



23 April 2021

VOTE 28: POLICE

ANALYSIS OF THE 2021/22 ANNUAL PERFORMANCE PLAN (APP) AND BUDGET ALLOCATION OF THE SOUTH AFRICAN POLICE SERVICE (SAPS)

PURPOSE OF THE VOTE

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.

MANDATE

The South African Police Service (SAPS) derives its powers and functions from section 205 of the Constitution and from the South African Police Service Act (1995). This legislation regulates the police service in terms of its core functions, which are to prevent, investigate and combat crime; maintain public order; protect and secure the inhabitants of South Africa and their property; and uphold and enforce the law.

IMPACT STATEMENT FOR 2020-2025

A safe and secure environment that is conducive for social and economic stability, supporting a better life for all.

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1. INTRODUCTION

The 2021/22 Annual Performance Plan (APP) of the South African Police Service (SAPS) provides measurable performance indicators and targets against which its performance and service delivery outputs will be measured at the end of the financial year. These targets are budgeted through the Estimates of National Expenditure (ENE) (or Budget), and together these two documents provide a cohesive picture of the direction the Department is moving towards during 2021/22. In turn, these documents are informed by and based on the SAPS Strategic Plan 2020 - 2025, which identifies the medium-term strategic priorities of the Department. These Departmental priorities are aligned with the broad strategic goals and priorities of Government as stated in the Medium-Term Strategic Framework (MTSF) 2019-2024.

This paper is in preparation for the scheduled engagement of Portfolio Committee of Police on the 2021/22 budget and APP of the South African Police Service (SAPS) on 05 and 06 May 2021.

2. IMPACT OF COVID-19

On 15 March 2020, President Ramaphosa declared the COVID-19 pandemic a national disaster and on 23 March 2020, announced a national lockdown that started from midnight on 26 March 2020 and would run for 21 days ending on 16 April 2020. Since then, Government has implemented an Adjusted Risk Strategy and South Africa has been under various levels of restriction since the initial lockdown. The SAPS, together with the South African Defence Force (SANDF) and the Metro Police Services, were tasked to enforce these restrictions.¹ This has been accompanied by various challenges, especially police brutality.

During the 2020 Special Adjustment Budget, the Department received an addition R3.7 billion to fund their COVID-19 response. However, during the Second Adjusted Budget, the Department's allocation was reduced by R5.8 billion from a Main Appropriation of R101.7 billion to an Adjusted Appropriation of R99.5 billion. The reduction was mainly absorbed by a decrease in the *consumable supplies* (-R1.2 billion). The reduction was implemented to accommodate the South African Airways (SAA) business rescue plan. As such, the Department implemented internal controls to ensure the allocation of personal protective equipment across its main divisions, police stations and centres. According to National Treasury, the SAPS had spent R1.68 billion on COVID-19-related items at the end of December 2020. According to the SAPS, the Department had spent approximately R 4 billion, in its efforts to contain and manage COVID-19 internally, but also in terms of the operational requirements associated with enforcing the lockdown restrictions.

¹ On 25 March 2020, the President submitted a letter to Parliament noting the deployment of 2820 Members of the SANDF to assist the Police in maintaining law and order at a cost of R641.2 million. In addition, on 17 March 2020, the SANDF called up members of the Reserve Force to assist the regular force where required.



In terms of performance indicators, the incidence of contact crime decreased significantly during lockdown levels five to three and started to increase as the lockdown restrictions were eased. The restriction on movement affected the investigation of crimes and the detection of all categories of crime had a knock-on effect on other performance areas and is expected to continue into the 2021/22 financial year.

The COVID-19 lockdown had a significant impact on the targets for the *Modernisation of SAPS Network*. As part of the revision to the performance targets of the 2020/21 APP, the SAPS reduced the planned sites for implementation of the digital radio communication infrastructure. Similarly, the SAPS significantly reduced the identification of National Network Communication (WAN) sites modernised and implemented. These reductions in targets remains in the 2021/22 APP and will have a negative impact on the implementation of digital policing efforts.

Increases in domestic violence have also been reported worldwide.² In South Africa, with an already high incident rate of gender-based violence and femicide (GBVF), the Department has made efforts to increase the capacity of Family Violence, Child Protection and Sexual Offences (FCS) Units countrywide. According to the SAPS, they initiated a research project in 2020/21 to provide deeper insight into the increase in reported contact crimes against women and children.

Although the Department did not mention the impact of police brutality during the enforcement of lockdown restrictions in their 2021/22 APP, the Civilian Secretariat for Police Service, in their 2021/22 APP, highlighted the level of police brutality as a “cause for concern as it correlates to the ever increasing civil claims paid as a result of police officials to abide by legislative and policing prescripts.”³ The Secretariat further stated, “Crisis policing during the national lockdown has also created social discontent in communities that already distrust the very law enforcement system that is intended to protect them. The reported cases of police brutality during the lockdown threatens to reverse the gains made through transformation efforts and initiatives.” The building of an active citizenry with strengthened community partnerships in policing is a key feature of the 2019-2024 MTSF, the 2020 State of the Nation Address (SONA), the 2020-2025 Strategic Plan and 2021/22 APP of the SAPS. These initiatives will be difficult to achieve if communities fear or mistrust the police.

As at 04 March 2021, the SAPS had performed approximately 3,3 million screenings of and 119 000 tests on SAPS members. There were approximately 28 500 confirmed COVID-19 cases involving SAPS members and 584 fatalities.

3. NATIONAL DEVELOPMENT PLANNING AGENDA

3.1. National Development Plan (NDP)

Chapter 12 titled “Building Safer Communities” is outlines the responsibilities of the policing portfolio in South Africa. The vision of Chapter 12 is that:

"In 2030, people living in South Africa feel safe at home, at school and at work, and they enjoy a community life free of fear. Women walk freely in the streets and children play safely outside. The police service is well-resourced and professional, staffed by highly skilled officers who

² It has been reported that cases of domestic violence cases reported to local police in China tripled in February 2020 compared to the previous year. <https://time.com/5803887/coronavirus-domestic-violence-victims/>

³ Civilian Secretariat for Police Service (CSPS) 2021/22 APP, pg. 21



value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights to equality and justice."

To achieve this vision, the NDP sets out five focus areas, including:

- Strengthen the criminal justice system;
- Make the police service professional;
- Demilitarise the police;
- Build safety using an integrated approach; and
- Build community participation in safety.

3.2. 2019-2024 Medium Term Strategic Framework (MTSF)

The MTSF 2019–2024 aims to address challenges of unemployment, inequality and poverty through, 1) driving a strong and inclusive economy, 2) building and strengthening the capabilities of South Africans, and 3) achieving a more capable state. These underpin the seven priorities of the MTSF –

- **Priority 1: Building a capable, ethical and developmental state**
- **Priority 2:** Economic transformation and job creation
- **Priority 3:** Education, skills and health
- **Priority 4:** Consolidating the social wage through reliable and quality basic services
- **Priority 5:** Spatial integration, human settlements and local government
- **Priority 6: Social cohesion and safe communities**
- **Priority 7:** A better Africa and world

The 2021/22 SAPS APP and 2020-2025 Strategic Plan are closely aligned to the 2019-2024 MTSF and include various performance indicators required by the MTSF. In the Minister's Foreword, he places emphasis on the value of cohesive efforts from a society-wide approach to achieve social cohesion and safe communities and acknowledges that the MTSF is a stepping-stone towards the achievement of the NDP. To realise increased police visibility, the SAPS launched the Royal Police Reserve in December 2020, and continued the implementation of the Traditional Policing and Community-in-Blue Concepts, together with the Safer Cities Framework. The SAPS believe that these initiatives will contribute to the reduction of contact crime, particularly crimes against women and children.

3.3. State of the Nation Address (SONA)

President Ramaphosa delivered his fifth State of the Nation Address (SONA) during a hybrid Joint Sitting of the National Assembly (NA) and the National Council of Provinces (NCOP) on 11 February 2021. Key focus areas of the 2021 SONA were economic development and fighting the Covid-19 pandemic, and the President acknowledged that the key to South Africa's recovery is tackling crime.

During the 2021 SONA, President Ramaphosa highlighted the following priorities relating to the policing sector:

- **Resourcing of police stations:** As part as the *SA Connect project*, Government will roll out broadband to police stations.

Comments: This is crucial in the enhancement in digital policing and the realisation of information communication technology (ICT) projects associated with the Integrated Justice System (IJS) Modernisation and Criminal Justice System (CJS) Revamp. The Committee should request the SAPS



to present a digital policing strategy and status of IJS/CJS projects. The SAPS should also present to the Committee on the status of the *SA Connect* project at police stations and consultations with the Department of Telecommunications and Postal Services and SITA.

- **Supply Chain Management:** The President noted that the COVID-19 pandemic has closed various global value chains.

Comments: This could affect the procurement of consumable and other products by the South African Police Service (SAPS), especially in terms of forensic sciences and other specialist areas, as some products are only available from international distributors.

- **Rural Safety:** The President committed Government's support for black small-scale farmers and pursuing programmes to assist smallholder and emerging farmers with market access, to develop skills across the entire agricultural value chain and increase the number of commercial black farmers.

Comments: The SAPS should intensify their efforts to enhance rural safety and capacitate stock-theft units and those associated with crop theft.

- **Ministerial Performance Agreements:** In October 2019, the President signed off on Ministerial Performance Agreements with all Ministers to enhance accountability and focused performance by members of the Executive. The Presidency has published these Ministerial agreements, as well as delegated powers to Deputy Ministers, on-line.

Comments: The Committee should consider the [Minister of Police's performance agreement](#) and apply it as an oversight tool to hold the Executive to account. The Committee should further note that the Minister of Police has officially delegated various powers to the [Deputy Minister of Police](#), including –

- Programme 1: Administration
- Public Entities (PSIRA) coordination reporting to the Minister of Police
- Establishment of the Detective Training Academy
- Educational and Rural Safety Programmes
- Women and Youth Development Programmes

- **Corruption:** The fight against corruption and strengthening the state was identified by the President as one of the four overriding priorities of 2021. He further stated that the testimony at the Zondo Commission of Inquiry has shown how corruption has compromised and weakened the criminal justice system. Over the past three years, efforts have been made to turn around law enforcement bodies including improved cooperation and sharing of resources between respective law enforcement agencies, enabling a more integrated approach to investigations and prosecutions.

