

**SOUTH AFRICAN POLICE SERVICE STRATEGIC  
PLAN TO COMBAT CRIME AT  
BOPHELONG/MUVHANGO IN VANDERBIJLPARK:  
*AN EVALUATION***

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## DECLARATION

I, **Lawrence Kwadikwadi Semanya** declare that SOUTH AFRICAN POLICE SERVICE STRATEGIC PLAN TO COMBAT CRIME AT BOPHELONG/MUVHANGO IN VANDERBIJLPARK: AN EVALUATION is my own work and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **DEDICATION**

This dedication as part of my study is dedicated to the following people:

To my father Pitsi Binause Semenya who has passed on 2003 my father used to motivate me by saying “I want you to study for your future not to be like me who left school at STD1(one) due to family circumstances” and I want you to make me proud I have tried to fulfil your desire.

To my late younger brother Ronald Maselaelo Semenya who left the world in 2000 before obtaining his diploma from the then Technikon Northern Gauteng (T.N.G).

May your soul rest in peace in the name of Jesus Christ of Nazareth and God be with you?

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I also sent my salute to my uncles who have been with me from my childhood Sekgaila and Jonas Chokoe .Especially you rangwane (uncle) Sekgaila for being my motivator you have been with me throughout my study .You deserve my thank for the role you've played in my educational life.

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For my Study I would like to thank the Vanderbijlpark SAPS members for their contribution on my research starting to Vanderbijlpark management under a leadership of director (Brigadier) Z.E. Molefe for granting me a permission to do my research at their institution ,to the

member of “C” shift for time they offered me when I was in need of information about SAPS s strategic plan on crime prevention ;not forgetting Bophelong Muvhango CPF member s with their committee under a be leadership of M.R Ntsokolo who was always there for me and to the independent community member of Bophelong Who participated at my study . TO all of you thanks for your time and support you gave to me.

## SUMMARY

South African Police Service (SAPS) is established to prevent crime and provide safe and secure living to the inhabitants of the country. The SAPS operates under the Justice Crime Prevention and Security (JCPS) Cluster to investigate and combat crime. In order to reduce the levels of crime, the SAPS has designed a SAPS Strategic Plan. The South African Police Service face challenges within the increasingly sophisticated, technological and international crime arena. To meet the demand the SAPS needs to upgrade the skills, competencies and capacity of its members and its ability to gather and use crime intelligence.

According to the annual report of the Vanderbijlpark SAPS, 2008, the Bophelong/Muvhango (a township that falls under the town of Vanderbijlpark) has a rising crime rate due to the lack of following resources: two vehicles per area are available with two radios; six police officers are issued with two in-vehicles and two in Client Service Centre; six police officers employed on-duty per 1133km<sup>2</sup> with 18 Extensions; lack of training facilities as police officers employed 15 years ago have not received any relevant training in order to improve their crime fighting skills; police officers are not provided with any training sessions in order for them to understand the SAPS Strategic Plan; and there are no public meetings to sensitize the community regarding the SAPS Strategic Plan that hinders their involvement in crime prevention.

In order to improve the challenge, the study was conducted with a hypothesis formulated as: the effective South African Police Service Strategic Plan may lead to crime prevention in Bophelong / Muvhango at Vanderbijlpark. The findings from the literature review and the empirical research support the central statement. Findings indicate that in order to

achieve the purpose stipulated in the hypothesis, there is a need for personnel to attend the SAPS training courses to understand the significance of the crime prevention strategy. This will further assist them to implement the strategy effectively to combat crime.

Moreover, the training needs to be aligned with the SAPS Strategic Plan in order to achieve the objectives of crime prevention strategically and should focus on the human capacity for high performance in combating crime. The training offered guides the employees with the basics regarding to the performance of their duties and is aligned with the duties performed practically.

The study explored the difficulties and challenges that SAPS faced in the crime prevention strategy at the area of the research as Bophelong/ Muvhango. The study states the following recommendations for Vanderbijlpark SAPS to minimize crime at Bophelong/ Muvhango: SAPS must involve the local community members in implementing any policy/programmes for crime prevention; for the safety of the community SAPS must train officials with relevant skills; officials must receive training that is aligned to the objectives of the SAPS; SAPS must spend on improving resources such as more unmarked vehicle with well trained specialized officers; SAPS must improve on effective communication system between the SAPS members and the members of the community; and SAPS must utilize the community radio slot or road show system to alert the community regarding occurrence of any nature of crime in their area.

It is recommended that SAPS must learn lessons from best practices implemented in developing and developed countries to combat crime. Further research therefore could be based on comparative study whereby crime prevention models and approached from other countries be discussed, explored and applied in South Africa considering the availability of required resources at national level.

The research explored the impact of implementation of SAPS Strategic Plan and offered valuable recommendations to improve the challenges regarding crime prevention at Bophelong /Muvhango of Vanderbijlpark. The research suggested a way forward in the form of further research for crime prevention in South Africa.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

1. **AFIS**-Automated Identification System
2. **AIDS**-Acquired Immune Deficiency System
3. **ANC**-African National Congress
4. **CIG**-Crime Information Gathering
5. **CJS**-Criminal Justice System
6. **CPF**-.Community Police Forum
7. **CPU**-Crime Prevention Unit
8. **CRIM**-Criminology
9. **CST**-Constable
10. **DNA**-Deoxyribonucleic Acid
11. **DVA**-Domestic Violence Act
12. **EAP**-Employment Assistance Programme
13. **ETD** -Educational Training and Development
14. **FCSU**-Family Violence, Child Protection and Sexual Offence Unit
15. **HIV**-Human Immunodeficiency virus
16. **HR**-Human Resource
17. **HRM**-Human Resource Management

18. **ICOP**-Inter active Community –Based crime prevention Strategy
19. **IJS**-Intergraded Justice System
20. **INTERPOL**-International Police
21. **IPES**-International Police Executive Symposium
22. **IT**-Information Technology
23. **JCPS**-Justice Crime prevention and Security
24. **MR**-Mister
25. **MTEF**-Medium Term Expenditure Framework
26. **NCPS**-National Crime prevention Strategy
27. **PFMA**-Public Financial Management Act
28. **RDP**-Reconstruction and Development programme
29. **RSA**-Republic of South Africa
30. **SA**-South Africa
31. **SAHRC**-South African Human Rights Commission
32. **SANDF** -South African National Defence Force
33. **SAPS**-South African Police Services
34. **SARS**- South African Revenue of Services
35. **SITA** -State Information Technology Agencies
36. **TBVC** -Transkei, Bophuthatswana, Venda and Ciskei

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# CHAPTER 1

## ORIENTATION AND PROBLEM STATEMENT

**Key words:** South African Police Service (SAPS), strategic plan, Community Police Forum, crime, crime prevention, sector policing.

