/10-2011/12), with findings. However, the three-year audit outcomes produced by the office of the Auditor-General clearly indicated that the Department is stagnating in their performance with no significant movement and that there is a lack of urgency in progressing. The AG made findings in



four major areas, namely: (1) Leadership, (2) Supply Chain Management, (4) Predetermined objectives and (4) Information Management.

Leadership

The AG made the following findings:

- Commanders at station level responsible for Visible Policing did not exercise oversight responsibility over reporting on predetermined objectives to ensure that entries occurred, were authorised and were captured (i.e. that reported information was complete).
- Commanders at provincial level responsible did not exercise oversight ensuring adherence to internal controls, policies and procedures with regards to predetermined objectives and for the purpose of taking corrective actions
- Instability within the leadership within the SAPS:
 - The National Commissioner was appointed in June 2012
 - Within the SCM environment – the Divisional Commissioner, General Kruiser was suspended. This position is currently still vacant with Deputy National Commissioner General Mofomme acting.
 - General Menziwa was newly appointed in the Predetermined objectives division after the retirement of General Moorcraft

Supply Chain Management

The AG made the following findings:

- There is a disjoint when entering into contracts with the SAPS not protecting their own interests. Suppliers are usually benefitting more out of a contract entered into with the SAPS. SCM use a standard contract but with mandatory requirements in a contract it does go through a process via the Bid Adjudication Committee (BAC).
- A seeming lack in support rendered to SCM from Legal Services Department. It is suggested that the SAPS should significantly strengthen the legal department's involvement when contracts are entered into.
- As a result, three contract needs to be investigated further by the SAPS as it is suspected of irregular expenditure (Waymark, Black Capital¹ and TETRA). These contracts must be investigated and concluded as disclosed in the financial statements as "possible irregular" expenditure.
- Continuously monitor the compliance to SCM requirements to ensure due process is followed when new contracts are entered into.

Performance Information

The AG made the following findings:

- The Reliability of the reporting on predetermined objectives (illicit drugs & 10111 reports) is depending on the leadership both on provincial and station level. If strong, ethical leadership are in these positions, fewer issues will be identified.

¹ The Black Capital contract refers to the refurbishment of several Nyala Armoured Personnel Carriers for the FIFA Soccer World Cup, which were delivered late and the contract amount was significantly exceeded.



Information Technology

The AG made the following recommendations:

- Approve and implement an IT governance framework,
- Monitor the effectiveness of IT systems,
- Integration of IT systems to be actively pursued.

Comments and questions

In a previous meeting between the Portfolio Committee on Police and the SAPS Management held on 14 August 2012, the National Commissioner stated that the Department currently have in excess of 67 separate IT systems running within SAPS and that a task-team was appointed to consolidate a SAPS Systems and Technology Strategy.

The Department should report on steps that they have taken to address all the challenges/findings of the AG for 2011/12 and what improvements have occurred in 2012/13.

5. Financial Statements

5.1 Expenditure

Departmental expenditure – 2011/12

Expenditure	2010/11 (R'000)	2011/12 (R'000)	Increase/Decrease (%)
Compensation of Employees	38 415 337	42 427 702	10,4%
Operational costs	15 114 363	15 505 419	2,6%
Total expenditure	53 529 700	57 933 121	8,2%

Source: SAPS 2011/12 Annual Report, p. 127

The surplus on the vote for the 2011/12 financial year amounts to R617, 416 million. This unspent amount comprises the following:

- Criminal Justice System Review – R350,877 million
- Capital Works – R266,528 million
- Unspent from normal operational budget – R0,011 million (R11 thousand)

Spending on compensation of employees (71,8% in 2010/11 and 73,2% in 2011/12) remained the most significant expense in the Department's vote.

Comments and questions

The extremely poor expenditure coupled with performance on projects pertaining to the Criminal Justice System (CJS) Review and Capital works is of extreme concern to the Portfolio Committee on Police. Can the Department satisfy the Committee that the current trend in under-expenditure and poor performance will not be repeated in the current financial year (2012/13)?



5.2 Appropriation statement

The table below illustrates the Appropriation Statement of the Department of Police for the 2011/12 financial year. It shows that the total adjusted appropriation of R58, 550 billion with R57,933 billion spent leaving a sizable surplus of R617 million unspent funds for 2011/12.

The Department of Police had an under-expenditure of 1.1 per cent at the end of the financial year for the first time in many years. The total expenditure for the year under review thus came to 98.9 per cent of the total budget. Virements were not utilised in 2011/12 to ensure 100 per cent expenditure in all programmes, as was done in previous financial years, as no programme recorded 100 per cent expenditure. The Departmental programmes all either over-or-under-spent on their allocated budgets.

