Voted funds

Amount appropriated	R19 713 544 000 (Vote 24, 2002/2003)
Statutory appropriations	
Responsible minister	Minister for Safety and Security
Administering department	Department for Safety and Security
Accounting officer	National Commissioner: South African Police Service

Aim of the Vote

The aim of the Department for Safety and Security is to prevent, combat and investigate crime, to maintain public order, to protect and secure the inhabitants of South Africa and their property, and to uphold and enforce the law, in terms of the Constitution of the Republic of South Africa, 1996.

Key objectives, programmes and achievements

The Department for Safety and Security provides policing services to the inhabitants of South Africa, and is tasked with preventing and investigating crime, and maintaining public order.

The SAPS was established in 1994 after the amalgamation of the 11 independent police agencies that existed before the nation's transition to democracy. The Service provides impartial, transparent and accountable policing that upholds and protects the rights of all people.

The policies that govern policing are set out in numerous documents, including the National Crime Prevention Strategy (NCPS) of 1996, and the National Crime Combating Strategy (NCCS) of 2000. These policies and strategies were intended to ensure that crime levels were stabilized during the transformation process and that police-community relations were improved.

The Department for Safety and Security has identified the following key objectives for the medium term:

- To provide a proactive policing service to reduce the incidence of all crime, but especially serious and violent crime, organized crime and crimes committed against women and children.
- To police South Africa's ports of entry and exit to prevent drug trafficking and the illegal trade in goods and people.
- To manage disorderly crowds and incidents of unrest at public gatherings.
- To investigate crime and to gather all evidence required by the prosecuting authority to prosecute criminal cases.
- To gather, collate and analyse intelligence to generate reports that can be used to neutralize crime threats.
- To protect foreign and local prominent persons in order to prevent security breaches.

These objectives have been brought in line with the goals of the Integrated Justice System (IJS)and the Justice, Crime Prevention and Security (JCPS) Cluster, which is chaired by the Department and which coordinates joint crime prevention initiatives. The Cluster has prioritized strategic interventions under the following programmes:

- Development and Transformation of Cluster Departments
- Security
- Intelligence and Counter-Intelligence
- Organized Crime and Border Control
- Crime Prevention and Combating
- Detention
- Coordination and Cooperation
- Communication

The objectives of the SAPS are pursued through the following programmes:

- *Administration*, which provides for policy development and management of the Department, and includes provision for Capital Works and the medical benefits of SAPS members.
- *Crime Prevention*, which makes provision for the work of police stations nationally, and for specific functional services such as the Dog, Equestrian, Radio Control and Diving Units.
- *Operational Response Services*, which provides for the policing of South Africa's borders, the specialized policing services associated with maintaining public order and crowd management, and the high-risk functions performed by the Special Task Force.
- *Detective Service and Crime Intelligence*, which provides for the investigative and intelligence-related work of the SAPS. It also makes provision for support to investigators in the form of training, forensic evidence, and the services of the Ciminal Record Centre (CRC).
- *Protection Services*, which provides for the protection of foreign and local prominent persons.

The total adjusted budget of the Department for the 2002/2003 financial year amounted to ***R19 713 544 000***. Table 1 reflects the amount spent per programme.

Table 1: Amount allocated to each programme in the Budget

PROGRAMME	AMOUNT (R'000)
Administration	5 573 357
Crime Prevention	8 503 547
Operational Response Services	1 203 906
Detective Service and Crime Intelligence	3 989 369
Protection Services	443 365
TOTAL	19 713 544

The achievements regarding the performance of each programme are indicated in the remainder of this chapter.

Strategic overview and key policy developments

<u>Human resources</u>

Following the advent of democracy in South Africa and the establishment of the SAPS, the overwhelming priority of law enforcement was to create legitimacy for its institutions. Until 1994, law enforcement institutions had served to maintain and enforce apartheid. The structure and functioning of the then SAP had to be transformed to ensure greater accountability in terms of the law, the Bill of Rights, and the community at large. This transformation involved amalgamating, rationalizing and transforming the independent police agencies to make them legitimate in the eyes of the community and to create a solid basis for fighting crime.

The priorities at the time were to invest in police infrastructure and equipment, and to start improving the conditions of service to raise police members' morale. Given these priorities, personnel numbers declined as the number of reported crimes rose. However, over the past few years, the budget of the Department for Safety and Security has increased, allowing the number of personnel to stabilize, and providing for the implementation of a special dispensation for police salaries in 2001.

The increases in the Vote mark a milestone in the transformation of the SAPS: for the first time since 1994, the SAPS will be in a position to rapidly increase the number of its personnel. In terms of the SAPS Enlistment Programme for 2002/2003 - 2005/2006, total targets of 131 560, 140 560 and 147 560 were set respectively regarding the establishment of the Service.

<u>Strategic priorities</u>

In January 2000, the Department for Safety and Security embarked on an extensive strategic planning exercise. Strategic priorities were reviewed in terms of crime information and crime pattern analyses, and subsequently brought in line with Government policy. This resulted in the development and implementation of a strategic focus for the SAPS, which provided the framework for the 2002-2005 Strategic Plan.

The Department set four key strategic priorities for the medium term. The first strategic priority is to combat organized crime, focusing on crimes relating to drug and firearm trafficking, vehicle theft and hijacking, organized commercial crime and corruption among public officials. The second strategic priority is serious and violent crime. The Department has developed strategies to counter the proliferation of firearms which is fuelling the high levels of violent crime; to improve safety and security in high-crime areas; to combat crimes such as taxi and gang violence and faction fighting that are catalysts to other forms of crime; and to maintain security at large public events. The third strategic priority focuses on strategies to reduce the incidence of crimes committed against women and children and to improve the investigation and prosecution of these crimes, mainly by means of the Domestic Violence Act, 1998. The fourth strategic priority is to improve service at police stations. The Department identified human resources and budget management as key organizational priorities. The improvement of service delivery was incorporated into operational plans at all levels in the SAPS. The NCCS, aimed at combating organized crime and serious and violent crime, informs and directs operations at police stations. In terms of the multidisciplinary geographical approach, police resources are focused on identified high-crime areas and stations identified for special attention by the President.

