



13 October 2014

**SAPS 2013/14 PERFORMANCE:  
SERVICE DELIVERY AND FINANCIAL SUMMARY AND ANALYSIS**  
Incorporating the analysis and summary of the SAPS 2012/13 Annual Report

## 1. INTRODUCTION

The Portfolio Committee on Police, through the mandate of the National Assembly, is constitutionally obligated to scrutinize and oversee executive action. In fulfilling this obligation, the Committee engages intensely with the Department of Police on its performance during the financial year under review (2013/14). The main source of performance measurement data is published in the Department's 2013/14 Annual Report, which forms the main composition of this paper. To realise the oversight function and obligation placed on the Portfolio Committee, it is required that the Annual Report contain information on service delivery, in addition to financial statements as well as the audit report as prepared by the Auditor-General. It is important to keep in mind that the Annual Report is backwards-looking in nature and focuses on service delivery performance in the financial year that has just ended.

It is important that the hearings on the Annual Report ensure the following:

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

In light of the above, the paper will focus on the following aspects of service delivery performance and financial performance achieved by the Department of Police in the 2013/14 financial year:

- Strategic priorities and measurable objectives;
- Analysis of departmental performance per programme examining the achievements of targets;
- Findings made by the Auditor-General of South Africa (AGSA);
- Analysis of Departmental Financial Statements for the year under review as well as the first quarter expenditure of the 2014/15 FY; and
- Analysis of the utilisation of Human Resources as part of the organisational structure.
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## 2. GENERAL INFORMATION

### 2.1 Structure of SAPS

In early September 2013, the National Commissioner of Police announced a substantial restructuring of the organisational structure of the SAPS. The most significant changes made, include the reduction of the previous five Deputy National Commissioners to only three Deputy National Commissioners and the previous fourteen Divisional Commissioners were reduced to ten Divisional Commissioners. The cutback of two Deputy National Commissioner's positions was firstly achieved by combining the previous two Deputy National Commissioners for Operational Services and Crime Detection into one position, now referred to as the Deputy National Commissioner for Policing. And the second cutback was achieved by removing the position of the previous Deputy National Commissioner: Chief Operational Officer (COO) entirely and repositioning the responsibilities held by the COO, directly under the National Commissioner.

The SAPS now have three Deputy National Commissioners, which are:

- Deputy National Commissioner: Policing
- Deputy National Commissioner: Resource Management; and
- Deputy National Commissioner: Corporate Service Management.

The following senior managers now report directly to the National Commissioner:

- Presidential Protection Service (*Maj Gen Dladla*) - previous function of the COO
- Head Executive Support (*Maj Gen Ngakane*) – newly established
- Acting Divisional Commissioner Crime Intelligence (*Maj Gen Zulu*)
- Internal Audit (*Maj Gen Nkosi*) - previous function of the COO
- Legal Services and Policy (*Lt Gen Molefe*) – always been directly under the National Commissioner, but was previously named Executive Legal Officer: Advisor.
- SAPS Research Institute (*Lt Gen Lebeya*) – newly established
- Head of Corporate Communication (*Lt Gen Makgala*) - previous function of the COO

The following are newly established offices:

- SAPS Research Institute;
- Strategic Management, Research and Monitoring & Evaluation;
- Integrity Management Services;
- Head: Executive Support;
- Legal Services and Policy; and
- Facilities Management.

### 2.2 National Profile of SAPS as on 31 March 2014

**Provinces:** 9

**Police stations:** 1 137



**RSA Population:** 52 982 000 (Mid-year estimate, 2013)

**Establishment:** 194 852

**SA Police Service Act employees:** 153 116

**Public Service Act employees:** 41 736

**Police/Population Ratio:** 1:346

### 2.3 Deaths of SAPS members

During the 2013/14 FY, 77<sup>1</sup> SAPS members were killed, 29 on duty and 48 off duty. This is a decrease of seven or 8.33 per cent compared to 2012/13 FY. KwaZulu-Natal recorded the highest number of murders (27.3 per cent) followed by the Western Cape with fifteen or 19.5 per cent. The majority of members killed were junior police officers (Constables). This raises concerns about the adequacy of the SAPS Street survival training offered to junior officers and recruits. This underscores the urgency of effectively implementing the SAPS Police Safety Strategy that was reviewed during the 2013/14 period.

## 3. STRATEGIC PRIORITIES & MEASURABLE OBJECTIVES (PREDETERMINED OBJECTIVES)

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

### 3.1.1 Voted Funds and expenditure

The table below illustrates that the Department of Police received a main appropriation of R67, 917,118 billion for the 2013/14 FY, which was adjusted to R68, 791,426 billion during the Adjustments period - this is an increase of R874. 308 million. It further shows that the Department utilised a total of R68, 791,398 billion of its total budget at the end of the FY (100%). At year-end, a small amount of R28 thousand remained unspent at year-end. The marginal under-spending at the end of 2013/14, resulted from an under-spending in the CJS revamp relating to the technology and forensic science environments.

Main Appropriation R'000	Final Appropriation R'000	Actual Amount Spent R'000	Over/Under Expenditure R'000
67,917,118	68,791,426	68,791,398	28

Source: SAPS Annual Plan 2013/14

The table below illustrates the Departmental expenditure per Programme at the end of the 2013/14 FY. The Programmes: Administration, Visible Policing, Detective Services, Crime

<sup>1</sup> Somewhere in the Annual Report this number is 68 and this is confusing



Intelligence and Protection and Security Services recorded the expected expenditure target at the end of the financial year (all recorded 100% expenditure). But it is important to note that The Administration Programme recorded a variance of R28 thousand at the end of the reporting period. This could mean that towards the end of the financial period, funds were shifted around so that a 100% expenditure could be attained in all programmes.

Table1: Departmental Expenditure in the 2013/14 FY

Programmes	Final Appropriation R'000	Actual Expenditure R'000	% Spent at March 2014	Variance
Administration	17 266 297	17 266 269	100%%	28
Visible Policing	32 062 097	32 062 097	100.0%	(0.0%)
Detective Services	14 704 048	14 704 048	100.0%	(0.0%)
Crime Intelligence	2 740 027	2 740 027	100.0%	(0.0%)
Protection and Security Services	2 018 957	2 018 957	100%	(0.0%)
<b>Total</b>	<b>68 791 426</b>	<b>68 791 398</b>	<b>100%</b>	<b>28</b>

Source: SAPS 2013/14 Annual Report

### 3.1.2 Aim of the Vote

As stated above, the aim and objective of the SAPS (as per the Constitution) is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of South Africa and their property, and uphold and enforce the law.

### 3.1.3 Strategic outcome orientated goals

In the 2013/14 FY, the Department of Police focused on two Strategic Outcome Orientated Goals related to Outcome Three<sup>2</sup>. The first is *ensuring that all people in South Africa Are and Feel Safe* and the second, *ensuring adequate availability of, and access to SAPS Service Points*. These strategic outcome orientated goals were developed by the Presidency, together with the Justice, Crime Prevention and Security (JCPS) Cluster as an outcome-based model as well as being an evaluation and monitoring tool aimed at realising the broad strategic outcome of Government (All People in South Africa Are and Feel Safe). This Outcome contains various focus areas as an integral part (entry point) of the JCPS Cluster value chain. These objectives also build on Outcome 12: An Efficient, Effective and Development Orientation Public Service, specifically Output 1: Service Delivery Quality and Access.

The table below provides the Goal statements attached to each of the two Strategic Outcome Orientated Goals as mentioned above. These goal statements guide the Department of Police

<sup>2</sup> Outcome Three is one of the twelve government priorities and titled: *All people in South Africa are and feel safe*.



when determining its measurable outputs and performance indicators attached to the Departmental programmes and sub-programmes.

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

Source: SAPS Annual Report 2013/14

These goals have not been fully realised in the 2013/14 FY. Looking at the first Strategic outcome orientated goal, the first of the five listed goals contained in the goal statement was not achieved. For example, the SAPS were unable to reduce the number of all serious crime, contact crimes and trio-crimes. According to the JCPS Service Agreement, contact crimes and trio-crimes must be reduced by 4-7%, while serious crime must be reduced by 2%. Even though there was a 0.4% decrease in serious crimes from 1 833 775 reported in 2012/13 to 1 826 967- the Department was not able to meet the target of 2% reduction. Meanwhile, contact crimes and trio crimes all increased –with contact crimes increasing by 0.5% and trio-crimes increasing by 10.8%. The recently released crime statistics show that trio crimes increased by from 44 317 2012/13 to 49 120 in 2013/14 FY. Over the past couple of years, a significant amount of resources were poured into the fight against trio-crimes, which has not yielded the required/anticipated results.

The second goal has been prioritised in the development of the SAPS Medium-term Infrastructure and Capital Asset Plan focussed on determining the construction of access or service points based on geographical location and needs of communities. The Department reported that particular emphasis is placed on construction within largely rural areas to bring service points closer to communities. However, this goal has not been realised in the 2013/14 FY. The Department planned to complete 100% of all police facility projects in 2013/14, but only achieved 81.1% overall completion. This is a significant deviation of 18.9% from the planned target.

### 3.1.4 Key policy developments and legislative changes



The following legislation and policy was finalised during the 2013/14 FY:

- The Criminal Law (Forensic) Procedures Amendment Act: this Act establishes a DNA database in the SAPS for analysis of DNA samples and recording of results for crime detection and investigation of cases.
- Dangerous Weapons Act, 2013 (Act No 15 of 2013) was assented to by the President on 24 July 2013. The Act was implemented from 2 January 2014. The Act gives effect to a Constitutional Court imperative to rationalize the Dangerous Weapons Act, 1968 (Act No 71 of 1968) and similar legislation still in force in the areas that comprise the Former Transkei, Bophuthatswana, Venda and Ciskei (TBVC) States.
- Private Security Industry Regulation Amendment Bill: this Bill tightens up key aspects of regulation of the private security industry.

