

# BACK TO BASICS

TOWARDS A SAFER TOMORROW



BRIEFING TO THE PORTFOLIO COMMITTEE ON POLICE  
MANAGEMENT INTERVENTION DIVISION: RESEARCH  
SAPS RESEARCH AGENDA 2016-2020

**2 November 2016**

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Section

1

**PURPOSE FOR SAPS DIVISION: RESEARCH**

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# PURPOSE FOR SAPS DIVISION: RESEARCH

The purpose for SAPS Division: Research includes:

- Ensuring institutionalisation and maintenance of research in the SAPS.
  
- Commission of high quality, independent, and relevant evidence-based research.
  
- Directing and integrating research by, for and about the SAPS.
  
- Influencing the South African policing agenda towards a common vision.

# PURPOSE FOR SAPS DIVISION: RESEARCH (CONT)



- ❑ Supporting knowledge-exchange between researchers and practitioners.
- ❑ Improving the research evidence base for policing policy and practice.
- ❑ Expanding the research capacity in the SAPS with other research fraternities.
- ❑ Serving as a pinnacle for promoting the development of national, regional and international links with policing, research fraternities, and policing policy development communities.

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Section

2

**PURPOSE FOR SAPS RESEARCH AGENDA  
2016-2020**

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# PURPOSE FOR SAPS RESEARCH AGENDA 2016-2020



- ❑ One of the key priorities for SAPS in the Annual Performance Plan 2016-2017 is the development of a Research Agenda.
- ❑ It assists to identify those areas that require new scientific knowledge in the medium and longer term.
- ❑ It assists to create new knowledge and methods that will support the departmental programmes, operational strategic priorities and organisational support priorities
- ❑ It outlines an agenda to guide the SAPS research function through the next five years.
- ❑ It helps research institutions, individuals and independent researchers to understand how they can contribute towards the enhanced Policing Body of Knowledge (PolBok) and discover their role in the bigger research picture in policing in the South African context.

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Section

3

# RESEARCH METHODOLOGY

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# PROCESS OF DEVELOPMENT OF SAPS RESEARCH AGENDA 2016-2020



## Data collection methods

- Qualitative Research Strategy
- Open-ended-questionnaire
- Focus group discussions in the SAPS
- Documents, reports & minutes review
- Strategic government documents