### 1.1 ORIENTATION AND BACKGROUND

South African Police Service (SAPS) is established to prevent crime and provide safe and secure living to the inhabitants of the country. The SAPS operates under the Justice Crime Prevention and Security (JCPS) Cluster to investigate and combat crime.

The 2008/2009 Annual Report of the SAPS did not in general reflect a particularly negative crime picture, but unfortunately indicated significant increases in the incidence of the trio crimes (house robbery, business robbery and hijacking) (SAPS Strategic Plan 2010-2014, 2009).

Van der Waldt (in van Heerden,1986:157) defines crime as an act which is detrimental to the healthy, normal life and existence of individuals as well as their relatives and the community *per se*. Crime is an action that threatens or distracts the equilibrium of stability in a community and its individual members. Clinard and Meier (1973:30 – 34) state that “crime can be described from sociological perspective as any deed which upsets the social orders and which is punishable by State”.

The prevailing incidence of crime and violence in South Africa, particularly in certain areas has necessitated a close scrutiny and analysis of the crime situation and intelligence picture to determine which areas in South Africa have the highest incidence of crime and violence and what

should be done to stabilize the area. The SAPS has followed an approach of stabilizing crime in identified areas since 1 April 2008. Approximately 140 station areas were established in Gauteng Province (SAPS, 2008).

In order to reduce the levels of crime, the SAPS has designed a SAPS Strategic Plan that has following elements (Reynecke and Fourie, 2001: 68- 71): “a hard line approach to combating crime with emphasis and reactive service such as an investigation and intelligence gathering success could be measured in term of conviction and arrest; and crime prevention and service that address the roots cause of crime”.

The SAPS Strategic Plan is therefore a mechanism that is applied and used by the SAPS in combating crime at allocated areas of jurisdiction. It includes the involvement of community in crime prevention. A community member can be encouraged by police officers of Vereeniging to get involved in the formation of public police policy that affects their lives (Mayhall & Pamela, 1995:245).

In order to achieve the goals set in the National Security Policy, the SAPS has established the strategic priorities linking to the aims of the National Security Policy. These priorities are meant to be achieved as medium-terms goals of the SAPS.

The first priority is combating the high prevalence of organized crime related to trafficking of drugs and firearms, hijacking of people, products and vehicles, investigation of dishonest, unethical and corrupt public office-bearers.

The second priority is prevention of serious crime related to violence, identification of high-crime areas, gang fighting, prevention of people during public events and significant ceremonies.

The third priority is to prevent crimes against women and children.

The fourth priority is improving the delivery of expected and required services to community members.

The SAPS has moreover established the organizational priorities to achieve the set strategic priorities. The organizational priorities are related to the utilization of financial, managerial, logistical, physical, technical, technological, and human resources to combat crime.

The SAPS has furthermore established the criteria of crime prevention that include political commitment to build safer communities through partnership; the involvement of social service such as housing, health, recreation and sport, urban planning and local government; adequate community crime prevention planning; professional co-ordination; and national support for local action (SAPS, 2008). *South African Police Service Act* (Act 68 of 1995) requires the national commissioner who is appointed by the state president to develop a one year plan, setting the priorities and objectives of policing every financial year to reduce the extent of crime in the country.

The South African Police Service face challenges within the increasingly sophisticated, technological and international crime arena. To meet the demand the SAPS needs to upgrade the skills, competencies and capacity of its members and its ability to gather and use crime intelligence.

## **1.2 PROBLEM STATEMENT**

Bophelong / Muvhango is a township that falls under the town of Vanderbijlpark which is almost 70km and the South of City Johannesburg and is situated under Emfuleni Municipality of Sedibeng district.

Bophelong / Muvhango is a geographically large area that occupied the density of 1133km<sup>2</sup>. According to Community Police Forum Chairperson Mr. Ntsokolo, Bophelong / Muvhango is estimated having ±1363788 population living at the area and where most of them are unemployed, illiterate and unskilled living with poverty. As all this contribute to the course and increase of crime at the area (Vanderbijlpark SAPS, 2007).

Bophelong/Muvhango has a rising crime rate due to the lack of following resources (Vanderbijlpark SAPS Annual Report, 2008):

- two vehicles per area are available with two radios,
- six police officers are employed per two in-vehicles and two in Client Service Centre,
- six police officers employed on-duty per 1133km<sup>2</sup> with 18 Extensions,
- lack of training facilities as police officers employed 15 years ago have not received any relevant training in order to improve their crime fighting skills,
- police officers are not provided with any training sessions in order for them to understand the SAPS Strategic Plan, and
- there are no public meetings to sensitize the community regarding the SAPS Strategic Plan that hinders their involvement in crime prevention.

Furthermore lack of resources is the problem in crime prevention. During the working hours only two vehicles are available at the whole area of Bophelong/ Muvhango and only two officers are available at the Client Service Centre for service rendering. Communication radio technological failure affect the process of crime preventions badly as all the means of

communication is contained at Midrand which is  $\pm 70$ km from the area. Bophelong / Muvhango are multi-cultural areas whereby the police personnel are South Sotho and Afrikaans speaking, that leads to restriction in effective communication due to language barriers (information extracted from Vanderbijlpark SAPS Annual Report, 2008).

### **1.3 HYPOTHESIS**

The hypothesis for the study is formulated as:

The effective South African Police Service Strategic Plan may lead to crime prevention in Bophelong / Muvhango at Vanderbijlpark.

### **1.4 RESEARCH QUESTIONS**

Considering the problem statement, the study attempted to find answers to the following questions:

- What are the meanings of concepts SAPS Strategic Plan and crime prevention?
- What are the causes of crime in Bophelong / Muvhango at Vanderbijlpark?
- What could be the impact of SAPS Strategic Plan on crime prevention in Bophelong / Muvhango at Vanderbijlpark?
- What recommendations can be offered to add value to effective implementation of SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark?

## **1.5 RESEARCH OBJECTIVES**

The following were outlined as objectives for the study:

- To give a theoretical exposition of concepts, SAPS Strategic Plan and crime prevention.
- To explore the extent of crime in Bophelong / Muvhango at Vanderbijlpark.
- To investigate the impact of SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark.
- To offer recommendations that may add value for effective implementation of SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark.

## **1.6 RESEARCH METHODS**

The research utilized the following methodology for gathering information:

### **1.6.1 Literature Review**

Literature review was employed to gather information on concepts of the SAPS Strategic Plan and crime prevention. The sources consulted were: books, journals, legislations, newspapers, archival data from the South African Police Service, Intranet source of SAPS in Bophelong / Muvhango at Vanderbijlpark, Internet websites.

### **1.6.2 Empirical Research and Design**

Under the guidance of the supervisor semi-structured interviews were conducted with respondents from senior management, police officials, and community members. This included qualitative questionnaires to obtain their opinion on the implementation of SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark. The following were interviewed:

- SAPS Functional (Police officers) (Total Fifteen) to explore the extent and level of crime in the area, and the implementation level of the SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark.
- Community Police Forum members (Total six) to find out their collaborative relationship with SAPS members for crime prevention in Bophelong / Muvhango at Vanderbijlpark.
- Community members (20) to gather information regarding their participatory role in crime prevention in Bophelong / Muvhango at Vanderbijlpark.