Comments: The SAPS should present on their responsibilities as per the National Anti-Corruption Strategy, which lays the basis for a comprehensive and integrated society-wide response to corruption. The Committee should also focus on the capacitation of the Directorate for Priority Crime Investigations (DPCI) to enhance the Directorate's reach and impact on combating corruption within the Justice, Crime Prevention and Security (JCPS) Cluster Departments.



- **Crime and violence:** The President stated, “Crime and violence continues to undermine people’s sense of safety and security” and that tackling crime is central to the success of South Africa’s recovery from the COVID-19 pandemic.
- **Economic crimes:** The President stated that crimes like cable theft, railway infrastructure vandalism, land invasions, construction site disruptions and attacks on truck drivers hamper economic activity and discourage investment. The President noted that Government has set up task teams in a number of provinces to deal with extortion and violence on sites of economic activity.

Comments: The Committee should request a briefing from SAPS on their role in these task teams to combat economic crimes and explain their efforts to address economic crimes.

- **Border Safety:** The President indicated that Government is fast-tracking the implementation and capacitation of the Border Management Agency (BMA) to curb illegal immigration and cross-border crime.

Comments: The SAPS plays a vital role in the BMA and the Committee should request a briefing from SAPS focusing on the interplay between the BMA and the existing SAPS capacity in their Border Safeguarding Division.

- **Gender-based Violence:** The President repeated his focus on ending gender-based violence as a key priority. He indicated that he has launched the National Strategic Plan on Gender-Based Violence and Femicide in April last year and that Government has made efforts to strengthen the criminal justice system to prevent women from being traumatised again, and to ensure that perpetrators face justice. As part of this initiative, Government introduced three key pieces of legislation in Parliament last year to realise effective change in combatting gender-based violence.

The President further stated that Government is making progress in reducing the backlog of gender-based violence cases and that Government continues to provide care and support to survivors of gender-based violence. To support these initiatives, the President announced that Government has allocated approximately R12 billion to implement the various components of the National Strategic Plan on Gender-Based Violence over the 2021/22 medium-term.

Comments: The Committee should ensure that the Civilian Secretariat for Police Service (CSPS) table bi-annual reports on the implementation of the Domestic Violence Act, 1998 (Act No. 116 of 1998) (“DVA”). The compliance levels of the SAPS remains very low. The CSPS should present the findings of their in-depth study on the reasons for non-compliance to the Committee.

Furthermore, the Committee should question the progress made by the SAPS to curb secondary victimisation and the facilitation of victim-friendly services, access to places of safety and delivery of protection orders.

The capacitation of Family Violence, Child Protection and Sexual Offences (FCS) Units has been a major concern over the past years. The SAPS must prioritise the further capacitation of FCS Units during the 2021/22 financial year.



The Committee should receive regular intersectoral reports on implementation of the National Strategic Plan on Gender-Based Violence and Femicide, preferably in the form of joint meetings with other relevant Parliamentary portfolio and select committees. Oversight over GBVF has been identified as a key priority in the Oversight Strategy of Parliament.

3.4. District Development Model (DDM)

In 2019, President Ramaphosa initiated the District Development Model (DDM) to counteract Government's tendency to operate in silos that leads to a lack of coherence in planning and coordination. The SAPS acknowledges that the establishing of safe and secure communities, that are conducive to socio-economic stability, thereby supporting a better life for all, is a prerequisite for the successful development and implementation of the DDM. The DDM requires the SAPS to focus on the establishment of safe and secure communities and to collaborate with all spheres of Government in establishing an integrated planning, budgeting, implementation, reporting and monitoring process.

According to the SAPS, the Department will lead the following initiatives:

- The identification of the Top 30 High Contact Crime Weight Stations will ensure a multidisciplinary approach to the significant reduction in the incidence of contact crime at the 30 police stations in the country, at which the majority of the incidents of contact crime are reported annually. The Top 30 High Contact Crime Weight Stations are identified annually, based on the analysis of reported contact crime during the preceding financial year.
- The initiation of the Safer Cities Framework will ensure a collaborative approach by all relevant stakeholders in the public and private sectors, using a technologically driven approach to integrating all efforts related to safety and security and service delivery.
- The identified GBVF Hotspot Stations are based on the consideration of a number of variables, including, *inter alia*: the reported incidence of crimes against women, Domestic Violence and GBV-related calls received via the GBVF National Command Centre, the reported incidence of related cases reported to health facilities, and reported cases received by *Kgomotso*, *Khuseleka* and *Thuthuzela* Care Centres.
- The Districts that will benefit from the establishment of a newly built police station.
- Participate in the establishment of Community Safety Forums (CSFs) in all districts and metropolitan areas.

The SAPS will develop and implement a DDM Implementation Plan, within the context of its Departmental Annual Operational Plan (AOP), to structure the planning and budgeting integration during the 2020 to 2025 strategic period.

Comments and questions

- 1) The Department should provide a status update on the development of the DDM Implementation Plan.
- 2) Of specific importance is the GBVF Hotspot Stations. The Department should provide regular reports on this initiative. Oversight over GBVF has been identified as a key priority area in Parliament's Oversight Strategy.



4. PRIORITY AREAS 2021/22

The Department highlighted the following focus areas for the 2021/22 financial year:

- 1) **Enhancing community safety:** The Department “has recognised community safety as integral to creating a safe and secure environment that is conducive to social and economic stability, and supporting a better life for all.” The Department will continue its focus on community participation initiative in crime prevention and focus on the effective functioning of Community Policing Forums (CPFs).
- 2) **Reducing violence against women and children:** The Department will target detection rates of 75 per cent and 70 per cent for crimes against women and children, respectively. According to the Department, it will enhance the detective capacity, improve forensic support and optimise the implementation of the integrated criminal justice strategy.
- 3) **Targeting fraud and corruption:** The Department will target fraud and corruption in the public and private sectors through “responsive investigations” that will be facilitated through specialised cybercrime investigative capabilities. The Departments aims to maintain an annual conviction rate of 70 per cent for cases relating to serious fraud and corruption.
- 4) **Mitigating the impact of baseline reductions:** The SAPS indicated that the Department will “explore alternatives to how it renders services in communities” in an effort to mitigate the impact of baseline reductions. This will include increasing the capacity of police stations; redirecting resources towards increasing police visibility; improving access to policing services; and enhancing frontline service delivery. This will be realised through the recruitment of entry-level officers and redeploying senior officers to stabilise areas with high levels of crime. In addition, the Department will continue to conduct virtual meetings that will reduce expenditure on related spending items to ensure that the budget is sufficient.

5. BUDGET ANALYSIS FOR 2021/22

5.1. Overall departmental budget

The SAPS received a Main Appropriation of R96.3 billion in 2021/22, which is a nominal decrease of R3.2 billion or 3.2 per cent compared to the previous financial year. In real terms (inflation considered), the Department’s allocation decreased with R7 billion, or 7.12 per cent. The largest decrease is in the Department’s core service delivery programme, Visible Policing. This Programme’s appropriation decreased with R3.8 billion, or 7.24 per cent in nominal terms compared to the previous financial year. Considering inflation, the Programme’s appropriation decreased with R5.8 billion, or 10.98 per cent. Despite the decreased allocation, the Programme continues to receive more than half of the Department’s total 2021/22 budget allocation (51.4 per cent).

The Detective Services Programme received a Main Appropriation of R19.5 billion in 2021/22, which is a nominal decrease of 0.75 per cent and a real decrease of 4.75 per cent. The Crime Intelligence Programme’s 2020/21 allocation of R4.2 billion decreased with R88.6 million to a Main Appropriation of R4.1 billion in 2021/22, which is a nominal decrease of 2.11 per cent and a real decrease of 6.06 per cent. The Protection and Security Services Programme received a Main Appropriation of R3.2 billion in 2021/22, which is a nominal percentage decrease of 0.97 per cent and 4.96 per cent in real terms.



The Administration Programme is the only Departmental Budget Programme that received a slight increased allocation of R929.1 million in 2021/22 compared to the previous financial year. This is a nominal increase of 4.89 per cent and 0.66 per cent in real terms.

Table 1: SAPS Budget allocation over the MTEF

Programme	Budget		Nominal Increase / Decrease in 2021/22	Real Increase / Decrease in 2021/22	Nominal Percent change in 2021/22	Real Percent change in 2021/22
R million	2020/21	2021/22				
Administration	19 007.0	19 936.1	929.1	125.5	4.89 per cent	0.66 per cent
Visible Policing	53 401.5	49 534.4	- 3 867.1	- 5 863.7	-7.24 per cent	-10.98 per cent
Detective Services	19 688.5	19 541.6	- 146.9	- 934.6	-0.75 per cent	-4.75 per cent
Crime Intelligence	4 200.1	4 111.5	- 88.6	- 254.3	-2.11 per cent	-6.06 per cent
Protection and Security Services	3 263.7	3 232.0	- 31.7	- 162.0	-0.97 per cent	-4.96 per cent
TOTAL	99 560.9	96 355.5	- 3 205.4	- 7 089.2	-3.2 per cent	-7.12 per cent

Source: National Treasury (2021)

The percent of total budget per Programme normally remains consistent across financial years, with only slight changes. However, in 2021/22, there were noticeable changes. The proportional allocation of the Administration Programme increased by 1.6 per cent, while the proportional allocation of the Visible Policing Programme decreased by 2.23 per cent in 2021/22 compared to the previous financial year. This is a significant shift away from the core service delivery programme of the Department and is largely attributed to a decrease in personnel expenditure.