### **3.1.5 Capital investment, maintenance and asset management plan**

This section provides information on the police stations/facilities, capacity projects and the Departments' asset management plan, in terms of vehicles, vehicle/personnel ratio, bullet resistant vests and firearms as per the Department's Asset Register.

#### **3.1.5.1 Police facilities/stations**

The 2013/14 Annual Performance Plan (APP), for SAPS Capital Works, lists 10 projects to be completed under planning and design and 1 project to be completed under construction/execution. For the Department of Public Works (DPW) Capital Works, the 2013/14 APP lists 24 projects to be completed under planning and design and 13 projects to be completed under construction/execution at the end of the 2013/14 FY. As reflected in the 2013/14 Annual Report, the Department did not meet its targets relating to building of police facilities/stations:

- For SAPS Capital Works, 10 projects were planned for completion at the end of 2013/14 FY under planning and design but a total of 3 projects were completed-meaning that the Department underperformed on this target. The completed three projects are Moeka-Vuma, Mabieskraal and Giyani (Phase II). Furthermore, under execution/construction, 1 project was planned for completion at the end of 2013/14 FY and a total number of 1 was completed. However, the SAPS reported that three projects were completed when taking into account the 2 projects that were rolled over from 2012/13.
- For DPW Capital Works projects, 24 projects were planned for completion at the end of 2013/14 FY under planning and design but a total of 15 projects were completed-meaning that the Department also underperformed on this target. More so, under execution/construction, 13 projects were planned for completion at the end of 2013/14 FY and a total number of 4 was completed. One project was rolled over from 2012/13 FY.

#### **Comment and Questions**

It should be noted that the SAPS' way of reporting on building projects is confusing and misleading in two ways. Firstly, the target on the 2013/14 APP does not indicate whether the



projects to be completed under execution are for new police facilities or re-established police facilities. As a result, under execution, the SAPS reported on both; new police facilities and re-established police facilities. Secondly, the Report does not clearly state in which phase of the project process flow the target is set, i.e. several projects are listed as completed in 2013/14, but that construction will only be completed in 2015/16.

The 2013/14 Annual Report lists the status of the following police facilities at the end of the reporting period:

Table 2: Status of SAPS Capital Works projects (facilities under planning and design and construction at the end of the 2013/14 FY)

Province	Facility	Commencement date	Date completed & Reasons for deviations
Newly re-established police stations/facilities completed (NRE)			
Limpopo	Giyani (Phase II)		<b>Completed.</b> March 2014
New police stations/facilities completed (N)			
North West	Moeka-Vuma and Mabieskraal Police Stations		<b>Completed.</b> March 2014
Gauteng	Tembisa Police Station		<b>Completed.</b> March 2014

Table 3: Status of DPW Capital Works projects (facilities under planning and design and construction at the end of the 2013/14 FY)

Province	Facility	Commencement date	Date completed & Reasons for deviations
Newly re-established police stations/facilities completed (NRE)			
Western Cape	Dysseldorp		<b>Completed.</b> March 2014
Eastern Cape	Lusikisiki		<b>Completed.</b> March 2014
New police stations/facilities completed (N)			
Western Cape	Faure Mitchells Plain (Lentegeur)		<b>Completed.</b> March 2014
Gauteng	Tembisa Police Station (SAPS Capital Works)		<b>Completed.</b> March 2014
Repaired and upgraded police facilities completed (R&U)			
Eastern Cape	Bolo Police Station Paterson Police Station Steytlerville Police		<b>Completed.</b> March 2014



	Station		
KwaZulu-Natal	Montclair Police Station Umbumbulu Police Station		<b>Completed.</b> March 2014
Free State	Odendaalsrus		<b>Completed.</b> March 2014
<b>Re-established police stations/facilities completed (RE)</b>			
North West	Zeerust Police Station Rustenburg Police Station		<b>Completed.</b> March 2014
Limpopo	Bolobedu Police Station		<b>Completed.</b> March 2014
Eastern Cape	Hankey Police Station (DPW)		<b>Completed.</b> March 2014
Western Cape	Plettenberg Bay Police Station		<b>Completed.</b> March 2014
KwaZulu-Natal	Colenso Police Station Paulpietersburg Police Station		<b>Completed.</b> March 2014

The table below provides a list of police stations that were not completed during 2013/14 and that are going to be carried over to the 2014/15 FY. As reflected in the 2013/14 Annual Report, these are under planning and design and execution on both, the SAPS Capital Works and DPW Capital Works.

Table 4: Police facilities not completed to be carried over to the 2014/15 FY.

<b>Province</b>	<b>Facility</b>
Limpopo	Letsitele Living Quarters (N) (SAPS) Vuwani Police Station (RE) (DPW) Malipsdrift Police Station (RE) (DPW) Roedtan Police Station (NRE) (DPW)
Eastern Cape	Bizana Police Station (RE) (SAPS)
Mpumalanga	Hazyview Living Quarters Police Station (N) (SAPS) Ermelo Police Station (N) (DPW)
KwaZulu-Natal	Nsuze Police Station (N) (SAPS) Greenwood Park (NRE) (SAPS) Ntuzuma Police Station (NRE) (DPW) Emanguzi Police Station (R&U) (DPW) Ulundi Police Station (N) (DPW)



	Sawoti Police Station (R&U) (DPW) Besters Police Station (R&U) (DPW)
Gauteng	Ennerdale Police Station (RE) (SAPS) Mabopane Police Station (NRE) (DPW) Carltonville Police Station (N) (DPW) Doornkop Police Station (N) (DPW)
Western Cape	Cape Town Police Station (R&U) (DPW) Bishop Lavis Police Station (RE) (DPW)
North West	Kanana Police Station (NRE) (SAPS)
Mpumalanga	
Free State	Springfontein Police Station (RE) (DPW) Smithfield Police Station (RE) (DPW) Kagisanong Police Station (RE) (DPW) Vrede Police Station (NRE) (DPW)

Source: 2011/12 & 2012/13 SAPS Annual Report

The building environment remains a major and continuous concern of the Committee. It is noteworthy that the Department received a final appropriation of R915 760 million after the adjusted appropriation period. At the end of the 2013/14 FY, R866 867 million was spent. This means that there was an under expenditure of about R48 893 million.

The **Special Investigative Unit (SIU)** conducted an investigation into alleged unlawful and/or irregular conduct within the Expert and Facility Management Services of the SAPS, after receiving a formal request for the investigation from the Head of the Independent Complaints Directorate (ICD) in May 2009. Following this request from the ICD, the National Police Commissioner requested the SIU to extend the investigation to also include alleged irregularities within the Supply Chain Management (SCM) division of SAPS. The allegations included improper or unlawful conduct by officials of the SAPS who was said to have private interests in private entities and entered into contracts with these entities without proper authorisation. One of the areas of the SIU investigation focussed on thirty-three (33) police stations (of which four were identified for the investigation). The SIU published an interim report dated April to September 2012, which was published in late 2013.

The SIU selected four out of the thirty-three police stations, which are: (1) eSikhaweni, (2) Brighton Beach, (3) Hazyview and (4) Pienaar. The SIU reported that the SAPS did not have the required authority to construct its own police stations and as a result, all expenditure incurred by the SAPS on the construction of police stations amounts to irregular and/or unlawful expenditure. The SIU further reports that the following amounts have been paid out thus far:

- eSikhaweni – R55 million
- Pienaar - R45 million
- Hazyview – R35 million
- Brighton Beach – R 16 million



Various irregularities have been identified and are currently under investigation. These irregularities include the following:

- No tender procedures followed for threshold amounts as per PFMA requirements;
- Potential conflict about of the three-quote procedure;
- Potential conflict of interest between suppliers and officials;
- Potential splitting of orders; and
- Potential cover quoting and inflated billing.

### Comments and questions

The Committee should engage the Department on the progress on the remedial actions taken in terms of the SIU interim report, especially in terms of the devolution of functions from the DPW to build police facilities.

The Committee should also engage the Department on the police facilities listed above that were not completed. It should find out about the measures that have been taken to ensure that stipulated deadlines are met.

The Committee should request the Department to provide a financial account of the cost implications associated with carrying over some projects to 2014/15.

### 3.1.5.2 Capacity projects

The 2011/12 APP listed an extended list of capacity projects to be completed in the 2011/12 FY with a target of 90% of these projects to be completed at the end of the 2011/12 FY. These included basic services, including water, sanitation and electricity. However, the 2011/12 Annual Report stated that only 30.6% of these projects were completed at the end of 2011/12 (52 from 170 identified projects). This target was omitted from the 2012/13 and 2013/14 APPs and the current status of these projects are unclear.

### 3.1.5.3 Asset management

This section provides information on the personnel to vehicle ratio's, bullet-resistant vests and active firearms per province. In 2013/14, the SAPS had a total number of 194 852 personnel (31 March 2014) and a total number of 50 966 vehicles. This brought the average personnel-to-vehicle ratio to 3.82. The number of personnel at the end of the 2013/14 period reflected a slight decrease and there was also a slight decline on the personnel-to-vehicle ratio compared to the previous FY.