### **1.6.3 Measuring instrument**

Information was obtained by means of a questionnaire that was convenient for the researcher as officials are available within the SAPS Vanderbijlpark.

## **1.7 OUTLINE OF CHAPTERS**

To pursue the above research, the following chapters were covered:

Chapter 1: Orientation and problem statement

Chapter 2: Theoretical exposition of concepts SAPS Strategic Plan and crime prevention

Chapter 3: An overview of the impact of SAPS Strategic Plan on crime prevention

Chapter 4: The impact of implementation of SAPS Strategic Plan on crime prevention in Bophelong / Muvhango at Vanderbijlpark

Chapter 5: Conclusion and Recommendations

The next chapter explores the theoretical exposition of concepts South African Police Service Strategic Plan and crime prevention for broad understanding.

## **CHAPTER 2**

### **THEORETICAL EXPOSITION OF CONCEPTS**

### **SOUTH AFRICAN POLICE SERVICE STRATEGIC**

### **PLAN AND CRIME PREVENTION**

#### **2.1 INTRODUCTION**

In South Africa as in many other countries, high levels of crime and the role of the police in combating it, crime continues to be the focus of debate and controversy. The lack of clarity and understanding in general of what crime combating or crime prevention fighting entails, lead to realistic expectation of what police are capable of and consequently to unfair blaming of the police when crime level are high (Fox, Van Wyk and Fourier, 1998: 5).

In this research it will be argued that blaming of the police is largely due to misconception about the meaning and implications of concept such as crime, crime combating, policing and crime prevention (International Police Executive Symposium, 2010). These view-points will be supported by exploring the approaches utilized by the SAPS to combat crime in the country.

#### **2.2 AN OVERVIEW OF SOUTH AFRICAN POLICE SERVICE**

South African Police Service SAPS refers to the officials, organization representing the government of the day that is responsible for the prevention, combative and investigating crime to ensure, public order, protection and security to uphold and enforce the law within the parameter of the Constitution of Republic of South Africa, 1996 (Roets,

2003: 3). The Republic of South Africa has a single National Police Service. The President of South Africa appoints the National Commissioner as a head of the Police Service.

The Constitution of the Republic of South Africa (1996) requires legislation to provide for the establishment and regulation of the SAPS which shall be structured at both national and provincial spheres of government shall function under the direction of the national as well as the various provincial governments. Furthermore, the National Police Service must be structured to function in the national, provincial and where appropriate local sphere of government.

Police Service is directed towards the execution of the preservation and protective aspect of social control. Its activities aim at eliminating or minimising threats to the social order, informally resolving conflict in human relationship and rendering a variety of service. Its efficiency is not measurable in statistical term but is reflected in an absence of crime a generally positive public image of the police the degree of support and assistance from the public and the extent to which the realisation of the social ideal is regarded as a partnership concern (Van Heerden, 1988: 49-50).

The principles of the SAPS generally originated and evolved from military service. Members of the SAPS department wear uniform and observe rigid standard and regulation. The SAPS operates by order, regulations and manuals and are administered by commanders who maintain internal discipline and orders much like the military organization (Blintiff, 1993: 11- 12).

The responsibilities of the South African Police Service are contained in section 205 (3) of the Constitution of the Republic of South Africa, 1996.

This section completely changed the formulation of the function of the police or the object of the police. According to section 205 (3) the objectives of the National Police Service are, to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitant of the Republic and their property and uphold and enforce law.

The SAPS is headed by the National Commissioner appointed by the President to upright term of performance agreement utilizing specific performance as approved by the Minister of Safety and Security. The responsibilities of the executive command and control in the performance of the objectives of the Police as set out in the Constitution.

The National Commissioner according to the responsibility bestowed by the SAPS functions as providing an effective police service in term of the specific performance indicators outlined in the performance agreement which direct the National Commissioner to manage and control the SAPS to meet specific goals.

The SAPS is established to provide communities the safe and secure place to live without fear; to create a crime-free environment for the people; to patrol and punish criminals through the justice system; investigate the crime, criminal records and criminal activities for a safer South Africa.

The SAPS is the part and parcel of the Justice Crime Prevention and Security Cluster (JCPSC). The Justice, Crime Prevention and Security Cluster (JCPSC) is responsible for providing the strategic plans and guidance regarding safety and security in the country. Through proper consultation, adequate cooperation and efficient communication processes, the JCPSC develops a strategic relationship with the departments incorporate the Cluster; guides the departments regarding the

strategic plan for crime prevention; reviews, evaluates and monitors the plan to improve the challenges. The Cluster considers the requirements of the SAPS in terms of strategic plan and prepares a strategic direction for the SAPS incorporating the Police Service Act, 1995 (Act No 68 of 1995) for implementation.

### **2.3 THE SAPS STRATEGIC PLAN**

The SAPS Strategic Plan is formulated to establish strategic planning for crime prevention supported by organization planning required for effective implementation of the Plan. It is a strategic plan, formulated in alignment with the requirements of the Treasury Regulations and planned in accordance with the Police Service Act, 1995 (Act No 68 of 1995), set to be implemented on a long-term basis and was first implemented during the years of 2005 to 2010. The prevention of crime is a continuous process hence the phases of the plan for the years 2005-2010 are set in continuity with the previous plan formulated for the years 2004-2007. The plan integrates the areas of performance management in order to monitor the process of the plan and links with the Medium Term Expenditure Framework of the SAPS. The strategic plan for the years 2010-2014 is explained under situational analysis with substantial reasoning and is attached in Appendix A.

The strategies established by the Cluster coordinate with the requirements of the Criminal Justice System in South Africa. The strategic priorities and goals of the SAPS for 2005 to 2010 stresses on issues regarding organized, and violent crime; provide effective delivery of services to the communities; and also covering the areas of human and financial resources required to combat crime. These strategic priorities and goals are stated in detail in Appendix B.

In order to achieve the above, the SA Government has adopted the four pillar approach as a model for crime prevention, stated in Appendix C.

The SAPS Strategic Plan South African Police Service Strategic Plan has following elements (Reynecke and Fourie, 2001: 68- 71):

- A hard line approach to combating crime with emphasis and reactive service such as an investigation and intelligence gathering success could be measured in terms of conviction and arrest.
- Crime prevention and service that address the root cause of crime.

The comprehensive detail of the SAPS Strategic Plan for Crime Prevention is elaborated in chapter three.

It is however of little use to consider only the statutory responsibilities of the police without also considering the implication of government policies for crime prevention, attached in Appendix D.

