

ANNUAL REPORT 2010/2011

SOUTH AFRICAN POLICE SERVICE



SAPS TOGETHER SQUEEZING CRIME to ZERO

SAPS Members, My Family - Together Pushing Back The Frontiers Of Evil

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SUBMISSION OF THE ANNUAL REPORT TO THE MINISTER OF POLICE

HON. EN MTHETHWA, MP
MINISTER OF POLICE

I have the honour of submitting the Annual Report of the Department of Police
for the period 1 April 2010 to 31 March 2011.



National Commissioner
BH Cele

GENERAL BH CELE
ACCOUNTING OFFICER

Date: 2011-08-31

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ANNEXURE A: The crime challenge facing the South African Police Service

1. GENERAL INFORMATION

Vision, Mission and Values of the South African Police Service

The Vision of the South African Police Service is to –

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

The Mission of the South African Police Service is 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.

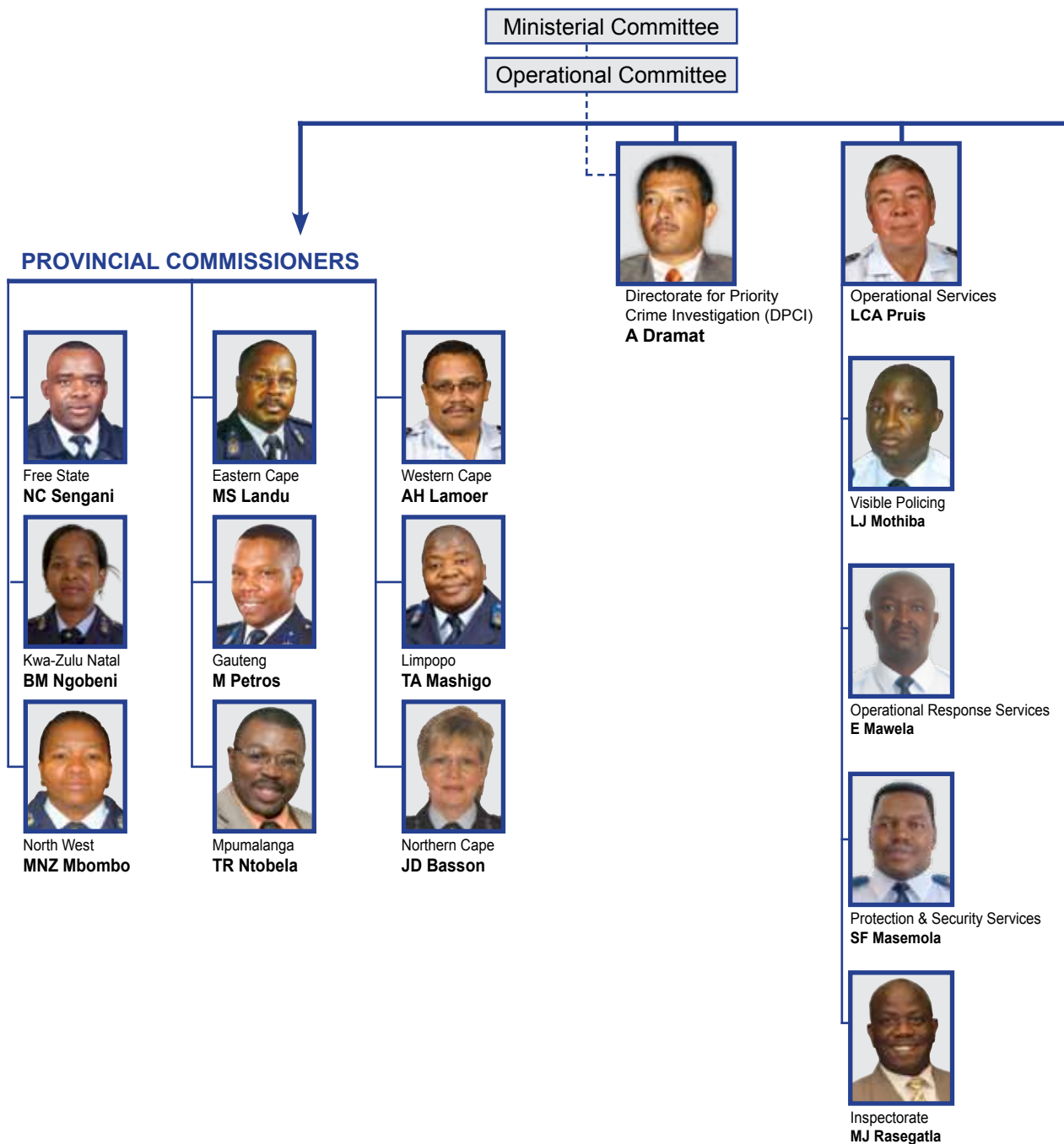
The values of the South African Police Service are to –

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

Structure of the South African Police Service as on 31 March 2011



Deputy Minister of Police
MM Soty





Minister of Police
EN Mthethwa



National Commissioner of the SA Police Service
BH Cele



Executive Legal Officer: Advisor
J Molefe

DEPUTY NATIONAL COMMISSIONERS



Crime Detection
SG Lebeya



Detective Service
R Lalla



Criminal Record & Forensic Science Services
JK Phahlane



Crime Intelligence
RN Mdluli



Physical Resource Management
AL Mafomme



Supply Chain Management
GJ Kruser



Financial & Administration Services
SJP Schutte



Technology Management Services
LM Tshabalala



Human Resource Management
MM Stander



Personnel Management
NNH Mazibuko



Human Resource Utilization
MA Nchwe



Human Resource Development
CN Mbekela



Chief Operations Officer
BC Mgwanya

Consultant

Profile of the SAPS as on 31 March 2011

Rank/Level Description	White		Indian		Coloured		African		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Minister	0	0	0	0	0	0	1	0	1
Deputy Minister	0	0	0	0	0	0	0	1	1
Executive Authorities	0	0	0	0	0	0	1	1	2
National Commissioner	0	0	0	0	0	0	1	0	1
Deputy National Commissioner	0	1	0	0	1	0	1	2	5
Divisional Commissioner	2	0	1	0	1	0	9	2	15
Provincial Commissioner	0	1	0	0	1	0	5	2	9
Top Management	2	2	1	0	3	0	16	6	30
Assistant Commissioner	16	3	9	2	8	0	65	23	126
Brigadier	119	43	22	6	36	17	188	88	519
Senior Management	135	46	31	8	44	17	253	111	645
Colonel	476	155	135	39	132	44	796	264	2 041
Lieutenant Colonel	1 171	568	223	72	332	160	2 174	1 010	5 710
Captain	2 410	1 409	520	177	994	421	5 949	2 351	14 231
Commissioned Officers	4 057	2 132	878	288	1 458	625	8 919	3 625	21 982
Non-commissioned Officers	9 673	2 735	2 484	430	10 803	3 013	79 503	23 450	132 091
Public Service Act Employees	585	4 903	339	786	1 447	3 422	10 056	17 604	39 142
SAPS Employees	14 452	9 818	3 733	1 512	13 755	7 077	98 748	44 797	193 892

Provinces	:	9
Police stations	:	1 120
RSA population	:	49 991 300 (mid-year estimates 2010)
RSA land surface	:	1 219 090 (per square km)
Establishment	:	193 892
South African Police Service Act employees	:	154 748
Public Service Act employees	:	39 144
Police/population ratio	:	1:323

Legislative mandate

Overarching mandate

The overarching mandate of the South African Police Service (SAPS) is reflected in section 205 of the Constitution of the Republic of South Africa, 1996. The Objects of Policing in terms of section 205 are to-

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

The Minister of Police is responsible for policy determination, direction and overall execution of the department's mandate in relation to the following Acts:

- ▶ Second-hand Goods Act, 1955 (Act No. 23 of 1955)
- ▶ Explosives Act, 1956 (Act No. 26 of 1956)
- ▶ Tear-gas Act, 1964 (Act No. 16 of 1964)
- ▶ Dangerous Weapons Act, 1968 (Act No. 71 of 1968)
- ▶ National Key Points Act, 1980 (Act No. 102 of 1980)
- ▶ Intimidation Act, 1982 (Act No. 72 of 1982)
- ▶ Control of Access to Public Premises and Vehicles Act, 1985 (Act No. 53 of 1985)
- ▶ Regulation of Gatherings Act, 1993 (Act No. 205 of 1993)
- ▶ South African Police Service Act, 1995 (Act No. 68 of 1995)
- ▶ Firearms Control Amendment Act, 2006 (Act No. 28 of 2006)
- ▶ The Private Security-Industry Regulation Act, 2001 (Act No. 56 of 2001)
- ▶ Protection of Constitutional Democracy Against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004)

The South African Police Service is responsible for preventing, combating and investigating any crime contained in both the common law and a plethora of Statutes.