Programmes	Adjusted Estimates R'000	Actual Expenditure R'000	Virement R'000	Variance %	Remainder/ Unspent funds R'000
Administration	20 372 200	19 263 922	583 045	2,9%	525 233
Visible Policing	24 493 196	24 761 973	(268 777)	(1,1%)	0
Detective Services	9 923 529	10 167 669	(336 323)	(3,4%)	92 183
Crime Intelligence	2 194 823	2 204 989	(10 166)	(0,5%)	0
Protection and Security Services	1 566 789	1 534 568	32 221	2,1%	0
Total	58 550 537	57 933 121	-	-	617 416

Source: SAPS 2011/12 Annual Report, p. 128

In terms of virement per Programme, the following reflects the areas within Programmes in which the largest virement occurred:

Programme 1: Administration (Variance/Under-spending of 2.9% - R583,0 million)

- Supply Chain Management realised under-spending in respect of clothing and capital works, and Technology Management Services in respect of the Radio Communication System for the Eastern Cape Province. In addition, the network and hosting upgrade programme also under-spent.
- Due to spending pressures experienced with the expenditure in the compensation of employees, in the entire vote, the amount due to Polmed (the State's contribution) payable in March 2012 had to compensate to allow for the payment of other compensation expenses in other programmes. However, the full state contribution to Polmed was still received in their bank account on 1 April 2012 as per agreement. As a result, Programme 1 realised a decreased level of spending.

Programme 2: Visible Policing (Variance/Over-spending of 1.1% - R268,7 million)

Sub-programme: Crime Prevention

- Due to spending pressures experienced in the compensation of employees budget in this programme (sub-programme Crime Prevention), more was expended on compensation due to the overall level of spending pressures experienced in the compensation of employees category. This budget shortfall was funded from the provision for medical



support under Programme 1. The aforementioned requires an adjustment to the baseline in compensation of employees in this programme. An overspending occurred in this sub-programme also as a result of the increase in the price of fuel and oil.

Sub-programme: Specialised Interventions

- Due to the increase in fuel and oil, goods and services overspent on the allocated funding.

Programme 3: Detective Services (Variance/Over-spending of 3.4% - R336,3 million)

Sub-programme: Crime Investigations

- The overspending under this sub-programme mainly realised under compensation of employees, due to overall spending pressures experienced in the compensation of employee's budget. Machinery and equipment overspent as planned due to significant investment in transport assets for the detectives during the year under review.

Sub-programme: Specialised Investigations

- With the specific focus of enhancing the establishment of the Directorate for Priority Crimes Investigation, additional funding was diverted from Programme 5 to this programme mainly for capital purchases (machinery and equipment e.g. vehicles.)

Programme 4: Crime Intelligence (Variance/Over-spending of 0,5% - R10,1 million)

- The slight overspending in this programme can be ascribed to the pressures prevailing in the compensation allocation and also goods and services of this Programme.

Programme 5: Protection and Security Services (Variance/Under-spending of 2.1% - R32,2 million)

- Although compensation of employees under spent somewhat, goods and services experienced budget shortfalls. A similar scenario is prevalent in the category for payments for capital assets as a result of the modernization and expansion of the presidential vehicle fleet. The main reason for this spending trend in compensation of employees, is the organizational changes and redirection of functions that impacted on spending prioritization and execution. These amounts supplemented the budget difficulties experienced in Programme 3.

Comments and questions

The Committee again request that the Annual Report explain in detail reasons for the virements made in the 4th quarter in order to realise increased transparency. The Department should also indicate whether all virements was approved by Treasury.

It should be noted that the Committee continuously raises the issue of virement percentages. While the Department does not exceed the 8% virement ceiling as set by Treasury, the fact remains that the Department receives an enormous budget and even small percentages amounts to very large sums of money being shifted between programmes.

The Department should provide full details on all virements made within programmes as well as within economic classification.



The Department should explain what exactly the earmarked funds for the Integrated Justice System (IJS) and Criminal Justice System (CJS) Revamp were spent, seeing that there remains such a huge surplus of funds unspent on the CJS Revamp.

5.3 Departmental revenue

The total Departmental revenue received in 2011/12 (R288,760 million) was less than the revenue received in 2009/10 and 2010/11, which was R347,6 million and R287,7 million respectively. Of note is the fact that the *Sales of capital assets*, specifically *Machinery and equipment* in 2011/12 (R5,087 million) is significantly higher compared to 2010/11 (R1,141 million) and more in-line with the 2009/10 figure of R4,879 million.

Comments and questions

Can the Department account for the R4 million increases in revenue received for the Sale of capital assets, especially in Machinery and equipment?

5.4 Donor funds/Aid assistance

The financial statements illustrate that R13,008 million was spent on Current expenditure from Aid assistance in 2011/12, which is significantly higher than the expenditure incurred in 2010/11 (R4,199 million). An additional small amount of R114 thousand was spent on Capital assets in comparison to the R351 thousand spent in 2010/11 as well as the R1,6 million spent in 2009/10.

Foreign funding

A total amount of R23,165 million was received in the form of foreign donor funds/aid assistance, which is substantially more than the R7,516 million received in 2010/11. Total expenditure of foreign aid funds was R13,122 million and of this amount R114 thousand was used for Capital assets, specifically for Machinery and equipment.² A total of R2,925 million was surrendered to the RDP, which is significantly more than the R996 thousand surrendered in 2010/11.

Annexure 4 of the 2011/12 Annual Report (p.199) provides a statement of local and foreign aid assistance for the year, this statement shows that a total revenue of R23,165 million was available in 2011/12 of which R2,925 million was surrendered and R13,122 million spent on Training support. The statements shows that R165 thousand was spent from aid/funds received from Enhlngano Project France and R12,957 million received from Norway (Sudan).