The JCPS Cluster and the IJS

Strategies and priorities are brought in line with the goals of the JCPS Cluster and the IJS, which co-ordinate interdepartmental crime prevention initiatives.

The JCPS strategy is being implemented in two phases, with the aim of stabilizing crime levels by 2003 and brining them in line with international standards by 2009. The normalization of crime levels during the second phase will depend on the extent to which the causes of crime, many of which fall outside the ambit of the JCPS Cluster, are mitigated. Co-operation with departments in other clusters is imperative. A JCPS task team has been established to co-ordinate the implementation of a multidimensional anti-drug strategy. This strategy forms part of the Drug Master Plan which is co-ordinated by the Central Drug Authority.

The IJS focuses more narrowly on transforming departments to modernize criminal justice processing in South Africa.

A new IJS programme management structure has been adopted. The overall approach of the programme is to define business capabilities in terms of CASE, PERSON, EXHIBIT, Identification Services and Business Intelligence. During the latter half of 2002, the IJS Board initiated a process to co-ordinate IJS programmes and project activities, and to bring them in line with initiatives across multiple functional lines in the Cluster. The Development Committee was consequently established and mandated by the JCPS to align the shared objectives of the Cluster departments and to draft a collective business plan to inform decision makers and the budgeting process.

To further promote co-operation and co-ordination between Cluster departments towards greater effectiveness and efficiency of the IJS, the need has been identified to establish interdepartmental (IJS co-operation) committees at provincial, area and local levels. There are various forums at several centres where Cluster departments discuss issues of mutual concern. Initiatives such as these are aimed at developing and promoting collective business processes to proactively manage issues of mutual concern in support of an effective and efficient justice process; identifying and addressing obstacles early on; rendering collective support to projects and interrelated processes, and developing and implementing performance measures.

Restructuring

The SAPS, particularly its protection services, specialized investigation units and community-oriented policing, have been restructured significantly. In 2001, the nine provincial Very Important Person (VIP) Protection Units were amalgamated into three national units. Current recruitment procedures ensure that recruits have the correct physical and psychological profile.

Since 2001, the SAPS has been restructuring the specialized investigation units, merging the original 500 into three specialized components that focus on organized crime, serious and violent crime and commercial crime. A significant advantage of this approach is that trained detectives are available to assist detectives at police stations.

Enhancing police presence

Crime prevention is based on the principle of community policing, namely that a community and its police service are equal partners and, therefore, share responsibilities. To increase police visibility, the concept of sector policing was introduced in 2002/2003. Partnerships between police officers, who are appointed as sector managers, and communities will support the efforts of the community police forums.

In 2002, a new policy on the South African Reserve Police Service was implemented to facilitate and improve the involvement and co-operation of the community in policing.

The Policy on Police Emergency Services - including 10111 centres, the Flying Squad and the Highway Patrol - was revised to lay down uniform standards for core functions and operational structures. During 2002, the SAPS established Crime Combating Units to support the local police in flashpoint areas when normal policing is inadequate to deal with major incidents and disasters.

Services to victims of crime

Since 1999, the Department has improved its service to victims of crime and violence, especially women, children and victims of sexual offences. The Department of Social Development is leading a Victim Empowerment Programme (VEP) and has developed an officer training programme to institutionalize the VEP at all police stations. The SAPS, in co-operation with other departments and non-governmental organizations (NGOs), is also involved in an anti-rape strategy and child justice initiatives.

New technology

The Department has invested substantially in new technology in various areas of its operations. A Firearm Control System provides a mechanism for managing the business processes relating to all firearms and ammunition, from the point of manufacture or import and ownership, to the point of export or destruction. This technology is in a developmental phase.

Since September 2002, the Movement Control System has been fully computerized and installed at border posts and airports. The system is used for tracing wanted persons, stolen goods and stolen vehicles, and monitors the movements of suspects and vehicles at ports of entry and exit.

Technological advances that have been introduced in the forensic science support environment include the Integrated Ballistics Identification System, the DNA Criminal Database, the Criminal Intelligence Database and the National Drug Intelligence Database. Advanced information management technology is being implemented at the Forensic Science Laboratory (FSL).

The National Traffic Information System (NaTIS), led by the Department of Transport, could, in future, enable various stakeholders to share information regarding vehicles to combat vehicle-related crime. The Vehicle Circulation System of the SAPS and the system of the Department of Transport were interfaced in 2001 and 2002.

Given the integrated nature of policing, identified policing priorities are not contained individually or collectively in any single programme. Rather, these priorities underpin the operational activities undertaken at all levels and across all divisions of the SAPS in the context of the entire financial programme structure. The overall success achieved by the SAPS extends across all the financial programmes, as all SAPS employees have contributed either directly or indirectly to the success (Table 5 relates to this aspect). However, specific areas in which success was achieved are also discussed in the context of particular programmes.

PROGRAMME 1: ADMINISTRATION

Aim

The aim of this programme is to attend to the overall organization of the Department in terms of structures, resources, development, administration and operations of the Department.
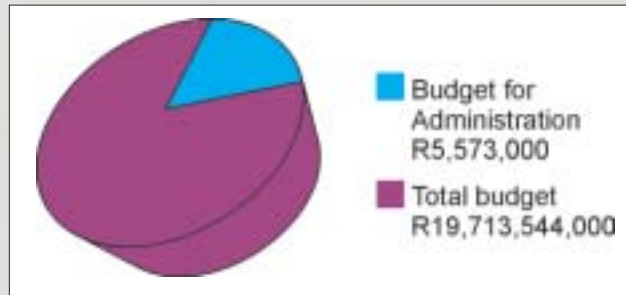
Programme 1 includes the following:

- Functions of the Minister and Ministry
- Management functions of the National Commissioner and Deputy National Commissioners
- Human Resources
- Training
- Financial and Administration Services
- Logistics
- Evaluation Services and Internal Audit
- Management Services which includes communication services, information technology (IT) services, working methods and procedures, and strategic management
- Legal Services

Expenditure trends

The total adjusted budget allocated to this programme is R5 573 357 000.