The SAPS derives its main powers from the following key Acts:

- ▶ The Criminal Procedure Act, 1977 (Act No. 51 of 1977)
- ▶ The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994)

- ▶ South African Police Service Act, 1995 (Act No. 68 of 1995)
- ▶ The Domestic Violence Act, 1998 (Act No. 116 of 1998)
- ▶ The Regulation of Interception of Communications and Provision of Communication-related Information Act, 2002 (Act No. 70 of 2002)
- ▶ The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)

Non-entity specific legislation

All legislation is non-entity specific, except for the Private Security Industry Regulation Act, 2001.

Legislation tabled in Parliament during 2010/11

- ▶ Civilian Secretariat for Police Bill
- ▶ Independent Police Investigative Directorate Bill

Entities reporting to the Minister

Name of entity	Legislation	Nature of business
The South African Police Service	The South African Police Service Act, 1995 (Act No. 68 of 1995)	To create a safe and secure environment for all people in South Africa.
The Civilian Secretariat for Police	Functions currently under the South African Police Service Act, 1995, but to create their independency, the Civilian Secretariat for Police Service Act, 2011 (Act No. 2 of 2011) was published in the Government Gazette on 16 May 2011, but must still be fully implemented.	To provide support to the Minister in performing his duties.
The Independent Police Investigative Directorate	Functions currently under the South African Police Service Act, 1995, but to create their independency, the Independent Police Investigative Directorate Act, 2011 (Act No. 1 of 2011) was published in the Government Gazette on 16 May 2011, but must still be fully implemented.	To investigate complaints of alleged criminality and misconduct against members of the South African Police Service and the Metro Police Service.
The Private Security Industry Regulatory Authority	The Private Security Industry Regulation Act, 2001 (Act No. 56 of 2001)	To provide for the regulation of the Private Security Industry.

Statement by the Minister of Police

The dark days of apartheid bestowed on us a legacy of crime and corruption. We inherited a criminal justice system which itself was pervaded with lawlessness and criminality.

We should not underestimate the rot that set in within all sections of society under apartheid. In its treatment of citizens and in its relations with the wider world, that system encouraged greed and corruption, murder, the proliferation of dangerous weapons in the hands of civilians, violation of its own criminal codes and, particularly among the oppressed, the breakdown of the family unit.

However, the essence of our approach is not to mourn this treacherous past; but to find solutions to a complex reality.

The winning of war against crime demands more than just a passion. It demands a systematic understanding and implementation of detailed plans and techniques in the actual conditions facing us. It demands a sober assessment of the obstacles in our way. It demands dominance in our thinking of achievement over drama.

In dealing with issues of crime, the Government proceeds from the premise that a rising quality of life also means improvement in the safety and security of citizens in their homes and environs where they live, work and engage in extramural activity.

The battle against crime cannot be separated from the war on want. In the main, incidents of contact crime such as murder, grievous bodily harm and rape occur among acquaintances in poor communities where living and entertainment environments do not allow for decent family and social life.

Specific mindsets and historical conditions drive elements of the crime problem. These are the proliferation of firearms in the hands of civilians, greed and conspicuous consumption, the psychology of patriarchal power relations and attitudes towards vulnerable members of society especially children.

Partnership policing has been and still remains a priority for visible policing. This does not refer only to communities, but to a variety of role players within government, business, municipalities, interests groups. The creation of partnerships has to occur at all levels, from national level right down to sector level.

Improving the police response is an objective that remains a priority for the department. The equitable distribution of police stations is essential in ensuring that the services provided by SAPS in support of safe and secured communities is to be realised by all our people.

Critically, focus must be placed on mobilising society to make life difficult for criminals in our midst. This should include an overhaul of gender and family relations and intolerance of abuse within communities.

Eradication of women and child abuse is central to the fight against crime. This requires deliberate programmes of education and other measures to transform gender and family relations, the retraining of justice administrators and the police, and the provision of the necessary resources to ensure safety and restore the dignity of the victims.

Whilst we are aware that this issue cannot be addressed by the police alone, we equally recognise that the police have a central role to play in addressing such crimes. The re-introduction of the Family Violence, Child Protection and Sexual Offences (FCS) units throughout the country over the last financial year provides us with a platform on which to ensure crimes against women and children are adequately



Minister of Police
EN Mthethwa

addressed by the police. It also speaks to our resolve to fight crimes and abuse against the vulnerable members in society.

Government views the safety and security of rural communities in South Africa as a priority. The seriousness of continued acts of violence against rural communities, as well as the high levels of stock theft requires that a concerted effort by farmers, rural communities, farm workers and the police to combat this scourge is intensified. The rural safety plan that we have started to roll out in various provinces speak to this. The government recognises the contribution the rural communities continues to make to the welfare and prosperity of the country.

Farmers, farm workers and residents within rural communities are considered soft targets by criminals. This is due to the remoteness of farms, high market value of properties, large distances between farms and villages and the inaccessibility to the police as well as basic infrastructure, such as roads.

Rural police stations are often isolated and responsible to police vast areas. The extent and high levels of poverty and unemployment within rural communities create a particular challenge to policing. Inadequate response to the needs of rural communities and resource constraints hamper the rendering of effective policing in many rural areas.

Co-operation with police services in the region and further afield will be intensified and border control will be continually tightened. In introducing these measures, we proceed from the premise that crime is a scourge that does not respect borders, with syndicates that have made the entire globe the theatre of their operations. This is also particularly relevant to Southern Africa, given its background of apartheid destabilisation, popular resistance and ensuing social dislocation.

The networks of crime have grown in their reach and sophistication across national boundaries. These include syndicates that deal with money laundering, human smuggling as well as drug trafficking and abuse.

Improving regional cooperation is required to improve efforts in combating crime. SAPS will take a leading role in helping to define the relationship between a local police station, borderline, port of entry and exit, and a police station in the neighbouring country. The establishment of effective regional policing is therefore the objective, especially near the country's borders. The integration of the Southern African region is therefore critical, so as to bring our joint strengths to bear in the wider world.

The Constitution of the Republic directs that *'national security must reflect the resolve of South Africans, as individuals and as a nation, to live in peace and harmony, be free from fear and want and to seek a better life.'*

The Government's outcome three which is aimed at ensuring that *"all people are and feel safe"*, over the last financial year considerable steps have been undertaken to ensure that we address this outcome.

The release of the crime statistics earlier this month points to the fact that we are beginning to turn the tide regarding certain types of crimes. Whilst this is encouraging, we also recognise that there is still considerable work that needs to be done with regard to the reduction of levels of crime and improving service delivery within the police.

The current reduction in the crime can, to a large extent, be attributed to some of the successes that have been achieved during the last financial years, which include:

- ▶ The successes achieved by the Directorate for Priority Crime Investigations not only in tracking down some of the most wanted suspects, but also ensuring successful arrests and convictions in the area of organised and commercial crime.

- ▶ The successful implementation of the Festive Season “When Duty Call Operations”. During which period South African Police Service (SAPS) members embarked on extensive operations to ensure that all South Africans were able to enjoy a safe and secure festive season. During this period our police operations were focused on contact and trio crimes, concentrating on aggravated robbery, including residential and business robberies and carjacking, in addition to the securing of shopping malls and the combating of ATM blasts. Border security was included in this focus, together with social crime prevention operations dealing with the most vulnerable victims of crime.
- ▶ One of the areas that has plagued SAPS for some time has been the functioning and growing backlogs in the Forensic Laboratories. Through a concerted focus over the last year, we have gone a long way not only in improving the functioning of the laboratories but also in reducing the backlogs that existed.