## **2.4 MEANING OF CONCEPT CRIME PREVENTION**

Naude and Stevens (1988: 1) describe crime as “an act or admission which is forbidden by law and is punishable by the judiciary” whereas Vander Waldt (in Van Heerden, 1986: 157) states that “crime is an act which is detrimental to the healthy, normal life and existence of individual as well as their relatives and their community *per se*. Crime is an action that threatens aims or distorts the equilibrium of stability in a community and its individual members”.

From the sociological perspective, Clinard and Meier (1975: 20-25) explore that “crime can be described as any deed which upsets the social order and which is punishable by states”. Crime is the simultaneous

existence of the desire to commit a crime and belief that the opportunity to commit a crime has actually presented itself (Wilson and McLaren, 1972: 319).

According to the South African National Crime Prevention Strategy (1996), high levels of crime pose a serious threat to South African's emergent democracy. Violence crime often leads to tragic loss of life and injury, the loss of possession and livelihood due to crime is incalculable. Crime poses a threat to peaceful resolution of differences and rightful participation of all in the democratic process. Crime casts fear into the hearts of South Africans from all walks of life and prevents them from taking their rightful place in the development and growth of the country. It inhibits citizens from communicating with one another freely, from engaging in economic activity and prevents entrepreneurs and investors from taking advantage of the opportunities that the country offers (South African National Crime Prevention Strategy, 1996). The crime prevention measures are required to combat crime in South Africa.

Crime prevention is a measure to minimize the existence of violent activities; reduce the amount of criminal circumstances to a point of stabilization; investigates crime and criminals; and bring criminals to the justice. Crime prevention involves "responding to a few priority problems, using targeted multi – agency programmes. These programmes aim to address the cause and opportunities for particular crime problem. The programmes should also enforce laws and ensure that order is maintained in the day-to-day activities of the community and reduce public fear of crime" (South African National Crime Prevention Strategy, 1996).

## **2.4.1 Types of Crime prevention**

There are three types of crime prevention:

### **2.4.1.1 Primary crime prevention**

Primary crime prevention addresses individual and family level factors correlated with their later criminal participation. Individual level factors such as attachment to School and involvement in pro-social activities decrease the probability of criminal involvement. Family level factors such as consistent parenting skills similarly reduce individual level risk (<http://en.wikipedia.org>).

### **2.4.1.2 Secondary crime prevention**

To provide safety and protection in order to monitor criminal activities during ceremonial occasions, social events and public affairs programmes fall under secondary prevention. Providing tight security in the areas of high crime may minimize the impact and occurrence of crime. It can be considered as a pro-active measure of crime prevention.

### **2.4.1.3 Tertiary crime prevention**

It is a reactive measure that minimize occurrence of continuous criminal activities through better and improved security measures for crime prevention.

The crime prevention strategies are required to prevent all types of existing crime.

## **2.4.2 Crime Prevention Strategies**

Weish (2006: 114) states that “crime prevention strategies involve partnerships between government bodies and structures of civil society

address certain factors to contributing to crime”. The following criteria are imperative for crime prevention strategies: political commitments to build safer communities through partnership; the involvement of social service such as housing, health, recreation and sports, urban planning and local government; adequate community crime prevention planning; professional co-ordination; and national support for local action (Weish 2006: 114).

Partnerships are a way of using the resources and skills in a community in such a way that all partners are benefited and crime is reduced. Partnership against crime makes the most of the benefits that different actors bring to crime prevention. This is done in a way that supports all those concerned (Stansfaca and Weish, 1999: 242). Policing also plays an important role in crime prevention in South Africa.

### **2.4.3 Policing and Crime prevention**

Based on the direction provided by the White Paper on Safety and Security (1998), the police in their policing priorities and objectives were able to take a firm stand on their role in relation to crime prevention in particular social crime prevention in South Africa.

Policing priorities and objectives made it clear that effective policing or law enforcement will always contribute to the prevention of crime. White Paper on Safety and Security recognizes the fact that the burden of responsibility for the prevention of crime does not rest with the SAPS (South Africa, (White Paper) 1999: 11).

According to strategic framework in the policing priorities and objectives the inherent nature of police work allows for police intervention mainly after a crime has neither been planned or attempted, nor committed.

Therefore in order to really be effective in the prevention of crime intervention is necessary before crime is even planned (South Africa, 1999: 12(White Paper on Safety and Security)).

The reasoning of the police is obvious. Once a crime reached the planning stage it means that the potential offenders is already predisposed to the commission of a crime and believes that an opportunity exists (precipitation) to commit the crime and to get away with it. Prevention should have been achieved by action aimed at removing the need (predisposition) to commit the crime. Removing the predisposing factors should therefore be the primary focus at crime interventions. The degree of success in term of addressing the need should have a corresponding degree of inhibiting influence in relation to opportunity. Policing as deterrence affects the precipitating factors of crime and should accordingly be regarded as a secondary form of presentation (White Paper on Safety and Security, 1998). The relationship between policing, crime prevention and crime combating is reflected in Figure 2.1 (Appendix E).

The relationship between crime combating, crime prevention and policing is illustrated in figure 2.1. Figure indicates the mechanisms (arrest, information and deterrence) are significant to minimize the existence of crime. The figure further explores the relevance of criminal system and justice system as reactive means to prevent future crimes.

Human relations skills are an important means of improving police – community relation. Trojanowics (1988:32) maintains that “community policing is the most radical approach to the delivery of police service since the reform movement that strengthens, builds trust, and leads to greater information exchange over times”.

Many police officers are therefore sent for training programmes that incorporate human relations training course, and skills such as listening, small group communication, public speaking and non-verbal communication skills. The implementation of Community / Police educational programme was designed to educate citizens and the necessity of certain police actions and to reduce the criticism of police performance. Community / Police educational programme was more successful at fostering better police self – perceptions and work satisfaction than at heightening community receptivity to police behaviour. Nevertheless citing police officer perceptions of reduced community disharmony and conflict, maintained that make positive police community relation were ultimately obtained (Greene and Decker, 1989).

On the other hand law enforcement for minor transgressions may prevent other or more serious offences. This is precisely the reasoning behind the ‘broken window’ theory and the ‘zero tolerance’ approach (Dennis, 1997: 3). Dennis (1997: 3) further describes zero tolerance as “a nonsense policing approach with clear message that all laws are aimed at preventing disorder and other less serious crime”.

Crime investigation is a primary reactive function can also act as a deterrent if carried out efficiently and successfully. Visible policing which is predominantly a proactive function may similarly lead to the arrest of offenders if performed effectively (Van Heerden, 1986: 16).

Proactive policing can lead to the arrest of potential offenders under the following circumstances: where good and timely intelligence or information from the public enables the police to arrest a potential offender before actual commission of the crime; and where positive

observation by alert police officials lead to the arrest of all potential offenders before the crime is carried out (Van Heerden, 1986: 11).

## **2.5 CONCLUSION**

Crime is too complicated a phenomena to be directly influenced by the state's expenditure on the war against crime. In his opening of parliament speech the former president of this country Mr Thabo Mbeki called for the creation of a human society where peace, security and dignity will replace crime (Schonteich, 1999: 7).