Table 2: Changes in percent of total budget per Programme

Programme	Budget	Percent of total budget per programme	Budget	Percent of total budget per programme	Change in percent allocation
	R million	2020/21	2021/22	2021/22	
Administration	19 007.0	19.09 per cent	19 936.1	20.69 per cent	1.60 per cent
Visible Policing	53 401.5	53.64 per cent	49 534.4	51.41 per cent	-2.23 per cent
Detective Services	19 688.5	19.78 per cent	19 541.6	20.28 per cent	0.51 per cent
Crime Intelligence	4 200.1	4.22 per cent	4 111.5	4.27 per cent	0.05 per cent
Protection and Security Services	3 263.7	3.28 per cent	3 232.0	3.35 per cent	0.08 per cent
TOTAL	99 560.9	100.00 per cent	96 355.5	100.00 per cent	0.00 per cent

Source: National Treasury (2021)

5.2. Expenditure per economic classification

In 2021/22, *Current Payments* comprise 95.03 per cent of the total Departmental budget, while *Transfers and subsidies* and *Payments for capital assets* comprise 1.38 per cent and 3.58 per cent, respectively. Expenditure on *Current payments* is expected to decrease by 1.2 per cent over the medium term, largely driven by a 0.4 per cent decrease in expenditure on *Compensation of employees* and a 4.4 per cent decrease on *Goods and services*.



Table 3: Budget summary per economic classification

	2021/22			
Programmes R' million	Total	Current payments	Transfers and subsidies	Payments for capital assets
Administration	19 936.1	17 894.9	697.0	1 344.3
Visible Policing	49 534.4	47 768.6	405.8	1 360.0
Detective Services	19 541.6	18 763.5	177.5	600.6
Crime Intelligence	4 111.5	4 009.6	42.0	59.9
Protection and Security Services	3 232.0	3 134.1	11.3	86.6
Total expenditure estimates	96 355.5	91 570.7	1 333.5	3 451.3
% of Total budget allocation	-	95.03%	1.38%	3.58%

Source: National Treasury (2021)

The substantial decrease in expenditure on *Goods and services* will be realised through savings on departmental events, catering, hiring and interprovincial traveling. These are due to COVID-19 lockdown restrictions. The savings will enable the Department to mitigate the impact of baseline reductions over the medium-term.

5.3. Personnel expenditure and fixed establishment

Compensation of employees accounts for 77.5 per cent (R225.9 billion) of the Department's expenditure over the medium term. To remain within Government's expenditure ceiling for *Compensation of employees*, the Department's budget for this item is reduced by R35.8 billion over the medium term. **Of this, R15.9 billion is in line with the decision not to implement the third year of the 2018 public sector wage agreement, and freezing salary increases for the next three years.** Social benefits are expected to decrease with 12.0 per cent over the medium-term.

The number of personnel is expected to decrease from 181 344 in 2020/21 to 162 945 in 2023/24, due to natural attrition. Given the significant impact of the reductions on compensation of employees, non-critical vacant posts will not be filled.

Table 4: Personnel numbers and cost over the medium term

Number of posts estimated for 31 March 2021 (Funded posts)		Actual		Revised estimate		Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/ Total (%)
						2019/20		2020/21		2021/22			
		Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost		
Programme 1	34,981	35,781	13,590.9	34,641	13,381.7	33,418	13,243.5	32,108	13,219.1	30,801	13,196.1	-3.8%	19.0%
Programme 2	94,798	97,598	39,719.9	93,253	39,324.7	89,754	39,013.5	85,863	39,013.3	82,015	39,012.2	-4.2%	50.9%
Programme 3	38,423	38,821	16,207.2	38,631	16,654.5	38,080	16,442.6	37,377	16,467.6	36,677	16,492.6	-1.7%	21.9%
Programme 4	8,762	8,590	3,817.5	8,373	3,812.7	8,040	3,735.2	7,874	3,735.1	7,676	3,732.8	-2.9%	4.6%
Programme 5	6,483	6,568	3,022.2	6,446	2,973.3	6,053	2,865.6	5,918	2,864.5	5,776	2,863.4	-3.6%	3.5%
Total	183,447	187,358	76,357.7	181,344	76,147.0	175,345	75,300.5	169,140	75,299.7	162,945	75,297.1	-3.5%	100.0%

Source: National Treasury (2021)



The table above shows that, over the medium-term, expenditure on Compensation of employees will decrease, on average, by 3.5 per cent. As the Visible Policing Programme receives the bulk of the Department's budget, more than half of the total budget is allocated to it and it also shows the largest decrease over the medium-term (4.2 per cent decrease).

5.4. Budget allocation per Programme

5.4.1. Administration Programme

The Administration Programme received a Main Appropriation of R19.9 billion in 2021/22, which is a nominal increase of 929.1 million or 4.9 per cent compared to the previous financial year. In real terms, the Programme's Appropriation increased with 0.66 per cent. The Administration Programme is the only Programme that received an increased allocation in 2021/22. The increased allocation lies only in the Corporate Services subprogramme, which increased with 4.95 per cent from R18.8 billion in 2020/21 to R19.7 billion in 2021/22. The Ministry and Management subprogrammes' allocations decreased with 2.34 per cent and 3.01 per cent, respectively.

Table 5: Administration Programme: Difference in 2020/21 and 2021/22 budget allocation

Programme	Budget		Nominal Increase / Decrease in 2021/22	Real Increase / Decrease in 2021/22	Nominal Percent change in 2021/22	Real Percent change in 2021/22
R million	2020/21	2021/22				
Sub-programme 1: Ministry	64.1	62.6	- 1.5	- 4.0	-2.34 per cent	-6.28 per cent
Sub-programme 2: Management	86.4	83.8	- 2.6	- 6.0	-3.01 per cent	-6.92 per cent
Sub-programme 3: Corporate Services	18 856.6	19 789.7	933.1	135.4	4.95 per cent	0.72 per cent
TOTAL	19 007.0	19 936.1	929.1	125.5	4.9 per cent	0.66 per cent

Source: National Treasury (2021)

The table below shows that the Corporate Services subprogramme receives almost the total budget of the Administration Programme at 99.27 per cent, while the Ministry and Management subprogrammes receive 0.31 per cent and 0.42 per cent of the total Programme budget, respectively.

Table 6: Percent of total Administration Programme budget per subprogramme

Programme	Budget	Percent of total budget per programme	Budget	Percent of total budget per programme	Change in percent allocation
R million	2020/21		2021/22		
Sub-programme 1: Ministry	64.1	0.34 per cent	62.6	0.31 per cent	-0.02 per cent
Sub-programme 2: Management	86.4	0.45 per cent	83.8	0.42 per cent	-0.03 per cent
Sub-programme 3: Corporate Services	18 856.6	99.21 per cent	19 789.7	99.27 per cent	0.06 per cent
TOTAL	19 007.0	100.00 per cent	19 936.1	100.00 per cent	0.00 per cent

Source: National Treasury (2021)

In 2021/22, there were only slight changes in the percent allocation made towards the subprogrammes in the Administration Programme, compared to the previous financial year.



5.4.2. Expenditure on infrastructure

The budget for infrastructure development is derived from the Administration Programme's budget. In 2021/22, R946.7 million is allocated for infrastructure development, including the construction and re-establishment of police stations, construction of living quarters and offices, repairs and renovation and improvements to shooting ranges.

The total project cost of these, from 2020/21 to 2023/24 is R3.4 billion, of which the largest portion lies in the construction of new and re-established police stations at R2.21 billion over the same period.

Table 7: Summary of expenditure on infrastructure

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome	Adjusted appropriation	Medium-term expenditure estimate		
					2019/20	2020/21	2021/22	2022/23	2023/24
R million									
Administration	Police stations	Construction of new and re-established police stations	On-going	2,216.9	464.0	221.0	649.3	658.8	687.8
Administration	Member and office accommodation	Construction of living quarters and offices	Construction	699.8	31.2	162.5	174.7	177.4	185.2
Administration	Small infrastructure projects	Repairs and renovation of infrastructure	Construction	218.9	0.5	50.8	54.6	55.5	57.9
Administration	Forensic science laboratory	Repairs and renovation of infrastructure	Hand over	2.2	–	0.5	0.6	0.6	0.6
Administration	Shooting ranges	Construction of facilities to improve shooting competency of police officers	Construction	244.4	16.3	56.7	61.0	62.0	64.7
Administration	Training facilities	Construction of facilities to improve police personnel capabilities	Construction	9.1	1.3	2.1	2.3	2.3	2.4
Administration	Mobile homes and storage facilities	Implementation of basic services for accommodation and storage	On-going	17.3	–	4.0	4.3	4.4	4.6
Detective Services	Network infrastructure	Installation of network infrastructure	Complete	–	–	–	–	–	–
Total	Total			3,408.4	513.3	497.7	946.7	960.9	1,003.2

Source: National Treasury (2021)

The Department listed 20 infrastructure projects to be constructed over the medium-term (up to 2024) in their 2021/22 APP (pg. 79-80), to the total cost of R1.124 billion. The table provided by the Department provides the start date, completion date, estimated cost and expenditure for the current year. This table estimates a cost of R2.2 billion, thus there is a difference of R1.09 billion in the projects listed and the available funds stated by National Treasury.

The majority of projects were started in 2016 (7 stations), followed by 2014 (6 station), 2018 (3 stations) and 2015 (1 station) and 2020 (1 station). The table below shows that the average time of building a police station is 7.3 years.