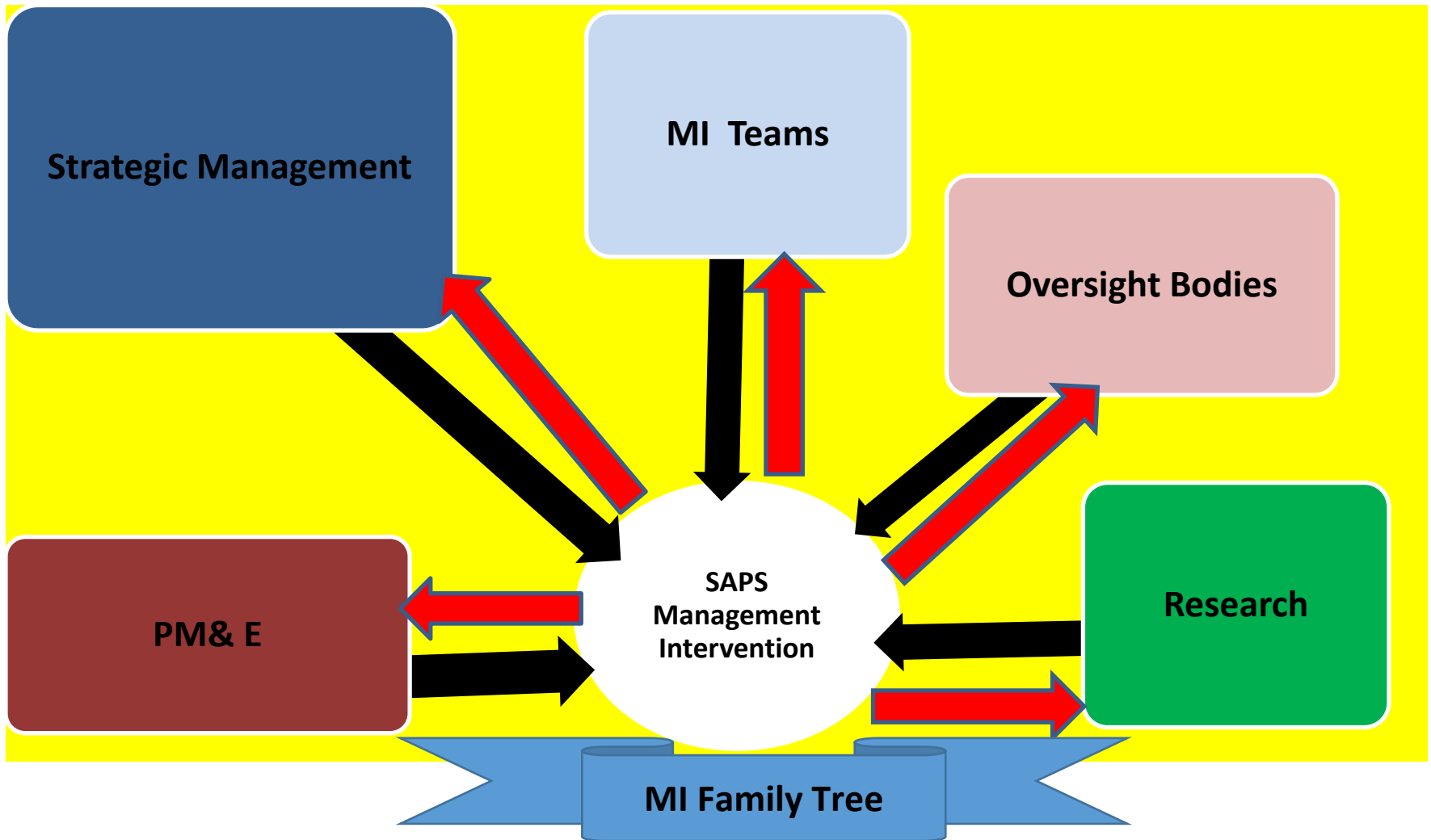
## Data Analysis

- Grouping of data
- Identification & analysis of research pillars
- Identification & analysis of themes
- Identification & analysis of Research Priority Areas
- Identification of critical issues to be covered by research

SAPS Research Agenda  
2016-2020

Adoption of SAPS Research Agenda  
2016-2020 by National Management  
Forum (NMF) on 7 July 2016

# SAPS MANAGEMENT INTERVENTION FRAMEWORK



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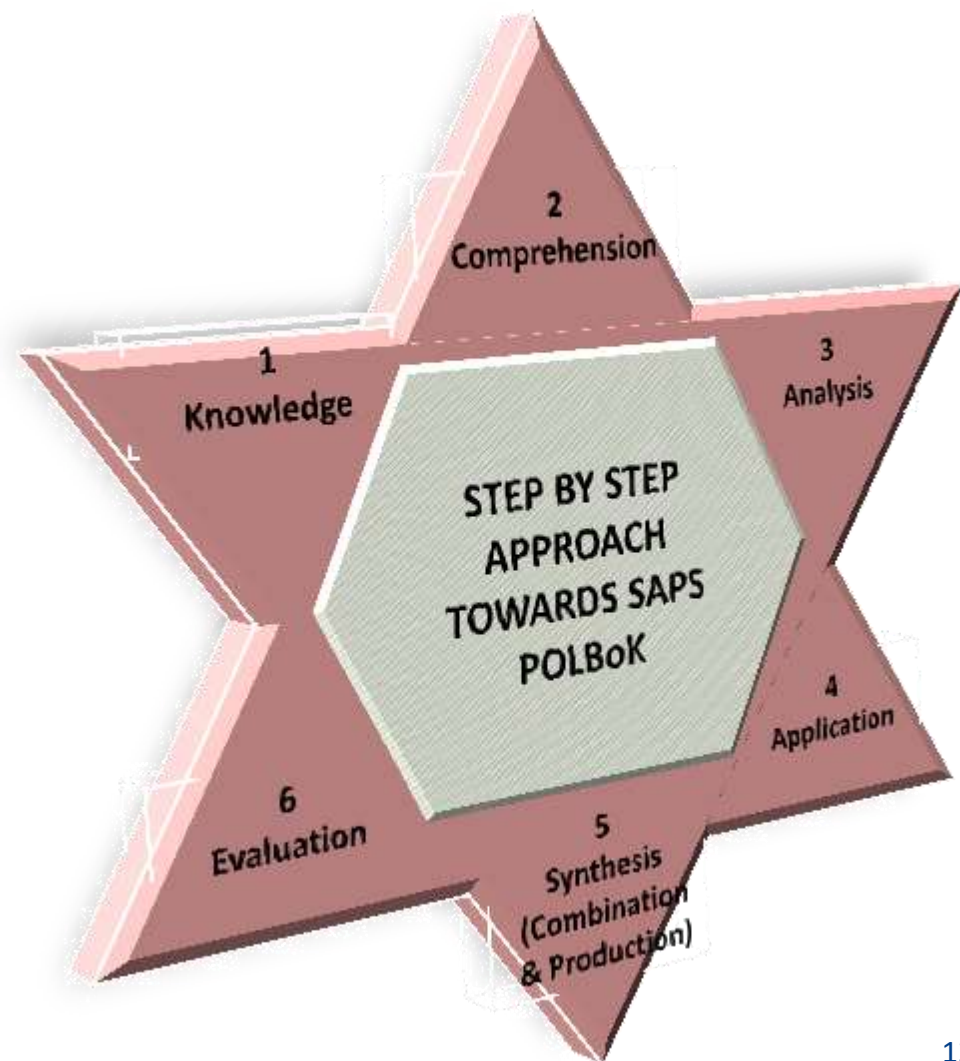
Section