² SAPS 2011/12 Annual Report, p.170.



Local funds

In terms of local funds, the Department had an amount of R6,710 million of Criminal Assets Recovery Account (CARA)³ funds in its account during 2011/12 of which no monies were spent during the financial year. This is in stark contrast to the expenditure of R311 thousand in 2010/11 and R6,540 million in 2009/10.

Comments and questions

Can the Department explain the significant increase in foreign assistance/aid received in 2011/12? (It increased from R7,516 million in 2010/11 to R23,165 million in 2011/12).

It also seems that the Department continues to experiencing a challenge in spending of both local and foreign funds, which is similar to the previous financial year. Does the Department experience challenges in spending of these funds and if so, what are they?

Does the Department request or actively seek donor funds or is it just given to the Department?

On what projects were foreign funds spent?

Why such a large amount (R2, 925 million) was again surrendered to the RDP fund, which is significantly more than the R996 thousand surrendered in 2010/11?

What was the original purpose for monies (R6,710 million) allocated to the Department from the Criminal Assets Recovery Account (CARA) fund? And why was none of this money spent?

5.5 Current expenditure

The following section will analyse the Current expenditure of the Department, focussing on Compensation of employees and Goods and services.

5.5.1 Compensation of employees

Expenditure for compensation of Employees increased from R38,4 billion in 2010/11 to R42,4 billion in 2011/12.

Note 4.1 of the 2011/12 Annual Report (p.171) shows that a total of R6,6 million was paid out in performance rewards for 2011/12, which indicates a decrease compared to the R9,8 million paid

³ The CARA is a separate account within the National Revenue Fund into which monies and property are deposited, following a judicial forfeiture or confiscation order. The funds are managed in an office of the CFO in the Department of Justice and Constitutional Development. A Committee may make recommendations to Cabinet regarding this money which must be allocated to specific law enforcement agencies and/or institutions/organisation or a fund established to render assistance to victims of crime. Section 69A of the Prevention of Organised Crime Act states that whenever Cabinet allocated such funds the Minister of Justice shall cause all particulars of such allocation to be tabled in Parliament.



out in 2010/11. This represents a decrease of 32 per cent compared to 2010/11. The Committee will recall that a total of R191,2 million in performance awards was paid out in 2009/10.

Other wages and social contributions increased, except Compensative/circumstantial. The details are as follows:

- **Service base:** Increased by almost 40 per cent (39.3%) from R53,127 million in 2010/11 to R74,044 million in 2011/12.
- **Compensative/circumstantial:** Decreased by almost 40 percent (39.3%) from R989,601 million in 2010/11 to R600,498 million in 2011/12.
- **Other non-pensionable allowances:** Increase by 10 per cent from R4,6 billion in 2010/11 to R5,1 billion in 2011/12.S
- **Medical aid:** Recorded an increase of 14 per cent from R4,2 billion in 2010/11 to R4,8 billion in 2011/12.

Comments and questions

The Department is requested to provide details on the R6,6 million paid towards performance rewards. Who received these rewards and how many recipients are employed as a senior manager (SMS)?

The Department must provide details on Service based contributions and why these contributions recorded such a significant increase (40 per cent) in 2011/12 compared to the contribution made in 2010/11.

Additionally, the Department is requested to explain the significant decrease recorded in Compensative/circumstantial monies paid. A 40 per cent decrease was recorded in 2011/12 (R600,498 million) compared to 2010/11 (R989,601 million).

5.5.2 Goods and services

Expenditure of Goods and services increased from R11.3 billion in 2010/11 to R11,9 billion in 2011/12.

Note 5 of the 2011/12 Annual Report (p. 172) provides more detail. However, the following can be noted:

- **Consultants, contractors and agency/outsourced:** Expenditure increased from R1,37 billion in 2010/11 to R1,52 billion in 2011/12. This is a significant increase in comparison to the R1,4 billion spent in 2009/10.

Note 5.3 (p.173) provides details on the expenditure made on Consultants, contactors and agency/outsources:



Consultants, contractors and agency/outsourced	2011/12 (R'000)	2010/11 (R'000)
Business and advisory services	14,910	16,848
Infrastructure and planning	279	883
Laboratory Services	188	970
Legal costs	135,338	109,400
Contractors	1,010,993	819,466
Agency and support/outsourced services	361,120	430,100
Total	1,522,828	1,377,667

Source: SAPS 2011/12 Annual Report, p. 173

Interesting to note from the table above is:

Decreases:

- Expenditure on *Infrastructure and planning* decreased from R883 thousand in 2010/11 to R279 thousand in 2011/12, which is a decrease of 68 per cent;
- *Laboratory services* also recorded a significant decrease of 80.6 per cent in 2011/12 (R188 thousand) compared to 2010/11 (R970 thousand).