Table 5: Personnel per vehicle ratio per province as on 31 March 2014

Province	Total number of personnel on 31 March 2014	Total number of vehicles on 31 March 2014 as per Provisioning	Personnel/vehicle ratio 2014
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		<b>Administration System</b>	
National Head Office	38 017	5 858	6.49
Eastern Cape	21 162	5 700	3.71
Free State	12 844	3 242	3.96
Gauteng	35 925	10 111	3.55
KwaZulu-Natal	26 064	7 634	3.41
Limpopo	12 657	3 956	3.20
Mpumalanga	10 115	2 751	3.68
North West	10 226	2 798	3.65
Northern Cape	7 167	2 200	3.26
Western Cape	20 675	6 716	3.08
<b>Total</b>	<b>194 852</b>	<b>50 966</b>	<b>3.82</b>

Source: 2013/14 SAPS Annual Report

Table 6: Active bullet resistant vests per province as at the end of March 2014

<b>Total number of bullet resistant vests active on the Asset Register of the SAPS on 31 March 2014</b>			<b>Personnel (as at the end of March 2014)</b>
<b>Province</b>	<b>Count of serial number</b>		
	<b>2012/13</b>	<b>2013/14</b>	
National Head Office	40 288	38 531	38 017
Eastern Cape	22 763	21 943	21 162
Free State	15 712	15 250	12 844
Gauteng	35 911	34 249	35 925
KwaZulu-Natal	25 310	25 817	26 064
Limpopo	13 575	12 516	12 657
Mpumalanga	9 913	9 525	10 115
North West	12 372	12 343	10 226
Northern Cape	6 930	6 871	7 167
Western Cape	27 780	26 778	20 675
<b>Total</b>	<b>210 554</b>	<b>203 823</b>	<b>194 852</b>

Source: 2012 13 and 2013/14 SAPS Annual Report

At the end of the 2013/14 FY, the Department had a total of 203 823 vests. The number of the overall SAPS bullet-resistant vests decreased by 6 731 in the 2013/14 FY as opposed to the 4 806 increase recorded during the 2012/13 FY. A total of 5 821 vests were distributed in the reporting period. The vests are equitably distributed based on the total number of operational members per province

Table 7: Active firearms per province at the end of March 2014

<b>Total number of firearms active as on the Asset Register of the SAPS on 31 March 2014</b>
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Province	Count of serial number	
	2012/13	2013/14
National Head Office	77 611	79 334
Eastern Cape	24 379	23 922
Free State	13 229	13 398
Gauteng	38 860	38 044
KwaZulu-Natal	33 267	32 976
Limpopo	15 060	14 595
Mpumalanga	12 741	11 365
North West	13 595	13 523
Northern Cape	7 683	7 607
Western Cape	24 847	24 775
<b>Total</b>	<b>261 272</b>	<b>259 539</b>

Source: 2013/14 SAPS Annual Report

At the end of the 2013/14 FY, the SAPS had 259 539 active firearms (excluding 1 101 heritage firearms). There was a slight decrease in the overall number of departmental firearms (from 261 272 during the 2012/13 FY to 259 539 during the 2013/14 FY). The 2013/14 Annual Report states that no new firearms were ordered during the reporting period. But, a total of 1 984 firearms were distributed from the SAPS buffer stock, 964 new firearms and 1 020 firearms that were refurbished.

#### Comments and questions

- 1) The Committee should seek clarity on the SAPS buffer stock for bullet-resistant vests and firearms.
- 2) During its oversight visits in a number of police stations around the country (including Mamelodi West and Sunnyside police stations) the Committee was told that there are shortages of bullet resistant vests, more especially for females. In some police stations, the only available vests are bigger sizes. Therefore, the Department should inform the Committee why that is the case? Why there are shortages of women bullet proof vests in many stations.
- 3) The Committee should seek clarity on the reasons for the 5 237 active firearms not to be dot peen marked. This target was previously omitted by SAPS insisting that the targets is no longer needed, as all firearms are being marked. The target was reinstated upon the insistence of the Committee.
- 4) The Committee should ask why no new firearms were ordered during the reporting period?
- 5) Is there alignment between stock and distribution of bullet-resistant vests, firearms and personnel numbers per province?
- 6) Why is ratio of personnel: vehicles higher in the Free State (over 4 persons to each vehicle) and what steps have been taken to address this?

#### 3.1.5.4 Information systems and information communication technology (IS/ICT)



The 2013/14 Annual Report lists 10 IS/ICT projects, of which most form part of the Integrated Justice System (IJS) and Criminal Justice System (CJS) revamp. The SAPS is mandated to use external statutory bodies as service providers, such as the State Information Technology Agency (SITA) and the Department of Public Works (DPW). The SAPS Annual Report shows that out of 10 IS/ICT projects, targets were only achieved on 3 projects and there was no achievement on 7 (70%) targets. Targets in the following projects were not achieved:

- *Action Request for Services*: the Department planned to provide an integrated action request for service solution at fourteen 1011 centres. However, ten 1011 centres were implemented (about 71%). According to the Annual Report, the contract term lapsed in June 2013 before the site preparations were ready for implementation
- *Mobile Search Capability*: the Department planned to provide 3 200 new field terminal devices to create enquiry capabilities. The actual achievement as of March 2014 was 0%. According to the report, this was due to the fact that bid documents received from bidders were incomplete in terms of legal compliance requirements. The bid had to be republished
- *ID Service (IJS)*: the Department planned to deploy the fingerprint enrolment system (FES) at 20 police stations. At the end of March 2014, there was 0% achievement. The reason provided for this is that, the end-user specifications were concluded in the last quarter of the financial year, with planned implementation in the new financial year.
- *Property control and exhibit management (PCEM)*: the Department planned to implement the firearm functionality of the PCEM solution at 142 police stations. The target was not achieved. The development of the firearm functionality on PCEM was finalised and followed by pilot testing at the Lyttelton police station in the last quarter prior to the planned national rollout. Management decided to cancel Schedule D of the contract and ordered that the items contained in it be put through a competitive bidding process. This resulted in delays. Schedule D allowed for the contractor to supply unrelated items to the main contract which should have gone out on tender or for quotes.
- *SAPS network modernisation programme*: the Department planned to upgrade network capacity at 525 sites nationally. The target was not achieved. The explanation provided was that there were challenges with the delivery arrangements such as the procurement threshold of the contract.
- *Modernisation and expansion of hardware and software*: the Department planned to replace 50% of redundant software and expand current hard/software at crime intelligence, detective services, support services, ports of entry, CRCs and forensic sciences laboratories, police stations and 10111 centres. The target was not achieved. The reason for this is that, capability was deferred in the physical installation and implementation. Commissioning process will continue in the next financial year.
- *Closed circuit television (CCTV)*: The Department wanted to implement this at 24 priority sites, including the forensic sciences laboratories (FSS). The CCTV access control contract at FSS environment was awarded in the last quarter of the financial year.

Projects where targets for 2013/14 were achieved included:

Project	AREA	Achievement
Automatic Fingerprint	Establish a more cost-effective	100%



Identification System (AFIS)	solution for the capturing and storing of fingerprints on AFIS. (CJS)	
e-Learning	Provide a learning content management system (LCMS) capability to enable online distance training/learning (Academies) to promote knowledge and talent management (SAPS)	100%
Case docket management System (CDMS)	The management and administration of criminal cases, inquests and enquiries throughout the life cycle of a case (IJS)	140%

#### Comments and questions

- 1) SAPSs underperformance on projects has continued unabated. The Committee has raised concerns in the past procurement processes and management of projects like PCEM. The Committee should seek clarity on the SAPS about the turnaround strategy on project implementation.
- 2) The Committee should demand delivery deadlines for all the ongoing major projects.
- 3) The Department should provide details on the projects completed during the 2013/14 FY. The Department should state which parts of the projects are completed, as it is impossible that the CDMS and AFIS projects are completed.

#### 4. ANALYSIS OF PROGRAMME PERFORMANCE

The programme structure of the Department is largely in line with the mandate set by the Constitution of South African and aligned with the Strategic Objective of Government in general.

The programme structure with measurable objectives for 2013/14 was as follows:



Key Departmental Programme and Sub-programmes	Measurable objectives
<b>Programme 1: Administration</b> Ministry Management Corporate Services Property Management/Office Accommodation	Regulate the overall management of the Department and provide centralised support services.
<b>Programme 2: Visible Policing</b> Crime Prevention Border Security Specialised Interventions (Air Wing, Special Task Force)	Discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crimes.
<b>Programme 3: Detective Services</b> Crime Investigation Specialised Interventions Criminal Record Centre Forensic Science laboratory	Contribute to the successful prosecution of crime, by investigating, gathering and analysing evidence, thereby increasing the detection rate of priority crimes.
<b>Programme 4: Crime Intelligence</b> Crime Intelligence Operations Intelligence and Information Management	To gather, correlate, coordinate and analyse intelligence and institute counter-intelligence measures. To also supply crime intelligence relating to national strategic intelligence to the National Intelligence Coordinating Committee (NICOC)
<b>Programme 5: Protection and Security Services</b> VIP Protection Static and Mobile Security Government Security Regulator	Minimise security violations by protecting foreign and local prominent people and securing strategic interests.

Source: Annual Report, 2013/14.

#### 4.1.1 Programme 1: Administration

##### Performance in summary

Total targets set: 14  
 Targets achieved: 10  
 Success rate: 71.42%  
 Targets not achieved: 4

**10/14**  
**71.42%**

The Administration Programme successfully achieved 71.42% of its predetermined targets (10 out of 14). The table below indicates the performance of the Department of Police in predetermined targets set for the Programme, with a particular focus on the four targets that were not achieved.