These successes together with other initiatives, such as more focused approach to community engagements and cooperation, have played a significant role in stabilising crime. Both our crime statistics and those of organised business are a testimony to the successes achieved.

A lot has been said over the last year about the country’s successful hosting of the 2010 FIFA World Cup™. The success of this event was also thanks, in no small part, to the contributions of our SAPS members. Nobody can undermine such contributions. This contribution has gone a long way in dispelling the negative perceptions about crime in South Africa and we must keep it that way.

Government has identified and prioritised the fight against corruption as a crucial area of focus. During the last financial year, the department through the DPCI has recorded significant successes in eradicating corruption both within and outside government. The initiative between our department and the department of Co-operative Governance and Traditional Affairs to address corruption at a local government level is beginning to yield significant success.

In 2009/10 we emphasised the need to strengthen Civilian oversight of the Police and in 2010/11 we introduced legislation the Civilian Secretariat for Police and Independent Investigative Directorate. Both pieces of legislation were finalised in the last financial year and indicate a determination on our part that strong policing oversight bodies are required.

These two pieces of legislation provide both the Independent Complaints Directorate and the Civilian Secretariat for Police with the necessary powers and capacity for effective oversight of the police. As these pieces of legislation come into operation the SAPS will need to ensure full co operation and understand the powers and function of these two institutions.

Our primary focus on our transformation agenda in the SAPS should be about human resource development, from recruitment to retirement. We must ensure that we are able to recruit the right kind of people and then to train and develop these people into the kind of police officer we want to see and that our country deserves. This approach to transformation must talk to the type of police service we want to create.

Training is also a crucial part of our approach to improving policing. We are now revising how and what is involved in training. Our training must tackle both the content and the manner in which we train. Training cannot be just about churning out numbers but must be ongoing and relevant. The current review of the White Paper for Safety and Security is an important process. Not only will this white paper influence and impact on the review of the SAPS Act during 2011/12 but it must also inform our approach to transforming the police and provide the policy framework direction the policing will take.

The continued attacks and killings of police officers has necessitated that we place more focus on this issue. We remain convinced that we shall thwart these heinous crimes because we have the resolve

and support across all sectors.

Finally, we remember all those men and women in blue who lost their lives in the line of duty. We remember these fallen heroes who refused to be discouraged by actions of heartless criminals. In their pursuit for safety, however rough the road may have been, their eyes and minds were firmly fixed on protecting the weak, the vulnerable and the fearful. They protected, served, empowered with excellence, right until their untimely passing.

The overall programme of national democratic transformation will gradually eliminate some of the conditions that breed social crime. So shall our contribution to creating an environment of peace, stability, economic growth and social development in the SADC Region, the continent and the rest of the world.

At the core of the government programme is the obligation to improve the quality of life of all the citizens, for them to exercise their freedoms and use their talents to help our society flourish.



Hon. EN Mthethwa, MP
Minister of Police

Statement by the Deputy Minister of Police

Government has been clear in its gender and equity representivity requirements. To this end SAPS have been working, as part of its transformation drive advance to enhance its women empowerment programmes.

Over the last year serious efforts and advances have been made to promote gender equity by developing and appointing women in management posts. In addition the National Commissioner has prioritised the improvement of the gender ratio and he has instructed top management at all levels to ensure the continuous improving of the gender equity ratio as a matter of utmost priority. In addition, through the SAPS Women's network we are continuing to drive women advancement in SAPS and while we have made some advance.



Deputy Minister of Police
MM Soty

Over the last 12 months there have been some major advancements regarding the appointment of women to senior positions in the SAPS and the appointment of two additional women as Deputy National Commissioners, (which now means we have three women who are Deputy National Commissioner) and the appointment of three women as Provincial Commissioner. However despite these advances we still have some way to go with regard to ensuring increased representation of women in operational and specialised environments. This is a duty that must be carried by the management of this department. As the leadership we remain confident that it will be achieved.

Increasing the number of female police officers remains key to the success of our policing goals. It is key to reducing police brutality and definitely key to better handling the crimes of domestic violence and rape. Increasing the number of women police officers is not just about quantity; it is about setting new high standards for police recruitment and about oversight the same police that we recruit.

The appointment of women to leadership positions must also be accompanied by an obligation for women leaders in enforcement to be truly committed in involving people and communities they serve in a collective and inclusive manner, as each person or community has different parts of understandings, experiences, information and knowled.

Eradication of women and child abuse is central to the fight against crime. This requires deliberate programmes of education and other measures to transform gender and family relations, the retraining of justice administrators and the police, and the provision of the necessary resources to ensure the safety and restore the dignity of the victims.

At a legislative level we have had a host of progressive legislations and related institutions: such as Domestic Violence Act; Child Justice Act and Sexual Offences Act; Restorative Justice Policies; and in some cases this legislation is supported by strong programmes such as the Victim's Empowerment Programme. However, while this legislation and our policies have had a major and positive contribution to fighting crime, injustices and crimes against women and children more still needs to be done.

We are happy to announce that all 176 units have been established and are operational in all nine provinces.

The re-introduction of the Family Violence, Child Protection and Sexual Offences Unit and the establishment of 176 units across our nine provinces speaks to our resolve as Government and the Police that we are committed to addressing crimes against women and children.

In our focus on gender based crimes we must work from the premise that that: women will never be fully emancipated if their human rights are continued to be violated by rapists, by abusive partners/spouses; by a sexist/patriarchal society, by sexist employers; and by hostile and aggressive communities

who cannot tolerate different choice made by individuals.

In this regard homophobia and hate crimes are unacceptable, and we are saying as Government, enough is enough. We will and cannot tolerate that, some section of our citizens continue to suffer in painful silence whilst their own Constitution protect them to live the lifestyle they choose, lawfully.

Hate crimes on the basis of sexual orientation must be countered just like hate crimes on the basis of race and religion, because our progressive Constitution does just that, it counteracts any sort of human rights abuse.

The police have a duty to give true meaning to the fundamental principle our Constitution, which says: "All shall have equal rights before the Law". The Constitution is non-ambiguous on this issue, and sends a clear provision which allows all adults to choose relationships while enjoying equal protection by the Law.

However SAPS cannot fight hate crimes alone. We need the community, to mobilise and organise against human rights abuse. To this end call upon communities and civil society organisations to work together, and with the Police on such issues.

As Ministry of Police and Government, we will continue working hard to tackle hate crime and ensure that all our members of community, regardless of sexual orientation, will have a confidence to report incidents at police stations without fear.

To achieve this, we will do the following:

- ▶ Strengthen our SAPS Victim Support Centre as a real way of a third-party reporting, which enables survivors of hate and rape crimes to report incidents in a more comfortable and convenient way. This means that victims do not have to attend a police station, which can be off-putting if someone is not comfortable discussing their sexuality with someone they don't know
- ▶ Make sure that we re-train our police officers to be able to investigate thoroughly these types of crime, and to ensure that the victims receive all the support they need
- ▶ We must hold active dialogues with our grassroots communities on the Constitutional provision that promote a better understanding and contribute to make a commitment to ensure respect for human rights, a reality
- ▶ We must continue to strengthen the Independents Complaints Directorate to make sure that they are an independent and impartial oversight body over the behaviour of the Police
- ▶ We must mainstream lesbian concerns in the broader policy framework of women's rights and equity because the Constitution does not regard people with different sexual orientation as a special group (like children, people with disabilities)

In focusing on crime, we have always advocated that the police alone cannot solve crime and that if we want to deal with crime in a holistic manner we need to build strong partnership both at an Intergovernmental level and with communities and community based organisations as well as will NGOs, business and the academic fraternity. Some of the key partnership areas which SAPS have engaged in during the last year include:

- ▶ The partnership between the Department of Basic Education (DBE) and the SAPS continued in the course of 2010/11 and resulted in a draft protocol between the two departments being developed. The School Safety programme addresses both the immediate safety concerns of school communities and provides a platform for SAPS to contribute to education as a long term investment, in safe and

sustainable communities.