Graph 1: The budget of Programme 1 in relation to the total budget

The budget allocations per sub-programme are reflected in Table 2.

Table 2: Budget allocations per sub-programme for the 2002/2003 financial year

Administration Sub-programme	Adjusted budget (R'000)	Revised allocation (R'000)
Minister	685	607
Deputy Minister	557	562
Departmental Management	25 399	23 076
Corporate Services	5 546 716	5 571 398
TOTAL	**5 573 357**	**5 595 643**

The budget of the Administration Programme accounts for about 28 per cent of the budget of the Department. The Corporate Services Sub-programme expends 99 per cent of the total budget of the Programme. The main cost drivers in the Corporate Services Sub-programme are -

- State contributions to the medical fund Polmed;
- Information and Systems Management; and
- Logistical Services, Financial Services and Auxiliary Services.

The provision of Capital Works is vested in Logistical Services.

If the spending on employer contributions for medical aid benefits is excluded from the budget allocation for the Programme, administrative support comprises only 18 per cent of the Vote for 2002/2003. Expenditure on Capital Works will increase by 21,3 per cent, 11,0 per cent and 10,0 per cent respectively over the MTEF period. Increases in allocations for equipment over the medium term will facilitate the modernization of the vehicle fleet and the radio communication network in Gauteng. In 2003/2004, spending on equipment is projected to increase by 25,7 per cent, from R176.8 million in 2002/2003.

The 16,1 per cent increase in inventories from R257.3 million in 2002/2003 to R298.8 million in 2003/2004 is attributable to the logistical support accompanying increased police personnel and the implementation of the Firearms Control Act, 2000.

Policy developments and output

During the year under review, the Department made the following progress in these areas:

Good governance

Risk management

Risk management is a crucial element of effective strategic management - it provides insight into the operational and organizational risks associated with policing functions for which the SAPS is responsible and the policing priorities identified in the context of the SAPS Strategic Plan. The SAPS has carried out a routine assessment of the strategic risks which affect its functioning. The assessment identifies those risks which impact on the internal functioning of the SAPS, and those which impact on the external environment in which the SAPS functions. These strategic risks will be taken into account in developing a risk management plan for the SAPS, which will also form an integral part of the SAPS Strategic Plan for 2004 to 2007.

The mentioned risks include, among other things, the following:

Internal risks

*   Corruption

Corruption is undermining the economic stability of various countries and compounding the impact of organized crime. Furthermore, corruption among police members severely compromises the functioning and credibility of the SAPS. Internal corruption is detrimental to the morale of police members and causes the public to perceive the police as being unable to provide an effective policing service.

*   HIV/AIDS

HIV/AIDS is reducing productivity in the Service, placing a growing demand on an already understaffed personnel base.

External risks

*   Organized crime

Organized crime occurs worldwide and therefore has a devastating effect globally. The following focus areas have been identified in respect of organized crime:

• The intelligence capability regarding organized crime

• The availability of firearms for illegal use

Firearms are used in the perpetration of serious and violent crime and organized crime. Illegal firearms enter the country as follows:

- Firearms enter the country from neighbouring states.

- Firearms are stolen from private sources and from State institutions.

Internal Audit

In terms of current legislation, the Internal Audit Unit follows a strategy to manage identified risks in that auditee management must provide the Unit with action plans relating to internal audit findings and with recommendations as to the action that should be taken by the various role-players and within reasonable timeframes. The Internal Audit Unit evaluates all action plans and, if necessary, carries out follow-up audits. A total of 15 audits were conducted in the period under review. These audits mainly focused on Financial Services, Human Resources Management and Logistics.

The SAPS has established a National Evaluation Service Division which focuses on evaluating operational activities in terms of their compliance with regulations and standing procedures.

Service Integrity Strategy

The main goal of the Service Integrity Strategy is to enhance the levels of integrity among police officials in the SAPS. The Strategy focuses on addressing corruption in the Service. It is essential to establish and maintain a management information system to successfully address service integrity in the SAPS. This system will be implemented within the context of the Strategy.

The Strategy was recently revised to ensure that initiatives are not undertaken in a fragmented manner, thereby ensuring coordination between the various role-players in the SAPS. The Fraud Prevention Plan was also included in the Service Integrity Strategy.

The Strategy has been rationalized into six tiers on which the development and implementation of the Strategy will be based. These tiers are as follows:

Regulatory development

The focus of this tier is to equip the SAPS with legal mechanisms to address corruption. The legal mechanisms will include various legal and policy instruments such as the United Nations Convention Against Corruption and the SADC Protocol Against Corruption.

Control and verification of services

This tier will address the management processes, including functional processes and procedures relating to, for instance, physical and information resources, in the SAPS. The verification of the integrity of members of the SAPS (including current SAPS members and recruits) will be included in this tier.

Disciplinary action

This tier concerns complaints against members of the Service, disciplinary investigations and hearings and the restoration of integrity by dismissing offenders. A database will be created to assist the SAPS management with the correct placement of police officials to enhance integrity in the Service.

Criminal investigations

This tier will focus on the investigation of criminal cases against SAPS members, and the prosecution of SAPS members in criminal cases.

Intelligence

Gathering reliable intelligence in respect of corruption and potentially corrupt activities will form part of this tier. This

tier is closely linked to risks relating to corruption in the SAPS. Such risks will be taken into account during intelligence tasking and gathering.