Table 8: Infrastructure projects

No	Project Name	Start date	Completion date	Total estimated cost (R)	Years since state date	Estimated time (years) of construction
1.	LP: Muyexe	2014-10-09	2023-03-31	25 572 500	7 years	9 years
2.	NW: Dwarsberg	2014-06-07	2023-03-31	51 144 403	7 years	9 years
3.	NW: Mabieskraal	2014-06-17	2022-03-31	26 457 943	7 years	8 years
4.	NW: Moeka-Vuma	2014-06-17	2022-03-31	26 485 449	7 years	9 years
5.	KZN: Kwa-Nocomboshe	2014-07-17	2024-03-31	73 531 490	7 years	10 years
6.	KZN: Dondotha	2014-07-17	2024-03-31	62 542 919	7 years	10 years
7.	KZN: Osuthu	2015-08-04	2023-03-31	45 072 472	6 years	8 years
8.	EC: Huku	2016-10-27	2023-03-31	53 388 658	5 years	7 years
9.	EC: Mdeni	2016-10-27	2023-03-31	58 122 037	5 years	7 years
10.	EC: Ntamonde	2016-10-27	2023-03-31	56 373 925	5 years	7 years
11.	EC: Tabase	2016-10-27	2023-03-31	55 029 903	5 years	7 years
12.	EC: Tafalehashe	2016-10-27	2023-03-31	56 958 139	5 years	7 years
13.	LP: Phaudi	2016-08-01	2023-03-31	36 124 984	5 years	7 years
14.	NW: Kanana	2016-09-26	2024-03-31	75 000 000	5 years	7 years
15.	FS: Tshiame	2017-11-14	2024-03-31	51 299 545	4 years	7 years
16.	GP: Ennerdale	2017-12-08	2024-03-31	64 400 741	4 years	7 years
17.	NC: Riemvasmaak	2018-02-07	2022-03-31	43 139 227	3 years	4 years
18.	EC: Moyeni	2018-02-07	2024-03-31	64 283 523	3 years	6 years
19.	KZN: Nsuze	2018-05-17	2024-03-31	48 952 327	3 years	6 years
20.	WC: Tafelsig	2020-10-13	2024-03-31	150 725 484	1 year	4 years
				1 124 505 369		Average time 7.3 years

Expenditure on infrastructure projects has been notoriously slow over the past financial years. In 2019/20, the Adjusted Appropriation was R870.6 million, of which R321.3 million was shifted during the adjustments period, leaving a Final Appropriation of R512.7 million, of which the Department spent 93.3 per cent at year-end. As at the end of December 2020 (2020/21 financial year), the Department recorded further underspending due to the closure of the construction industry during stages 4 and 5 of the national COVID-19 lockdown. As part of the 2020 Supplementary budget, the allocation made to infrastructure projects was decreased by R400 million (-44.55 per cent) from a Main Appropriation of R897.6 million to an Adjusted Appropriation of R497.6 million.

Comments and questions

- 1) The Department should explain the impact of cost escalations of construction projects that were started nearly a decade ago and are yet to be completed.
- 2) The Department should indicate the number of devolved stations included in the table above and indicate which are the responsibility of DPWI and those within the responsibility of SAPS.
- 3) The Committee should schedule a dedicated meeting on progress on infrastructure and construction projects. This is vital to encourage the Department to bring policing services to



communities and redress the inadequate and the discriminatory spatial development from the Apartheid-era.

5.4.3. Visible Policing Programme

The Visible Policing Programme's Main Appropriation is reduced significantly from R53.4 billion in 2020/21 to R49.5 billion in 2021/22. This is a nominal decrease of R3.8 billion (or 7.2 per cent) and a real decrease of R5.8 billion (or 10.98 per cent) and is largely in the Crime Prevention subprogramme. The subprogramme's allocation is reduced from R42.1 billion in 2020/21 to R38.2 billion in 2021/22, which is a nominal decrease of R3.86 billion or 9.2 per cent and a real decrease of 12.86 per cent. The reduction is almost exclusively in *Goods and services* in that its allocation decreased by R3.51 billion in 2021/22 compared to the previous financial year.

Table 9: Visible Policing Programme: Difference in 2020/21 and 2021/22 budget allocation

Programme	Budget		Nominal Increase / Decrease in 2021/22	Real Increase / Decrease in 2021/22	Nominal Percent change in 2021/22	Real Percent change in 2021/22
	2020/21	2021/22				
R million						
Sub-programme 1: Crime Prevention	42 165.2	38 285.8	- 3 879.4	- 5 422.6	-9.20 per cent	-12.86 per cent
Sub-programme 2: Border Security	2 204.6	2 203.6	- 1.0	- 89.8	-0.05 per cent	-4.07 per cent
Sub-programme 3: Specialised Interventions	4 555.8	4 533.8	- 22.0	- 204.7	-0.48 per cent	-4.49 per cent
Sub-programme 4: Facilities	4 476.0	4 511.2	35.2	- 146.6	0.79 per cent	-3.28 per cent
TOTAL	53 401.5	49 534.4	- 3 867.1	- 5 863.7	-7.2 per cent	-10.98 per cent

Source: National Treasury (2021)

The allocation for the Border Security, Specialised Interventions and Facilities subprogrammes decreased only marginally in 2021/22 compared to the previous financial year.

Table 10: Percent of total Visible Policing Programme budget per subprogramme

Programme	Budget	Percent of total budget per programme	Budget	Percent of total budget per programme	Change in percent allocation
R million	2020/21		2021/22		
Sub-programme 1: Crime Prevention	42 165.2	78.96 per cent	38 285.8	77.29 per cent	-1.67 per cent
Sub-programme 2: Border Security	2 204.6	4.13 per cent	2 203.6	4.45 per cent	0.32 per cent
Sub-programme 3: Specialised Interventions	4 555.8	8.53 per cent	4 533.8	9.15 per cent	0.62 per cent
Sub-programme 4: Facilities	4 476.0	8.38 per cent	4 511.2	9.11 per cent	0.73 per cent
TOTAL	53 401.5	100.00 per cent	49 534.4	100.00 per cent	0.00 per cent

Source: National Treasury (2021)

The table above shows that the reduction in the allocation of the Crime Prevention subprogramme means that its proportional allocation within the Visible Policing decreased from 78.96 per cent in 2020/21 to 77.29 per cent in 2021/22, which is a decrease of 1.67 per cent. This allowed for a slight proportional increase to the percentage allocation of the Border Security, Specialised Interventions and Facilities subprogrammes.



5.4.4. Detective Services Programme

The Detective Services Programme's Main Appropriation decreased from R19.68 billion in 2020/21 to R19.54 billion in 2021/22. This represents a nominal decrease of 0.7 per cent and a real decrease (inflation taken into account) of 4.75 per cent. The Crime Investigations subprogramme received R765.1 million less in 2021/22 compared to the previous financial year. This represents a nominal decrease of 1.65 per cent and a real decrease of 5.62 per cent. The Criminal Record Centre and Forensic Science Laboratories subprogrammes received a nominal increase in their allocations of 4.19 per cent and 1.58 per cent respectively.

Although the **Forensic Science Laboratories subprogramme** receives a nominal increase in 2021/22 compared to the previous financial year, when taking inflation into account, it represents a real decrease of 2.51 per cent. Recently, the Department indicated that R250 million will be set aside to address the massive DNA testing backlog of 117 738 cases. This includes a dedicated overtime budget of R18.5 million. The backlog has been exacerbated by a shortage of processing chemicals and lockdown restrictions. The division has not done any processing in January and February 2021.

Table 11: Detective Services Programme: Difference in 2020/21 and 2021/22 budget allocation

Programme	Budget		Nominal Increase / Decrease in 2021/22	Real Increase / Decrease in 2021/22	Nominal Percent change in 2021/22	Real Percent change in 2021/22
	2020/21	2021/22				
R million						
Sub-programme 1: Crime Investigations	13 620.6	13 395.4	- 225.2	- 765.1	-1.65 per cent	-5.62 per cent
Sub-programme 2: Criminal Record Centre	2 550.0	2 656.9	106.9	- 0.2	4.19 per cent	-0.01 per cent
Sub-programme 3: Forensic Science Laboratories	1 388.2	1 410.2	22.0	- 34.8	1.58 per cent	-2.51 per cent
Sub-programme 4: Specialised Investigations	2 129.7	2 079.1	- 50.6	- 134.4	-2.38 per cent	-6.31 per cent
TOTAL	19 688.5	19 541.6	- 146.9	- 934.6	-0.7 per cent	-4.75 per cent

Source: National Treasury (2021)

The Specialised Investigations subprogramme, or the **Directorate for Priority Crime Investigations** (DPCI or "Hawks"), received a decreased allocation from R2.1 billion in 2020/21 to R2.0 billion in 2021/22, which represents a nominal decrease of 2.38 per cent and a real decrease of 6.31 per cent. This is concerning as the Directorate still needs to be fully capacitated in terms of personnel and specialised technological aids and equipment. During 2021/22, the Directorate will focus on: (1) corruption at State Owned Enterprises and municipalities, (2) serious violent crimes, such as cash-in-transit robberies and the murder of police officials, and (3) crimes committed by organised criminal groups who tamper, steal or damage essential infrastructure.

The table below shows that the proportional allocations of the Crime Investigations and Specialised Investigations subprogrammes decreased with 0.63 per cent and 0.18 per cent, respectively while that of the Criminal Record Centre and Forensic Science Laboratories subprogrammes increased with 0.64 per cent and 0.17 per cent, respectively.



Table 12: Percent of total Detective Services Programme budget per subprogramme

Programme	Budget	Percent of total budget per programme	Budget	Percent of total budget per programme	Change in percent allocation
R million	2020/21		2021/22		
Sub-programme 1: Crime Investigations	13 620.6	69.18 per cent	13 395.4	68.55 per cent	-0.63 per cent
Sub-programme 2: Criminal Record Centre	2 550.0	12.95 per cent	2 656.9	13.60 per cent	0.64 per cent
Sub-programme 3: Forensic Science Laboratories	1 388.2	7.05 per cent	1 410.2	7.22 per cent	0.17 per cent
Sub-programme 4: Specialised Investigations	2 129.7	10.82 per cent	2 079.1	10.64 per cent	-0.18 per cent
TOTAL	19 688.5	100.00 per cent	19 541.6	100.00 per cent	0.00 per cent

Source: National Treasury (2021)

5.4.5. Crime Intelligence Programme

The Crime Intelligence Programme received a Main Appropriation of R4.11 billion in 2021/22, which is a nominal decrease of 2.1 per cent from the R4.2 billion Adjusted Appropriation of the previous financial year. In real terms, the Programme's allocation decreased with 6.06 per cent.

The Crime Intelligence Operations subprogramme received a substantial nominal decrease from R1.7 billion in 2020/21 to R1.66 billion in 2021/22, which is a nominal decrease of 4.16 per cent and a real decrease of 8.02 per cent. The Intelligence and Information Management subprogramme's allocation decreased slightly by 0.67 per cent (nominal).