- ▶ SAPS have also continued to participate in the process led by the Department of Justice and Constitutional Development for monitoring the implementation of the Child Justice Act.
- ▶ SAPS have continued to provide support to Department of Social Development on the Drug Demand Reduction Programme. This programme involves all departments and targets communities, parents, young people and other networks of support to people who are vulnerable to the abuse of substances. It is aimed at reducing drug and substance abuse.
- ▶ During 2010/11 SAPS signed a Memorandum of Understanding with Business Against Crime South Africa (BACSA) which focuses on service delivery improvement.
- ▶ Other business communities continue to assist SAPS in the fight against crime by sponsoring crime related projects, for example, Crime Reporting Boards, Soul City, Prime Media, Vodacom, etc. We all have an obligation to deal with the perception of crime and build a positive image of SAPS.

Finally we need to recognise the excellent work of the majority of our police officers, who daily put their lives at risk for each one of us in the interest of safety. In recognising this work we need to remember and acknowledge the police officers who lost their lives in the line of duty. Let us all be inspired by our fallen heroes and heroines and commit ourselves to carrying on the work of these brave officers and ensure that they are not forgotten.



MM SOTYU
DEPUTY MINISTER OF POLICE

Overview by the Accounting Officer

I present the Annual Report of the South African Police Service as a comprehensive account to Parliament and to the community on our performance in relation to the priorities and objectives determined for this period as reflected in the Annual Performance Plan for 2010/11. We have put much effort towards cascading the content of the Annual Performance Plan - on which this Annual Report is based - to all levels of the organisation and thereby ensuring a common understanding and dedicated focus on implementing this plan by all role-players.



National Commissioner
General BH Cele

As a result, we can proudly announce that all serious crime reduced by -2.4%, contact crime reduced to 1 277 per 100 000 of the population. Attempted murder and robbery with aggravating circumstances indicated the highest decreases. Trio crimes reduced to 84 per 100 000 of the population. With regard to contact crime in the railway environment, we experienced a decrease of -37.7% compared to the previous financial year and the main contributing category is sexual offences (-65.3%).

As part of police visibility, various crime prevention operations conducted resulted in 1 452 600 arrests made for all crimes. Priority crimes account for 688 937 of these arrests. In the process, 7 888 stolen or lost firearms whose serial numbers could be linked to firearm owners in South Africa and 33 638 vehicles were recovered countrywide. There were 89 748,289kg dry cannabis, 282 880 mandrax tablets, 73,952kg cocaine, 62,832kg heroin, 11 374 ecstasy tablets and 163,928kg Crystal meth (Tik-Tik) seized by the SAPS.

The successful implementation of the festive season campaign under the theme "fighting crime it begins with me" yielded positive results hence a noticeable decrease in priority crimes. Furthermore, the launch of "Operation Squeeze" resulted in a number of successes during the financial year 2010/11.

We have, together with the Justice, Crime Prevention and Security Cluster, developed a performance measure which provides a more accurate account of the investigative process for detectives. In line with this, we have managed to increase the detective capacity by 11% that is from 20 291 to 22 594 during 2010/11. As a result, a 30.84% court ready case dockets target was achieved. Furthermore, in order to enhance the Criminal Justice System, the number of previous conviction reports generated by the Criminal Record Centre within 30 days increased by 18% from 63.41% in 2009/10 to 81.46% in 2010/11.

Furthermore, the Child Justice Act, 2008 (Act No. 75 of 2008) and the Children's Act, 2005 (Act No. 38 of 2005) came into operation on 1 April 2010 and the SAPS developed comprehensive National Instructions (official directives) to facilitate the implementation of the legislation.

In relation to the above, the detection rate for all serious crime increased from 50.47% to 51.84%, the detection rate for crimes against children increased from 66.27% to 77.42%, and the detection rate for trio crimes increased by 1.25%. However, the detection rate for crimes against women decreased with -1.88% to 71.20%.

The police do not function in isolation in executing their functions. The success of the historic event, the 2010 FIFA World Cup™, remains our lasting legacy. The South African Police Service is also proud to have initiated a world-first "International Police Cooperation Centre" which hosted almost 200 foreign police officers from 27 participating countries. These foreign police officials assisted the SAPS at the stadiums in dealing with potential threats in matches that were attended by 3 082 514 spectators. This is an example of how security forces, together with several government departments and various role players, can cooperate in ensuring that this historic event could unfold in a safe and secure environment.

The SAPS continues to grow in its human resource capacity from 190 199 members to 193 892 by

31 March 2011. We continuously strive with the staff establishment to adequately reflect the demographics of our society in our strategic recruitment and promotion strategies with more emphasis on women empowerment in the organisation. This improvement of the SAPS resource capacity is dependent on the professionalism, discipline and integrity of every member of the SAPS. In this regard, in responding to the call by his Excellency President Jacob Zuma as he declared 2010 as the year of action and instructed government departments to “**change the way government works**” the SAPS management team has ensured that effective command and control systems are in place through visitations to police stations during its management meetings that were strategically conducted at the different provinces. The return to the fundamentals of discipline was supported by utilising interventions that emphasised the physical and psychological well-being of all SAPS members.

It is understandable that there is a need for more police stations in rural areas that were for some or other reason neglected in the past. As a means to ensure the realisation of Outcome 3, Output 1: Service Delivery Quantity and Access, which relates to accessibility of government service points, an access strategy is being developed in phases in order to determine the geographical locality where new police stations should be built. Our energy has, and will continue to focus on capacitating those areas as indicated by the access strategy.

Despite the abovementioned successes, the monitoring of various major incidents such as unrest-related incidents affects the deployment of members and resources to other crucial areas for policing. During the reporting period, 971 unrest-related incidents (labour disputes, dissatisfaction with service delivery, etc.) were policed.

Although escapes from police custody decreased by 20.6%, the incidents are still highly unacceptable and this has been identified as a priority risk and continues to be addressed as such.

During the 2010/11 financial year, 93 members were murdered countrywide, i.e. 36 were murdered on duty and 57 off duty. On behalf of SAPS management, I would like to express my deepest condolences to the bereaved families of those police men and women who continue to put their lives at stake and dreadfully perish in the line of duty. We salute you for your bravery and courage.

It is with a deep sense of humility and respect that the SAPS management expresses its acknowledgement of dedication and commitment shown by the majority of its members in ensuring the safety of our communities, sometimes under difficult work circumstances. Without these individuals, we would not have realised the successes that this Annual Report illustrates. Therefore, I would like to dedicate this Annual Report to all men and women in blue who have dedicated their lives to ensure that all people in South Africa are and feel safe. This is notwithstanding those dedicated South Africans who continue to partner with us in our endeavours to ensure safer communities.

Together we will continue to squeeze the space of criminals to zero.



National Commissioner
BH Cele

GENERAL BH CELE
NATIONAL COMMISSIONER
ACCOUNTING OFFICER

Roll of Honour

From 1 April 2010 to 31 March 2011, 94 members died while on duty.

Free State			
Persal Number	Rank	Surname	Date of death
7087527-8	Constable	Mashonko MK	2010-05-09
2056642-5	Reservist Sergeant	Sophile DM	2010-05-09
0622240-4	Warrant Officer	Makhalima MD	2010-05-27
0447296-9	Captain	Masike SPJ	2010-06-19
7139722-1	Administration Clerk	Mogapi KG	2010-07-21
0537166-0	Constable	Tsoene AM	2010-08-10
7078054-4	Constable	Makoelle TI	2010-09-12
0513139-1	Sergeant	Mosadi PC	2010-12-01
0457598-9	Captain	Sikolo MP	2010-12-25

KwaZulu-Natal			
Persal Number	Rank	Surname	Date of death
0531857-2	Sergeant	Dlamini KN	2010-04-04
7002003-5	Constable	Mchunu MZ	2010-04-07
2052074-3	Reservist Constable	Gumede ZN	2010-04-29
0198463-2	Foreman	Gumede EA	2010-04-29
0446698-5	Foreman	Mkhwanazi MM	2010-04-29
7007482-8	Cleaner	Ntshangase RS	2010-04-30
0168472-8	Lieutenant Colonel	Pillay F	2010-05-26
0541594-2	Sergeant	Kortjass LA	2010-07-02
0467601-7	Warrant Officer	Abdool Rehmane IM	2010-08-07
0530764-3	Sergeant	Patel B	2010-09-05
0447370-1	Captain	Pedlar A	2010-10-01
7161197-5	Constable	Magwaza PT	2011-02-21
0615686-0	Warrant Officer	Pillay Y	2011-03-26