Preventive partnerships

This tier concerns establishing and developing projects in the SAPS and external partnerships with key role-players in the community and private sector. This will include refining methods and procedures in the SAPS to prevent corruption in identified areas of police functioning.
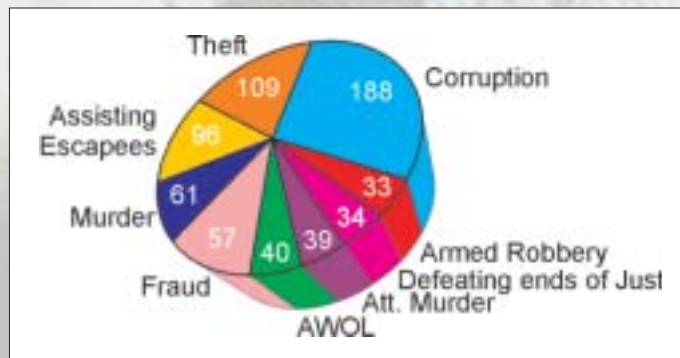
The six tiers must be in line with the following aims:

* The prevention of corruption
* The detection of alleged cases of corruption
* The investigation of cases of corruption
* The implementation of restorative actions to deal with possible shortcomings which may have resulted in or contributed to corruption

The concerted effort of SAPS Top Management to stem corruption in the Service has had successful results.

Over the period 1 April 2002 to 31 March 2003, altogether 872 police members were suspended as a result of their alleged involvement in corruption. Of these police members, 833 were suspended without pay and 39 were suspended with pay. Graph 2 reflects the alleged offences in respect of which the members were suspended.

Graph 2: Police members suspended

In the past two years (1 January 2001 to 31 December 2002), a total of 2 370 corruption-related cases were investigated, of which 1 332 resulted in criminal prosecution and 641 in internal disciplinary hearings.

Graphs 3, 4 and 5 contain information on the alleged offences for which police members were criminally charged and the outcome of criminal investigations and disciplinary hearings against police members.

Graph 3: Alleged offences

10

Graph 4: Outcome of criminal cases

Graph 5: Outcome of departmental hearings
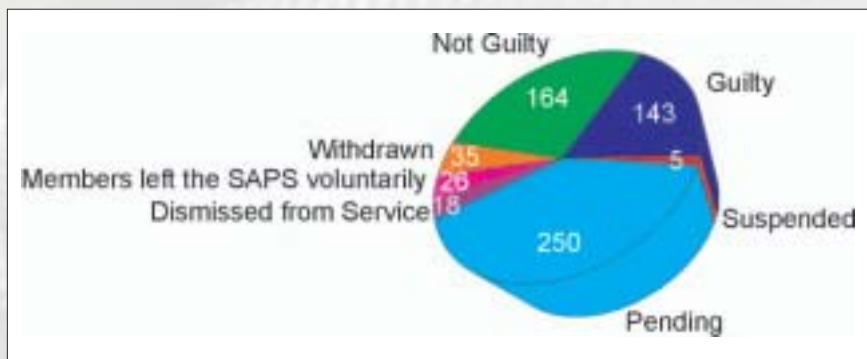

Human resources

The following policies were negotiated and adopted in 2002/2003:

Education Training and Development

The policy lays down the training that members of the Service should undergo and what institutions or centres should be established to provide education, training and development. The policy ensures that employees are adequately and continuously empowered with the necessary knowledge and skills to perform their duties. It also provides for -
- procedures relating to the implementation of skills development;
- the development and maintenance of prescribed standards;
- compliance with applicable legislative requirements;
- the prioritization of training and development in the context of the strategic objectives of the SAPS;
- the development needs of individuals; and
- priorities regarding transformation.

Promotion Policy for Salary Levels 1-12

The policy provides opportunities for career advancement and individual development. The aim of the policy is to offer employees equal and fair opportunities according to their capabilities and to identify and appoint suitable employees in posts. The policy also aims to fast-track the appointment of suitably qualified employees from designated groups who have been included in the accelerated programme to promote representivity and to enhance service rendering.

Overtime

The policy lays down the procedures for managing overtime.

Management of Disability in the South African Police Service

This policy is being negotiated. It aims to redress prevailing inequities affecting people with disabilities and to inte-

grate people with disabilities into the workplace.

Trauma Debriefing

The policy provides guidelines on dealing with and recovering from traumatic incidents encountered in the performance of policing duties. It also sets out the procedure managers should follow to assist employees who exhibit symptoms of post-traumatic stress disorder.

Affirmative Action Programme

The document provides a framework for the development, implementation and management of affirmative action programmes where there are opportunities to develop the competencies of employees from designated groups. The aim of such programmes is to create a pool of suitably qualified employees who can be considered for promotion or appointment in support of the equitable representation of employees in all occupational categories and levels.

Job description

The policy provides guidelines for drawing up job descriptions to ensure employees are informed of their duties. Job descriptions are instrumental in securing an agreement between an employee and his/her supervisor in respect of the following aspects of the employee's post: "job information summary", "job purpose", "key performance areas", "inherent requirements of the job" and "career path possibilities and opportunities".

Personnel Capacity

Additional amounts allocated over the current and Medium Term Expenditure Framework (MTEF), that is, 2002/2003 to 2005/2006, provide for an increase in the establishment of the SAPS, as reflected in the following table:

Date	Number of personnel
31 March 2003	131 560
31 March 2004	140 560
31 March 2005	147 560
31 March 2006	152 560

The target set for 31 March 2003 in respect of the personnel capacity was reached. The SAPS has an establishment of 132 310 (as on May 2003). Therefore, the SAPS has a shortage of approximately 20 000 personnel. This shortage will be dealt with in phases over the medium term. The goal is to eradicate the shortage by 31 March 2006.

Apart from eradicating the personnel shortage, the personnel who are lost annually (approximately 4 000 per year) due to natural attrition (retirement, death etc) must be replaced. To deal with the personnel shortage, a structured enlistment programme will be implemented to reach the following targets:

- 13 560 enlistments during the 2003/204 financial year
- 11 000 enlistments during the 2004/2005 financial year
- 9 000 enlistments during the 2005/2006 financial year.

The granted establishment of each police station, unit and component within the framework of the MTEF is revised annually in terms of the Resource Establishment Plan of the Service.

Training

The Swedish International Development Agency (SIDA) is assisting the Training Division in a number of projects to review, design and develop the basic training curriculum. One of the projects is aimed at establishing role-play centres at all basic training colleges to introduce role-play as a training methodology and to make it an integral part of training. Role-play will enable students to engage in practical exercises depicting real-life situations that police officials encounter in their daily work. Therefore, students will have the opportunity to apply the knowledge they gain through the theory-based part of the learning process.