Performance Indicator	Planned Target 2013/14	Actual 2013/14	Comment
Percentage of official SAPS firearms dot peen marked	100% firearms dot peen marked	Some 8 901 standardised firearms were marked on a quotation basis during 2013/14, accumulating to 254 302 (97.98%) from a total of 259 539 due to be marked in the financial year	<b>Target not achieved due to - 2.02% deviation (5 237)</b>
Percentage of the total devolved facilities projects budget spent by end of the financial year	<b>100%</b>	27% ( R49 853 211 of R185 796 000)	<b>Target not achieved</b>
Percentage of project milestones delivered according to the funded IJS Plan	95%	53%	<b>Target not Achieved</b>
Percentage of project milestones delivered according to the funded CJS Plan	95%	37%	<b>Target not achieved</b>

Source: 2013/14 SAPS Annual Report

#### Programme Expenditure 2013/14

Programme	Final Appropriation (R'000)	Actual Expenditure (R'000)	% Spent
Administration	17 266 297	17 266 269	100%

Source: SAPS 2013/14 Annual Report

#### Departmental concerns

The Department included areas of underperformance at the end of each Programme section in the Annual Report and also the strategies that have been/will be implemented to address the underperformance. The following areas of underperformance relating to Programme 1: Administration was identified:

- Percentage of budgeted planned police facility projects completed as per infrastructure and capital assets plan (capital works, leases and maintenance)



- Percentage of official SAPS firearms dot peen marked
- Percentage of project milestones delivered according to the funded CJS plan
- Percentage of project milestones delivered according to the funded IJS plan

The following strategies have been/will be implemented to address the underperformance:

- *Percentage of budgeted planned police facility projects completed as per infrastructure and capital assets plan (capital works, leases and maintenance).* During the awarding of tenders, functionality will be tested when contractors are appointed, thus ensuring that skilled contractors are appointed. Reference checks will be conducted to ensure that appointed services providers have a suitable track record of completed projects. In addition, changing approved priorities will be done in consultation with the National Management Forum and done only in extraordinary circumstances
- *Percentage of official SAPS firearms dot peen marked.* A function was created on the provisioning administration system (PAS) to enable armourers to manually update the FPS with all dot peen marked firearms
- *Percentage of project milestones delivered according to the CJS plan.* The applicable procurement vehicles are underway to address under performance
- *Percentage of project milestones delivered according to the funded IJS plan.* The project life cycle monitoring process has been established with milestones to be delivered for each quarter defined

## Comments and questions

### General observation

- It is worrying that the Department spent all (100%) of its allocated budget on this programme and yet it only achieved 71.42 per cent in its predetermined targets- a decrease when compared to 2012/13 FY. The Department should explain the relationship between this expenditure and under-achievement.

-There is a problem with the manner in which the SAPS reported under the Administration Programme. The 2013/14 APP reflects 14 predetermined performance indicators but, the 2013/14 Annual Report on the other hand reported on 17 predetermined performance indicators.

-The new indicators captured in the Annual Report are not reflected in the APP. For instance, in the Annual Report, the SAPS included percentage of recommendations of the Independent Police and Investigative Directorate (IPID) implemented, number of service delivery inspections conducted at station and cluster level and percentage of official SAPS firearms dot peen marked and these were not included in the APP. More so, one performance indicator as shown in the APP was broken into two in the Annual Report

### Human resource development and Training



The **Management Performance Assessment Tool (MPAT)** score for human resource development planning was number 2 (orange), which is not an impressive indicator (it is very close to non-compliance at number 1). The Department should explain what the problem is and what steps have been taken to address this problem.

#### **Firearms dot peen marked**

The Department should elaborate why a target on firearms dot peen marking was not achieved. This target was previously removed, as the SAPS stated that all firearms were being marked. The target was reinstated on the insistence of the Committee. It is clear from the non-performance of this target that this remains a challenge for the SAPS.

The Department should explain when the non-functional firearm permit system (FPS) is going to be fixed.

#### **Capital work projects (police facilities)**

It is deeply concerning that this target was not met in the 2013/14 FY as it was the case in the previous financial years. Equally concerning is the fact that the deviance (-18.9%) from the planned target is significantly high. The slow rate of completion of police facilities (capital works projects) coupled with extended time-frames and inflated project costs have been a contentious issue for the last couple of years.

Especially the rural areas of South Africa do not have adequate availability of, and access to SAPS service points. And as stated by this Committee previously: where you live should not determine the quality of service you receive. The slow rate of completion on capital works projects is a failure in service delivery and should be addressed as a matter of urgency.

The Department should explain (in detail) the link between (under) spending and service delivery in terms of the building of facilities in 2013/14. What has been done to rectify this problem in 2013/14? Is the Department on track with its 2014/15 targets for buildings?

What is the status, to date, of the capital works projects that were not completed during the reporting period?

Moreover, the manner in which the actual achievements on these building projects is reported is misleading and the Department should, in future, report on the actual achievement in the phase of the projects, i.e. whether the achievement was made in the planning or construction phase

#### **Capacity projects**

The exclusion of details on capacity projects are a cause of great concern. The poor performance on the delivery of basic services to service points and police facilities in 2011/12 was one of the most significant failures of the Department and even though it was not reported for 2012/13 and the current reporting period, reports from the Committee oversight visits show that this is a continuing trend. The Department should provide details on the number of police facilities equipped with basic services in the 2013/14 FY.



### Information Technology

The detail contained in the Report is welcomed. However, is worrying that targets on key projects like PCEM were not achieved. The SAPS Annual Report shows that out of 10 IS/ICT projects, targets were only achieved on 3 and targets were not achieved on 7 (70%) targets. The Department should explain this under performance.

The Department should be requested to highlight expenditure on each IJS/CJS project for 2013/14 (in comparison to allocated ring-fenced amounts). Explain problems with each of the IJS/CJS projects and how they are being and will be addressed.

Where and what are the key stumbling blocks in the IS/ICT environment (i.e. internal capacity, problem with SITA, inter-sectoral collaboration etc.)? Funding, does not seem to be the problem, but delivery seems increasingly slow. The Department should explain this?

### 4.1.2 Programme 2: Visible Policing

#### Performance in summary

Total targets set: 20

Targets achieved: 15

Success rate: 75%

Targets not achieved: 5

**15/20**  
**75%**

The Visible Policing successfully achieved 75% of its predetermined targets (15 out of 20). The Programme successfully achieved 75% of its predetermined targets (15 out of a total of 20). Most notably, the targets to reduce serious crime, contact crime and trio-crimes were not achieved. It also failed to reach the 100% (only reach 95%) target for the number of police stations where sector policing has been implemented according to minimum criteria. What is also important to note is that, under the performance indicator on police reaction to Alpha, Bravo and Charlie, only targets on the first two (Alpha and Bravo) were met but not on Charlie. But the Department considered the performance target as being achieved-it needs to explain this. The Auditor-General (AGSA) also made serious material findings regarding the lack of reliability of information on targets in the Visible Policing Programme, which casts doubt on the reliability of the achievements reported for the Programme in the 2013/14 FY. The table below only reflects the five targets that were not achieved.

Performance Indicator	Target 2013/14	Actual 2013/14	Comment
Number of serious crimes.	Reduced by 2% to 1 789 037 (3 536,5 per 100 000 of the population)	Overall serious crime decreased from 1 833 775 reported crime to 1 826 967. This is a decrease of 0.5% (not of 2%)	<b>Target not achieved</b>
Number of contact	Reduced by 4-7%	Overall contact crime increased from 617 239	<b>Target not achieved</b>



Performance Indicator	Target 2013/14	Actual 2013/14	Comment
crimes.	(Between 574 605 and 539 253)	reported crime to 620 366 in 2013/14 compared to the same period in 2012/13. This is an increase of 0.5%	
Reduce the number of trio crimes by 4-7%	Reduced the number of trio crimes by 4-7% (Between 38 884 and 36 492)	Overall trio-crimes increased from 44 317 to 44 120. This is an increase of 10.8%.	<b>Target not achieved</b>
Number of escape incidents from police custody	Not exceeding 0.050%	1 017 persons escaped from police custody in 2013/14. This escape number represents 0.057%	<b>Target not achieved</b>
Percentage of police stations where sector policing has been implemented according to the minimum criteria	100%	95% or 1078 from a total of 1137 police stations implemented sector policing according to the minimum criteria	<b>Target not achieved</b>

Source: 2013/14 SAPS Annual Report

**AGSA: Material findings made in VISPOL**

The National Treasury *Framework for managing programme performance information (FMPPI)* requires that institutions should have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets.

The following significant targets with respect to Programme 2 – Visible Policing were not reliable when compared to the source information or evidence provided and/or adequate and reliable corroborating evidence could not be provided:

- 38% of the reaction time in respect of Alpha, Bravo and Charlie complaints captured on the case administration system (CAS) could not be verified with the individual pocket books of members of the police force. Station commanders did not review the members’ pocket books to ensure compliance with internal controls and to verify that information on CAS is accurately captured
- In 20% of the illicit drug success cases and 37% of the confiscated liquor cases reported, the actual achievement reported could not be verified against adequate supporting documentation. This was as a result of no reconciliation being done between the information recorded on the Operational & Management System (OPAM), the exhibit store register (SAP 13) as well as the CAS system.
- 54% of the firearms applications could not be confirmed as the application forms were not available for audit and as a result the actual reported number of licenses processed in the



annual performance report could not be verified. This was due to inadequate record keeping of the applications.