Increases:

- Expenditure in *Legal costs* recorded an increase of 23.7 per cent in 2011/12 (R135 million) compared to R109 million spent in 2010/11;
- Expenditure on *Contractors* recorded an increase of 23 per cent in 2011/12 (R1 billion) compared to the R819 million spent in 2010/11.
- **Computer Services:** Expenditure increased from R2,05 billion in 2010/11 to R2,13 billion in 2011/12. Note 5.2 of the Annual Report (p.172) shows that payments to SITA increased from R1,48 billion in 2010/11 to R1,58 billion in 2011/2012. However, expenditure recorded to External computer service providers decreased from R563 million in 2010/11 to R548 million in 2011/12.
- **Travel and subsistence:** The Department recorded a decrease in expenditure for travel and subsistence in 2011/12. This decreased from R802 million in 2010/11 to R660 million in 2011/12. Domestic travel cost decreased from R731 million in 2010/11 to R578 million in 2011/12, while international travel increased from R70,9 million in 2010/11 to R81,4 million in 2011/12.
- **Other operating expenditure:** Of note is the 60 per cent increase in Towing costs, which increased from R42 million in 2010/11 to R67,5 million in 2011/12.

Comments and questions

Decreases

Even though the total for Consultants, contractors and agency/outsources increased only slightly in 2011/12 (R1,52 billion) compared to 2010/11 (R1,37 billion) is still remains a huge expenditure on this item. Looking at the specific line items, it is clear that payments made to both



Infrastructure and planning as well as Laboratory services decreased significantly. However, considering the poor performance on targets set for these, one has to question whether this was the most appropriate action to take. Does the Department have the capacity to perform these services?

Legal services

Additionally, expenditure on Legal costs increased significantly in 2011/12 (R135 million) compared to 2010/11 (R109 million). This is an increase of 23.7 per cent. The Department should explain the significant rise in the attainment of outsourced legal advice.

Similarly, payments made to Contractors also increased by 23 per cent. The Department is requested to provide details on the projects on which these Contractors were used.

Computer services

It is interesting to note that expenditure for Computer services rendered by SITA increased, while similar services provided by External providers decreased in 2011/12, as the Department continuously site challenges faced in service delivery from SITA as reasons for poor performance. Was service delivery attained from SITA in 2011/12? What are the constraints to making more use of external service providers?

Towing Services

The Department is requested to explain the significant increase of 60 per cent in Towing costs incurred in 2011/12. Can the Department provide the number of vehicles towed in 2011/12? Have towing costs escalated or are vehicles more prone to breakdowns due to poor maintenance?

5.6 Payment for financial assets

There was a significant decrease in expenditure on Material losses through criminal conduct for the year under review. Expenditure in this category recorded a 70 per cent decrease from R103 thousand spent in 2010/11 to only R31 thousand spent in 2011/12.

However, in term of *Debts written off* a significant increase was recorded in 2011/12 compared to 2010/11. Debt written off in terms of Salaries increased by 150 per cent from R2,5 million in 2010/11 to R6,4 million in 2011/12. In terms of Recoverable revenue written off, it showed a significant increase of 115 per cent, with Salary related debt increasing by 155 per cent from R9 million in 2010/11 to R23 million in 2011/12.

Comments and questions

The Department should explain the significant increase in Debt written off, specifically in terms of Salaries. This line item showed an increase of 150 per cent in 2011/12 compared to 2010/11. The CFO previously reported that this is due to ill-health of Members (Members erroneously granted sick/incapacity leave and then salaries already paid have to be recovered). How will the Department stem this surge in Debt written off in terms of Salaries?



Similarly, Revenue written off in terms of Salary related debt increased by 115 per cent in 2011/12 compared to 2010/11. Can the Department explain this situation?

5.7 Expenditure for capital assets

Note 8 of the Annual Report (p.176) shows that expenditure on Capital assets totalled R2,994 billion in 2011/12 compared to the R3,293 billion recorded for 2010/11. This expenditure was divided as follows:

- **Buildings and other fixed structures:** R671 million in comparison to the R1,1 billion in 2010/11.
- **Machinery and equipment:** R2,3 billion in comparison to the R2,1 billion spent in 2010/11.
- **Biological assets:** R1,5 million in comparison to the R905 thousand spent in 2010/11.

Comments and questions

Buildings and other fixed structures as well as Machinery and equipment recorded decreased expenditure in 2011/12 compared to 2010/11. Additionally, these items also recorded severe under-expenditure at the end of the 4th quarter of the financial year. How will the Department remedy this situation and prevent a repeat thereof in the current financial year?

5.8 Contingent liabilities

The total recorded by the Department for Contingent Liabilities increased by 23 per cent in 2011/12 compared to the previous financial year. The Department reported a Contingent liability of R20,5 billion in the year under review (2011/12) compared to the R16,6 billion in 2010/11.

The Sanlam Middestad Building remains as a Contingent liability of R611,692 million similar to the 2010/11 financial year.

Annexure 5 (p.200) provides some detail on Contingent liabilities for the year under review. In terms of Claims against the Department, Original claim Amounts was R2,8 billion for 2011/12 with R105,9 million paid out and a total amount of R2,7 billion cancelled or reduced. The Amount paid increase by 23 per cent in 2011/12 (R105,9 million) compared to 2010/11 (R85,6 million). Of these the largest amounts were paid to claims for Police action (R66,7 million), Vehicle accidents (R18,4 million) and Shooting incidents (R12,7 million) in 2011/12.

What is interesting to note is the significant increase in the Original claim amounts. In 2010/11 the total for these were R746 million and increased to a total of R2,8 billion in 2011/12. This represents an increase of 277.7 per cent on Original claim amounts in 2011/12 compared to 2010/11.