To deal with the killing of police officials, attention was given to developing an integrated approach to firearm handling that is in line with the principle of minimum force. Tactical training materials have been redeveloped to include health, fitness and street survival.

As part of the South African Regional Police Chiefs Cooperation Organization (SARPCCO) Agreement, a SARPCCO training task team was established to develop training curricula to address transnational crime and to devise standard operational procedures for conducting cross-border operations.

Information technology

Information and Systems Management (ISM) of the SAPS implemented various projects to support and enhance the administration of the SAPS and the analysis and management of crime and criminal information in support of crime investigation and prevention.

The capacity of the mainframe infrastructure of the SAPS has been expanded by means of the implementation of a new mainframe server. This enables the SAPS to reduce response times and to improve service rendering on all its mainframe application systems.

The network infrastructure at the Criminal Record Centre (CRC) and the Forensic Science Laboratory (FSL) was upgraded to make provision for further deployment of AFIS at the CRC and the Laboratory Information Management System (LIMS) at the FSL.

The implementation of 50 mobile connectivity notebook computers throughout the country increased the accessibility of mainframe systems, specifically those at roadblocks. As a result of this, real-time searches could be carried out for wanted vehicles on mainframe systems.

In accordance with the Public Service Regulations, an information systems and technology plan has been developed and approximately 200 major programmes defined, based on the requirements of the SAPS.

National Spatial Development Perspective (NSDP)

The NSDP focuses on ensuring that the Government's infrastructure and development programmes are brought in line with the objectives of poverty alleviation and promotion of sustainable growth. The SAPS Strategic Plan for 2002 to 2005 supports the initiatives that form part of the NSDP.

The contribution of the SAPS to the NSDP is as follows:

-        A pilot Geographical Information System (GIS) was implemented at five police stations in the Johannesburg area in 2001. This project was rolled out to 340 priority stations in the 43 police areas in 2001.

-        The GIS focuses on map searches and crime pattern analyses of plotted crimes, crime return statistics, time analyses of plotted crimes and grid analyses of plotted crimes.

The SAPS is also involved in demarcating its policing boundaries in line with magisterial boundaries and municipal boundaries. After the Demarcation Board had become involved in the demarcation process and maps had become available, the impact of the demarcation process on the service rendering and accessibility of the SAPS could be established for the first time.

Since November 2002, a team consisting of representatives of the SAPS, the Demarcation Board and the Department of Justice and Constitutional Development have paid several visits to the provinces. The priority of this team is to align service boundaries with each other.

It is estimated that this project will affect the 43 area boundaries and almost 60 per cent of station boundaries of the SAPS.

Magisterial boundaries are set in such a way that every police station or area serves only one court, thereby

improving service delivery.

Point-to-point descriptions of all area and station boundaries will be changed on the system in order to define every station area. Consequently, current crime data will become historical.

Crime Administration System (CAS)

During the period under review, the CAS was implemented at 16 more police stations. The system is now in use at 903 police stations. The purpose of the CAS is to enhance the management of dockets and to optimize management information.

Administrative support systems

The financial system of the SAPS, POLFIN, is well established. Senior management use the POLFIN system to assist them in, among other things, carrying out procedures regarding, for example, debtor and loss management information at the end of a financial year and to validate medical tariffs in respect of injury-on-duty claims.

The Provisioning Administration System (PAS) was improved to provide control over Facilities and Accommodation Management.

The Workshop Accounting System was implemented at some major sites, for example, Soweto and Beaufort West, to facilitate the management of workshop resources.

Integrated Justice Systems (IJS)

•   Architecture

The design of systems has been changed so that Web services can serve as a delivery platform. This ensures that one Web service can be configured in such a way that various applications can be delivered for business solutions. The IJS will use the National Photo Image System not only for capturing photographs of suspects and accused, but also for capturing the photographs of employees of the SAPS and people who apply for firearm licenses.

•   Integrated Case Management System

The activities of prosecutors, clerks of the court and magistrates have been computerized. A function was also developed for police officials and warders at Correctional Services. By means of this function, it is possible to manage offenders, exhibits and case dockets across the various departments involved in the IJS.

This is the first step in creating an electronic or virtual case docket in which documents and photographs are captured electronically, and that cannot be stolen or misplaced.

PROGRAMME 2: CRIME PREVENTION

Aim

Crime Prevention covers the functional services that police stations provides to institute and preserve safety and security. These services include the services provided by a range of specialized units. The sub-programmes in this programme are -

- Visible Policing, which provides for the activities of police stations; and
- Specialized Visible Policing, which relates to the specialized work of the Radio Control Units, the Dog Units, the Equestrian Units, the Diving Units and the 10111 Centres.

Expenditure trends

The total adjusted budget allocation for this programme is R8 503 547 000.

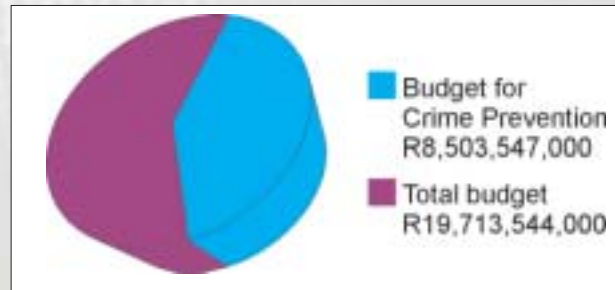**Graph 6: The budget of Programme 2 in relation to the total budget**

Budget for
Crime Prevention
R8,503,547,000

Total budget
R19,713,544,000

Table 3 reflects the budget allocation per sub-programme.