Table 13: Crime Intelligence Programme: Difference in 2020/21 and 2021/22 budget allocation

Programme	Budget		Nominal Increase / Decrease in 2021/22	Real Increase / Decrease in 2021/22	Nominal Percent change in 2021/22	Real Percent change in 2021/22
R million	2020/21	2021/22				
Sub-programme 1: Crime Intelligence Operations	1 734.3	1 662.2	- 72.1	- 139.1	-4.16 per cent	-8.02 per cent
Sub-programme 2: Intelligence and Information Management	2 465.8	2 449.3	- 16.5	- 115.2	-0.67 per cent	-4.67 per cent
TOTAL	4 200.1	4 111.5	- 88.6	- 254.3	-2.1 per cent	-6.06 per cent

Source: National Treasury (2021)

The table below shows that the proportional allocation for the Crime Intelligence Operations subprogramme decreased with 0.86 per cent and went to the Intelligence and Information Management subprogramme. The subprogramme receives 60 per cent of the Programme's total budget allocation.

Table 14: Percent of total Crime Intelligence Programme budget per subprogramme

Programme	Budget	Percent of total budget per programme	Budget	Percent of total budget per programme	Change in percent allocation
R million	2020/21		2021/22		
Sub-programme 1: Crime Intelligence Operations	1 734.3	41.29 per cent	1 662.2	40.43 per cent	-0.86 per cent
Sub-programme 2: Intelligence and Information Management	2 465.8	58.71 per cent	2 449.3	59.57 per cent	0.86 per cent
TOTAL	4 200.1	100.00 per cent	4 111.5	100.00 per cent	0.00 per cent

Source: National Treasury (2021)



5.4.6. Protection and Security Services Programme

The Protection and Security Services Programme received a Main Appropriation of R3.23 billion in 2021/22, which is a nominal decrease of 1 per cent compared to the previous year's allocation of R3.26 billion. In real terms, the allocation decreased by R162 million or 4.96 per cent. The VIP Protection and Operational Support subprogrammes received slight nominal increases of 1.56 per cent and 2.23 per cent, respectively, while the Government Security Regulator subprogramme received a substantial nominal increase of 16.21 per cent. The subprogramme provides for security regulations and evaluation, the administration of national key points, and strategic installations. The Static Protection subprogramme received a substantially deduced allocation from R1.2 billion in 2020/21 to R1.1 billion in 2021/22, which is a nominal decrease of 6.28 per cent and real decrease of 10.06 per cent.

Table 15: Protection and Security Services Programme: Difference between 2020/21 and 2021/22 budget allocation

Programme	Budget		Nominal Increase / Decrease in 2021/22	Real Increase / Decrease in 2021/22	Nominal Percent change in 2021/22	Real Percent change in 2021/22
	2020/21	2021/22				
R million						
Sub-programme 1: VIP Protection Services	1 689.7	1 716.0	26.3	- 42.9	1.56 per cent	-2.54 per cent
Sub-programme 2: Static Protection	1 224.5	1 147.6	- 76.9	- 123.2	-6.28 per cent	-10.06 per cent
Sub-programme 3: Government Security Regulator	76.5	88.9	12.4	8.8	16.21 per cent	11.53 per cent
Sub-programme 4: Operational Support	273.0	279.4	6.4	- 4.9	2.34 per cent	-1.78 per cent
TOTAL	3 263.7	3 232.0	- 31.7	- 162.0	-1.0 per cent	-4.96 per cent

Source: National Treasury (2021)

The table below shows that the proportional allocation made towards the VIP Protection Services subprogramme increased with 1.32 per cent while that of the Static Protection subprogramme decreased with 2.01 per cent in 2021/22 compared to the previous financial year.

Table 16: Percent of total Protection and Security Services Programme budget per subprogramme

Programme	Budget	Percent of total budget per programme	Budget	Percent of total budget per programme	Change in percent allocation
R million	2020/21		2021/22		
Sub-programme 1: VIP Protection Services	1 689.7	51.77 per cent	1 716.0	53.09 per cent	1.32 per cent
Sub-programme 2: Static Protection	1 224.5	37.52 per cent	1 147.6	35.51 per cent	-2.01 per cent
Sub-programme 3: Government Security Regulator	76.5	2.34 per cent	88.9	2.75 per cent	0.41 per cent
Sub-programme 4: Operational Support	273.0	8.36 per cent	279.4	8.64 per cent	0.28 per cent
TOTAL	3 263.7	100.00 per cent	3 232.0	100.00 per cent	0.00 per cent

Source: National Treasury (2021)



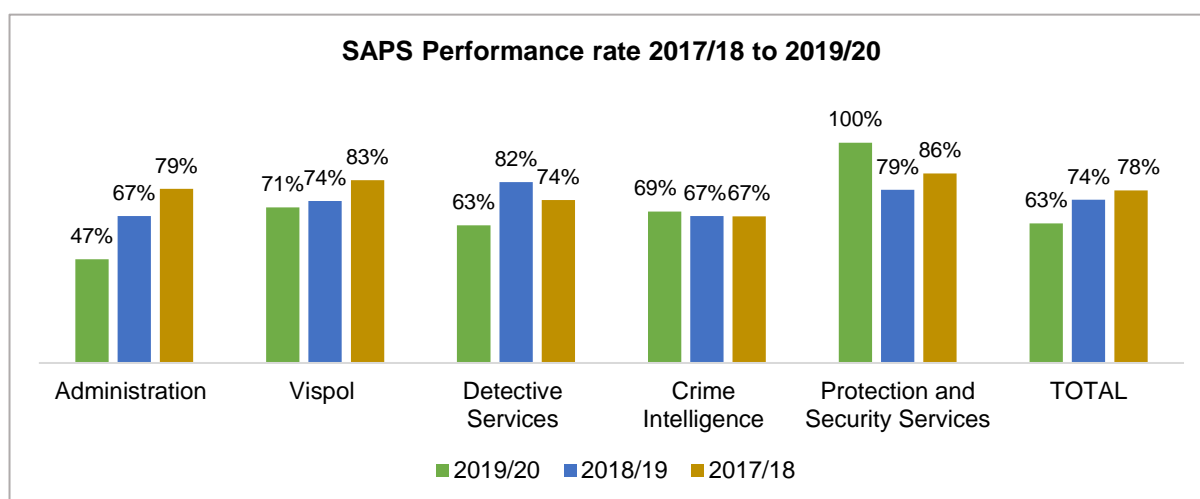
6. MEASURING PERFORMANCE

6.1. Previous performance (2017/18 to 2019/20)

The figure below shows a declining performance rate in the Administration and Visible Policing Programmes over the past three financial years. Similarly, the overall performance of the Department has declined over the past three financial years from an achievement rate of 78% in 2017/18, to 74% in 2018/19 and 63% in 2019/20. The Administration Programme shows the most significant decline. The Detective Services Programme and the Protection and Security Services Programme shows erratic performance over the past three financial years. While the Protection and Security Services Programme's performance increased from 79% in 2018/19 to 86% in 2019/20, the Detective Services recorded a significant decline in performance in 2019/20 compared to the previous financial year (2018/19: 83%; 2019/20: 63%).

The Crime Intelligence Programme is the only programme that recorded steady performance with a slight improvement in 2019/20 from an achievement rate of 67% in 2018/19 to 69% in 2019/20.

Source: SAPS Annual Reports



6.2. Annual Performance Plan (APP) performance indicators per Programme

6.2.1. Administration Programme

Programme purpose: Provide strategic leadership, management and support services to the South African Police Service; and provide for the functions of the Civilian Secretariat for the Police Service.

Programme objective: To regulate the overall management of Department and provide centralised support services

Performance indicators: The Administration Programme has identified 21 performance indicators for the 2021/22 financial year. There are no new performance indicators and few indicators were amended. The performance indicators include:



- 1) Number of SAPS-owned firearms reported as stolen/lost: Target to reduce by 10% from 564 to 508 in 2021/22.
- 2) The number of new police stations established, as per the SAPS Infrastructure Development Programme. The target was increased from two police stations to three police stations in 2021/22.
- 3) The number of mobile contact points procured (a mobile contact point is defined as a structure built on a chassis cab truck for the purpose of being utilised as a mobile access point for the provisioning of policing services) remains unchanged at 15 in 2021/22 compared to the previous financial year.
- 4) Number of identified digital radio communication infrastructure sites modernised and implemented: The target for the *number of identified digital radio communication infrastructure sites modernised and implemented (high sites)* was decreased from 129 in 2020/21 to only four in 2021/22.
- 5) Number of identified National Network Communication Infrastructure sites modernised and implemented: The target for the *number of identified National Network Communication Infrastructure sites modernised and implemented – Wide Area Network (WAN) Sites* was decreased from an estimated 173 sites to 90 sites. It is important to note that in 2019/20, no WAN Sites were established.
- 6) Percentage of learners assessed and declared competent upon completion of specified training in prioritised training areas: Crime Prevention: Target of 97% of learners assessed and declared competent.
- 7) Percentage of learners assessed and declared competent upon completion of specified training in prioritised training areas: Crimes committed against women and children: Target of 97% of learners assessed and declared competent.
- 8) Percentage of learners assessed and declared competent upon completion of specified training in prioritised training areas: Crime Investigations: Target of 97% of learners assessed and declared competent.
- 9) Percentage of learners assessed and declared competent upon completion of specified training in specialised capabilities: Public Order Policing: Target of 97% of learners assessed and declared competent.
- 10) Percentage of learners assessed and declared competent upon completion of specified training in specialised capabilities: Forensic Science: Target of 97% of learners assessed and declared competent.
- 11) Percentage of learners assessed and declared competent upon completion of specified training in specialised capabilities: Crime Intelligence: Target of 97% of learners assessed and declared competent.