4

**SAPS RESEARCH AND DEVELOPMENT  
MODEL**

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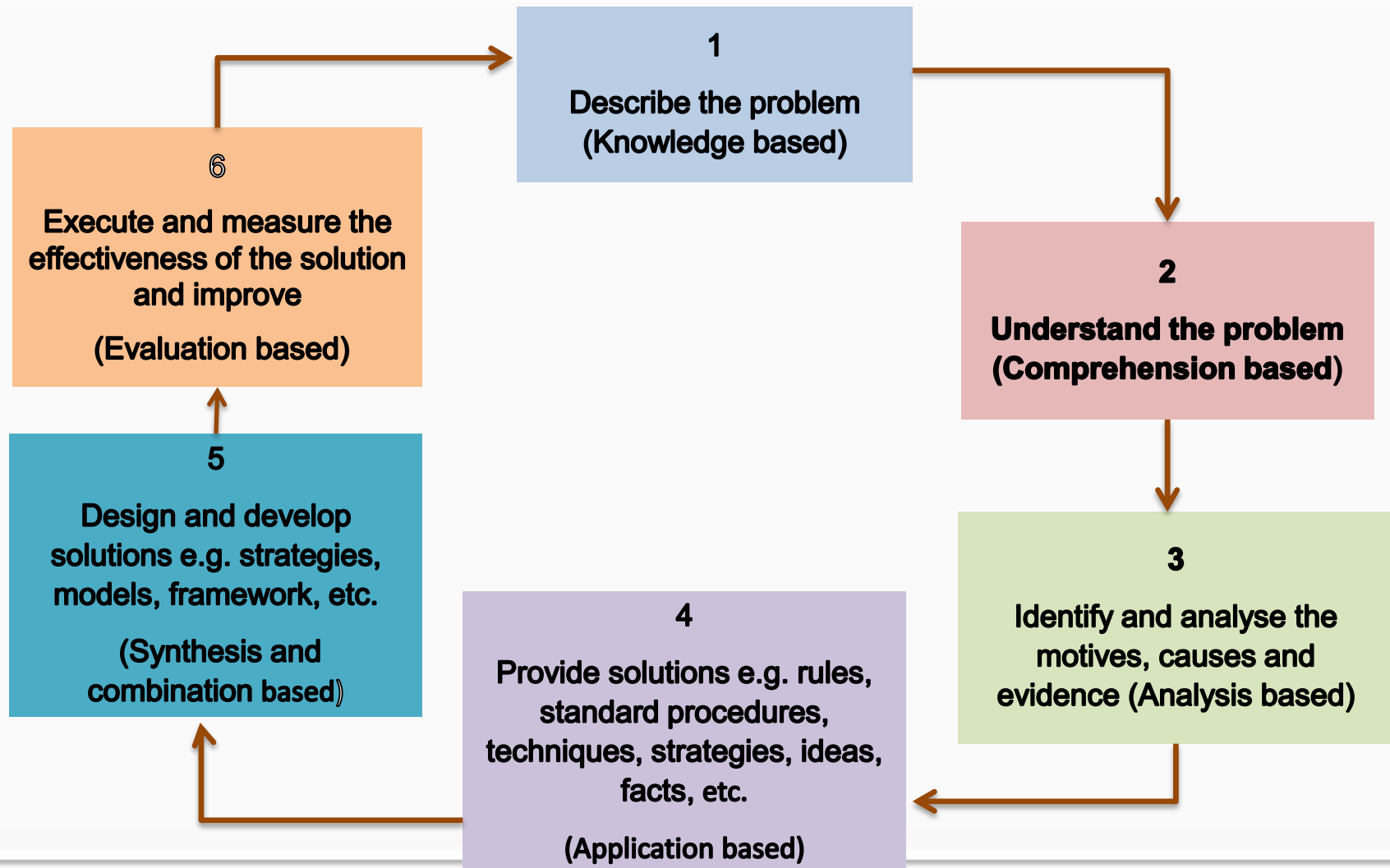
# BASIC STEP BY STEP APPROACH TOWARDS CONTRIBUTION TO SAPS POLBOK