Table 3 - Budget allocation per sub-programme for the 2002/2003 financial year

Crime Prevention Sub-programme	Adjusted budget (R'000)	Revised allocation (R'000)
Visible Policing	7 545 742	7 611 111
Specialized Visible Policing	957 805	882 035
TOTAL	**8 503 547**	**8 493 146**

The budget of the Crime Prevention Programme accounts for about 43 per cent of the departmental budget. Visible Policing takes up 89 per cent of the budget of Crime Prevention. Spending in this sub-programme mainly stems from the costs relating to the functions performed at police stations, and the roll-out of sector policing.

Crime Prevention comprised 42,1 per cent of the departmental budget in 1999/2000, and will comprise 45,2 per cent of the budget in 2005/2006. From 2002/2003 to 2005/2006, personnel expenditure is expected to increase from 79,1 per cent in 2002/2003 to 80,8 per cent in 2005/2006 in proportion to the programme budget. The projected increase is mainly the result of the substantial additional allocations in both the 2002 and 2003 budgets for the new enlistments to implement sector policing. Administrative expenditure, equipment and inventories are expected to increase in the medium term for the same reason.

Policy development

A policy *guideline on partnership policing* has been developed. The purpose of the policy guideline is to provide a uniform framework for managing partnerships between the SAPS (specifically at police stations) and communities to promote local crime prevention, police-community relations and good service delivery, and to make provision for procedures relating to the implementation and maintenance of these aspects. The intention of the policy is to ensure that partnerships are managed and implemented proactively, and that partnerships are outcomes driven.

The SAPS worked with the Department of Transport in *drawing up an amended accident report form*. The amended accident form was implemented on 1 April 2002. The new form enables police stations to provide an improved service to members of the community who report vehicle accidents. It also enables police and traffic officials to record more accurate data regarding vehicle accidents. The various authorities use this data to implement measures to prevent/reduce vehicle accidents. The amended form is user-friendly, making it quick to fill in, and can also be completed by members of the community when they report accidents.

A process of consultation has commenced between the SAPS and metropolitan, municipal and city traffic departments in respect of these departments *assisting the SAPS with attending and recording minor accidents*. Assistance of this nature will place the SAPS in a better position to prevent, combat and investigate general and priority crimes.

A national standard for *special identification and visibility markings on police vehicles* was approved. The standard will ensure that all police vehicles have the same markings, which has not been the case to date. The new markings will enhance the visibility of police vehicles under various operational and climatic conditions, reducing the accident risk.

Advanced and updated technological equipment and systems were installed and implemented at the 10111 Centres in Cape Town, Durban, Port Elizabeth, Soweto and Umtata. Data are now captured on a computer system instead of a manual system, which are forwarded to the dispatcher and thereafter to a Flying Squad vehicle. The new system has led to a quicker response service.

Assistance was given to the Road Accident Fund (RAF) in respect of *initiatives* and *investigations to combat fraud, bribery and corruption in the environment* of road accidents, and to enhance service delivery to accident victims who submit claims to the RAF.

Key outputs and service delivery trends

Table 4 - Key outputs and indicators

Sub-programme	Output	Output measure/indicator	Target
Visible Policing	Levels of safety and security	Levels of serious crime per capita Crime prevention operations in high-crime areas Victim support	To stabilize crime levels To increase arrests of wanted persons and seizures of drugs and illegal firearms To reduce complaints about the police
	Control of firearms and ammunition	Reduced levels of violent crime committed with a firearm	To maintain or increase the number of firearms recovered in proportion to the number of stolen firearms
Specialized Visible Policing	Police visibility	Implementation of sector policing Multidisciplinary initiatives to combat crimes committed against women and children	To implement sector policing in all high-crime areas by April 2003 To increase the number of initiatives
	Speedy response to complaints	Installation of technological equipment and optimization of procedures at 10111 Centres	To install new equipment at Umtata, Cape Town, Durban, Pretoria, Port Elizabeth and Soweto by 31 December 2002

Although crime prevention is a complex concept, it can in general be defined as an attempt to stop a crime before or while it is being committed to prevent further criminal activities.

Crime prevention can also be regarded as a strategy to control crime in the sense that, if you do not prevent the occurrence of crime, you cannot eliminate the possibility that criminal activities will be carried out[1]. Crime prevention, the detection and punishment of offenders, the protection of life and property and the preservation of public peace and order are not the responsibility of only the SAPS, but also of the public. The police and the public should therefore follow a joint partnership approach.

Police agencies over the world have realized that because of the complex and diverse nature of crime and because of their limited resources, they alone are not capable of implementing crime prevention strategies. The international trend in policing is for communities and other government agencies to become increasingly involved in crime prevention, representing a more holistic and effective approach.

Based on the above premise, the programme outputs as indicated in Table 4 were categorized into two broad outputs, namely visible crime deterrence and safety and security.

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1   Berning J; Mistry D; du Toit S; *Crime Prevention and partnership policing: SA Technikon, 2003.*

Visible crime deterrence

Crime prevention operations

Crime prevention operations are aimed at addressing specific trends in priority crimes in high-crime areas and must be seen as an attempt to curb further criminal activities.

Table 5 provides an overview of the actions carried out and success achieved in crime prevention operations (including special operations)[2].

Table 5: Results of crime prevention operations

ACTIONS CARRIED OUT			NATIONAL QUANTITY
Roadblocks			61 213
Cordon-and-search operations			63 465
Air-support operations			2 205
Vehicles searched			3 581 684
Premises searched			355 833
Persons searched			7 570 187
Vehicle patrols			491 025
Foot patrols			645 766
Farms visited			112 556
Firearms checked			47 908
Schools visited			19 126
Stop-and-search operations			156 885
SUCCESS			
Arrests - priority crimes (serious and violent crime)			444 738
Arrests - other crimes (less serious crimes)			647 951
GOODS CONFISCATED			
Cellular phones			9 827
Computers			21 937
Electronic equipment (television sets, video recorders, sound systems etc)			73 056
NUMBER OF FIREARMS RECOVERED IN RELATION TO NUMBER OF FIREARMS STOLEN[3]			
PROVINCE	TOTAL REPORTED STOLEN		TOTAL RECOVERED
Eastern Cape	1 778		1 603
Free State	700		871
Gauteng	5 273		8 306
KwaZulu-Natal	6 789		4 179
Mpumalanga	584		1 394
North West	1 498		1 310
Northern Cape	97		148
Limpopo	2 992		601
Western Cape	2 409		2 615
TOTAL	22 120		21 027