- 12) Percentage of learners assessed and declared competent upon completion of specified training in specialised capabilities: Cybercrime: Target of 97% of learners assessed and declared competent.
- 13) Percentage compliance with the SAPS' Ethics and Integrity Plan: Target of 100% compliance within the prescribed timeframes in 2021/22.
- 14) Percentage of IPID-related cases finalised within the prescribed timeframe. Target remains unchanged in 2021/22 at 90% of cases finalised within 60 calendar days.
- 15) Number of incidents of unauthorised expenditure: Target to record zero incidents of unauthorised expenditure. In 2019/20, the Department did not report any unauthorised expenditure.
- 16) Percentage decrease in the number of incidents of confirmed irregular expenditure: In 2020/21, the Department included the reduction in the number of incidents of confirmed irregular expenditure and fruitless and wasteful expenditure by 5 per cent each. However, the targets were increased to 67.5 per cent and 70 per cent, respectively to align to Circular 30 of 2020 as issued by the Department of Public Service and Administrative on 30 August 2020, in order to achieve a 75 per cent reduction by the end of 2024/25.
- 17) Percentage decrease in the number of incidents of fruitless and wasteful expenditure: In 2020/21, the Department included the reduction in the number of incidents of confirmed irregular expenditure and fruitless and wasteful expenditure by 5 per cent each. However, the targets were increased to 67.5 per cent and 70 per cent, respectively to align to Circular 30 of 2020 as issued by the Department of Public Service and Administrative on 30 August 2020, in order to achieve a 75 per cent reduction by the end of 2024/25.
- 18) Percentage of audits completed in terms of the Internal Audit Plan: Target remains unchanged at 100%.
- 19) Percentage of planned forensic investigations finalised: Target remains unchanged at 100%. Note that the forensic investigations are those conducted within the SAPS by the Internal Audit Component.
- 20) Percentage of inspections executed in terms of the approved Inspection Plan: Target remains unchanged at 100% (231 inspections).
- 21) Implemented SAPS Corporate Governance Framework: Target to implement the Framework by 31 March 2022.

Comments and questions

- 1) The SAPS should indicate the number of police stations in which the ICDMS has been implemented (and is being used) as at the end of the 2020/21 financial year and what number is still outstanding. Will the SAPS' recent inclusion in the Connect SA project expedite the rollout of the ICDMS?



- 2) The SAPS Corporate Governance Framework should have already been completed by the end of the 2020/21 financial year (31 March 2021). The target has been revised for completion at the end of the 2021/22 financial year. The SAPS should explain why the targeted implementation date has been extended.
- 3) Will the Department be able to reduce the number of incidents of irregular and fruitless and wasteful expenditure by 75 per cent by 2024/25? Is there a monetary value attached to the target, as one incident can entail a lot of money.
- 4) The Department should provide a copy of the Corporate Governance Framework and especially the schedule with the relevant deliverables as per the Framework. The SAPS should also name the service provider that developed the framework and the cost of the Framework.
- 5) What is the current compliance level for the submission of financial disclosures and SAPS certificate on remunerative work outside the Department? What steps are taken against delinquent employees, especially in the Department's Senior Management Structure (SMS)? Is the attendance of ethics and integrity advocacy and awareness programmes mandatory for all staff?
- 6) The SAPS should provide details on the contract for the conversion of chassis cab truck for a mobile contact point. How are the sites for mobile contact points determined? In addition, how many mobile contact points do the SAPS have currently?
- 7) What is the current state of Training Academies, in terms of infrastructure and trainers?
- 8) What is the current state of the Internal Audit Component, in terms of infrastructure and staffing?
- 9) What is the current state of the Inspectorate, in terms of infrastructure and staffing? How responsive is management to implement corrective and preventative measures to correct non-compliance and/or poor performance, as recommended by the Inspectorate. How long does it take, on average, for management to address all shortcomings identified at an inspection site? How does the Department identify inspection sites? Are all inspection sites known well in advance, or are some inspections conducted unannounced?
- 10) The Department should elaborate on the implementation of the Integrated Resource Management Strategy (IRMS) aimed at the establishment of an integrated approach to the effective and efficient management of resources. How is this strategy different from similar strategies that preceded it? Will this allow the equitable distribution of policing resources countrywide? The SAPS has come under intense scrutiny because of the disproportionate and often illogical distribution of resources in poor areas, such as Khayelitsha in the Western Cape.
- 11) The implementation of the Integrated Resource Management Strategy will be done in conjunction with a phased approach to the restructuring of the SAPS in order to ensure the cascading of critical resources to frontline service delivery level. The SAPS should provide details on the organisational restructuring alluded to in the 2021/22 APP (pg.ix).



6.2.2. Visible Policing Programme

Purpose: Enable police stations to institute and preserve safety and security; and to provide for specialised interventions and the policing of South Africa's borders.

Programme objective: Discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crime.

Performance indicators: The Visible Police Programme has identified 24 performance indicators, with no new performance indicators. However, the targets of several performance indicators have been reduced and one indicator, namely the *establishment of functional strategic partnerships*, was removed in the Crime Prevention subprogramme. *Note: This indicator was only introduced in 2020/21 as a new indicator.*

The **Crime Prevention subprogramme** has 15 performance indicators, including -

- 1) Number of stolen, lost and illegal firearms recovered: The target for the *number of stolen, lost and illegal firearms recovered* was reduced from an estimated target of 3 606 to 1 930 in 2021/22, which is ascribed to lockdown levels 5 and 4 during which the movement of persons and goods was severely restricted. According to the SAPS, the estimated performance has been used to inform target-setting, as the impact of COVID-19 in 2021/22 cannot be predicted. The actual performance on this target in 2019/20 was 4 204 firearms recovered and the estimated performance in 2020/21 is 1 911 recovered firearms.
- 2) Number of identifiable stolen/lost SAPS-owned firearms recovered: Target to increase the recovery with 10% to 593 firearms.
- 3) Percentage of applications for new firearm licenses finalised within 120 working days: Target to finalise 90% of applications within 120 working days. There is currently a significant backlog in the finalisation of applications. For instance, the SAPS received 81 318 firearm license applications during the 2019/20 and 2020/21 firearm amnesties, of which only 2 339 applications were finalised, leaving 78 979 applications outstanding.
- 4) Percentage of identified illegal liquor outlets closed: The target for the *percentage of identified illegal liquor outlets closed* remains unchanged at 100%. According to the SAPS, the output of this indicator will contribute significantly to the reduction of GBVF at local level.
- 5) Percentage reduction in the number of reported contact crimes: The target for the *percentage reduction in the number of reported contact crimes* is set at a reduction of 7.48% over the medium-term. It is expected that the target will be achieved in 2020/21 (575 696 reported cases), which will be largely attributed to the impact of the national lockdown. However, it is unlikely that such reduction will be maintained in 2021/22 (reduced to 532 634 cases), as the target has been repeatedly missed since 2017/18.
- 6) Percentage reduction in the number of reported contact crimes at the Top 30 High Contact Crime Weight Stations: Target remains unchanged at -7.42%, however in numbers, the aim is to reduce contact crimes to 80 761 in 2021/22.



- 7) Number of escapees from police custody: Target to decrease the number of escapes from custody by 2% from 537 to 526 escapes in 2021/22.
- 8) Number of stolen/robbed vehicles recovered: The target for the *number of stolen/robbed vehicles recovered* will be maintained at 25 352 in 2021/22 and across the medium-term. The target and estimated performance in 2020/21 were significantly affected by the national lockdown and restriction in movements during levels 5 and 4.
- 9) Percentage of police stations rendering a victim friendly service to victims of crime, including GBVF: The target remains at 100% of functional police stations. The SAPS has continuously reported a full achievement of this target, however, in 2020 the Civilian Secretariat for Police Service conducted an audit of police stations and found that only 66% of police stations had Victim Friendly Rooms (VFRs) that are functional and resourced, 24% of stations had VFRs which are functional but not fully resourced and that 10% of stations did not have VFRs or in stations where there was a room, they were not functional as were being used as additional office or storage space.
- 10) Percentage reduction in the number of reported contact crimes against women (18 years and above): The target remained unchanged at a reduction of 6.9%, however Members should note that although the percentage remains the same, the number of crimes decreases. In 2021/22, the SAPS aims to reduce the number of contact crimes against women to 148 225.
- 11) Percentage reduction in the number of reported contact crimes against children (below 18 years): The target remained unchanged at a reduction of 6.73%, however Members should note that although the percentage remains the same, the number of crimes decreases. In 2021/22, the SAPS aims to reduce the number of contact crimes against children to 36 839.
- 12) Percentage of police stations that have functional Community Police Forums: The target remains unchanged at 99.57% (1 148 of 1 152 police stations).
- 13) Number of Provinces in which the Community-in-Blue Concept has been initiated: Target increased from implementation in three provinces to six provinces by 31 March 2022. The target forms part of the MTSF.
- 14) Number of Provinces in which the Traditional Policing Concept has been implemented: In 2021/22, the SAPS will implement the concept in one province.
- 15) Number of cities and towns in which the implementation of the Safer Cities Framework has been initiated: The Framework will be implemented in 10 cities/towns.

Comments and questions

- 1) The SAPS should explain whether the Royal Police Reserve will form part of the current Reservist capability or whether these will be a separate structure. The Reserve was launched in December 2020. What informed the establishment of this Reserve?
- 2) The Department of Cooperative Governance and Traditional Affairs (CoGTA) drives the Safer Cities Framework and will identify the cities in which the framework is to be implemented in



2021/22. In the previous financial year, the Framework was piloted in 10 cities. The SAPS should indicate what successes were achieved through the Framework, together with the Royal Police Reserve and the Community-in-Blue initiatives.

- 3) The implementation of the White Paper on Safety and Security, as well as the Integrated Crime and Violence Prevention Strategy remain a vital aspect of a society-wide response to crime prevention. The Department should indicate what progress has been made with the implementation and level of engagements with the Civilian Secretariat for Police Service and Presidency in this regard.
- 4) The Department should indicate the progress made in finalising firearm licence application since the Committee's previous engagement on 16 February 2021.
- 5) The SAPS should indicate what proportion of stolen/lost/illegal firearms recovered are unidentifiable, thus without serial numbers.
- 6) The SAPS should indicate the frequency of the EFRS being off-line. How does such instability affect the tracing of firearms?
- 7) In 2020, the Civilian Secretariat for Police Service conducted an audit of police stations' response to GBVF, specifically the rendering of victim friendly services. The audit showed that only 66% of police stations had Victim Friendly Rooms (VFRs) that are functional and resourced; 24% of stations had VFRs, which are functional but not fully resourced; and that 10% of stations did not have VFRs or in stations where there was a room, they were being used as additional office or storage space. The SAPS should measure the outcome of this target, in terms of the value of service rendered, and not report merely as a tick-box exercise.
- 8) The Department should indicate the effectiveness and number of volunteers for the community to provide assistance/support to victims of crime and violence as part of Victim Friendly Services at police stations and especially in VFRs.
- 9) The SAPS should be encouraged to develop outcome indicators to measure performance on responsive policing of GBVF.
- 10) The SAPS aimed to indicate the Community-in-Blue Concept during 2020/21, but was hampered by the national lockdown restrictions. The concept will thus be initiated in all nine provinces in 2021/22.
- 11) The SAPS should indicate in which province the Traditional Policing Concept was implemented during 2020/21 and which province was identified for implementation in 2021/22.