Western Cape			
Persal Number	Rank	Surname	Date of death
0545341-1	Sergeant	Sobetwa K	2010-04-08
0545366-6	Constable	Gagasi M	2010-04-22
0534659-2	Sergeant	Fortuin ML	2011-01-12
0528977-7	Warrant Officer	Abrahams M	2011-01-12
7003045-6	Constable	Bangani M	2011-03-20

Northern Cape			
Persal Number	Rank	Surname	Date of death
7182544-4	Student Constable	Boleme TJ	2011-01-14

Eastern Cape			
Persal Number	Rank	Surname	Date of death
7066480-3	Constable	Kleinbooi S	2010-04-14

Eastern Cape			
Persal Number	Rank	Surname	Date of death
0910347-3	Sergeant	Mbukuqwa MJ	2010-05-13
0417681-2	Captain	van Zyl GJC	2010-06-15
0526005-1	Sergeant	Yundu AZ	2010-07-02
7017062-2	Constable	Khethabahle V	2010-08-27
0488796-4	Sergeant	Majola MH	2010-09-22
0522585-0	Warrant Officer	Tokwe MW	2010-11-01
7173893-2	Student Constable	Abdull AEJ	2010-11-03
7086014-9	Constable	Mavango TC	2010-11-27
7051348-1	Constable	Nkubungu Z	2010-11-28
0445950-4	Warrant Officer	Buti S	2010-12-20
0516655-1	Warrant Officer	Saphepha L	2011-01-23
0498195-2	Sergeant	Ndayi T	2011-01-29
7113326-7	Constable	Dyantiyi V	2011-03-31

North West			
Persal Number	Rank	Surname	Date of death
7176386-4	Student Constable	Mochwari ML	2010-06-06
0525038-2	Warrant Officer	Tihaole EN	2010-10-29

Mpumalanga			
Persal Number	Rank	Surname	Date of death
7122863-2	Reservist Constable	Ngwenya SS	2010-04-25
7134377-6	Constable	Molefe JL	2010-04-25
7072649-3	Constable	Maroga TP	2010-04-25
2113060-4	Constable	Skosana KM	2010-05-25
7073344-9	Constable	Phelembe R	2010-06-08
7024003-5	Constable	Mabena PJ	2010-06-11
7037040-1	Constable	Nzima D	2010-07-31
7046943-1	Constable	Mogane LK	2011-02-14

Limpopo			
Persal Number	Rank	Surname	Date of death
0515243-7	Warrant Officer	Ngoepe LJ	2010-07-30
0606867-7	Warrant Officer	Masopoga TD	2010-07-31
7052299-5	Constable	Tshitevhe LG	2010-10-12

Gauteng			
Persal Number	Rank	Surname	Date of death
0638446-3	Warrant Officer	Tshililo MD	2010-04-04
0636654-6	Captain	Shabangu PA	2010-04-11
2054405-7	Reservist Warrant Officer	Mfusi JB	2010-05-04
0631606-9	Warrant Officer	Maswanganyi MG	2010-05-29
0495688-5	Foreman	Makete S	2010-05-31
0469763-4	Sergeant	Du Toit GJ	2010-06-05
7001020-0	Constable	Ngoepe NJ	2010-07-16
0450512-3	Warrant Officer	Mhlongo JO	2010-07-19

Gauteng			
Persal Number	Rank	Surname	Date of death
7134812-3	Constable	Mbatha SP	2010-07-23
0619776-1	Warrant Officer	Nyokong DR	2010-07-25
7151483-0	Student Constable	Mhlongo MB	2010-07-31
0628846-4	Warrant Officer	Nkuna XP	2010-08-15
7132231-1	Constable	Nxadi N	2010-08-24
7128227-1	Reservist Constable	Sokoso M	2010-10-23
7140218-7	Reservist Constable	Lekalakala FS	2010-11-28
7071199-2	Constable	Molemohi KG	2010-12-07
0469590-9	Warrant Officer	Rivombo GI	2010-12-08
0630060-0	Warrant Officer	Kundwani DR	2010-12-19
7150619-5	Constable	Thenga LA	2010-12-19
7021657-6	Reservist Constable	Davies RTG	2011-01-05
7135752-1	Constable	Ngewu LNS	2011-02-05
0637579-1	Captain	Nsimba JM	2011-02-12
7110450-0	Constable	Mathabatha MM	2011-02-16
7124957-5	Reservist Constable	Mathibe BD	2011-03-02
7118481-3	Constable	Masango MJ	2011-03-10
7028700-7	Constable	Legodi E	2011-03-21
0605808-6	Lieutenant Colonel	Iver LS	2011-03-22

Head Office			
Persal Number	Rank	Surname	Date of death
0610107-1	Captain	Tsebe LH	2010-04-15
7128017-1	Constable	Tshada N	2010-05-31
0544242-7	Sergeant	King T	2010-05-31
0464085-3	Colonel	Maduna TP	2010-07-23
7128406-1	Captain	Zaayman W	2010-07-23
0469635-2	Warrant Officer	Davids CE	2010-07-23
0468658-6	Warrant Officer	van Aswegen DC	2010-07-23
0430491-8	Warrant Officer	Gouws T	2010-07-23
0535568-1	Sergeant	de Bruin DJB	2010-07-23
0538501-6	Sergeant	Henning J	2010-07-23
7057104-0	Constable	Rasivhetshele A	2010-09-03
0080945-4	Warrant Officer	Nortje JJ	2011-01-17

2. INFORMATION ON PREDETERMINED OBJECTIVES

2.1 Overall performance

2.1.1 Voted funds

Appropriation	Main Appropriation	Adjusted Appropriation R'000	Actual Amount Spent	Over/Under Expenditure
	52 556 440	53 529 740	53 529 700	40

Responsible Minister	Minister of Police
Administering Department	South African Police Service
Accounting Officer	National Commissioner

2.1.2 Aim of the vote

In terms of the Constitution of the Republic of South Africa, 1996, the aim of the Department of Police 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.

2.1.3 Summary of Programmes

Based on its legislative mandate, the Department of Police has been organised into five programmes as summarily shown in the table below. Key measurable objectives have been identified for each programme, which makes it possible to assess the impact of each programme.

Key Departmental Programme and Subprogrammes	Strategic Objectives
Programme 1 – Administration <ul style="list-style-type: none"> • Ministry • Management • Corporate Services • Property Management 	Regulate the overall management of the department and provide centralised support services.
Programme 2 – Visible Policing <ul style="list-style-type: none"> • Crime Prevention • Borderline Security • Specialised Interventions 	Discourage all crime by providing a proactive and responsive policing service that will reduce the levels of priority crime.
Programme 3 – Detective Services <ul style="list-style-type: none"> • Crime Investigations • Specialised Investigations • 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 crime.
Programme 4 – Crime Intelligence <ul style="list-style-type: none"> • Crime Intelligence Operations • Intelligence and Information Management 	Contribute to the neutralising of crime by gathering, collating and analysing intelligence that leads to an actionable policing activity.

Key Departmental Programme and Subprogrammes	Strategic Objectives
<p>Programme 5 – Protection and Security Services</p> <ul style="list-style-type: none"> • VIP Protection Services • Static and Mobile Security • Ports of Entry Security • Railway Police • Government Security Regulator 	<p>Minimise security violations by protecting foreign and local prominent people and securing strategic interests.</p>

2.1.4 Key strategic objectives achievements

The department's 2010 to 2014 Strategic Plan has specified four operational priorities for the medium term, which are linked to Outcome 3: All People in South Africa Are and Feel Safe and the related outputs of the JCPS Cluster:

Crime prevention focuses on reducing the levels of serious crime, contact crime and trio crime. Reducing levels of crime are realised through: improving the police response; improving cooperation from communities through community policing and sector policing; effectively policing public disorder; and combating corruption, among others.