NUMBER OF VEHICLES RECOVERED IN RELATION TO NUMBER OF VEHICLES STOLEN[4]				
PROVINCE	Stolen	Recovered	Robbed	Recovered
Eastern Cape	4 362	2 024	571	339
Free State	2 996	1 259	306	188
Gauteng	42 620	12 599	13 157	7 179
KwaZulu-Natal	16 039	5 989	4 416	2 578
Mpumalanga	3 497	1 347	1 197	706
North West	3 604	1 329	870	525
Northern Cape	402	208	18	13
Limpopo	1 335	521	387	213
Western Cape	14 269	7 129	1 396	994
Other, eg military police of foreign countries	69	10	17	2
TOTAL	89 193	32 415	22 335	12 737

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2   Crime prevention operations involve, among other things, the National Intervention Units (including the Special Task Force), the Air Wing, the Equestrian Units, the Dog Units, the Diving Units and Inland Water Policing.

3&4   Where either more vehicles or firearms were stolen than recovered in a province, the vehicles or firearms were stolen in another province or elsewhere, for example, in neighbouring countries or in previous years.

QUANTITY AND VALUE OF DRUGS SEIZED			
TYPE OF DRUG	QUANTITY	STREET VALUE	TOTAL
Methaqualone	286 753	R36,31	R10 412 001,43
Cocaine	172 kg 36 g	R224	R38 537 211,40
Heroin	16 kg 567 g	R240,25	R3 980 221,75
Amphetamine-type stimulants	486 874	R74,25/unit	R36 150 394,50
LSD	1 848 units	R67, 25/unit	R110 828,00
Mandrax	18 489 tablets	R36,31	R671 335,59
Cannabis	386 176 kg 109 g	R1,00	R359 813 389,10
Ecstasy	25 706 tablets	R 74,52/g	R1 915 611,12
Crack	2 414	R73,30/g	R176 946,20
TOTAL VALUE			**R451 767 939,09**

Firearm Strategy

A Firearm Strategy was developed in 2001/2002 to eradicate the proliferation of firearms for use in crime and violence in South Africa. The following pillars have been created to implement the Firearm Strategy:

PILLAR 1:

DEVELOPMENT AND MAINTENANCE OF APPROPRIATE FIREARM-RELATED REGULATORS

As stated in the previous SAPS Annual Report, only two sections (sections 113 and 140) of the Firearm Control Act, 2000 were promulgated. Particular focus is placed on section 113 of the Act, which will assist investigating officers in determining the involvement of suspects in a crime if a number of suspects have been placed at a crime scene.

In the preparatory phase before the implementation of the Act, a number of technical errors were detected in the Act. Consequently, a draft amendment Bill to the Act was tabled in Parliament in March 2003.

Draft Firearms Control Regulations were published in September 2002 and March 2003. The public was given the opportunity to submit comments on the Regulations. It is expected that the Regulations will be promulgated in the 2003/2004 financial year.

The Southern African Development Community (SADC) Protocol on the control of firearms, ammunition and related materials aims to ensure that the SADC members co-operate on issues concerning firearm control in the region. The Protocol was tabled in Parliament in December 2002 and ratified in March 2003.

PILLAR 2:

DEVELOP AND MAINTAIN EFFECTIVE CONTROL PROCESSES AND PROCEDURES REGARDING FIREARMS

This pillar focuses on the administrative mechanisms and the capacity in terms of human resources and equipment that are required to implement the Firearms Control Act, 2000.

During the 2002/2003 financial year the following components/units received human and/or physical resources for the purpose of implementing the new firearms control legislation:

- Police stations (a total of 365)
- Central Firearms Register
- Border Police Units
- Serious and Violent Crime Units
- Provincial and area offices

The resources these components/units received included logistical items such as vehicles, metal detectors, etching equipment, facsimile machines and computers. A total of 187 new vehicles with an estimated value of R12.9 million were placed at these components/units. All the equipment is already being used to enforce the Arms and Ammunition Act, 1969 (Act No 75 of 1969) and Regulations.

Designated Firearm Officials have been appointed at police stations, area offices and provincial offices. These police officials are responsible for implementing the provisions of the firearms control legislation in each province.

Firearm Registration Centres have been set up to perform certain administrative functions in terms of the Firearms Control Act, 2000 and the Firearms Control Regulations. In Gauteng, 22 Firearm Registration Centres have been established to render service to 123 police stations in the other provinces.

As stated in the previous SAPS Annual Report, firearm auditing is being conducted in all State departments to -

- correct records of firearms kept by the departments and the Central Firearms Register; and
- identify obsolete, redundant and disposed of firearms that can be destroyed.

Altogether 182 State institutions (national and provincial) - compared to 173 in 2001/2002 - are participating in the audit. The audit indicates that the various State departments handed over 6 121 firearms to the SAPS for destruction during the period under review.

Competency testing is one of the key elements that the firearms control legislation deals with. Minimum unit standards for firearm competency were developed and subsequently approved in June 2002 by the South African Qualifications Authority (SAQA).

The safe keeping of firearms is essential to limit access to firearms to those who are fit to own and use firearms. Minimum requirements for safes, strongrooms and safety devices were drawn up and integrated into the Firearms Control Regulations. These requirements will contribute to the standardization of safe keeping facilities and to effective firearms control in South Africa.

PILLAR 3:

THE REDUCTION AND ERADICATION OF THE ILLEGAL POOL AND THE CRIMINAL USE OF FIREARMS

This pillar forms part of the primary driver behind the operational crime combating approach. It entails detailed analyses of control dysfunctions, the detection of the origin of illegal firearms, the linking of cases and criminality, procedural and focused organized crime interventions and cross-border operations.

The destruction of redundant and obsolete firearms by the SAPS has gained momentum.