## Approach to SAPS Policing Body of Knowledge

1. Provide knowledge-specifics, ways, means and problem.
2. Create understanding – interpretation, translation and extrapolation.
3. Analyse and identify - motives, causes, evidence, etc.
4. Provide solutions - facts, rules, standards, techniques, strategies approaches.
5. Design and develop solutions - products, strategies, approaches, criteria, master plans.
6. Assess the impact- judgements, critiques, recommendations and validation (M&E)

# THE SAPS RESEARCH AND DEVELOPMENT MODEL



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Section

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# RESEARCH PILLARS AND THEMES

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# PILLARS OF SAPS RESEARCH AGENDA 2016-2020



## SAPS RESEARCH AGENDA 2016-2020

1

ENABLING HUMAN  
RESOURCE FOR  
POLICING

2

ENABLING ASSETS FOR  
POLICING

3

BETTER SERVICE  
DELIVERY

4

BUILDING IDEAL  
POLICING SYSTEM

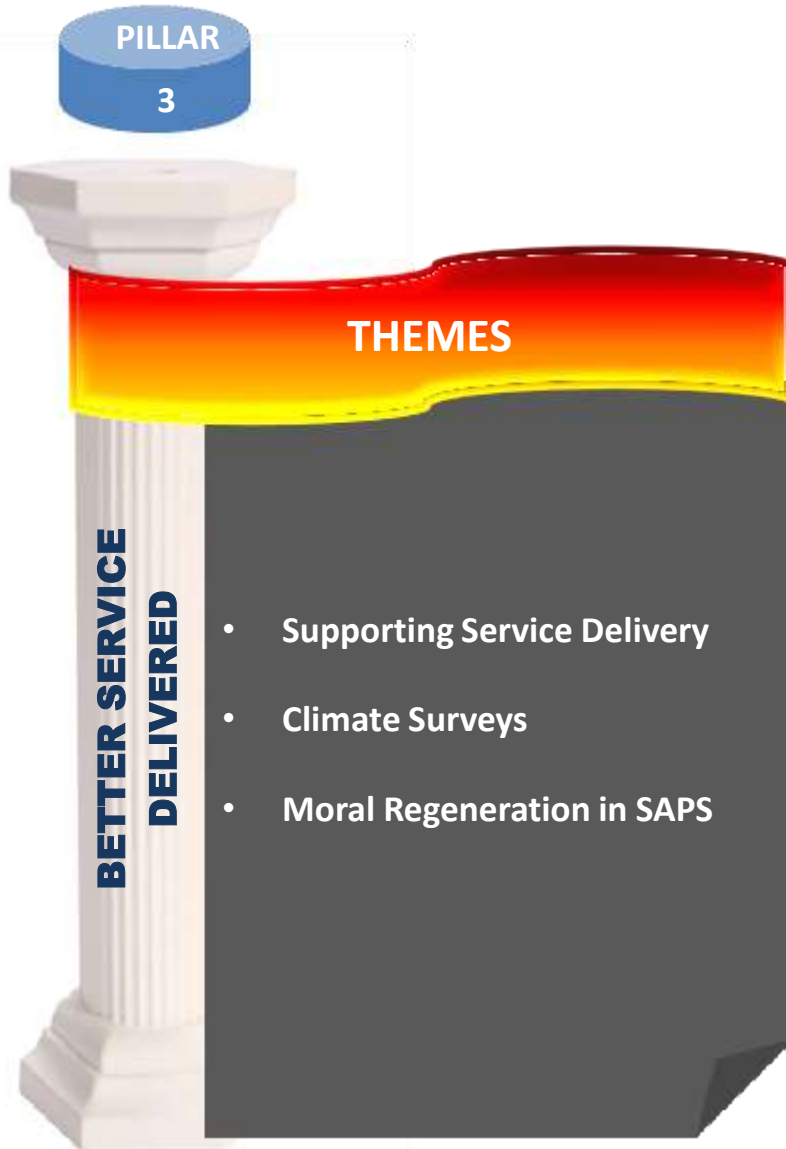
SAPS MOVES TOWARDS POLBoK

# PILLARS AND THEMES OF SAPS RESEARCH AGENDA 2016-2020





# PILLARS AND THEMES OF SAPS RESEARCH AGENDA 2016-2020 (CONT)



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Section

**6**

**THEMES AND RESEARCH  
PRIORITY AREAS**

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# RESEARCH PILLAR 1: ENABLING HUMAN RESOURCE FOR POLICING



## THEME 1: TOWARDS HUMAN RESOURCE SOLUTIONS

### Research Priority Areas for Theme 1

1. Analysis of causes of escalation in service termination **and** development of replacement strategy of the lost capacity.
2. Evaluation of effectiveness and efficiency in finalisation of the service termination within prescribed time **and** development of the approaches to address root causes of delays in service termination.
3. Advancement of retention of the SAPS employees **and** development of the strategies that will enhance sustainability and retention of 19 members.
4. Assessment of effective management of absenteeism and its influence towards service delivery **and** development of a remedial plan to address absenteeism in the organisation.
5. Evaluation of Employee Health and Wellness (EHW) services and its accessibility **and** development of the approaches to enhance the accessibility of EHW services by employees.

# RESEARCH PILLAR 1: ENABLING HUMAN RESOURCE FOR POLICING



## THEME 2: TOWARDS EFFECTIVE ALLOCATION AND UTILISATION OF RESOURCES

### Research Priority Areas for Theme 2

1. Evaluation of posts needed at Cluster Stations, Accounting Stations and Police Stations to meet business demands at the stations.
2. Analysis of challenges related to resource allocation **and** development of resource allocation model and strategies to support the policing model.

## THEME 3: ENHANCEMENT OF CULTURE OF LEARNING AND DEVELOPMENT

### Research Priority Areas for Theme 3

1. Impact of training and development to the enhancement and quality of service delivery.
2. Evaluation of ETD Practitioners and Trainers.
3. Validation **and** creation of database of Subject Matter Experts (SME's) in SAPS for policing knowledge management.