- In 2010/11, all serious crime reduced by -2.4%, contact crime reduced to 1 277 per 100 000 of the population, with attempted murder and robbery with aggravating circumstances indicating the highest decreases and trio crime reduced to 84 per 100 000 of the population.
- To enhance police visibility, 29 891 crime prevention operations were conducted during 2010/11 which led to 1 452 600 arrests for all crimes, compared to 1 361 504 in 2009/10. 47.4% or 688 937 of the 1 452 600 arrests were made on priority crime. 7 888 stolen or lost firearms whose serial numbers could be linked to firearm owners in South Africa and 33 638 vehicles were recovered countrywide. Apart from other drugs that were seized by the SAPS such as mandrax, cocaine, heroin, ecstasy and Crystal meth (Tik-Tik) that pose major threats to South Africa, of particular mention is cannabis with a street value of R125 647 604 and cannabis plants with a street value of R22 355 340 that were seized by the SAPS during police actions. 18 883 unlicensed liquor premises were closed down and 1 219 215,643 litres of liquor were confiscated.
- Following the approval of the re-deployment of members of the SANDF in 2009 to render borderline control, the Swartwater, Rooibokkraal, Pontdrift, Musina and Madimbo (Limpopo), Sandrivier, Macadamia and Zonstraal (Mpumalanga), Pongola and Ndumo (KwaZulu-Natal) and the Ladybrand (Free State) borderline bases were handed over to the SANDF from December 2010.
- 12 651 crowd-related incidents were policed in 2010/11 compared to 8 907 in 2009/10.
- A revised Anti-corruption Strategy and support structures have been developed in terms of the Minimum Anti-corruption Capacity requirements (MACC) to ensure compliance of SAPS members and to eradicate corrupt activities in the Service.
- There has been a gradual improvement of the response times for serious complaints in progress. That is, from 31.11 minutes in 2009/10 to 21.43 minutes in 2010/11

Investigation of crime focuses on the rates of detection and court readiness. The Directorate for Priority Crime Investigation played a pivotal role by focusing on crimes of national priority, such as cyber crime, identity theft, corruption and organised crime. The medium term target for the investigation of crime is to increase the detection rate for contact crime to 57 per cent.

- The department has re-established the Family, Violence and Child Protection Units to investigate

crimes against women and children. The policing cluster model was followed and a FCS Unit was established in all of the 176 clusters by 31 March 2011. A total of 1 864 police officials and 218 support staff (Public Service Act members) were placed at the units.

- ▶ Special emphasis was placed on the expansion of human resource capacity of detectives which increased from 20 291 (as on 30 April 2010) to 22 594 personnel (as on 31 March 2011), an increase of 11%. Between 2009/10 and 2010/11, the detection rate for all serious crime increased from 50.47% to 51.84% and 30.84% court ready case dockets was achieved.
- ▶ The detection rate for crimes against children increased by 8.49%, i.e. from 66.27% to 77.42%. Assault GBH indicated an increase of 13.71% and common assault an increase of 12.85%. The detection rate for crimes against women decreased with -1.88% to 71.20%.
- ▶ The detection rate for commercial crime-related charges increased from 36.55% in 2009/10 to 68.4% in 2010/11 and 25.6% court ready case dockets for commercial crime-related charges was achieved. The Organised Crime Unit within the SAPS identified and investigated 179 organised crime groups composed of 492 targets. 57 of these groups were successfully terminated, resulting in the arrest of 282 suspects.

Support to the investigation of crime focuses on improving forensic services and fingerprints, and on capacitating the Criminal Record Centre and the Forensic Science Service. Emphasis is put on the incremental basis of targets for processing forensic and fingerprint evidence.

- ▶ As a result of increased efforts, the number of previous conviction reports generated by the Criminal Record Centre within 30 days increased by 18% from 63.41% in 2009/10 to 81.46% in 2010/11. 297 955 or 93.5% entries were analysed by the Forensic Science Laboratory within 35 days, an improvement of 7.5% compared to the 2009/10 financial year.

Crime intelligence focuses on intelligence operations relating to serious crime, drug and people smuggling syndicates, and human trafficking and to gather intelligence on syndicates and other people involved in serious crime.

- ▶ Crime Intelligence conducted a total of 24 384 crime intelligence operations, including 13 351 cluster operations and 11 033 ad hoc operations during 2010/11. These operations led to the arrest of 10 016 individuals and the recovery of goods valued at R1 294 820 258,82.

The department has identified three organisational priorities to support the operational focus:

Human capital development (skills development and the retention of skills).

- ▶ In 2010/11, the establishment of the SAPS increased from 190 199 as on 31 March 2010 to 193 892 personnel by 31 March 2011. The human resource capacity was expanded by appointing 5 844 new entry level Police Service Act and 1 726 Public Service Act personnel.
- ▶ To enhance the quality of investigations, 1 341 members were trained on Basic Crime Investigative Practice, 355 members were trained in the resolving of crime, 1 628 members were trained in specialised courses to establish specific skills and knowledge required by specialised detectives and 4 625 members received short interventions to develop the support skills required to enhance the competency of all detectives. 1 183 members were trained in the Station Management Learning Programme to provide the knowledge and skills required by Station Commanders to effectively manage a police station. This programme also included training in generic computer programs and key SAPS computer systems to empower Station Commanders to effectively utilise these management tools.

Budget and resource management: To increase access to communities in line with Outcome 12 (Output 1: Service Delivery Quantity and Access)

- ▶ 19 police facilities, from a total of 33 projects, were completed in 2010/11.

Improving information systems and ICT:

- ▶ In order to ensure an enabling environment, various aspects of the Information Systems and Information and Communication Technology (IS/ICT) Plan were implemented.

2.1.5 Overview of the service delivery environment

During the 2010/11 financial year, the SAPS' service delivery environment was distinguished by the country's hosting of the 2010 FIFA World Cup™, conducted during June and July of 2010. The securing of the 2010 FIFA World Cup™ involved extensive planning both prior to and during the event. This involved the mobilisation and deployment of up to 48 000 SAPS members in and around the ten stadia that were identified for the hosting of the 32 teams involved in the tournament. The SAPS also initiated the first "International Police Cooperation Centre" to ensure the effective coordination of the approximate 200 foreign police officials from 27 of the host nations, who assisted the SAPS with the security for their various teams. The matches that took place in the various host-cities were attended by 3 082 514 people and the entire event was managed without serious incidents.

The policing of dangerous situations involving civil unrest remained a challenge for the SAPS during 2010/11, requiring the mobilisation of significant numbers of personnel. While this aspect of policing falls within the operational mandate of the SAPS, it places severe constraints on the SAPS' budget and diverts personnel away from the basic policing functions of the prevention and investigation of serious and violent crime.

The SAPS as a member of the Southern African Regional Police Chiefs Cooperation Organisation (SARPPCO) has provided training courses to 72 members (28 from other countries and 44 from South Africa). These training courses include: the Small Arms and Light Weapons course, the Regional Detective course, the Drug Trafficking and Identification of Chemical Equipment course, the Command/Leadership course for Senior Police Women, a Stock Theft Investigators course, a Crime Intelligence Gathering Train the Trainer course and a Crime Intelligence Analysis Training course.

The Millennium Development Goals (MDGs), identified during the United Nations Millennium Summit in 2000, during which the international community reached consensus on eight key economic and social development priorities, are supported by the Medium Term Strategic Framework (MTSF), as a key driver of Government planning policy. The MTSF identifies five development objectives, all of which support the MDGs directly and which include an objective which has a specific implication for the SAPS in terms of directing the SAPS' medium and short term planning. This development goal: "the improving of the safety of citizens by reducing incidents of crime and corruption" provides the strategic platform for the SAPS' contribution to the MDGs. The SAPS' Strategic and Annual Performance Plans are the mechanism within which the organisation incorporates its address of the MDGs and the MTSF strategic priorities, thereby contributing directly to the address of the MDGs by Government.

2.1.6 Overview of the organisational environment

The National Commissioner, in conjunction with the SAPS' National Management Forum, decided to address the improvement of station-level policing directly by conducting a number of focused visits to selected stations during the course of their structured meetings. The challenges that were identified during these visits represent the key issues that the SAPS is required to address in order to improve the level of the policing service provided to the people of the country and include:

- ▶ Levels of command and control over all the resources allocated to the SAPS but focusing on the SAPS' substantial staff establishment, most of which is deployed at station level.
- ▶ The improvement of the community's involvement in reducing serious and violent crime through active participation in community-police structures and the reporting of crime-related information to the SAPS.
- ▶ The effective implementation of the SAPS' policy and procedure, designed to regulate the effective performance of the SAPS' key functions.