Table 6 sets out the quantity and value of firearms destroyed in the past financial year.

A Firearm Standardization Plan was implemented in the SAPS in the past financial year to -

- reduce the number of categories of firearms currently used and maintained by the SAPS;
- ensure that all police officials are trained in the use of standard firearms and safe keeping procedures; and
- to establish ideal numbers of police officials for a specific station (based on a socio-demographic analysis). As a result of this, firearms are currently being redeployed from stations with a surplus to stations where firearms are needed.

Table 6 - Destruction of redundant and obsolete firearms

OFFICIAL REDUNDANT/ OBSOLETE FIREARMS:	TOTAL FOR 2001		TOTAL FOR 2002	
Description	Quantity	Value	Quantity	Value
Pistols	4 463	R5 167 044,52	7 534	R6 823756,16
Rifles	6 946	R7 241 729,58	7 450	R6 832 900,65
Shotguns	1 518	R1 854 645,40	2 167	R2 542 845,90
Sub-machine guns/ Machine guns	745	R 132 586,21	589	R188 800,07
Revolvers	133	R68 038,90	5 073	R127 281,48
Equipment	12 889	R289 902,70	15 612	R288 338,49
Launchers	1	R 775,40	1	R11,00
SUB-TOTAL	26 695	R14 754 722,71	38 426	R17 403 933,75
CONFISCATED FIREARMS				
Firearms & equipment	910	R 601 496,85	20 191	R4 222 734,23
Revolvers & pistols (combination)	2 291	R1 374 644,16	-	-
Rifles	127	R76 203,43	-	-
SUB-TOTAL	3 328	R2 052 344,44	20 191	R4 222 734,23
TOTAL FOR FINANCIAL YEAR	30 023	R16 807 067,15	58 617	R21 021 667,98

It is clear from this table that more firearms were destroyed in 2002 than in 2001.

PILLAR 4:

THE PREVENTION OF CRIME AND VIOLENCE THROUGH AWARENESS AND SOCIAL CRIME PREVENTION PARTNERSHIPS

A project in terms of which some schools were declared firearm-free zones was launched in May 2001. The project ended in June 2002. The results of the project provide a clear indication of the roles and responsibilities of the SAPS and other State departments regarding firearm-free zones.

A number of applications from schools to be declared firearm-free zones are currently being processed. The Regulations to the Firearms Control Act, 2000 will pave the way for the declaration of more firearm-free zones during the latter part of 2003.

Extent of sector policing

A policy framework for community policing in the South African context was introduced, providing comprehensive guidelines on how partnerships can be established with communities to implement a problem-solving approach towards the causes of crime and public disorder. Sector policing is a practical manifestation of community policing and is a step in the direction of developing a modern, democratic policing style.

Sector policing is an approach to policing whereby the service area of a police station is divided into smaller, manageable geographical areas known as sectors. Police officials are appointed to manage the sectors by means of crime prevention activities. All role-players in a sector, including the local Community Police Forum (CPF), are involved in identifying the particular safety and security needs of the sector. Thereafter, the root causes of crime and the enabling and contributory factors are identified to ensure effective crime prevention.

Seeing that the CPF is a statutorily constituted body, there should be a good working relationship between the CPF and the Sector Crime Forum (SCF) in a sector. A SCF is a structure that is affiliated to the local CPF where the community and the local police discuss the safety and security issues of that sector. The sector commander and the chairperson or a nominated representative of the SCF must attend the executive or general meetings of the CPF.

Sector policing comprises the following phases:

Phase 1   -   The boundaries of the sector are determined.
Phase 2   -   A sector commander is appointed.
Phase 3   -   A sector profile is drawn up.
Phase 4   -   An SCF is established.
Final Phase   -   The SCF embarks on the necessary activities and holds monthly meetings.

Tables 7 to 9 reflect the total number of sectors in the service areas of the 14 presidential stations, 50 priority stations and 148 high-crime stations. They also indicate the total number of sectors in relation to the total number of sectors where sector policing has been fully implemented.

Table 7 - Total number of sectors at the presidential stations in relation to the total number of sectors where sector policing has been fully implemented

PROVINCE	STATION	Total number of sectors	Phase 1	Phase 2	Phase 3	Phase 4	Final Phase
Gauteng	Alexandra	6		1	1		4
	Katlehong	4					4
KwaZulu-Natal	Inanda	11		6	5		
	kwaMashu	7	3				4
Western Cape	Khayelitsha	4		1	3		
	Mitchells Plain	14	8	4	2		
Eastern Cape	Mdantsane	9			9		
	Motherwell	6			5		1
	Tsolo	7		5	1		1
Free State	Thabong	29	21		5	3	
Mpumalanga	Kanyamazane	19	11	2	4		2
Northern Cape	Galeshewe	6	4			2	
Limpopo	Thohoyandou	3					3
North West	Mafikeng	7				3	4
TOTAL	14	132	47	19	35	8	23

From the figures in Table 7 it is clear that all the presidential stations have started to implement sector policing. Sector policing has been fully implemented in 23 (that is 17,4 per cent) of the 132 sectors.

Table 8 - Total number of sectors at the 50 priority stations in relation to the total number of sectors where sector policing has been implemented

PROVINCE	Total number of stations	Total number of sectors	Phase 1	Phase 2	Phase 3	Phase 4	Final Phase
Gauteng	27 (excl 1 presidential station)	179	34	48	29	22	46
KwaZulu-Natal	5	56	10	5	21	13	7
Western Cape	5 (excl 2 presidential stations)	54	23	10	16	3	2
Eastern Cape	4	41	3	22		8	8
Free State	1	27			14	9	4
Mpumalanga	2	21	1	5	3	9	3
Northern Cape	1	4			4		
Limpopo	1	6				4	2
North West	1	7					7
TOTAL	50	395	71	90	87	68	79

From the figures in Table 8 it is clear that sector policing has been fully implemented in 79 (that is 20 per cent) of the 395 sectors in the service areas of the priority stations.
The allocation of additional personnel to these stations will continue until the ideal figures have been reached.