# RESEARCH PILLAR 1: ENABLING HUMAN RESOURCE FOR POLICING



## THEME 4: ADVOCATING TRANSFORMATION AGENDA

### Research Priority Areas for Theme 4

1. Assessment of milestone in transformation in the SAPS **and** the development of SAPS transformation master plan.
2. SAPS responding to National Development Plan (NDP) 2030.
3. SAPS responding to Skill Development Act, Sect 2.1 (Act No. 97 of 1998).

## THEME 5: BUILDING A CULTURE OF HIGH PERFORMANCE

### Research Priority Areas for Theme 5

1. Evaluation of the impact of implementation of the Performance Management System.
2. Analysis of the root causes for non-performance **and** development of a master plan to enhance performance and production.

# RESEARCH PILLAR 1: ENABLING HUMAN RESOURCE FOR POLICING



## THEME 5: BUILDING A CULTURE OF HIGH PERFORMANCE (cont)

### Research Priority Areas for Theme 5

3. Evaluation of correct utilisation of the SAPS crime computer statistics in monitoring and resolving crime.
4. Evaluation of the impact of a 12 hour shift system to quality of performance.
5. Assessment of institutionalisation of project management principles to enhance organisational performance and accountability **and** the development of a customised project management methodology for SAPS.
6. Evaluation of performance monitoring and evaluation system **and** the alignment with SAPS Management and Intervention as well as development of the SAPS performance, monitoring and evaluation framework.
7. Inculcating the culture of compliance in the South African Police Service.

# RESEARCH PILLAR 1: ENABLING HUMAN RESOURCE FOR POLICING



## THEME 6: ESTABLISHMENT OF MANAGEMENT AND LEADERSHIP MODEL FOR SAPS

### Research Priority Areas for Theme 6

1. Defining the calibre of management and leadership in the SAPS **and** the development of SAPS management and leadership principles and practice.
2. Analysis of the SAPS management and leadership concept **and** the development of the SAPS management and leadership ideal professional model.
3. Analysis of command and control concept **and** the development of the SAPS command and control concept and integrate it to the Policing Body of Knowledge (PolBok).
4. Evaluation of the impact of Management and Leadership Development Programmes to the performance and quality of service delivery of the middle and senior management.

# RESEARCH PILLAR 2: ENABLING ASSETS FOR POLICING



## THEME 1: ALLOCATION AND MANAGEMENT OF ASSETS

### Research Priority Areas for Theme 1

1. Assessment and evaluation of the current supply chain management practice and its impact on service delivery.
2. Evaluation of performance of SAPS garages **and** the development of a turnaround strategy for the SAPS garages.
3. Assessment of standards for markings and emergency lights **and** development of the accepted standards for markings and emergency blue lights and guidelines for implementation.
4. Evaluation of risks at the police stations and police buildings **and** the development of the approaches to mitigate risks.