Comments and questions

The Department must explain the increase in its Contingent liability for 2011/12. Can the Department provide any progress made in terms of the Sanlam Middestad Building still recorded as a Contingent liability for the Department?

Claims against the Department

The Department is requested to explain both the increases in Original claim amounts against the Department as well as the Amount paid out to claimants against the Department, as it increased significantly in 2011/12 compared to 2010/11. Is this indicative towards an increasing lack of the level of discipline of Members?

5.9 Lease commitments

The total expenditure on Operating leases increased by 8 per cent in 2011/12 (R2,797 billion) compared to 2010/11 (R2,591 billion). Expenditure on Operating leases for Machinery and equipment increased from R62,7 million in 2010/11 to R85,1 million in 2011/12, which represents a 35 per cent increase. A total expenditure of R2,699 billion was spent on leases for Buildings and other fixed structures and R12,7 million on leases for land.

Comments and questions

The Department must explain the significant increase in expenditure on Operating leases especially that of Machinery and equipment, which recorded an increase of 35 per cent in 2011/12 compared to 2010/11.

5.10 Irregular expenditure

The past financial year recorded a significant decrease in irregular expenditure of R1,183 million compared to the R76,152 million recorded in the 2010/11 financial year (98.4 per cent decrease). A total of R1,980 million was still awaiting condonation (including R1,14 million from previous year), compared to R6,876 million in 2010/11.

Details of irregular expenditure under investigation

Incident	R'000
Funeral costs	127
Training	69
Security Services	203
Accommodation and meals	14
Repairs	31
Catering	2
Language services	5



Day to day maintenance	155
Cleaning services	96
Social function	126
Communication	312
Renovation (Buildings)	832
Communication	8
Total	1,980

Source: SAPS 2011/12 Annual Report, p.185

Possible irregular procurement/expenditure

Three contracts identified by the Auditor-General (AGSA), which is still under investigation:

- TETRA
- Waymark (Firearm registration system)
- Black Capital (Refurbishment of Nyala Armoured Personnel Carriers)

The Department reported that these contracts are complex, technical and voluminous of nature and due to the high level of legal interpretations of prescripts and in addition interpretation of judgement this contract will be referred to National Treasury for a final ruling.⁴

Question and comments

It is commendable that the Department managed to decrease expenditure deemed as irregular by such a wide margin (71.2%).

The Department is requested to explain the incidents detailed above, especially the irregular expenditure incident(s) recorded to the value of R832 000.00 for the renovation of buildings. Additionally, the Department should provide details on the Social function on which R126 thousand was spent. What was the nature of this function and why was proper planning regarding procurement not done in-line with the PMFA prescripts?

The Department is requested to provide full details on the nature of each of the three contracts suspected of irregular expenditure (TETRA, Waymart and Black Capital). This should include the original monetary value of the contract, the actual expenditure incurred on each contract to date and the duration of the contracts.

The Department is requested to indicate how many Nyala Armoured Personnel Carriers were ordered from the company Black Capital, what the original contract value were and the amount exceeded. In addition, the Department is requested to indicate when these vehicles were delivered, as it was mentioned by the AG that some of these vehicles was delivered late to be utilised in the 2010 FIFA Soccer World Cup?

⁴ SAPS 2011/12 Annual Report, p. 186



The Department is further requested to indicate the projected time-frames attached to the investigations into these contracts and when these investigations will be concluded. Can the Department provide the estimated costs associated with each of these investigations?

5.11 Fruitless and wasteful expenditure

The Department recorded a slight reduction in the category of *Fruitless and wasteful expenditure* in 2011/12 (R494 thousand) compared to the R771 thousand in 2010/11. A total of R2,411 million of *Fruitless and wasteful expenditure* (including amounts from previous years) has still not been condoned, compared to the R2,757 million in 2010/11.

Analysis of Fruitless and wasteful expenditure for the current financial year

Incident	R'000
License fees	295
Accommodation	213
Air/bus tickets	54
Dormant fuel cards	26
Training	26
Erroneous payments	212
Other, e.g. Meals and cellphone accounts	24
Total	850

Source: SAPS 2011/12 Annual Report, p. 186

Comments and questions

The Department is requested to explain each instance of Fruitless and wasteful expenditure. Why were no disciplinary steps taken in any of these cases?

Explain the R295 thousand spent on License fees. The Committee has noted on various oversight visits that the SAPS vehicles in some of the stations are not renewing the car license discs timeously and are in fact driving vehicles with lapsed licenses. Is this related to this problem? What steps have been taken to address this?

Similarly the Department must explain specifically the Fruitless and wasteful expenditure of R213 thousand on Accommodation.

5.12 Expenditure - Looking forward

The table below provides a comparison of 1st quarter expenditure recorded by the Department for the past three years (2010/11 to 2012/13). It is important to look at these in comparison to each other as it provides a good indication whether the Department is improving on their quarterly



expenditure patterns where necessary or not. It is important to remember that the National Treasury has set a linear benchmark for expenditure in the 1st quarter of 25 per cent.