### Expenditure in the 2013/14 FY

Programme	Final Appropriation (R'000)	Actual Expenditure (R'000)	% Spent
Visible Policing	32 062 097	32 062 097	100%

Source: SAPS 2013/14 Annual Report

### Departmental concerns

The following areas of underperformance relating to Programme 2: Visible Policing was identified:

- Reduction of serious, contact and trio crimes;
- Escapes from police custody; and
- Percentage of police stations where sector policing has been implemented according to minimum criteria.

### Comments and questions

-Visible policing is arguable the most important programme of the Department receiving the bulk of the allocated budget of the Department. It is in Visible policing that service delivery is most direct with the community. It is because of this that this programme needs to perform best.

-What is worrying in this problem is the lack of consistency on reporting on predetermined targets. For instance, the 2013/14 APP under the Visible Policing Programme reflects 17 predetermined performance indicators but, the 2013/14 Annual Report on the other hand reports on 20 predetermined performance indicators. The new indicators captured in the Annual Report are not reflected in the APP. For instance, in the Annual Report, the SAPS included a target on reducing the number of serious crimes in the rural environment (stations) and number of national crime awareness campaigns conducted and these were not included in the APP.

### Auditor General (AGSA)

The Office of the Auditor-General also made significant findings in the Programme in terms of the reliability of information relating to the reporting indicators as reported on via the Case Management Administration System (CAS) revealing inadequate audit trail to verify the completeness, for the third consecutive year. The Department should explain how they will improve the reliability of information.

In terms of leadership, the AGSA found that Commanders at station level responsible for Visible Policing did not exercise oversight responsibility over reporting on predetermined objectives to ensure that entries occurred, were authorised and were captured (i.e. that reported information was complete).

### Drugs

The performance indicator for the Increase in the number of recoveries as a result of policing by focusing on illicit drugs by 3 per cent was achieved, however the AG found that the target were



not complete when compared to source information. This was due to a lack of non-compliance by station commanders in order to ensure that drugs are accurately recorded on Operational Planning and Monitoring System (OPAM).

Also, the Department should explain the 'overall achievement' on this target. The specified amount of drugs to be confiscated within each separate category of drugs was not achieved in some targets and estimated values reported in the Annual Report. The Department should explain this situation and provide actual verified data on the confiscation of drugs during the 2013/14 FY.

### **Escapes from police custody**

The 2013/14 target was set to reduce the escapes by 0.050%, but was not achieved. Escapes increased from 716 escapes in 2012/13 to 1 017 escapes in 2013/14, which is very high. The Department should be requested to explain its turn-around strategy to curb this trend.

Most escapes were from Community Service Centres and police station holding cells. What steps have been taken to ensure that the target for 2014/15 in terms of reduction of escapes will be achieved?

The Report notes that the detention management system will address this concern once implemented. But as is clear in the discussion on IS/ICT projects at the slow rate of implementation it will be many years before this system is fully implemented. In the interim, the Report states that specialists will visit stations where more than one incident or person escaped. Surely all stations at, least where escapes occurred should be visited and in addition, some proactive interventions in this regard done- i.e. before an escape occurs, to prevent escapes rather than react after the fact?

### **Sector policing**

According to the Annual Report 1 078 police stations (out of 1 137) have implemented sector policing. The Report highlights minimum standards for implementation of sector policing in all areas including a minimum of two sectors; a permanent sector commander; compilation of a sector profile; deployment of members and resources in accordance with crime patterns/threat analysis in sectors; and a sector forum. Is the SAPS satisfied that this 'watered down' approach to sector policing is reaping benefits in terms of crime combating and prevention?

### **Firearm licenses**

The finding made by the AGSA that 54% of the firearms applications could not be confirmed as the application forms were not available for the audit and the actual reported number of licenses processed in the Annual Report could not be verified. This was due to incomplete record keeping of the applications. This should be interrogated by the Committee as the misadministration and lack of internal control in the firearm control environment of the SAPS is unacceptable and a serious risk to the safety of citizens.



### Public Order Policing

The Committee should question the Department on its capacity to stabilise medium to high incidents in terms of public order policing and whether the Department has learned any lessons from the Tatane and Marikana incidents.

The Department should also explain the measures taken to prevent these incidents for reoccurring in future.

### 4.1.3 Programme 3: Detective Services

#### Performance in summary

Total targets set: 23

Targets achieved: 16

Success rate: 69.56%

Targets not achieved: 7

**16/23**  
**69.56%**

The Detective Services Programme successfully achieved 69.56% of its predetermined targets (16 out of 23). Of great concern is the poor performance and failure to meet the target to increase the detection rates for crimes against women (18 years and older) as well as that for children (18 years and younger). The Department should explain the measures taken to improve performance of these two critical areas in the future. The target for the processing of case exhibits by the Forensic Science Laboratories was not successfully achieved and is particularly worrying in light of the approval of the Criminal Law (Forensic Procedures) Amendment Bill, 2013 by Parliament in the current FY (2013/14). The table below only reflects the seven targets that were not achieved.

Performance Indicator	Target 2013/14	Actual 2013/14	Comment
Detection rate for serious crime	increase by 1.5% to 48.5% (1 082 861)	46.56% (1 180 838 from a total of 2 536 196)	<b>Target not achieved</b>
Detection rate for contact crimes	Detection rate increased by 1.5% to 61.22% (412 720 from an estimated total of 674 158)	56.47% (426 171 from a total of 754 655)	<b>Target not achieved</b>
Detection rate for trio crimes	Detection rate increase by 6% to 26.66 % (12 371)	17.39%	<b>Target not achieved</b>
Detection rate for crimes against women (18 years and above).	Maintain at 75%	74.73%.	<b>Target not achieved</b>
Detection rate for crimes against children (under 18 years).	Detection rate maintained at 72%	69.31%	<b>Target not achieved</b>
Conviction rate for	Increase by 9.5% to 80.04%	75.31%	<b>Target not achieved</b>



Performance Indicator	Target 2013/14	Actual 2013/14	Comment
crimes against children (under 18 years).			
Percentage of case exhibits (entries) processed within 28 working days	93% of case exhibits (entries) processed by FSL within 28 working days	68%	<b>Target not achieved</b>

Source: 2013/14 SAPS Annual Report

#### Programme expenditure 2013/14

Programme	Final Appropriation (R'000)	Actual Expenditure (R'000)	% Spent
Detective Services	14 704 048	14 704 048	100%

Source: SAPS 2013/14 Annual Report

#### Departmental concerns of underperformance

The following areas of underperformance relating to Programme 3: Detective Services were identified:

- Detection rate for serious crimes;
- Conviction rate for serious crimes;
- Detection rate for crimes against women (18 years and above) in respect of murder, attempted murder, all sexual offences, common assault and assault GBH; and
- Detection rate for crimes against children (under 18 years) in respect of murder, attempted murder, all sexual offences, common assault and assault GBH.

#### Comments and questions

##### Crimes against women and children

Detection rate and Conviction rate for serious crimes were not achieved. Likewise, detection rate for both categories of Crimes against women (18 years and above) and Crimes against children (under the age of 18) were not achieved. The Department should provide an explanation for the non-performance on this target.

##### Forensic science laboratories

What are the reasons for the non-achievement of the target for the Forensic Science Laboratories? A huge amount of funds have been injected into the FSL over the past few years and yet the performance seems in fact to be decreasing. Explain the impact that this will have on implementation of the Criminal Law (Forensic Procedures) Amendment Act.

#### 4.1.4 Programme 4: Crime Intelligence



### Performance in summary

Total targets set: 3  
 Targets achieved: 3  
 Success rate: 100%  
 Targets not achieved: 0

**3/3**  
**100%**

The Crime Intelligence Programme successfully achieved 100% of its predetermined targets (3 from a total of 3). However, the lack of measurable targets in this environment has been a concern of the Committee in the last couple of years. The Programme also exceeded two targets, which although commendable, should be questioned. More so, it should be noted that 5 out of 8 predetermined performance indicators in this Programme are deemed classified and therefore performance information on them is not made publicly available. The table below reflects the predetermined targets that were achieved.

Performance Indicator	Target 2012/13	Actual 2012/13	Comment
Number of network operations resulting from intelligence files	29 552	34 534	Target achieved
Number of crime intelligence products relating to: priority crime	258 606	Operational Analysis reports: 309 165	Target achieved
Quarterly intelligence reports	4 intelligence reports	Four intelligence reports	Target achieved

Source: 2013/14 SAPS Annual Report

### Programme expenditure 2013/14

Programme	Final Appropriation (R'000)	Actual Expenditure (R'000)	% Spent
Crime Intelligence	2 740 027	2 740 027	100%

Source: SAPS 2013/14 Annual Report

### Comments and questions

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

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



The over-achievements recorded in the planned targets for the number of network operations (34 534 achieved against a target of 29 552) and operational analysis reports (309 165 achieved against a target of 258 606) should be questioned by the Committee. The vast over-achievement, while commendable, could point towards poor planning.

The Department should also explain how the vacancy rate of 2.2% will be addressed and filled during the 2014/15 FY.

#### 4.1.5 Programme 5: Protection and Security Services

##### Performance in summary

Total targets set: 4  
 Targets achieved: 3  
 Success rate: 75%  
 Targets not achieved: 1

**3/4**  
**75%**

The Protection and Security Services Programme achieved 3 from a total of 4 predetermined targets for 2013/14 and that represents a success rate of 75%. As reflected in the table below, under the performance indicator, percentage of security provided in relation to security breaches, the Department was supposed to provide 100% protection provided without security breaches. But six security breaches occurred during the 2013/14 FY and this means the target was not achieved.