# RESEARCH PILLAR 2: ENABLING ASSETS FOR POLICING



## THEME 1: ALLOCATION AND MANAGEMENT OF ASSETS

### Research Priority Areas for Theme 1 (cont)

5. Evaluation of SAPS Dress Code **and** the design of the task specific uniform appropriate to execute specific tasks in certain conditions.
6. Evaluation of the budget allocation and expenditure **and** the review of the current budget distribution model.
7. Analysis of the root causes of irregular expenditures **and** the development of a turnaround strategy to mitigate irregular expenditures.
8. Impact of moratorium on destruction of the SAPS records (Circular 2 of 1998) **and** the development of a strategy to address archiving storage space challenges.

# RESEARCH PILLAR 2: ENABLING ASSETS FOR POLICING



## THEME 2: TECHNOLOGY SOLUTIONS FOR HUMAN, ASSETS AND CRIME MANAGEMENT

### Research Priority Areas for Theme 2

1. Investigation that is aimed at discovering technological systems, devices and gadgets that will enhance policing and resolving of crime.
2. Assessment that is aimed at improving the existing technological systems, devices and gadgets to enhance the service delivery and resolving of crime.
3. Measurement of the impact and return-on-investment (ROI) of the SAPS technological systems, devices and gadgets.
4. Assessment of the ideal placement of Radio Communications and Emergency Warning Systems in the organisation.

# RESEARCH PILLAR 2: ENABLING ASSETS FOR POLICING



## THEME 2: TECHNOLOGY SOLUTIONS FOR HUMAN, ASSETS AND CRIME MANAGEMENT

### Research Priority Areas for Theme 2 (cont)

5. Utilisation of Short Messaging System (SMS) to provide feedback to victims of crime.
6. Enhancing systems security and safeguarding of information and document trails.
7. Improving data integrity **and** the development of the approaches, procedures and protocols to improve data integrity.
8. The correct placement of the GSM Contract (Cellular/Mobile devices and services) within the organisation **and** development of clear procedures for GSM products and services.

# RESEARCH PILLAR 3: TOWARDS BETTER SERVICE DELIVERY SYSTEM



## THEME 1: SUPPORTING SERVICE DELIVERY

### Research Priority Area for Theme 1

1. Evaluation of effectiveness of the Theoretical Human Resource Requirement (THRR) for determination of resource allocation in police stations **and** improvement thereof for better results that will advance service delivery.
2. Evaluation of the SAPS relationships and partnerships with other stakeholders **and** propose how the SAPS existing relationships and partnerships with other stakeholders can be best utilised.
3. Assessment of application of Enterprise Risk Management (ERM) to support policing objectives.

# RESEARCH PILLAR 3: TOWARDS BETTER SERVICE DELIVERY SYSTEM



## THEME 2: CLIMATE SURVEYS

### Research Priority Area for Theme 2

1. Evaluation of effective execution of Service Delivery Improvement Programme (SDIP) **and** development of monitoring and evaluation strategy of implementation of SDIP.
2. Measurement of customer satisfaction on the services of the SAPS **and** development of a model of building trust and acceptability by communities.
3. Evaluation of the SAPS members' morale and its impact on the quality of service delivery **and** adoption of the approaches to boost SAPS members' morale.

# RESEARCH PILLAR 3: TOWARDS BETTER SERVICE DELIVERY SYSTEM



## THEME 3: MORAL REGENERATION IN SAPS

### Research Priority Area For Theme 3

1. Redefining ethical SAPS sub-culture and rebuilding culture of integrity in SAPS **and** documentation of SAPS sub-culture.
2. Restoration of discipline in the SAPS **and** development of a strategy that will enhance discipline in SAPS.
3. Analysis of the root causes of civil claims and its impact **and** development of an integrated plan to reduce civil claims.
4. Eradicating corruption within the service **and** development of anti-corruption strategy and incorporate it into policing model to address corruption in law enforcement.