This chapter explored the conceptual and terminological explanation of concepts crime and SAPS Strategic Plan. This information was supplemented with the elaboration of tasks performed by the Police to combat crime.

The absence of terminological and conceptual clarity in the constitution which is the starting point for determining police role in the combating crime clearly exacerbates regarding the role of police in combating crime the existing confusion and support public perceptions that the police must prevent crime (Blintiff, 1993: 11).

The combating of crime should be viewed as a national security issue, a much wider narrow of role player than only the Police or the Criminal Justice System. It is deduced that crime combating should form part of an overarching national security and a national security strategy which should be co-ordinated by a national co-ordinating structure and not by the Police or even Criminal Justice System (Naude and Stevens, 1988: 16).

The next chapter provides a detailed overview of the impact of SAPS Strategic Plan on crime prevention.

## **CHAPTER 3**

### **AN OVERVIEW OF THE IMPACT OF SAPS STRATEGIC PLAN ON CRIME PREVENTION**

#### **3.1 INTRODUCTION**

The extent of crime is a matter of serious concern. Due to the various nature of crime in South Africa, the types of crime can be categorized as contact crime; organized crime; crime against women; crime against children and violent crime. The statistics of crime can be stated as: “during 2008/2009 a total of 2 098 229 (approximately 2.1 million) serious crime cases were registered in the RSA” (<http://www.scribd.com/doc/26854458/SAPS-2008-09-Crime-Situation-In-South-Africa>). The information regarding the extent of crime in South Africa at National level and in Gauteng Province is attached in the Appendix F. In order to minimize the level of crime, this chapter discusses the impact of SAPS Strategic Plan in detail.

#### **3.2 SAPS STRATEGIC PLAN FOR CRIME PREVENTION**

South African Police Service (SAPS) is obliged to follow the relevant legislations in order to fulfil the responsibilities of the Department of Correctional Services. The table stating the objectives, functions and desired outcomes of the SAPS is attached in Appendix G.

In order to achieve the set responsibilities, a National Security Policy 1996 was developed in South Africa.

### **3.2.1 National Security Policy**

The objective of the National Security Policy (1996) is to prevent crime through establishment of economic opportunities for people to avoid engaging in crime for material needs. The policy is planned to be implemented in three phases. The first phase ran through the years 2000 to 2003 as a short-term process, followed by a second phase of medium-term goal ran through the years 2000 to 2005. The third phase is a long-term process started in 2000 and is projected to be completed in 2020.

The SAPS along with the related stakeholders are responsible to engage in these phases. In order to provide economic upliftment and enhancement, the SAPS is responsible to perform advisory tasks offering guidance to departments under Social Cluster. The further assistance is offered by the Justice Crime Prevention and Security Cluster (JCPSC) responsible to coordinate the activities of the National Security Policy.

In order to achieve the aims of the National Security Policy, the JCPS allocates resources required for social and economic development, and therefore have established strategic commitments to revolutionize the criminal justice system.

The table exploring the priorities and activities for the SAPS and other related Departments for coordination and cooperation to achieve the set targets is attached in Appendix H.

In order to achieve the goals of the National Security Policy, the SAPS had developed a Strategic Plan for crime prevention.

### **3.2.2 SAPS Strategic Plan for crime prevention**

In order to combat crime, the SAPS (2010) have established the strategic priorities aligning the National Security Policy as a medium –term objective to be achieved with success. These priorities include the issue of preventing the organized crime that prevails highly in the country; combating the extent of serious crime; reducing the crime against women and children; and offering required standards of services to communities.

These priorities can be achieved through establishing the organizing priorities dealing with financial (budget), physical (infrastructure) and human (personnel) resources; and managing the human resources in terms of developing, formulating and implementing policies surrounding the issues of human resources, performance management, employment equity, affirmative action, and code of ethics.

These strategic and organizational priorities are required to combat crime with the availability of adequate and appropriate human, financial, logistical, and physical resources. Due to the fact that these resources are not always available, the SAPS have incorporated the notion of visible policing to reduce the extent of crime. The details of visible policing are stated in table (attached in Appendix I).

The South African Police Service has moreover developed the strategies in order to achieve the objectives of the strategic plan. These strategies include sector policing, firearms strategy, crimes against women and children strategy, and prevention of attacks on and murders of police official's strategy. The details of these strategies are attached in Appendix J.

### **3.3 IMPLEMENTATION STRATEGIES**

The South African Police Service has developed the following strategies to facilitate the implementation of the SAPS Strategic Priorities. These Strategies are primarily cross-cutting in nature as they extend across most functional capacities in the SAPS.

#### **3.3.1 Human Resource Strategy**

The authority to manage the Human Resource Strategy resides in the Deputy National Commissioner: Human Resource Management and Legal Services. The Human Resource Strategy incorporates the strategic priorities of Personnel Services; Career Management; Training; and Legal Services.

The Human Resource Strategy is aimed to preserve and uphold the visions and mission of the SAPS through effectively utilization of available resources. The Strategy moreover concentrates on the issue of training and development of personnel; stresses on advisory tasks in terms of offering legal, professional, and support services to the personnel in order to maintain the effectiveness of the SAPS(SAPS ;2011:33-35).

In order to achieve the above, the Strategy incorporates the strategic goals linked to the performance management system at the SAPS (SAPA2011:33-35). These are stated in detail in Appendix K.

#### **3.3.2 National Crime Combating Strategy**

In order to support the SAPS Strategic Plan, implemented in 2000 to 2003, the National Crime Combating Strategy was formulated and executed in 2000. The strategy was executed in two phases. The first phase was formulated to subside the crime during the period of SAPS

Strategic Plan of 2000-2003. The second phase was to regulate the crime for the subsequent years of 2004-2010. The standardization and control of crime requires blot-out the causes of crime through social, economic and moral regeneration.

To achieve these goals, “the National Rapid Deployment Unit, comprising members of the National Intervention Unit and the National Crime Combating Unit, became operational during the last half of 2003 comprising approximately 500 members. The Unit’s personnel strength was gradually increased to approximately 1000 members in 2010. The SAPS Public Order Police Units have been transformed into Area Crime Combating Units, with the establishing of a Unit in each of the 43 SAPS Area offices with total personnel strength of more than 5500 members. The Units were deployed in accordance with crime patterns and available tactical intelligence, across police stations boundaries and execute these functions in co-operation with other crime prevention units” (Strategic Plan for the SAPS 2005-2010, 2010).

It is also argued that the combating of crime should be viewed as “national security issue due to much wider arrow of role player than only the police of the Criminal Justice System. It is deduced that Crime Combating should form part of an overarching National Security and National Security Strategy should be coordinated by a National Coordinating Structure and not by the Police or even Criminal Justice System” (Van Heerden, 1986:16).