Performance Indicator	Target 2013/14	Actual 2013/14	Comments
<b>Sub-programme: Static and Mobile Security</b>			
Percentage of security provided in relation to security breaches	100% protection provided without security	99.994% (97 090 protection operations with six security breaches)	<b>Target not achieved</b>

Source: 2013/14 SAPS Annual Report

##### Programme expenditure 2013/14

Programme	Adjusted Estimates (R'000)	Actual Expenditure (R'000)	% Spent
Protection and Security Services	2 018 957	2 018 957	100%

Source: SAPS 2013/14 Annual Report

##### Departmental concerns of underperformance

The following area of underperformance relating to Programme 5: Protection and Security Services was identified:

- Percentage of security provided in relation to security breaches (Static Security).



### **Comments and questions**

The Committee should request an explanation for the removal of the indicator *Percentage of advisory reports compiled in relation to requests received*.

The Committee should request additional information on the six security breaches that occurred during the 2013/14 FY. This is a reduction from the eight breaches in 2011/12.

## **5. AUDITOR GENERAL**

### **5.1. Internal Audit**

The report notes that the Audit Committee believes that internal accounting controls need to be strengthened to ensure that financial records are reliable.

### **Comments and questions**

The MPAT score for internal audit arrangements was at an impressive level at number 4 (green) and the Department should be commended for this. Notwithstanding that, a lot still needs to be done in addressing non-compliance to legal requirements.

### **5.2. Report of the Auditor General**

The Department of Police received an unqualified audit report for the fifth year running (2009/10-2013/14), with some material findings. However, the audit outcomes produced by the Office of the Auditor-General indicates that the Department is stagnating in their performance with no significant movement and that there is a lack of urgency in progressing. The AG made findings in terms of the reliability of information, strategic planning and performance management.

In terms of the financial statements, the following was noted:

#### ***Significant Uncertainty***

With reference to 19 to the financial statements the Department is disclosing a contingent liability for the lease contract of the Pretoria building (R611 million). The Department of Public Works applied for a declaratory order in the Sanlam Middestad lease agreement for the court to make a ruling on the legality or otherwise of the lease agreement and papers were filed.

#### ***Reliability of Reported Performance Information***

The National Treasury *Framework for managing programme performance information (FMPPI)* requires that institutions should have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. As alluded to above, significant targets with respect to Programmes 2 (Visible Policing) and 3 (Detective Services) were not reliable when



compared to the source information or evidence provided and/or adequate and reliable corroborating evidence could not be provided. The AG report states the following:

- 38% of the reaction time in respect of Alpha, Bravo and Charlie complaints captured on the case administration system (CAS) could not be verified with the individual pocket books of members of the police force. Station commanders did not review the members' pocket books to ensure compliance with internal controls and to verify that information on CAS is accurately captured
- In 20% of the illicit drug success cases and 37% of the confiscated liquor cases reported, the actual achievement reported could not be verified against adequate supporting documentation. This was as a result of no reconciliation being done between the information recorded on the Operational & Management System (OPAM), the exhibit store register (SAP 13) as well as the CAS system.
- 54% of the firearms applications could not be confirmed as the application forms were not available for audit and as a result the actual reported number of licenses processed in the annual performance report could not be verified. This was due to inadequate record keeping of the applications.

Other findings related to the legal and regulatory requirements included:

### ***Strategic Planning and Performance Management***

With reference to the 3 material findings on Programme 2, the Department did not maintain an effective, efficient and transparent system and internal controls regarding performance management, which described and represented how the institution's processes of performance planning, monitoring, measurement, review and reporting would be conducted, organised and managed, as required in terms of the PFMA.

This is in contrast to the assessment of the **Management Performance Assessment Tool (MPAT)** developed by the Department of Performance Monitoring and Evaluation. The MPAT is designed to build internal monitoring and self-evaluation capacity in national and provincial government departments. Overall, the Department of Police scored itself 3 (fully compliant) but the score moved down by 2 or 3 levels. The Department also scored itself 4 (fully compliant and doing things smart) in the category of *Strategic Plans* and *APPs*, which is above the national average. But as the AG report shows, this is not the case (the Department is not compliant and not doing things smartly as far as APPs are concerned).



The Department only scored an average of being fully compliant within the *Strategic Management* focus area and also scored above the national average in this area. However, the Department did not achieve the level of ‘working smartly’ in any of the focus areas of the MPAT.

**Internal Control: Leadership**

In terms of leadership, the AG made the following findings in relation to stations audited in Programme 2:

- Commanders at station level responsible for visible policing did not perform their specific responsibilities relating to conducting, and/or monitoring internal controls (including consequence management) and approved process flows for predetermined objectives at all times.

**Disciplinary Matters**

- One thousand, one hundred and seventy two (1 172) members representing 0,01% of the total establishment (194 852) were charged for inter alia corruption, defeating the ends of justice, fraud, aiding an escapee, bribery and extortion in terms of the Department’s disciplinary regulations, in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).

**Comments and questions**

The Committee should seek clarity on the status of the Sanlam Middestad Building and when the matter will be finalised.

The Committee should request the Department to indicate how internal control mechanisms will be improved to ensure that Commanders are held accountable.

The Department should provide additional details on the disciplinary actions listed above.

**6. FINANCIAL STATEMENTS**

**6.1 Departmental expenditure: 2013/14 FY**

Expenditure	2012/13 (R'000)	2013/14 (R'000)	Increase/Decrease (%)
Compensation of Employees	46 824 559	51 284 717	9.5%
Operational costs	16 332 034	17 506 681	7.2%
<b>Total expenditure</b>	<b>63 156 593</b>	<b>68 791 398</b>	<b>8.9%</b>

Source: SAPS 2013/14 Annual Report

The surplus on the Vote for the 2013/14 FY amounts to R380, 603 million. This is a relative decline when compared to the R572, 418 million surplus recorded during the 2012/13 FY.



### **6.1.1 Overall Expenditure/Programmes**

The Department's main appropriation at the beginning of the 2013/14 FY was R67.917 billion, which was increased by R874.308 million after the adjustments period and gave the Department an adjusted appropriation of R68.7 billion in the 2013/14 FY. The overall Departmental expenditure at the end of the 2013/14 FY (100 per cent), is an improvement to the under-expenditure recorded in the previous FY (99.6 per cent).

At the end of the reporting period, all the Programmes performed well within the Treasury benchmarks- they spent all their final appropriations and recorded 100% expenditure at the end of the fourth quarter. For instance, the Administration Programme spent R17.2 billion of the final appropriation allocated to the Programme for the 2013/14 FY and recorded an overall expenditure of 100% at the end of the fourth quarter. The Visible Policing Programme spent R32 billion of its final appropriation for the 2013/14 FY and recorded an overall expenditure of 100% at the end of the fourth quarter. Detective Services Programme spent R14, 7 billion of the adjusted appropriation allocated to the Programme for the 2013/14 FY and recorded an overall expenditure of 100% at the end of the fourth quarter. Likewise, Programme 4 (Crime Intelligence) and Programme 5 (Protection and Security Services), by the end of the fourth quarter they spent 100% of their final appropriations (R2.7 billion and R2.01 billion respectively). As a result, the Department managed to spend all its final appropriation of R68.7 billion by the end of the fourth Quarter.

### **6.1.2 Economic Classification**

#### ***Compensation of employees***

Expenditure on this item improved from the previous FY. The Department spent 100% of its approved final appropriation at the end of the 2013/14 FY. A total amount of R51 284 717 billion was spent on Compensation of Employees during the 2013/14 FY. In particular, out of the 100% spent, 64.1% was spent on salaries; 1.0% on overtime; 3.5 on home owners' allowance and 11.9% on medical assistance.

#### ***Goods and Services***

The Department spent 100% of its final appropriation (R13.5 billion) on Goods and Services. This final allocation and expenditure was much higher when compared to the 2012/13 FY.



### ***Provinces and municipalities***

A final appropriation on *Transfers to Provinces and Municipalities* during the 2013/14 FY was R34. 5 million. About 100% of the final appropriation was spent by the end of the fourth quarter.

### ***Buildings and other fixed structures***

A final appropriation on *Buildings and other fixed structures* during the 2013/14 FY was R868 million. About 100% of the final appropriation was spent by the end of the fourth quarter.

### ***Machinery and equipment***

A final appropriation on *Machinery and equipment* during the 2013/14 FY was R2.2 million. About 100% of the final appropriation was spent by the end of the fourth quarter.

### ***Biological Assets***

An appropriation of R238 thousand was allocated to this item for the 2013/14 FY and the Department spent 100% of the allocated budget on *Biological Assets*. In the first three quarters no spending occurred on this item and suddenly the Department spent 91.5% against a target of 100% of the total allocation in the fourth quarter.

### ***Virement/ Roll-overs***

According to the 2013/14 Annual Report, no amounts will be requested for roll-overs to the 2014/15 FY since the full amount allocated for the 2013/14 FY was expended.

### **Expenditure trends (in-year) during 2013/14 FY**

It is important to note that, the Department's overall expenditure at the end of the fourth quarter as captured in the 2013/14 Annual Report is not really reflective of the in-yearly expenditure trends. If the quarterly expenditure reports from the National Treasury are anything to go by, it would be very unlikely for the Department to achieve 100% overall Departmental expenditure and 100% on all programmes.

For example, if one looks at the Treasury's Quarterly Expenditure Status Reports, during the fourth quarter of the 2013/14 FY the following under/over expenditures were reported:

- Administration Programme spent 98.4% of its budget



- On Building and other fixed structures 83.7% was spent at the end of the fourth quarter
- On Machinery and equipment 112.3% was spent at the end of the fourth quarter
- On Transfers and subsidies, 135.5% was spent at the end of the fourth quarter

To this end, this might mean that, many funds were moved around towards the end of the year in order to arrive at 100% expenditure. Whether or not this is tantamount to fiscal dumping is debatable.