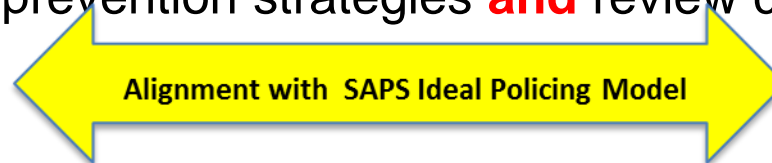


# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 1: TOWARDS IDEAL POLICING MODEL TO EFFECTIVELY DEAL WITH CRIME

### Research Priority Areas for Theme 1

1. Identification and analysis of gaps in the current policing system **and** development of the ideal and suitable policing model for SAPS.
2. Evaluation of crime prevention strategies **and** review current crime prevention strategies.
3. Evaluation of social crime prevention **and** development of the strategy for social crime prevention.
4. Evaluation of community policing **and** review of the community policing strategy.
5. Evaluation of sector policing **and** review of sector policing strategy.



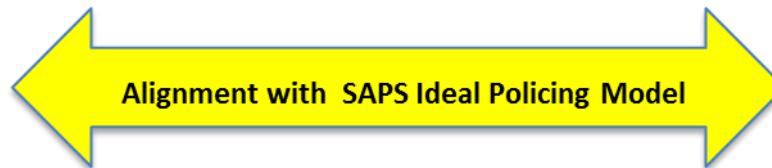


# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 1: TOWARDS IDEAL POLICING MODEL TO EFFECTIVELY DEAL WITH CRIME

### Research Priority Areas for Theme 1 (cont)

6. Analysis and understanding of rural safety concept.
7. Standardisation and validation of Operational Command Centre (OCC).



8. Exploration of policing concept for hostel dwellings, squatter camps, flats (e.g. Hillbrow flats and buildings).
9. Analysis and development of intelligence-led policing concept.



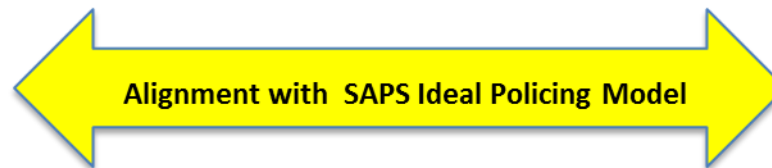


# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 2: SUPPORTING STRATEGIES FOR IDEAL POLICING MODEL

### Research Priority Areas for Theme 2

1. Assessment of strategies to sustain and enhance the use of animals for policing in the organisation **and** development of strategies for the effective utilisation of animals for policing.



2. Assessment of effectiveness of breeding management and comparison of most effective way between in-house breeding and buying of the policing animals **and** development of the master plan to build capacity.
3. Evaluation of the functioning of Flying Squad Units and 10111 Call Centres **and** development of Flying Squad Units and 10111 Call Centre Strategy.



# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 2: SUPPORTING STRATEGIES FOR IDEAL POLICING MODEL

### Research Priority Areas for Theme 2 (cont)

4. Assessment and review of current strategy of addressing illicit mining.
5. Assessment and review of current strategy of addressing rhino poaching.



6. Assessment and review of current strategy of addressing cyber-crime.
7. Assessment and review of current strategy of addressing gangsterism as a scourge.

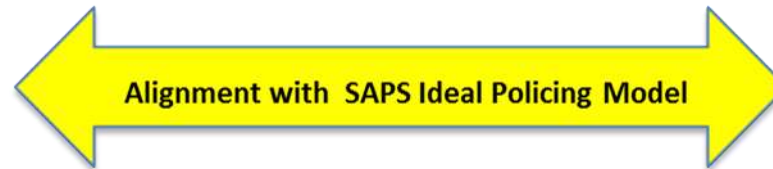


# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 2: SUPPORTING STRATEGIES FOR IDEAL POLICING MODEL

### Research Priority Areas for Theme 2 (cont)

8. Assessment and review of current strategies of addressing illegal drugs proliferation and substance abuse.
9. Evaluation of effective implementation of Domestic Violence Act **and** development of a master plan to address the gaps in the implementation of the Act.



10. Assessment of the current strategy of dealing with kidnapping for ransom incidents and cases **and** the development of an integrated approach to deal with different types of kidnapping for ransom incidents.

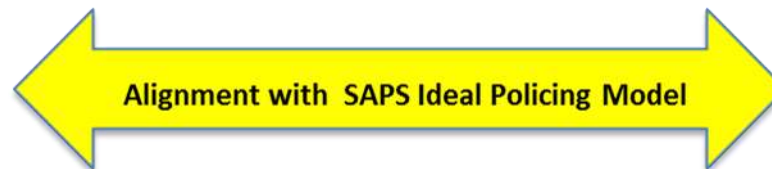


# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 3: IMPROVING POLICING PROTOCOLS AND STANDARDS

### Research Priority Areas for Theme 3

1. Evaluation of SAPS Search and Rescue Unit **and** establishment of procedures and protocols for identification and establishment of response teams in the SAPS.