Police can only play a contributing or supporting role regarding crime prevention through inter act the effective and efficient performance of policing functions that include law enforcements, crime investigation, maintaining order and visible policing. When should act as a deterrent to

crime. Pro-active policing also takes place in term of which the police can effect arrest when may prevent the occurrence of crime (Weish, 2006:100).

Crime prevention has been a priority for the government since 1996 when the National Crime Prevention Strategy (NCPS) was launched. The Strategy shows that preventing crime rather than retrying on the criminal justice process to arrest and convict offenders. In term of White Paper on Safety and Security (1998) crime will be reduced through two strategies: Law enforcement and Social Crime Prevention needs much broader participation by Government and community members. The involvement of the following different levels of government is the key to making this happen:

- National government will provide leadership, guidance, coordination and where possible funding on an incentive basis to ensure local implementation.
- Provincial government will coordinate social crime prevention initiative in the province.
- Local government will actively participate in the planning programmes and coordinating a range of local alters to ensure these are carried out (White Paper on Safety and Security, 1998).

“Strategic plan” is the process by which an organization envisions its future and develops the necessary procedures and operations to achieve that future. This vision of the future state of the organization provides both the direction in which the organization should move and the energy to begin that move. The in visioning process is very different from long range planning the model of strategic planning presented here help an

organization to understand that the strategic planning process does more, then plan for the future it helps the organization to create its future (Pfeiffer 1991:1-4).

According to Reynecke and Fourier (2001, 68-7) SAPS Strategic Plan has the following options:

- A hard line approach to combating crime with emphasis and reactive service such as an investigation and intelligence gathering success could be measured in term of conviction and arrest.
- Crime prevention and service that addresses the roots and cause of crime.

The South African Police Service has adopted for community policy as their cooperate strategy in crime prevention. SAPS has reviewed its strategic plan 2000/2005 including information in term of crime information pattern analyses and subsequently realigned it with government policy.

The SAPS realized that in order to achieve the set objectives of crime prevention, review of plan, and monitor the performance of personnel, there is a need to equip the Department with appropriate advanced resources.

The SAPS therefore investing in technological facilities to ensure the effective services rendered to the communities in terms of safety and security. The SAPS has installed a Genetic Sample Processing System at a Forensic Laboratory in Pretoria. The System assists the investigative personnel to obtain the results of the Deoxyribonucleic acid (DNA) Analysis.

The SAPS has also established a Biometric Identification and Enhancement Solution Capability System within the Criminal Record centre. This System assists the SAPS personnel to obtain a record of people with criminal activities, and generates a data-base of criminals.

The SAPS has moreover established a High-Technology Centre. This centre assists the investigative personnel to identify the possible suspects of crime, and establishes links between the criminals, criminal activities with criminal cases.

The SAPS furthermore establishing partnerships with relevant stakeholders resulted into community policing as one of the significant measures to combat crime.

### **3.4 THE IMPLEMENTATION OF SAPS STRATEGIC PLAN FOR CRIME PREVENTION IN BOPHELONG / MUVHANGO**

Bophelong / Muvhango is a township that's falls under the town of Vanderbijlpark which is almost 70km and the South of City Johannesburg and is situated under Emfuleni Municipality of Sedibeng district. Bophelong / Muvhango is a big area that occupied the density of 1133km<sup>2</sup>. It concise of and location Bophelong, Muvhango hat consist of free issued (RDP) houses that consist of extension 1 -18 and squatter camp called Joko Tea. According to Community Police Forum (CPF) chairperson Mr. Ntsokolo Bophelong Muvhango is estimated of having ±1363788 population living at the area and where most of them are unemployed, literate and unskilled living with poverty. As all this contribute to the course and increase of crime at the area (Vanderbijlpark

SAPS, 2010). The extent of crime in Bophelong / Muvhango is reflected in table (attached in Appendix L).

According to SAPS representative of Bophelong/Muvhango (Personal interview, 2010), the following information was obtained:

- the most cause and the increase in crime activities at their area emphasized by overpopulation and unemployment as most of the people at their area they don't have the work commitment;
- lack of resources is the problem in crime prevention. During the working hours only two vehicles are available and only two officers are available at the Client Service Centre for service rendering;
- communication radio technological failure affect the process of crime preventions hardly as all the means of communication is contained at Midrand which is  $\pm 70$ km from the area; and
- Bophelong / Muvhango is a multi cultural area whereby the police personnel are South Sotho and Afrikaans speaking, that may leads to restriction in effective communication due to language barriers.

The outcome of this nature of interaction is reflected in table (attached in Appendix M). The figures in the table are based on information taken from the annual reports of the South African Police Service 2002 / 2003, 2003/2004 and 2004/2005; Vanderbijlpark Annual Reports; and lectures and briefing and reporting gathered by Crime Information Gathering (CIG) show the status of existence of crime in the area.

Strategic Plan for crime prevention in Bophelong / Muvhango relied at Vanderbijlpark as the main station. Bophelong/Muvhango is a township that falls under Vanderbijlpark. Vanderbijlpark SAPS is one of the big

stations within the country and like any other police station have different units and commanders.

Vanderbijlpark SAPS has the following management structure and the units: Brigadier (Director): Head of Station; Colonel (Senior Superintendent): Head of Detective (Investigation Unit); Colonel (Senior Superintendent): Head of Pro-active (Client Service Centre); and Colonel (Senior Superintendent): Head of Crime Prevention Unit.

The Vanderbijlpark Crime Prevention Unit comprises of one Colonel (Senior Superintendent); two Lieutenants Colonels and six Captains who are responsible for operational duties at the divided sector.

Vanderbijlpark area is divided into two areas as per duties assigned to the commander that are sub-urban area under Lieutenant Colonel MS Mofokeng and; township of Bophelong/Muvhango under Lieutenant Colonel SC Zilimbola.

Bophelong /Muvhango, as a focused area of research, is divided into two sectors to be managed and controlled in terms of policing. Crime prevention duties at Bophelong/Muvhango is been implemented under a leadership of Lieutenant Colonel SC Zilimbola. Sector Managers were appointed and duties are assigned to Captain CTC Mohale, Warrant Officer (Inspector), and M. Rakimane. Constable (CST) Makgale is appointed as Youth Co-ordinator for Bophelong/Muvhango under Social Crime Prevention. As a Youth Co-ordinator, her duties are to mobilize the youth of Bophelong/Muvhango with a mutual goal to combat crime at their area.

Process is facilitated in a following way: schools and churches visit to guide the youth; awareness regarding crime effects; police -community

relation in crime prevention where youth can play a significant role in crime prevention; workshops are organized and pamphlet are issued to disseminate message to fight crime; and local Radio slots are used to mobilize youth. All efforts are facilitated by CST Makgale to mobilize the youth. Through these efforts, CST Makgale manages to involve youth who show interest in assisting the Police in crime prevention. SAPS Youth Co-ordinator and the involved youth member meet every second Thursday (fortnight) to discuss and find solutions regarding crime prevention in Bophelong/Muvhango.