The **Specialised Interventions and Border Security subprogramme** has nine performance indicators. The majority of performance indicators in the Border Security subprogramme revolve around crime-related hits reacted to because of the Movement Control System (MCS) and the Enhanced Movement Control System (EMCS) on wanted persons and circulated stolen or robbed vehicles. The other performance indicators aim to search 100% of profiled vehicles at land ports, containers at sea



ports and cargo consignments at airports for illegal facilitation of persons, contraband, illicit goods and/or stolen/robbed property. The Programme's performance indicators include -

- 1) Percentage of peaceful crowd management incidents policed: Target remains unchanged at 100%.
- 2) Percentage of unrest crowd management incidents stabilised: Target remains unchanged at 100%.
- 3) Percentage of medium to high-risk incidents responded to, in relation to requests received: Target remains unchanged at 100%.
- 4) Percentage of identified illegal mining operations responded to, in relation to medium to high-risk requests received: Target remains unchanged at 100%. The indicator is included in the MTSF and is a priority of the 2021 SONA. The reduction of illegal mining is a joint responsibility between the SAPS and the Department of Minerals and Energy. The output involves other SAPS Divisions, notably the DPCI.
- 5) Percentage of crime-related hits reacted to as a result of the Movement Control System (MCS) and Enhanced Movement Control System (EMCS) on wanted persons: Target remains unchanged at 100%.
- 6) Percentage of crime-related hits reacted to as a result of the MCS and EMCS on circulated stolen or robbed vehicles: Target remains unchanged at 100%.
- 7) Percentage of profiled vehicles at land ports searched for the illegal facilitation of persons, contraband, illicit goods and/or stolen robbed property: Target remains unchanged at 100%.
- 8) Percentage of profiled containers at sea ports searched for illegal facilitation of persons, contraband, illicit goods and/or stolen robbed property: Target remains unchanged at 100%.
- 9) Percentage of profiled cargo consignment at airports searched for illegal facilitation of persons, contraband, illicit goods and/or stolen robbed property: Target remains unchanged at 100%.

Comments and questions

- 1) The SAPS should provide details on the current capacity of the Special Task Force (STF) and the National Intervention Unit (NIU) and their capabilities to provide specialised tactical intervention where normal policing is insufficient.
- 2) The STF and NIU is instrumental in the protection of VIP and high-risk persons, and as such, the SAPS should explain relationship between these units and the Protection and Security Services Division (Programme 5), as the lead component in the protection of VIPs. How is the involvement of the STF and NIU determined and managed?
- 3) The SAPS should explain its role in the Border Management Agency (BMA) and how the BMA will affect performance targets in future.
- 4) The Department should indicate what engagements are held with the Department of Minerals and Energy to address illegal mining. What is the economic impact of illegal mining?
- 5) The NIU is the lead component to respond to illegal mining. How does it coordinate operations with other components such as crime intelligence and the DPCI?
- 6) The Department should indicate whether the target to reduce illegal mining by 100% is realistic.



6.2.3. Detective Services Programme

Purpose: Enable the investigative work of the SAPS, including providing support to investigators in terms of forensic evidence and criminal records.

Programme objective: To contribute to the successful prosecution of offenders by investigating and analysing evidence.

Performance indicators: The Detective Services Programme has 29 performance indicators in total, of which most are located in the Crime Investigations subprogramme (14 indicators).

The **Crime Investigation subprogramme** has 14 performance indicators, of which most targets have been increased in the 2021/22 financial year. The performance indicators are -

- 1) Percentage increase in the detection rate for contact crimes: Target increased from 55.47% to 55.7%.
- 2) Percentage increase in the detection rate for contact crimes at the 30 High Contact Crime Weight Stations: Target increased from 35.5% to 40%.
- 3) Percentage reduction of outstanding case dockets related to contact crimes older than 3-years finalised: Target increased from 14.7% to 14.97%.
- 4) Percentage reduction of outstanding wanted persons for contact crimes already circulated at the 30 High Contact Crime Weight Stations finalised: Target increased from 10.25% to 10.5%.
- 5) Percentage increase in the detection rate for crimes against women (18 years and above): Target increased from 75.15% to 75.25%.
- 6) Percentage increase in the detection rate for crimes against children (below 18 years): Target increased from 70.1% to 70.15%.
- 7) Percentage of identified drug syndicates neutralised with arrests: Target increased from 50% to 60% in 2021/22.
- 8) Percentage increase in the number of arrests for dealing in illicit drugs: Target remained unchanged at 5%.
- 9) Percentage of identified organised criminal groups neutralised with arrests: Target increased from 50% to 60% in 2021/22.
- 10) Percentage increase in compliance with the taking of buccal samples from schedule 8 arrested offenders: Target increased from 60% to 70%. However, the SAPS APP added a 'disclaimer' on this target by stating that the Division Detective Services is reliant on the availability of buccal sample kits at police stations, which are procured by the Division: Supply Chain Management, for distribution by the offices of the Provincial Commissioners.
- 11) Percentage reduction of outstanding person-to-crime DNA investigative leads finalised. The target was increased significantly from an estimated performance of 5% in 2020/21 to 17% in 2021/22.
- 12) Percentage reduction of outstanding crime-to-crime investigative leads finalised: Target increased from 5% to 5.8%.
- 13) Percentage reduction of outstanding fingerprint investigative leads finalised: Target increased from 5% to 6.7%.
- 14) Percentage reduction of outstanding Integrated Ballistics Identification System (IBIS) investigative leads finalised: Target increased significantly from 5% to 13.3%.



The **Criminal Record Centre and Forensic Science Laboratory subprogramme** has seven performance indicators to improve the processing of fingerprint searches and maintenance of criminal records, and to enhance the processing of forensic evidence and forensic intelligence case exhibits. None of the targets was increased in 2021/22 compared to the previous financial year. The Programme's indicators are -

- 1) Percentage of results of trial updated in respect of the following: Guilty verdict: Target remained unchanged at 95% of results updated within 20 calendar days.
- 2) Percentage of results of trial updated in respect of the following: Not guilty verdict. Target remained unchanged at 95% of results updated within 20 calendar days.
- 3) Percentage of original previous conviction reports generated: Target remains unchanged at 95% of reports generated within 15 calendar days.
- 4) Percentage of routine case exhibits (entries) finalised: Target remains unchanged at 75% of exhibits processed within 35 calendar days.
- 5) Percentage of non-routine case exhibits (entries) finalised: Target remains unchanged at 70% of exhibits processed within 113 calendar days.
- 6) Percentage of case exhibits (entries) not yet finalized exceeding the prescribed periods: Target remains unchanged for the backlog not exceeding 10% of registered case exhibits.
- 7) Percentage of Ballistics Intelligence (IBIS) case exhibits (entries) finalised. Target remains unchanged at 95% finalisation within 35 calendar days.
- 8) Percentage of Biology Deoxyribonucleic Acid (DNA) Intelligence case exhibits (entries) finalised: Target remains unchanged at 80% processed within 90 calendar days.

Comments

- 1) The inclusion of performance indicators to reduce the numbers of outstanding case dockets (old cases) in various crime categories, like crimes against women and children should be welcomed. However, a significant risk is that these case dockets could possibly be closed without proper investigation to achieve the performance target. The SAPS should be asked whether this possibility was considered and if so, what steps will be taken to mitigate against this risk.
- 2) The SAPS included a performance indicator to increase compliance with the taking of buccal samples from schedule 8 arrested offenders. The 2021/22 target is to bring compliance to 70%. However, the Criminal Procedures Act, 1977 requires that *"an authorised person must take a buccal sample of any person after arrest but before appearance in court to be formally charged for any offence referred to in Schedule 8"*. Thus, a buccal sample MUST be taken from all persons (100%) arrested on schedule 8 offences (not 60%). The achievement of the performance indicator is further qualified in footnote 70, page 35 of the APP, stating, *"The Division: Detection Services is reliant on the availability of buccal sample kits at police stations, which are procured by the Division: Supply Chain Management, for distribution by the offices of the Provincial Commissioners"*. This should be a serious concern of the Members. The procurement and distribution of buccal sample kits should then be a performance indicator in Programme 1 to measure this.
- 3) The Department should provide an update on the progress made on finalising the backlog in the FSL since the Committee's last engagement in March 2021.



6.2.4. Directorate for Priority Crime Investigation (DPCI)

The **Directorate for Priority Crime Investigations (DPCI)**, commonly known as the Hawks is located as a Directorate within the SAPS under the Specialised Investigations subprogramme.

Performance indicators: The DPCI has seven performance indicators. All targets related to reducing levels of serious corruption in the public and private sectors in order to improve perceptions of fraud and corruption were increased in 2021/22 compared to the previous financial year. The programme's performance indicators include:

- 1) Percentage of trial-ready case dockets for serious corruption within the public sector: Target increased from 50% to 65%.
- 2) Percentage of trial-ready case dockets for serious corruption within the private sector: Target increased from 50% to 65%.
- 3) Percentage of trial-ready case dockets for serious corruption within the JCPS Cluster: Target increased from 50% to 65%.
- 4) Percentage of registered serious organised crime project investigations successfully closed: The target remained unchanged at 72%.
- 5) Percentage of identified clandestine laboratories dismantled with arrests: The target remained unchanged at 90%.
- 6) Percentage of trial-ready case dockets for serious commercial crime: The target remained unchanged at 65%.
- 7) Percentage of serious cyber-related crime support case files successfully investigated within 90 calendar days: The target increased from 60% to 65% in 2021/22.

Comments

- 1) The Department should indicate the status of engagements with National Treasury to establish the DPCI as a separate Budget Programme of the SAPS.
- 2) The Departments should indicate the current capacity of the DPCI, including infrastructure, equipment and personnel. This should especially be in specialist areas, such as cyber-security.