Immediate interventions on identified challenges are put in place subsequent to these visits. Monitoring mechanisms are also utilised to determine progress on those interventions.

The SAPS has dedicated significant resources to its contribution towards the improving of the Criminal Justice System, through the Justice Crime Prevention and Security Cluster. This includes the development and integration of systems and processes across departments relating to the investigation of crime, and the improvement of the skills and capacity of the Forensic and Detective Services capacities.

The finalisation of the SAPS organisational structure and the expedient filling of vacant posts have improved the functioning of the SAPS at all levels with specific emphasis on cluster and station levels.

2.1.7 Key policy developments and legislative changes

a) Major changes to policy

- ▶ The Child Justice Act, 2008 (Act No. 75 of 2008) and the Children's Act, 2005 (Act No. 38 of 2005) came into operation on 1 April 2010. The SAPS developed comprehensive National Instructions (official directives) on the implementation of the legislation. Both Acts required substantial changes to the way in which policing is to be undertaken (e.g. the age at which a person is deemed to have criminal capacity was raised from seven to ten years. Children below the age of ten could, therefore, no longer be arrested. A completely new system for the treatment of children in need of care and protection had to be developed and implemented). Training material was developed and extensive training interventions were launched during the 2010/11 financial year to ensure the proper implementation of the legislation. The initial implementation of the legislation has been a success.
- ▶ A new ranking structure, which was initiated on 1 April 2010 required extensive changes to the levels at which authority had been delegated, as well as to the official directives of the SAPS, among others, to enhance command and control. This structure was fully implemented in the SAPS in the course of the 2010/11 financial year.

b) Legislation that affected operations

Firearms Control Amendment Act, 2006 (Act No. 28 Of 2006)

Some provisions of the Firearms Control Amendment Act were put into operation in order to provide for a mechanism to renew competency certificates in respect of firearms. The Act also provides for the extension of the validity period of some categories of firearms licenses, such as conducting business as a game ranger and conducting business in hunting from five years to ten years and for other business purposes from two years to five years. These amendments will alleviate pressures on the licensing process. The Act also places an obligation on owners of muzzle-loading firearms to obtain competency certificates, which will promote responsible ownership of firearms and the safe use of firearms. Further amendments to the Act are being

drafted where after the remainder of the Firearms Control Amendment Act will be put into operation.

The Safety at Sport and Recreational Events Act, 2010 (Act No. 2 Of 2010)

The Act came into operation during the 2010/11 financial year and had a major impact on the way in which the Service policed the events surrounding the 2010 FIFA World Cup™. All the events relating to the 2010 FIFA World Cup™ was policed by the Service in a manner that drew international acclaim.

2.1.8 Departmental revenue, expenditure and other specific topics

a) Collection of departmental revenue

Table 1: Collection of departmental revenue

	2007/08	2008/09	2009/10	2010/11	2010/11	% deviation from target
	Actual R'000	Actual R'000	Actual R'000	Actual R'000	Actual R'000	
Non-taxable revenue	179 409	233 023	168 869	128 884	133 631	3,7%
<i>* Sale of goods and services produced by Department</i>	173 409	217 375	147 654	123 376	123 817	0,4%
<i>* Sale of scrap, waste, arms and other used goods</i>	6 000	5 648	21 215	5 508	9 814	78,2%
Fines, penalties and forfeits	8 021	24 336	10 043	10 621	12 275	15,6%
Interest, dividends and rent on land	986	2 235	1 365	1 272	1 116	(12,3%)
Sale of capital assets	14 588	2 515	4 879	1 178	1 141	(3,9%)
<i>* Other capital assets</i>	14 588	2 515	4 879	1 178	1 141	(3,9%)
Financial transactions in assets and liabilities	142 047	124 347	162 416	130 978	139 574	6,6%
Total departmental receipts	345 051	376 456	347 572	272 942	287 737	5,4%

Departmental revenue collection mostly derives from services rendered to the public such as firearm applications, photocopies of accident reports and statements, disposal of departmental assets via auctions, forfeits as a result of criminal activities and the recovery of debt raised.

Although the departmental revenue collection environment within the department is very unpredictable, the department did manage to perform credibly well.

However, the set targets were not fully realised due to the following reasons:

- *Sale of scrap, waste arms and other used goods*: The positive deviation of 78,2% is mainly due to military vehicles (caspers) that was sold via a tender process that only realised during December 2010.

- *Fines, penalties and forfeits:* The positive deviation of 15,6% is mainly due to additional revenue that was earned from the unplanned forfeits of money at airports.
- *Interest, dividends and rent on land:* The negative deviation of 12,3% in interest received (revenue) via corporate banks is due to the implementation of the cashier service environment which resulted in the decrease of cash at advance offices from R46,8 million to R11,5 million. Cognisance should also be taken of the fact that bank cost (liability) on the other hand also decreased within the department.
- *Sale of capital assets:* The negative deviation of 3.9% is due to fewer vehicles that were boarded than anticipated.
- *Financial transactions in assets and liabilities:* The positive deviation of 6.6% is mainly due to more debt own by other departments that was repaid than anticipated.

2.1.9 Departmental expenditure

Table 2: Departmental expenditure

Programmes	Adjusted Estimates R'000	Actual Expenditure R'000	Variance %
1. Administration	18 066 960	17 871 936	(1,1%)
2. Visible Policing	21 500 927	21 702 627	0,9%
3. Detective Service	8 850 257	8 868 123	0,2%
4. Crime Intelligence	1 947 635	1 947 626	0,0%
5. Protection and Security Services	3 163 961	3 139 388	(0,8%)
Total	53 529 740	53 529 700	0,0%

2.1.10 Capital investment, maintenance and asset management plan

a) Capital investment – police facilities

The following police facilities, from a total of 33 projects, were completed in 2010/11:

Table 3: Police facilities completed in 2010/11

Province	Facility	Expected completion date	Date completed
Newly re-established police facilities completed			
Northern Cape	Kuruman LCRC	5 September 2010	September 2010
	Kakamas police station	2 September 2010	September 2010
Gauteng	Brakpan (Tsakane) police station	20 May 2010	August 2010
Free State	Bloemfontein 10111 centre	13 August 2010	August 2010
Mpumalanga	Hazyview police station	18 June 2010	June 2010
	Pienaar police station	30 April 2010	January 2011
New police facilities completed			
Western Cape	Blue Downs police station	31 May 2010	March 2011
Free State	Zamdela police station	16 June 2011	July 2010
Limpopo	Ga Masemola police station	23 May 2010	September 2010
Gauteng	Benoni Training College – Radio Technical Centre	21 September 2010	September 2010

Province	Facility	Expected completion date	Date completed
Repaired and upgraded police facilities completed			
Eastern Cape	Mount Road police station	1 April 2011	January 2011
	Humewood police station	11 June 2010	June 2010
KwaZulu-Natal	Bergville police station	29 September 2008	March 2011
	Chatsworth police station	12 January 2011	March 2011
North West	Hammanskraal Training Institution	31 August 2010	December 2010
Western Cape	Riebeeck West police station	7 April 2010	April 2010
Re-established police facilities completed			
Gauteng	Thokoza police station	21 May 2010	May 2010
Mpumalanga	Mbuzini police station	1 September 2009	April 2010
Limpopo	Giyani police station	31 May 2010	February 2011

Table 4: Police facilities not completed during 2010/11 and to be carried over to the 2011/12 financial year

Newly re-established police facilities in execution (NRE)				
Province	Facility	Previous projected completion date	Revised projected completion date	Reason for deviation
Eastern Cape	Bisho police station	31 March 2011	31 July 2011	The BID had to be re-advertised as there were no suitable contractors during the 1st advertisement of bid period (electrical and mechanical).
	Lady Frere police station	31 March 2011	31 July 2011	Work being carried out in-house.
North West	Amalia police station	15 April 2009	Feedback from DPW awaited	The contractor has stopped activities on site but contract was not suspended. Feedback from the Department of Public Works (DPW) awaited.
New police facilities in execution (N)				
Province	Facility	Previous projected completion date	Revised projected completion date	Reason for deviation
Gauteng	Benoni Training College: K53	Feedback from NDPW awaited	6 May 2011	Mechanical and electrical installations to be completed on 6 May 2011.
	Diepsloot police station	02 August 2010	Court date set for 18 April 2011.	The contractor was placed "in-Mora" under Judicial Management since 2 September 2010 (a legal term used in a contract which entails that the contractor was notified that he/she did not comply with the deliverable as stipulated in the contract. The contractor is afforded an opportunity to reply or rectify. Failing to do so, the contract will be cancelled.) The project has therefore been affected by court proceedings. The next court date is 18 April 2011.
Northern Cape	Kimberley Local Criminal Record Centre (LCRC) Archives	1 February 2010	31 May 2011	The site was handed to the second contractor on 13 October 2010, in order to finalise the project.