First quarter expenditure 2010/11 up to 2012/13

SAPS	Percentage spent as at end June-10	Percentage spent as at end June-11	Percentage spent as at end June-12
Administration	20.2%	21.9%	20.7%
Visible Policing	24.6%	24.0%	25.2%
Detective Services	22.0%	22.8%	23.5%
Crime Intelligence	23.4%	25.0%	24.9%
Protection and Security Services	24.0%	23.1%	24.3%
Total	22.6%	23.1%	23.6%
Economic Classification			
Current Payments:	22.8%	23.8%	24.3%
Compensation of employees	24.3%	25.0%	25.5%
Goods and services	18.4%	20.1%	20.1%
Interest and rent on land	-	-	-
Transfers and subsidies:	30.5%	24.2%	25.5%
Provinces and municipalities	21.0%	25.5%	24.7%
Departmental agencies and accounts	24.6%	25.9%	25.0%
Non profit institutions	-	-	-
Households	31.5%	24.1%	25.5%
Payments for capital assets:	17.7%	9.4%	11.6%
Buildings and other fixed structures	25.1%	7.0%	6.0%
Machinery and equipment	12.7%	11.0%	15.6%
Biological assets	-	344.3%	-
Payments for financial assets	-	-	-
Total	22.6%	23.1%	23.6%

From the table above, it is clear that the Department is following a similar expenditure pattern in the 1st quarter of each financial year for the past three years, including the 1st quarter of the current financial year. Looking at expenditure on programmes, it is evident that Programme 1: Administration continues to record expenditure falling significantly below the 25 per cent linear benchmark set by Treasury.

In this regard, specific focus should be given to Payments for capital assets. It is noted that the extremely low expenditure on buildings and other fixed structures seems to be continuing in 2012/13. This problem must be urgently addressed.

6 Human Resources

This section will focus on the utilisation and management of the human resources of the Department of Police, especially expenditure, employment and vacancies, equity and the management of leave (sick/incapacity).



6.1 Expenditure

The table below shows the personnel costs of the Department of Police for the 2011/12 financial year.

Personnel costs by programme, 1 April 2011 to 31 March 2012

Programme	Total Expenditure (R'000)	Compensation of Employees (R'000)	Training Expenditure (R'000)	Compensation of Employees as percentage of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
Administration	19 263 922	10 966 150	1 170 146	18,9%	305	35 929
Visible Policing	24 761 973	20 225 129	-	34,9%	185	109 053
Detective Services	10 176 669	7 996 169	-	13,8%	205	38 970
Crime Intelligence	2 204 989	1 928 737	-	3,3%	213	9 053
Protection and Security Services	1 534 568	1 311 517	-	2,3%	207	6 340
Total	57 933 121	42 427 702	1 170 146	73,2%	213	199 345

Source: SAPS 2011/12 Annual Report, p. 208

From the table above it is clear that Programme 2: Visible Policing forms the largest component of the Department, employing 109 053 personnel at a cost of R20,2 billion for the past financial year. It is interesting to note that Detective Services employ more personnel than that of Administration, yet it spends less money on compensation towards personnel.

6.2 Employment and vacancies

The table below shows the personnel vacancies of the Department per programme.

Personnel vacancies, 1 April 2011 to 31 March 2012

Programme	Year-end establishment	Number of Employees	Vacancy Rate (%)
Administration	34 820	35 929	-3,2%
Visible Policing	106 606	109 053	-2,3%
Detective Service	40 212	38 970	3,1%
Crime Intelligence	10 777	9 053	16%
Protection and Security Services	5 515	6 340	-15%
Total	197 930	199 345	-0,7%

Source: SAPS 2011/12 Annual Report, p. 210



Comments and questions

The Department must explain why three out of its five programmes employ more personnel than the year-end establishment?

The Department must provide details on how the large vacancy rate of 16 per cent in Programme 4: Crime Intelligence will be addressed and reduced.

Similarly, the Department must provide details on why the vacancy rate recorded in Programme 3: Detective Services will be addressed.

6.3 Employment Equity

The table below shows the employment equity targets of the Department of Police for the 2011/12 financial year, compared to the actual number of employees as a percentage as on 31 March 2012.

Percentage of personnel per race

	African	Coloured	Indian	White
Equity target per race as a percentage	79,35%	8,85%	2,46%	9,34%
Actual number of employees as a percentage as on 31 March 2012	74,83%	10,65%	2,66%	11,86%

Source: SAPS Annual Report Presentation, slide 28

Comments and questions

It is clear from the table above that Department did not attain its equity targets for the past financial year and should thus indicate how this will be achieved in coming years.

6.4 Sick and Incapacity leave

The table below shows a breakdown of sick leave taken by personnel during the 2011/12 financial year.

Sick leave for 1 January 2011 to 31 December 2011

Salary Bands	Total Days	% Days with Medical Certification	Number of Employees using sick leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimates Cost (R'000)	Total number of Employees using Sick Leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	20 416	92,4%	2 629	1,9%	8	4 549	141 736	18 867
Skilled (Levels 3-5)	621 970	93,6%	74 069	52,3%	8	225 857	141 736	581 906



Highly skilled production (Level 6-8)	469 536	94%	52 494	37%	9	298 020	141 736	441 160
Highly skilled supervision (Level 9-12)	99 850	93,9%	12 135	8,6%	8	101 161	141 736	93 755
Senior management (Levels 13-16)	3 013	94,6%	409	0,3%	7	8 681	141 736	2 851
Total	1 214 785	93,7%	141 736	100	9	638 268	141 736	1 138 539

Source: SAPS 2011/12 Annual Report, p. 225

Comments and questions

A total of 71 per cent (141 736/199 345)⁵ of the total employees of the Department made use of sick leave during the 2011/12 financial year with an average of 9 days per person at an estimated cost of R638 million for the last financial year. This is a slight decrease from the average of 10 days taken in 2010/11 and an increase from the average of 8 days taken in 2009/10. What is interesting to note is the cost associated to sick leave taken.