6.2.5. Crime Intelligence Programme

Purpose: Manage crime intelligence, analyse crime information, and provide technical support for investigations and crime prevention operations.

Programme objective:

- To gather crime intelligence in support of the prevention, combating and investigation of crime.
- To collate, evaluate, analyse, coordinate and disseminate intelligence for the purpose of tactical, operational and strategic utilisation.
- To institute counter-intelligence measures within the South African Police Service.
- To prevent and fight crime through enhanced international cooperation and innovation on police and security matters.

Performance indicators: The following performance indicators and targets measure the effectiveness of the Crime Intelligence Programme -



The Crime Intelligence Programme has 12 performance indicators to enable intelligence-led policing, effectiveness of counter-intelligence measures instituted by the SAPS and enhanced external cooperation and innovation on police reform and security matters to prevent and fight crime.

The conducting of security assessments, including the vetting of members, is one of the most basic defensive measures in the protection of classified and confidential information and counter-intelligence strategies. However, the targets for the 2021/22 performance indicators were reduced significantly -

- The target for the completion of security clearances finalised, in relation to the total planned annually was reduced from 100 per cent to 50 per cent (577 from 1 154) in 2021/22.
- The target for the percentage of ICT security assessments finalised in relation to the total planned annually was reduced from 100 per cent to 50 per cent (1 185 from 2 370) in 2021/22.
- The target for the finalisation of mandatory physical security assessments finalised was revised to specify that these assessments are “overt”, thus done openly.

In terms of the above, a key performance indicator measuring the *Percentage of security awareness programmes conducted in the SAPS* was removed and not included in the 2021/22 APP.

The Crime Intelligence Programme relies on network operations to enable intelligence-led activities. In 2021/22, the Programme will successfully terminate 60.85 per cent (415 from a total of 876 network operations planned) of network operations. This target was reduced from 65.07 per cent in 2020/21 to 60.85 per cent in 2021/22. Network operations are operations undertaken by Crime Intelligence on Provincial and Cluster level to gather intelligence/information so that a situation can be better understood or to generate intelligence/information on criminal organisations, groups or individuals that could be turned into evidence for use in a court of law. The performance on this indicator has been good in past years.

Comments and questions

- 1) The SAPS should be encouraged to increase the targets for performance indicators, especially those used for counter-intelligence, e.g. 50 per cent of security clearances finalised, in relation to the total planned annually. Although the targets are percentage based, they are in relation to the number of planned activities. Thus, the number of planned activities should be increased, which will in turn increase the performance.
- 2) The Department should indicate why the performance indicator for the finalisation of mandatory physical security assessments finalised was revised to specify that these assessments are “overt”, thus done openly.
- 3) The Department should indicate what influences the continued instability in the Crime Intelligence Programme’s management structure has on performance, if any.

6.2.6. Protection and Security Services Programme

Purpose: Provide protection and security services to all identified dignitaries and government interests.



Programme Objective: Minimise security violations by protecting foreign and local prominent people and securing strategic interests.

Performance indicators: The following performance indicators and targets measure the effectiveness of the Protection and Security Services Programme of the SAPS -

The Programme has four subprogrammes as per the budget, but the performance indicators are delineated into only two subprogrammes, namely the *Protection and Security Services* subprogramme and *Presidential Protection Services* subprogramme. The other two subprogrammes *Government Security Regulator* and *Operational Support*, have no performance indicators assigned to them despite the subprogrammes receiving a budget allocation. This manner of reporting does not clearly indicate what funds are spent on the two Programmes, e.g. what does it cost the SAPS to protect the President?

The performance indicators of the Protection and Security Services subprogramme aim to have zero security breaches during in-transit protection and at identified government installations and identified VIP residences. VIPs include Ministers, Deputy Ministers, Premiers, Speakers, Deputy Speakers, Members of Executive Councils (MECs), Chief Justice and Deputy Chief Justice, Judge President and ad hoc VIPs, whose status is determined by the Risk Information Administration System (RIMAS) policy.

The subprogramme further measures the percentage of strategic installations audited (49 per cent/122 of 249) and evaluation of National Key Points (NKPs), targeted at 100 per cent (209 evaluations).

The performance indicators of the Presidential Protection Service subprogramme aims to have zero security breaches during physical protection of the President, Deputy President, former Presidents, former Deputy Presidents, their spouses and other identified VIPs including foreign Heads of State and former Heads of State/Government and their spouses. The subprogramme further aims to have zero security breaches at identified government installations occupied by identified protected VIP principals in terms of Cabinet Memorandum 1A of 2004, RIMAS and the Presidential Handbook, by virtue of their public office or strategic importance to the country. The Presidential Protection Service subprogramme will evaluate 10 NKPs during 2021/22.

Comments and questions

- 1) The President assented to the Critical Infrastructure Protection Act, 2019 (Act No. 8 of 2019) on 20 November 2019. The SAPS was instrumental in the drafting of the Act and must have an implementation plan, and as such, the performance indicators should be aligned to the new roles and requirements of the Critical Infrastructure Protection Act, 2019. The Act becomes operational once the Minister of Police appoints the Critical Infrastructure Council. The Portfolio Committee on Police is in the process of shortlisting candidates to serve on the Council. The Portfolio Committee on Police must nominate candidates to the Minister for appointment.
- 2) The Department should indicate what progress has been made with the drafting of the Critical Infrastructure Protection Act Regulations.
- 3) The SAPS should be encouraged to provide a breakdown of the budget allocation for this programme that reflects the subprogrammes, e.g. Protection and Security Services subprogramme and the Presidential Protection Services Programme.



- 4) The Department continues to keep manual systems of performance in the Protection and Security Services Programme. The Department should indicate whether the system will be computerised.

7. SERVICE DELIVERY IMPROVEMENT PLAN

Regulation 38 of the Public Service Regulation, 2016 provides that the Minister must establish and maintain a Service Delivery Improvement Plan (SDIP) that is aligned to the Department's Strategic Plan, specifying the main services that must be improved. In 2020/21, the SAPS finalised the development of its five-year SDIP and most areas were incorporated in the APP. The key services, as identified by the SAPS include:

- **Key Service 1: Provide police assistance to clients who lodge complaints:**
 - 95% of all Police Stations to display Service Delivery Charters, in the approved format.
 - 100% of all Divisions and Components display Service Delivery Charters, in the approved format.
 - 80% of all Police Stations to display a Suggestion Box.
 - 80% of Police Stations respond to all suggestions in the Suggestion Box, within the prescribed period.
 - 80% of all Police Stations to implement the Floor Marshall Concept. This action applies to all police stations and is meant to accommodate all clients' needs by prioritising the services that a client wants from the SAPS. Disabled, pregnant and elderly clients should be afforded priority.
- **Key Service 2: Provide basic support to the victims of crime:**
 - Implement the Action Plan for the Policing of People With Disabilities, at 60% of all Police Stations.
 - Implement the minimum requirements for Victim Friendly Facilities at one Police Station, per Province, including wheel chair ramp, holding rails, disabled ablution facilities, and disabled parking bay.
- **Key Service 3: Provide police initiated services to communities:**
 - 100% of identified SAPS vehicles with SAPS branding and blue lights.
 - Establish Satellite Police Stations, in prioritised communities.
- **Key Service 4: Provide feedback to complainants/victims on reported cases:**
 - Implementation of ICDMS enhancements to 50% of complainants/victims who report cases.
 - Roll-out the MySAPSApp to all stations and CPF structures regarding: Phases 2 and 3 functionality.
 - Reduction in the number of categorised service complaints against the SAPS.
- **Key Service 5: Provide support on service delivery improvement and organisational transformation programmes:**
 - 100% Frontline Service Delivery Monitoring (FSDM) Improvement Plans finalised
 - Map and optimize three identified services for the Community Service Centre
 - Implement approved Service Delivery Improvement Plans, at 75% of all Police Stations



- Implement approved Service Delivery Improvement Action Plans at 100% (9 of 9) Provinces
- Implement approved Service Delivery Improvement Action Plans, at 100% (24 of 24) Divisions and Components
- Conduct one learning network, per Province, per year
- Conduct two learning networks, with Divisions and Components, per year

Comments and questions

- 1) The Department should indicate who monitors the suggestion boxes at police stations. Does the public use the suggestion boxes? Can the Department provide examples of suggestions received via these boxes? Why is the planned achievement only 80%?
- 2) The Department should indicate who is responsible for the implementation of the Floor Marshall Concept at police stations.
- 3) The Department should provide details of the 'Action Plan for Policing of People with Disabilities'.
- 4) The Department should conduct an audit on the services provided to victims with disabilities at police stations countrywide and report the findings to the Committee. It is unacceptable that a target to improve service delivery is to implement the minimum requirements for Victim Friendly Facilities at one police station per province during 2021/22. These facilities should be available to, and accessible by all victims of crime.
- 5) What is the uptake of the *MySAPSApp* countrywide? How successful is the platform to report crime and render effective policing services?
- 6) The SAPS should explain why the target to reduce the number of categorised service complaints against the SAPS relates to an inadequate understanding of the Criminal Justice System (CJS) and thus leading to complaints against the SAPS. What does this mean and how will the SAPS address the alleged inadequate understanding of the CJS?
- 7) The SAPS should explain why the Department is not implementing the recommendations made by the DPME in their FSDM Reports. What corrective actions are taken against those responsible for the implementation?
- 8) The Department should report to the Committee on the implementation of the SDIP. The Committee should check these areas as part of oversight visits to police stations.

8. CONCLUSION

The baseline budget reductions and decrease in personnel over the medium-term do not necessarily mean a reduction in service-delivery by the police. The effectiveness of the police is not dictated solely by these factors, rather factors such as effective digital policing and distribution of resources should be considered. The SAPS has been lagging behind in digital policing compared to international counterparts. The aim should be to police smarter, not harder. There are little mention of digital or e-Policing in the 2021/22 APP and the targets for modernisation have been severely reduced. The Civilian



Secretariat is developing an e-Policing Policy moving towards the modernising of the SAPS and attainment of a 4IR policing environment. This will leverage on technology to combat crime and efficiencies. The lack of technological advances will further jeopardise the successful implementation of the Safer Cities Framework.

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