Community-Police Relation at Bophelong/Muvhango is also implemented under the leadership of Warrant Officer Rakimane with the intention of mobilizing community member in joint for fight against crime. Community Police Forum (CPF) was formed where community members are recruited to assist the SAPS. MR Oupanyana is appointed as a Chairperson of the Police Forum.

CPF has a Sector Crime Forum with representatives from every extensions of Bophelong/Muvhango. CPF meets in a fortnight while Sector Crime Forum meets once a week to report about crime at their area. Community Police Forum also recruits community members as community patrollers to assist in crime prevention. Duties of the patrollers are similar to the police officers as they are issued with police reflector jacket to be visible while performing patrol duties. They are trained in police tactics like police radio usage as the means of communication and police language in alphabetic manner. The police vehicle is been used to patrol the area with blue lights and siren on.

Moreover, the iCops – Interactive Community-based Crime Prevention Strategy is in place to fight crime in areas that fall under Vanderbijlpark

Station. The iCops is a blog that places messages for the community to protect from crime. The example listed in the blog is attached in Appendix N.

According to the Vanderbijlpark crime statistics (2010) there is no high increase in crime that shows that Strategic Plan is implemented to minimize crime. The most problematic crime is the one under crime heavily dependent on police action for detection as driving under the influence of alcohols or drugs. This shows that most of the people in the area are putting leisure time as their first priority by forgetting that they are going to travel while driving.

According to Vanderbijlpark 2009 /2010 Year book reports the crime is under control and it is not increasing. Due to the fact that the crime has dropped, the Station received station bonus as their performance incentives in financial year 2006/2007.

### **3.5 CONCLUSION**

This chapter explains the significance of SAPS Strategic Plan in crime prevention. The SAPS is an important unit of the Justice, Crime prevention and Security Cluster (JCPS) that requires coordination and cooperation from related agencies to achieve the desired outcome of combating crime. The SAPS is obliged to implement the legislative mandates regarding SAPS Act 1995, National Crime Prevention Strategy, 1996, and White Paper a Safety and Security 1998 to achieve the desired goals.

The next chapter deals with the empirical research in order to analyse the impact of implementation of SAPS Strategic Plan on crime prevention in Bophelong / Muvhango at Vanderbijlpark.

## **CHAPTER 4**

# **THE IMPACT OF IMPLEMENTATION OF SOUTH AFRICAN POLICE SERVICE STRATEGIC PLAN ON CRIME PREVENTION AT BOPHELONG\MUVHANGO OF VANDERBIJLPARK**

### **4.1 INTRODUCTION**

This chapter provides an overview of the research methodology utilized to investigate the impact of implementation of the strategic plan of South African Police Service in crime prevention, focusing at Bophelong /Muvhango of Vanderbijlpark area.

### **4.2 PREPARATION FOR RESEARCH AND DESIGN**

The following were utilized in the research:

#### **4.2.1 Permission**

The South African Police Service is a part of the Security Cluster of the Republic of South Africa. It is therefore required that permission need to be received and granted by a delegated senior officer within the Department of Correctional Services.

The researcher completed an official form SAPS 512 (N) for permission in order to access the relevant record of SAPS to conduct the specified area of research. A copy of research proposal was attached for the Research Directorate at the National Head Office (Pretoria) stating the purpose and significance of research study. Permission on SAPS 512 (N) was granted with stipulated terms and conditions.

The approval letter from Vanderbijlpark SAPS Management was received and submitted to the Supervisor and Faculty for official record purposes.

After the permission was granted, the researcher approached management at Vanderbijlpark SAPS to discuss the intentions of the proposed research. Questionnaires were distributed to the officials and CPF members and some of the independent community members were approached for interview in order to obtain the responses related to the area of study.

#### **4.2.2 Population and sample of respondents**

According to Jones (1990:1), “population refers to a group of inhabitants of the same species occupying the same area for the same decision to achieve one set goal”. Sample refers to a selection, hopefully representative of the total population or universe that one desire to study (Bailey, 1982: 471).

In this study the target population was the employees of Vanderbijlpark SAPS; CPF members and the independent community members at Bophelong/Muvhango. They were selected from Crime Prevention Unit as a sampling frame at Bophelong /Muvhango.

#### **4.2.3 Site of data collection**

Officials and Commanders from different Units of specifically Bophelong/Muvhango (Vanderbijlpark station) were selected. Bophelong /Muvhango is a satellite station to Vanderbijlpark and was chosen for the study because it is convenient for the research. The researcher, being an employee of the Crime Prevention Unit SAPS at Vanderbijlpark Police Station, was able to gather information through observation and all participants were easily accessible for interviews.

### **4.3 RESEARCH METHODOLOGY**

The research methodology includes the following:

#### **4.3.1 Quantitative and qualitative methods**

Quantitative research methods have been introduced to different classes of measurement tools, ranging between questionnaires, checklist and structured interviews schedule and different structured, observation schedules (Delpont and Roestenburg, 2011: 206). Quantitative research priorities descriptive analytical in the form of numbers that can be aggregated and analysed to describe and predict relationships (Holland and Campbell, 2005: 98).

Quantitative research methods, according to Peil (1982: 23), are statistical use analysis. The research has measured the relevant variable, the score (observation) on the variable (the data) are usually transformed statistically to help researcher described the data more succinctly and make inferences about the characteristics of population on the basis of data from sample.

Qualitative research tends to produce data that are stated in prose or textual forms, and seeks to explain difference rather than standardizing to describe the norm (Holland and Campbell, 2005: 243). According to Devil (2006: 53) qualitative research method involves trying to understand a particular phenomenon of interest without formulating hypothesis. According to Gray (2009: 166) qualitative research is not built upon a unified theory or methodological approach and can adopt various theoretical stance and methods, the latter including the use of observation, interviews, questionnaires and document analysis.

## **4.4 DATA COLLECTION**

The data collection includes the following methods:

### **4.4.1 Sampling**

According to Peil (1982: 3) sampling is the selection of a part to represent the whole. Sampling is “studied in an effort to understand the population from which it was drawn” (Barker, 2003: 380). Sampling is a relatively sophisticated procedure it is only possible to provide a concise, broad line (Gerber and Alberts, 1984: 27). Sampling involves decision about which people, settings, events behaviour and social process to observe. Main concern of sampling is to select a sample that will represent entire of the population about which the researcher aims to draw conclusion (Terreblanche and Durrheim, 1999: 44). Sampling means taking a portion or a smaller number of units of population as representative or having characteristics of that total population (Densombe, 2008:141).

There are two types of sampling; probability and non-probability sampling.

A probability sample is one in which each member of the population has an equal chance of being selected. In a non-probability sample, some people have a greater, but unknown, chance than others of selection (Galloway, 2011: 01).

Under non-probability sampling, researcher utilized the convenient sampling for the study. According to Bowling (1999:167) this is a sampling of subjects for reasons for convenience e.g. easy to recruit, near hands likely to respond. This method is usually used for exploring complex issues for example in economic evaluation in complex valuation.