The table below shows a comparison of the number of average days of sick leave taken and the estimated cost associated with it.

	2009/10	2010/11	2011/12
Average Days per Employee	8	10	9
Estimates Cost (R'000)	387 473	663 391	638 268

The Department should explain the significant increase in the estimated cost associated with the average day taken per employee. It is however commendable that the average number sick days taken decreased in 2011/12 compared to 2010/11. The figure remains very high and the Department should endeavour to reduce this number further in the coming years.

The table below shows a breakdown of incapacity leave (temporary and permanent) taken by personnel during the 2011/12 financial year.

Incapacity leave (temporary and permanent) for 1 January 2011 to 31 December 2011

Salary Bands	Total Days	% Days with Medical Certification	Number of Employees using Incapacity Leave	% of Total Employees using Incapacity Leave	Average Days per Employee	Estimates Cost (R'000)	Total number of Employees using Sick Leave	Total number of Employees using Incapacity Leave
Lower skilled (Levels 1-2)	4 088	100%	137	2,4%	30	925	4 088	5 822
Skilled (Levels 3-5)	61 101	100%	1 890	32,5%	32	21 000	61 100	5 822
Highly skilled production (Level 6-8)	138 758	99,4%	3 063	52,6%	45	90 433	137 986	5 822

⁵ SAPS 2011/12 Annual Report, p.5.



Highly skilled supervision (Level 9-12)	29 376	99,9%	714	12,3%	41	29 957	29 358	5 822
Senior management (Levels 13-16)	998	100%	18	0,3%	55	3 001	998	5 822
Total	234 321	99,7%	5 822	100	40	145 316	233 530	5 822

Source: SAPS 2011/12 Annual Report, p. 225

Comments and questions

The average days per employee utilising incapacity leave remains very high at an average of 40 days in 2011/12. It is interesting to note that the most days for incapacity leave were taken by Senior Management with an average of 55 days taken. The Department must explain why the Senior Management recoded such a high number for incapacity leave.

It is also clear that the Highly Skilled salary bands (Levels 6-16) record significantly more days on incapacity leave than lower salary bands. Short term incapacity leave is normally given to conditions like respiratory tract conditions, muscular, skeletal, mental and behavioural conditions. The leading cause for longer periods of temporary incapacity leave is due to psychiatric conditions. The question has to be asked why personnel in higher salary bands are seemingly struggling with stress-related illnesses. The majority of personnel in the SAPS are employed in the Skilled salary band (Levels 3-5) comprising Constable, who one will associate with first respondents to crime scenes and thus traumatic events and in turn will suffer more from stress related illness like Posttraumatic Stress Disorder (PTSD). It is thus really worrying that members of the Senior Management Structure had the highest number of incapacity leave and one have to ask the question why?

The table below shows a comparison of the number of average days of incapacity leave taken and the estimated cost associated with it.

	2009/10	2010/11	2011/12
Average Days per Employee	34	57	40
Estimates Cost (R'000)	163 600	108 038	145 316

If one look at the table above showing a comparison for the past three years, it is interesting to note that the estimated cost associated with incapacity leave fluctuate vastly and the more incapacity leave is taken the less the estimated costs are. The highest average days taken was in 2010/11 (57) with the lowest cost (R108 million), while the lowest average days taken was in 2009/10 (34) with the highest cost (R163 million). The Department should explain how this structure works.



7 Trend Analysis

The following section outlines the successes achieved by the South African Police Service together with the challenges faced and suggested interventions over the past three financial years (2009/10, 2010/11 and 2011/12).

7.1 Successes

The Department of Police attained numerous successes in terms of service delivery over the three years under review.

- **Audit opinion:** The Department of Police has managed to receive unqualified audit opinions (with findings) for the past three years up to 2011/12.
- **Reduction in murder rate:** The reduction in the murder rate to the lowest levels in many years is particularly welcomed and the reduction in a number of contact crimes and other serious crimes.
- **Re-establishment of FCS:** The re-establishment of the Family Violence, Child Protection and Sexual Offences (FCS) units in the clusters is particularly welcomed and if properly resourced and supported will succeed in curbing crime against the most vulnerable in society.
- **Detectives:** Achievements in the detective environment included the establishment of the Directorate of Priority Crime Investigations (DPCI) in 2009/10 and an increase in the number of detectives over the period under review.
- **Illegal firearms:** Illegal firearms contribute largely to the violent nature of crime in South Africa. In an effort to root out illegal firearms, the SAPS have intensified operations on the confiscation of illegal firearms over the past three years.
- **CPFs:** A total of 1 114 police stations had functioning Community Police Forums (CPFs) in 2009/10 and increased to 1 122 in 2011/12. It should be noted that South Africa currently have 1 125 police stations, which means that only three stations in the country does not have a functioning CPF, which should be seen as a major achievement for the Department.
- **Reaction time:** The national average reaction time for serious complaints in progress improved from 21.43 minutes in 2010/11 to 19.13 minutes in 2011/12, while the reaction time for serious complaints already occurred improved from 28.58 minutes compared to 2010/11.
- **Forensic Services:** Improvements in performance in both the criminal record and forensics science environments have been noted, despite the failure of the FSL to achieve their target for 2011/12 due to the high increase in queries.