2. Evaluation of the utilisation of SAPS resources to deal with motor vehicle accidents while other Law Enforcement Agencies can perform the same task.
3. Recording more than hundred years of policing, history of policing.

# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM (cont)



## THEME 4: ENHANCING OPERATIONAL RESPONSE SERVICE

### Research Priority Areas for Theme 4

1. Evaluation of the current model of the crowd management and its implementation **and** development of a resourcing strategy to build capacity for crowd management.
-   
Alignment with SAPS Ideal Policing Model
2. Building capacity for operational deployments through research and development.
  3. Building of the Sea Border Policing capacity **and** development of Sea Border Policing Strategy.



# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 5: ENHANCING PROTECTION SECURITY SERVICE

### Research Priority Areas for Theme 5

1. Benchmarking the services of VIP Protection **and** development of the retention strategy for VIP protectors to ensure effective and efficient safety of the Dignitaries.



**Intervention Areas 2-5**

2. Compliance of SAPS VIP Protection with relevant standards and regulatory frameworks.
3. Compliance of Technical Support capacity to Major and Special Events of Protection and Security Services (PSS) with relevant standards and regulatory frameworks.
4. Compliance with development, maintenance and effective implementation of Standards for K9 units.
5. Compliance with development, maintenance and effective implementation of Standard Operational Procedures in the National Control Centres and management of incidents.



# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 6: STRENGTHENING THE DETECTION

### Intervention Priority Area for Theme 6:

1. Identification and analysis of all SAPS Detective investigation related prescripts and assessment of compliance to docket administration prescripts.

Research Priority Areas

2-5

### Research Priority Areas for Theme 6

2. Effective docket administration and investigation of dockets.
3. Analysis of detectives' competency level and identification of skills gap and development of a development plan for the detectives.
4. Identification of ideal number of dockets on hand as well as working hours and operational deployment for detectives **and** development of docket allocation framework.
5. Analysis of norms and quality standards of priority crime and determination of time lines for investigation.



# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM

## THEME 7: ENHANCING DETECTION AND RESOLVING OF CRIME THROUGH SCIENTIFIC AND FORENSIC RESEARCH STUDIES

### Intervention Priority Area Theme 7

1. Assessment of compliance to Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) in relation to medical surveillance (i.e. pre-employment, pre-placement, periodic medical and exit medicals) within the Division: Forensic Services; including the impact on compliance or non-compliance.

Intervention Areas 2-11

### Research Priority Areas for Theme 7

2. Enhancing procedures and protocols for chemical profiling of drugs **and** extending databases to be used in criminal prosecution.
3. Enhancing procedures and protocols for chemical analysis of medicines **and** prevention approaches of the misuse and abuse of over-counter medicine.



# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM



## THEME 7: ENHANCING DETECTION AND RESOLVING OF CRIME THROUGH SCIENTIFIC AND FORENSIC RESEARCH STUDIES

### Research Priority Areas for Theme 7 (cont)

4. Enhancing chemical procedures for chemical analysis to identify counterfeit products e.g. medicine clothing, cigarettes, liquor, etc.
5. Impact of implementation of Quality Management System (QMS) by Forensic Services where SAPS processes are not aligned to the International Organisation for Standardisation (ISO) standards.
6. Exploration of change of ballistic marks during the firing of a firearm.
7. Forensic Entomology: Validation of accuracy of Post Mortem Interval (PMI) in cases where a body has been stored at a mortuary.
8. Forensic Entomology: Effects of scavenger activity on insect evidence on carcasses involved in illegal hunting cases.

# RESEARCH PILLAR 4: BUILDING IDEAL POLICING SYSTEM



## THEME 7: ENHANCING DETECTION AND RESOLVING OF CRIME THROUGH SCIENTIFIC AND FORENSIC RESEARCH STUDIES

### Research Priority Areas for Theme 7 (cont)

9. Forensic Entomology: Investigation of seasonal and environmental factors influencing the arrival times of hide beetles to carrion and their use to determine a Post Mortem Interval.
10. Determination of tissue thickness measurements and three dimensional soft tissue morphology by means of CBCT/CT scans.
11. Mitochondrial DNA typing: identification of unidentified bodies that may be severely decomposed.
12. Feasibility of establishment of SAPS Science Research Laboratory to conduct scientific research.

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Section

**7**

**CONCLUSION**

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**The SAPS submits the SAPS Research Agenda  
2016-2020.**

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