Repair and upgrade of police facilities in execution (R&U)				
Province	Facility	Previous projected completion date	Revised projected completion date	Reason for deviation
Gauteng	Silverton: SCM	04 November 2010	20 April 2011	Extension of time was approved by DPW to complete the project on 20 April 2011.
KwaZulu-Natal	Durban North police station	15 July 2010	8 April 2011	Unauthorised scope changes were made by the DPW project manager.
Re-established police facilities in execution (RE)				
Province	Facility	Previous projected completion date	Revised projected completion date	Reason for deviation
Gauteng	Pretoria West ORS	30 April 2011	Feedback from DPW awaited	The contract has been terminated due to poor performance by the contractor. Guarantors have been appointed to complete the project. Feedback awaited from Department of Public Works.
	Roodeplaas Dog School	Completion date could not be determined	Feedback from DPW awaited	The contractor was not on schedule as per the submitted project plan. Delay in appointment of secondary contractors impacts directly on completion date. Feedback awaited from Department of Public Works.
Limpopo	Letsitele police station	30 May 2011	25 July 2011	The site was only handed over to the new contractor on 26 November 2010 to finalise the project.
Mpumalanga	Tweefontein (Kwa-Mhlanga) police station	1 July 2010	Feedback from DPW awaited	The contract was terminated in August 2010 due to poor performance by the contractor. DPW is in the process to appoint new contractors.
North West	Jouberton (Klerksdorp) police station	10 December 2010	08 April 2011	At face value, construction has been finalised. Still awaiting Works Completion Certificate from the Department of Public Works.
Western Cape	Khayelitsha Detective Offices	30 November 2010	22 July 2011	The electrical contractor is in the process of completing the installations as per specifications. The lift shaft to be completed to specifications. Expected completion date scheduled for 22 July 2011.

Definitions:

- **New police facilities**
Police facilities that are constructed in suburbs; townships; towns; cities; and rural areas, where no police facilities existed previously.
- **Re-established police facilities**
Existing police facilities that are replaced by upgraded and new structures on its existing site.
- **Newly re-established police facilities**
Existing police facilities that are replaced by new structures on a new site.
- **Repaired and upgraded**
Existing police facilities that are repaired and upgraded to modern standards, with only minor additions.

➤ **Latest projected date of completion**

The date of completion that is planned for, but which could change during any construction phase. Various delays to its completion may arise that could not be reasonably planned for, this could include, weather delays; labour strikes; unavailability of material; scope changes; poor performance by contractor; bankruptcy of contractors; etc.



b) Asset management

Table 5: Vehicles ordered and delivered per quarter for the 2010/11 financial year

Province	Quarter 1 2010/2011			Quarter 2 2010/2011			Quarter 3 2010/2011			Quarter 4 2010/2011		
	Order Start	Delivered Q1	Delivery Pending Q1 End	Order Start	Delivered Q2	Delivery Pending Q2 End	Order Start	Delivered Q3	Delivery Pending Q3 End	Order Start	Delivered Q4	Delivery Pending Q4 End
National Head Office	39	40	-1	12	8	3	191	75	119	576	694	1
Eastern Cape	63	3	60	0	42	18	664	169	513	53	565	1
Free State	131	4	127	0	92	35	264	129	170	21	191	0
Gauteng	371	2	369	0	232	137	916	569	484	109	593	0
KwaZulu-Natal	141	7	134	0	64	70	823	466	427	27	454	0
Limpopo	56	3	53	20	38	35	236	137	134	91	225	0
Mpumalanga	69	6	63	2	45	20	334	230	124	39	163	0
North West	49	2	47	0	4	43	337	303	77	26	103	0
Northern Cape	37	0	37	0	30	7	191	69	129	46	174	1
Western Cape	109	0	109	11	42	78	614	154	538	73	611	0
Total number of vehicles per quarter	1 065	67	998	45	597	446	4 570	2 301	2 715	1 061	3 773	3

Table 6: Personnel per vehicle ratio per province as on 31 March 2011

Province	Total number of personnel on 31 March 2011	Total number of active vehicles on 31 March 2011 as per Provisioning Administration System	Personnel/vehicle ratio
National Head Office	41 981	6 544	6.42
Eastern Cape	20 098	5 893	3.41
Free State	11 981	3 064	3.91
Gauteng	36 099	9 551	3.78
KwaZulu-Natal	24 310	6 886	3.53
Limpopo	12 296	3 810	3.23
Mpumalanga	9 952	2 601	3.83
North West	9 655	2 671	3.61
Northern Cape	7 004	1 770	3.96
Western Cape	20 518	6 497	3.16
Total	193 894	49 287	3.93

Implementation of Automated Vehicle Location (AVL)

A vehicle asset management system has been developed up to station level focusing on the distribution, suitability of vehicles and personnel ratio to vehicles. Provinces and Divisions are required to purchase and distribute vehicles based on the parameters contained in the vehicle asset register.

The implementation of AVL has been phased in since 2007. The purpose of the system is to detect the locality of vehicles deployed or operating in a specific area. To date, 39 098 vehicles have been fitted with AVL. An additional 6 765 AVL units are currently being installed in all vehicles still outstanding. Approximately 20 951 members are registered and trained users of the AVL System.

Repair and maintenance of SAPS vehicles

A project plan has been compiled for the optimisation of SAPS garages to enhance service delivery and includes the following elements:

- The development of a garage HR plan
- The revision of garage functions and processes
- The revision of the garage accessibility and structures
- The implementation of performance measurement systems
- The optimisation of garage infrastructure and technology

During 2010/11 a shortage of 275 artisans was identified to optimise the functioning of SAPS garages. Of these, 226 posts were filled. The outstanding posts (49) would be filled during 2011/12. In order to address skill shortages in the interim, the services of external artisans were utilised.

Table 7: Active bullet-resistant vests per province at the end of March 2011

Total number of bullet resistant vests active on the Asset Register of the SAPS on 31 March 2011 (as on the Provisioning Administration System on 9 May 2011)	
Province	Count of serial number
National Head Office	43 198
Eastern Cape	22 421
Free State	12 813
Gauteng	38 559
KwaZulu-Natal	23 149
Limpopo	12 045
Mpumalanga	9 881
North West	11 737
Northern Cape	6 491
Western Cape	25 540
Total	205 834

A strategy was implemented where all bullet resistant vests are uniquely marked and issued against a personal inventory issue. Unique asset numbers allows SAPS to indicate the exact location and custodianship of the bullet resistant vests. Bullet resistant vests are certified twice per annum to ensure the correct accounting (quantities and distribution) and serviceability status. This mechanism enables the SAPS to conduct a needs analysis for future needs and distribution.

Table 8: Active firearms per province at the end of March 2011

Total number of firearms active on the Asset Register of the SAPS on 31 March 2011 (as on the Provisioning Administration system on 9 May 2011)	
Province	Count of serial number
National Head Office	93 524
Eastern Cape	22 991
Free State	13 377
Gauteng	37 589
KwaZulu-Natal	30 245
Limpopo	13 512
Mpumalanga	11 704
North West	12 583
Northern Cape	7 523
Western Cape	21 736
Total	264 784