7.2 Challenges

The following are some of the key challenges occurring in the period under review:

- **Spending:** The Committee has raised concerns during this period with regard to the virement that has occurred. The concern is that while the virement has not exceeded the



8% according to law, the fact that the budget of the SAPS is so huge means that large amounts of money are shifted between programmes.

- **Crime:** It should be noted that despite the reduction of most categories of crime in 2011/12, the reality is that the extent of the reduction in these crimes (including in the broad categories of contact crime, serious crime and trio crimes) was not sufficient to meet the targets set.
- **Supply Chain Management:** A key problem apparent over the period under review having had an effect in all areas of service delivery was the serious lack of effective control systems within the area of supply chain management (SCM), particularly the control and management of assets.
- **Building projects:** Another major challenge faced by the Department is the lack of easy access to police services. The slow pace in the completion of capital works projects (especially relating to the building of new police stations) has a negative impact on effective and efficient service delivery. Over the period under review, a total of fifteen new police stations were build (five new police stations were completed in 2010, four in 2011 and six in 2012) and those completed by the SAPS took many years to build at very high costs. Excessively poor management in the Building Services environment and poor control over these assets has been acknowledged by the Department as a key factor in this regard. Slow pace of construction results in poor access to services particularly in the rural areas.
- **Capacity projects:** In terms of completion of capacity projects (provision of basic services to police stations like electricity, water and sewage), the pace is extremely slow. In 2011/12, 6 of the 29 police stations that were identified was provided with electricity generators, 13 of the 54 police stations identified was provided with water and 33 of the 87 police stations identified were assisted with sanitation needs.
- **Service Delivery oversight issues:** Key service delivery issues identified during the oversight visits to police stations and training academies in during the period under review included:⁶
 - Inadequate measures to ensure effective safeguarding and control over both SAPS and exhibit firearms at station level. The presence of amnesty firearms in the stores long after they were meant to have been sent to the provinces for disposal was a serious concern.
 - Poor state of archives and SAPS 13 stores.
 - Inadequate implementation of the relevant legislation passed by Parliament.
 - Community allegations of corruption by SAPS members, particularly detectives. Generally, problems identified amongst the detectives included high numbers of untrained detectives, shortage of detectives and resources allocated to them, and ineffective security of dockets.
 - Ill-discipline was noted both at some of the stations and at the training academies, particularly amongst staff/trainers.
 - Ineffective management at station level, particularly in terms of overseeing the work of staff and ensuring that recordkeeping etc. is in line with requirements.

⁶ 2011 BRRR, p. 3562



- **Sector policing:** The 169 priority stations had implemented sector policing, though the slow pace of implementation of sector policing is cause for concern. The slow pace of implementation of sector policing was identified as a key challenge to effective service delivery. This is mainly as a result of insufficient vehicles available to implement sector policing (largely because they are sent in for repairs or maintenance and this process is not managed properly).
- **Victim Support:** The lack of prioritisation of rendering victim support in the SAPS is a great challenge as the delivery of Victim Friendly Rooms (VFRs) is slow and many of the existing VFRs are in a poor state. Facilities used as VFRs such as Wendy houses, deteriorate over time. In some cases these had to be closed due to health and safety concerns.
- **Spending and performance in rollout of Criminal Justice System Revamp and Integrated Justice System:** Inadequate reporting, slow progress particularly in relations to IS/ICT projects, lack of deliverables despite huge budgets, suspected irregularities, and poor spending patterns are just some of the serious concerns of the Committee which have come to light but have not been addressed in the period under review.
- **Leadership:** Allegations of corruption, nepotism, and mismanagement against the Previous National Commissioner, the former Acting National Commissioner, the former Head of Crime Intelligence, two Divisional Commissioners for Supply Chain Management as well as many others in the IS/ICT environments and the building services environments have prevailed in the period under review. A number of people have been dismissed and suspended, while others have resigned. A number of large scale investigations are under way.

8 Conclusion

Looking back over the 2011/12 financial year, the Department of Police arguably fared well in terms of performance and service delivery. However, there do remain some major challenges to be remedied. As pointed out by the report from the Auditor-General, the Department is stagnating and not showing any commitment to improve and progress on its service delivery outputs. One of the biggest concerns regarding the stagnation of any Department is the fact that it can easily regress in its performance.

The biggest challenge in the Department of Police remains a failing Supply Chain Management system. Supply Chain management affects every single aspect of service delivery rendered by the Department, as it is responsible for procurement and the proper drafting of contracts which is the reason for most targets not achieve of which most notably in the capital works and information technology environment. If the Department stands any chance of improving on its service delivery mandate in the current financial year, supply chain management must be improved.

On the positive, the Department must be congratulated on the gains made in Programme 3: Detective Service, which performed well in 2011/12.



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