In addition, expenditure trends on Current Payments will show that lower than planned spending occurred on Current Payments at the end of the fourth quarter of the 2013/14 FY. Unlike Transfers and Subsidies and Payments for Capital Assets that overspent their budgets by 35.5% and 2.6%, respectively- on the contrary, Current Payments were a marginal 0.4% below the budget allocation. This under-expenditure was largely due to the money that was moved from Goods and services. However, notwithstanding the 0.4% under-expenditure as reflected in the Treasury Fourth Quarter Report, the Department's Annual Report indicates that there was 100% expenditure on Current Payments.

The Department also reported that 100% expenditure was recorded on Goods and service. But, if one follows expenditure trends in this economic classification throughout the 2013/14 FY, one would notice that the considerable under-expenditure recorded at the end of the 2013/14 FY as reported in the Treasury Quarterly Status Report was evident from the first quarter expenditure. At the end of the first quarter expenditure on Goods and services was R2.7 billion (or 19.5 per cent) of the R13.9 billion appropriated for this item for the year as a whole, which meant that the Department was behind the approved budget by R288 million (or 2.1 per cent). This trend persisted throughout the financial year with 69% (against a target of 69.6) at the end of the third quarter. A total amount of R1 000 was moved from Programme 2 under Goods and services (due to reallocation of funds from travel and subsistence) to Non-Profit Institutions in the same programme, for transfer to the South African Police Service Education Trust. A question that might arise then is; how did the Department achieved 100% expenditure (as reported in the Annual Report) even though there was evident under expenditure throughout the first three quarters of the 2013/14 FY.

Likewise, according to the Treasury Quarterly Status Report, higher than expected expenditure occurred on Transfers and subsidies at the end of the fourth quarter of the 2013/14 FY (it overspent by 35% per cent), which was evident from the first quarter. At the end of the first quarter a marginal higher than expected spending occurred (35.5 per cent), which showed an accelerated increased in the second quarter (R86.4 million or 15.6 per cent more than Planned expenditure) and significantly increased in the third quarter (spent R140.2 million or 25.3 per cent more than what the department had projected). But, notwithstanding this trend of over expenditure, the Department's Annual Report shows that 100% expenditure was achieved at the end of the fourth quarter of 2013/14 FY.



Under-expenditure was anticipated on Buildings and other fixed structures during the first two quarters of the 2013/14 FY. Significantly low spending was recorded at the end of the first quarter with only 10.7 per cent spent of the approved drawings. This slow spending persisted in the second quarter with only 25.6% expenditure against a target of 53.3% at the end thereof. As a result of this slow spending throughout the year, 83.7% was spent against a target of 100%. But according to the Department's 2013/14 Annual Report, 100% expenditure was achieved.

Equally so, an appropriation of R238 thousand was allocated to Biological Assets for the 2013/14 FY and the Department spent 100% of the allocated budget on *Biological Assets*. In the first three quarters no spending occurred on this item and suddenly the Department spent 91.5% against a target of 100% of the total allocation in the fourth quarter.

### Comments and questions

The Committee should really request the Department to explain what happened in the last quarter of the 2013/14 FY, which resulted to the 100% overall expenditure even though the National Treasury Quarterly Status Report for the fourth quarter and the expenditure trends paints a different picture? Does this mean that funds were shifted around to create a good impression? Did fiscal dumping occur?

The Committee should also find out why there was no spending on Biological Assets in the first three quarters of the 2013/14 FY

## 6.2 Departmental revenue

The total Departmental revenue received in 2013/14 (R 386, 341 million) was more than the R342, 023 million received in the 2012/13 FY. Of note is the increase in the *Sales of capital assets*, which increased from R150, 335 million in 2012/13 to R165,800 million in the 2013/14 FY. The revenue received from *Transactions in financial assets and liabilities* increased from R165, 448 million in 2012/13 to R165, 452 million in 2013/14.

### Comments and questions

The Committee should also request the Department to explain the R165, 452 million revenue received from *Transactions in financial assets and liabilities*.



### 6.3 Donor funds/Aid assistance

A total amount of R 5,828 million was received in the form of donor funds/aid assistance, which is substantially less than the R9, 686 million received in 2012/13. Total expenditure of aid/donor funds also increased from R5, 891 in 2012/13 to R6, 647 million in 2013/14. A total of R229 was surrendered to the RDP, which is less than the R1, 810 million surrendered in the 2012/13 FY.

#### **Foreign funding**

The financial statements illustrate that a significantly lower amount (R4, 292 million) was spent on Current expenditure from foreign aid assistance in the 2013/14 FY compared to the R5, 496 million was spent in the 2012/13 FY.

#### **Local funds**

In terms of local funds, the Department had an opening balance of R819 thousand and received R5.828 million from the Criminal Assets Recovery Account (CARA)<sup>3</sup> funds in 2013/14, of which R5.7 million was spent on the Capital account and R904 thousand for current payment.

#### **Comments and questions**

The Department should be requested to explain the decrease in foreign assistance/aid received in 2012/13.

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

The Department should elaborate on the projects on which foreign funds are spent?

The Committee should request the Department to explain the reason for the R1, 810 million surrendered to the RDP fund.

What were CARA funds spend on?

### 6.4 Contingent liabilities

The total recorded by the Department for Contingent Liabilities increased from R19,158,364 in 2012/13 FY to R21,192,094 in 2013/14 FY. The **Sanlam Middestad Building** remains as a Contingent liability of R611,692 million similar to the 2012/13. In terms of Claims against the Department, the liability increased from R18, 447,358 billion in 2012/13 to R20, 544,283 billion in

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



2013/14. Of these the largest amounts were paid to claims for Police action, Shooting incidents and vehicles. It is noted that the amount paid out is far less than the value of original claims.

#### **Comments and questions**

The Department must explain the increase in its Contingent liability for 2013/14.

The Department should be requested to provide the current status of affairs regarding the Sanlam Middestad Building still recorded as a Contingent liability for the Department?

The Department should explain both the increases in Original claim amounts against the Department as well as the Amount paid out to claimants against the Department, as it increased in the 2013/14 FY compared to the 2012/13 FY.

The Department should explain the criteria on which (civil) claims are chosen for litigation. Does the Department take on/defend all cases against the Department? Are there some cases taken on, that has no, or little change for success? And does this unnecessarily escalate the legal fees paid by the Department?

### **6.5 Irregular expenditure**

The past financial year recorded a slight decrease in irregular expenditure. In the 2013/14 FY, the Department had irregular expenditure of R339 thousand compared to R984 thousand in 2012/13. A total of R 2, 827 million is still awaiting condonation and is under investigation.

According to the Report the main areas where irregular expenditure was incurred in 2013/14 was for:

- Labour hiring- 1 case (R158 thousand)
- Training- 4 cases (R394 thousand)
- Repairs- 6 cases (R67 thousand)
- Cleaning services- 4 cases (R420 thousand)
- Towing costs- 4 cases (R9 thousand)
- Renovation (Buildings)- 3 cases (R268 thousand)
- Leases – 2 cases- (R4 thousand)

#### **Question and comments**

It is commendable that the Department managed to decrease irregular expenditure. However, irregular expenditure on the labour hiring, training, cleaning services and renovation of buildings is still unacceptably high and are a cause for concern.

### **6.6 Fruitless and wasteful expenditure**

The Department recorded a significant increase in the category of *Fruitless and wasteful expenditure* in 2013/14, which should be a cause of concern. The amount increased from R18 thousand in 2012/13 to R117 thousand in 2013/14. The *Fruitless and wasteful expenditure* in 2013/14, is mainly populated by erroneous payments.



### Comments and questions

The Department should provide more detail on the nature of the 'erroneous payments' stated above.

### 6.7 Expenditure - Looking forward (1<sup>st</sup> quarter of the 2014/15 FY)

The Table below shows that the total expenditure at the end of June 2014 was R16.5 billion (or 22.8 per cent) of the R72.5 billion appropriation for the year as a whole. This is marginally below the approved benchmark of 25 per cent set by National Treasury. The percentage spending shows a similar trend when compared to the same period during 2013/14 financial year where 23.8 per cent of the budget was spent.

Spending for the first quarter of the financial year is almost at par with the projected spending for the period for all the programmes of the SAPS. The overall variance is 0.8 per cent of the projected expenditure. Slightly lower than planned expenditure occurred on the Administration Programme (20.6 per cent against a target of 22.2 per cent); the Detective Service Programme (22.7 per cent against a target of 24.0 per cent); Visible Policing Programme (23.6 per cent against a target of 26.8 per cent) and the Crime Intelligence Programme (24.1 per cent against a target of 24.8 per cent). Marginally higher than planned expenditure occurred on the Protection and Security Services Programme (25.2 per cent against a target of 25.0 per cent). Overall spending on payments for capital assets remains significantly low at 8.4 per cent at the end of the first quarter against a target of 20.9 per cent. At the same time, overall spending on transfers and subsidies remained marginally low at 23.0 per cent against a target of 25.4 per cent.

In terms of economic classification, expenditure on compensation of employees was higher than planned with a variance of R365.7 million or 0.7 per cent. In contrast, spending on goods and services was R508.9 million lower than planned while payments for capital assets were R357.1 million below the approved projections.



**Table 1: Overall departmental spending**

SAPS	Main Appropriation 2014/15	Actual Spent Q1	% Spent Q1	% Projected Q1	% Variance Q1
<b>R'000</b>					
<b>Programmes</b>					
Administration	15 304 042	3 155 752	20.6%	22.2%	1.6%
Visible Policing	37 008 813	8 731 297	23.6%	23.8%	0.2%
Detective Services	15 242 695	3 458 208	22.7%	24.0%	1.3%
Crime Intelligence	2 880 793	695 637	24.1%	24.8%	0.7%
Protection and Security Services	2 070 900	522 582	25.2%	25.0%	(0.2%)
<b>Total</b>	<b>72 507 243</b>	<b>16 563 476</b>	<b>22.8%</b>	<b>23.6%</b>	<b>0.8%</b>
<b>Economic classification</b>					
<b>Current payments</b>	<b>68 924 443</b>	<b>16 154 713</b>	<b>23.4%</b>	<b>23.7%</b>	<b>0.3%</b>
Compensation of employees	54 210 025	13 647 192	25.2%	24.5%	(0.7%)
Goods and services	14 714 418	2 507 521	17.0%	20.5%	3.5%
<b>Transfers and subsidies</b>	<b>737 145</b>	<b>169 553</b>	<b>23.0%</b>	<b>25.4%</b>	<b>2.4%</b>
Provinces and municipalities	33 397	7 770	23.3%	22.6%	(0.7%)
Departmental agencies and accounts	133 818	8 519	6.4%	22.9%	16.5%
Households	568 930	153 264	26.9%	26.2%	(0.7%)
<b>Payments for capital assets</b>	<b>2 845 655</b>	<b>237 671</b>	<b>8.4%</b>	<b>20.9%</b>	<b>12.5%</b>
Buildings and other fixed structures	1 099 897	60 937	5.5%	20.5%	15.0%
Machinery and equipment	1 745 488	176 734	10.1%	21.1%	11.0%
Biological assets	270				
<b>Payments for financial assets</b>		<b>1 539</b>			
<b>Total</b>	<b>72 507 243</b>	<b>16 563 476</b>	<b>22.8%</b>	<b>23.6%</b>	<b>0.8%</b>

Source: June 2014 IYM

## 7. HUMAN RESOURCES

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

It should be noted that in terms of the MPAT, *Human Resource Management*: The Department scored an average of **3**, which shows that although the Department is compliant with legal/regulatory requirements- it is not fully compliant and is not doing things smartly.

Areas of concern were:

- Human Resource Development planning (scored 2-orange on the 2013 MPAT)
- Management of disciplinary cases.

### 7.1 Expenditure on compensation



The table below shows the personnel costs of the Department of Police for the 2013/14 financial year.

**Personnel costs by programme, 1 April 2013 to 31 March 2014**

Programme	Total Expenditure (R'000)	Compensation of Employees (R'000)	Training Expenditure (R'000)	Compensation of Employees as percentage of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
Administration	17 266 269	8 744 750	1 668 476	12,7	241	36 304
Visible Policing	32 062 097	27 299 233	-	39,7	263	103 746
Detective Services	14 704 048	11 043 781	-	16.1	278	39 748
Crime Intelligence	2 740 027	2 457 302	-	3,6	282	8 723
PSS	2 018 957	1 739 651	-	2,5	275	6 331
<b>Total</b>	<b>68,791,398</b>	<b>51 284 717</b>	<b>1 668 476</b>	<b>74,6</b>	<b>263</b>	<b>194 852</b>

Source: SAPS 2013/14 Annual Report

From the table above it is clear that Programme 2: Visible Policing forms the largest component of the Department, employing 103 746 personnel at a cost of R 27. 2 billion for the 2013/14 FY. It is interesting to note that the personnel establishment decreased in VISPOL while the expenditure increased (from 74.1% in 2012/13 to 74.6% in 2013/14). A total amount of R5, 036 billion was adjusted from the Compensation of employees during the 2013/14 FY.

During the adjustments period, the allocation towards Compensation of employees decreased from R51, 289,781 billion (Main Appropriation) to R51, 284,745 billion (Adjusted Appropriation).

## 7.2 Employment and vacancies

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

**Personnel vacancies, 01 April 2013 to 31 March 2014**

Programme	Year-end establishment	Number of Employees	Vacancy Rate (%) at the end of 2013/14	Number of staff additional to the establishment
Administration	35537	36304	-2.2%	0
Visible Policing	106046	103746	2.2%	0
Detective Service	40836	39748	2.7%	0
Crime Intelligence	8922	8723	2.2%	0
PSS	6501	6331	2.6%	0
<b>Total</b>	<b>197842</b>	<b>194852</b>	<b>1.5%</b>	<b>0</b>

Source: SAPS 2013/14 Annual Report



### Comments and questions

The Department must explain why the Administration Programme employs more personnel than the year-end establishment?

The Department must provide details on how the vacancy rate of 2.7 per cent in Programme 3 will be addressed and reduced.

### 7.3 Section 35 Terminations

One Major General was given a Section 35 Termination in the 2012/13 FY. The amount paid by SAPS to the employee amounted to R 1 425 059.56. The payment was in respect of leave gratuity, pro-rata service bonus, severance package and notice period. The additional liability towards the Government Pension Administration Agency (GPAA) as on 30 June 2013 amounted to R 2 028 384.59. During the 2013/14 FY there were no section 35 terminations.

### 7.4 Regulation 45 Appointments

During the 2012/13 FY, a total of eleven (11) Regulation 45 Appointments were made by the National Commissioner. According to the SAPS Employment Regulation of 2008, the National Commissioner may deviate from an advertisement and also from the selection process and may promote an employee in terms of Regulation 45 (8) and (9) if he/she is satisfied that the employee qualifies in all respects for the post. During the 2013/14 FY, there was 1 Regulation 45 appointment/promotion at a cost of R14 187,19 and at a rank of a sergeant.

### Disciplinary hearings

During the 2013/14 FY, the Department concluded a total of 5 578 disciplinary hearings. This is a slight decrease compared to the 5 786 actions taken during the 2012/13 FY. The following actions were taken:

Disciplinary Action	Total
Corrective counselling	178
Demotion	0
Dismissal	537
Final written warning	524
Fine	995
Suspended dismissal	60
Case withdrawn	664
Not guilty	827
Suspended without payment	1467
Verbal warning	88
Written warning	72



Suspended sanction	641
<b>Total</b>	<b>6053</b>

Source: SAPS 2013/14 Annual Report,

### Comments and questions

The MPAT scores for Management of disciplinary cases was a very low 2 (orange) illustrating non-compliance.

Outline steps that have been taken and will be taken to account for all members with criminal records or facing criminal investigations, as well as validate academic qualifications. When will the Integrity Manager and unit be established?

## 7.8 SAPS Foreign Deployments and Training Activities

Over the 2012/13 FY, the SAPS has been performing specialised policing services in Africa, the African Union (AU) and the SADC region. The deployment of SAPS to foreign countries is in terms of Outcome 11 of the South African Government Delivery programmes to enhance the Africa Agenda and Sustainable Development. As such, the SAPS has supported the advancement of South Africa's position in deliberations about security and stability in the region, which includes the deployment of police members to Peace Missions.

In line with the above, 57 members were deployed on the peace mission in Sudan and Darfur under the United Nations Security Council Resolution (1769).

Additionally, the SAPS has trained 336 members in peacekeeping operations (these members are on standby for deployment). The SAPS further coordinated the training of members for middle and senior management courses through the South African Peace Mission Training Centre (PMTTC), the Regional Peacekeeping Training Centre in Harare Zimbabwe and a Train-the-Trainer course of the UN Formed Police in Gaborone, Botswana.

Likewise, during the 2013/14 FY, the Department also participated in a number of international training programmes (such as drug law enforcement, counter-terrorism, border security and broader criminal justice system training) in different countries (United States of America, France, Belgium and China). In particular:

- USA= 98 SAPS members attended 9 training programmes or courses in the U.S
- France= 222 SAPS members attended 10 training programmes, 1 conference and 1 visit to the French Air-wing
- Belgium= 82 SAPS members attended 5 different training programmes on port security and management
- China= 4 SAPS members attended 2 different seminars in China on counter-terrorism and maritime law and 1 SAPS member attended a development course in Taiwan



In addition to the above, at a regional level, SAPS members also involved in facilitation of and participation in a number of training programmes organized by the Southern Africa Regional Police Chiefs Cooperation Organization (SARPCCO). These programmes took place in Botswana, Swaziland, Namibia, Rwanda and Tanzania

As part of its African Development Assistance, the SAPS members were deployed to Sudan where they provided training on a number of issues (such as explosive detection dog handler course, executive development programme and others.

### **Comments and Questions**

-The Committee should ask the Department to provide a breakdown of costs for SAPS members deployed in peacekeeping missions in the continent

-The Department should explain why the funding from Norway for training support in Sudan was not fully spent and why the funds for training support from Enhlangano Project France were surrendered

## **8. CONCLUSION**

Despite some achievements, there remain some major challenges to be remedied. As pointed out in the report of the Auditor-General, the Department is stagnating and not showing any commitment to improve and progress on its service delivery outputs. One of the biggest concerns regarding the stagnation of any Department is the fact that it can easily regress in its performance.

The biggest challenge in the Department of Police remains a challenge on setting reliable and measurable performance indicators and targets, which affects a clear and flawless assessment and/or evaluation of the department's outcomes and impact. If the Department stands any chance of improving on its service delivery mandate in the current financial year, it should improve on how it sets its predetermined performance indicators and targets. As pointed out in the AG's report, it is the necessity for the Department to improve on its strategic planning and performance management to ensure effective and efficient internal controls regarding performance management.

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