#### **4.4.2 Research techniques**

The following were utilized to gather information:

#### **4.4.3 Literature study**

To obtain data to determine how the SAPS strategic plan to combat crime as an operational approach is been implemented and the impact it has on the service delivery of employees to the community. An extensive study of literature was done and data collected from documents for example; policies on crime prevention strategy by the SAPS and Public Service; Legislations; internet websites and SAPS intranet.

#### **4.4.4 Interviews**

According to Rubin and Babbie (2007:136) interview is an alternative method of collecting, survey data, rather than ask respondent to read questionnaires and enter their own answer. Interview is a “kind of conversation , a conversation with a purpose interview carried out for research or inquiry purpose are commonly used approach possibly in part because the interview appears to be quite straight forward and non problematic way of finding things out” (Robson 1993:228).

In order to obtain relevant information regarding crime prevention strategy the following personnel in management were interviewed:

1. The Station Commissioner: Vanderbijlpark SAPS.
2. Crime Prevention Unit Commander: visible policing (VISPOL) Vanderbijlpark SAPS.
3. Sector Commanders (VISPOL) Vanderbijlpark.
4. Satellite Commander: Bophelong/Muvhango SAPS.

5. Sector Manager: Bophelong /Muvhango Area.
6. Sector Co-coordinator: Bophelong /Muvhango Area.
7. Community Representative: Community Police Forum (CPF)  
Bophelong/Muvhango.

The above mentioned manages were selected for the purpose of this study because they are those in lead in the plan and implementation of the strategic plan to combat crime at Bophelong /Muvhango. They are responsible to ensure that the South African Police Services Strategic Plan to combat crime at Bophelong /Muvhango is in place; and all the officers and stakeholders are aware and participate in the implementation of the Strategic Plan.

#### **4.4.5 Questionnaire**

According to Behr (1983:150) questionnaire refers to the document that normally distributed through post or handout to be filled by the respondent in his or her own time. On occasion questionnaire are completed by the respondent under the supervision of the researcher on other hands a schedule is a form filled out by the researcher in the presence of the respondent. Questionnaire is “used to collect a large amount of data and opinions from a large amount number of people” (Burton and Bartlett, 2005:101).

The study utilized self-administered questionnaires (Appendix O) to gather information. Questionnaires were personally distributed to the target respondents. The researcher was available to clarify the concerns of respondents in order to receive absolute responses on questionnaires.

## **4.5 ETHICAL ISSUES**

The researcher obtained permission from the Vanderbijlpark SAPS Management to conduct research. The questionnaire was distributed to relevant respondents with an assurance that their confidentiality will be maintained. The respondents were requested to remain anonymous. The researcher conveyed thanks to respondents for the significant information and time spent.

## **4.6 DATA PRESENTATION AND ANALYSIS**

The questionnaire was distributed to personnel of SAPS and CPF, and interview was conducted with the community members. In this section, the responses were analysed and interpreted to obtain significant information regarding the impact of SAPS Strategic Plan to combat crime.

### **4.6.1 Section A: Demographic data**

The following were covered under demographic data:

The crime prevention unit (s) at the SAPS consists of 252 members whereby 201 are male and 51 are female.

The respondents for the study consist of 64% male and 36% female. The respondents were selected randomly with no specific norms drawn as to their gender.

All crime prevention unit members and the community participants (in CPF of Bophelong /Muvhango) were requested to participate. Some of the respondents volunteered to participate in the study.

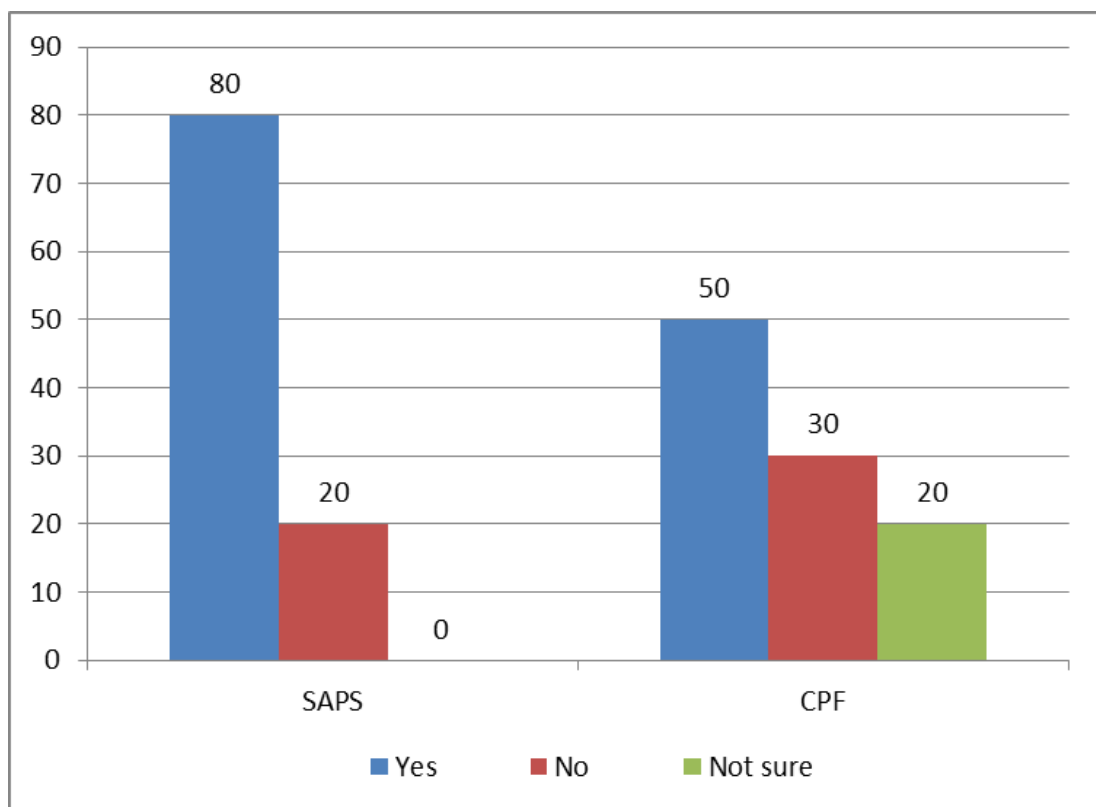
The most experienced respondents in the CPF are in the community service of 11-15 years (61.64% male and 38.36% female).

#### **4.6.1.1 Section B: Responses from SAPS Functional (Police officers), Community Police Forum (CPF) members and community members of Bophelong/Muvhango area of Vanderbijlpark**

The questionnaire was distributed to the personnel of SAPS and CPF, and interview was conducted with community members and their responses were analysed.

#### **4.6.1.2 Does the SAPS have a crime prevention strategy?**

**Figure 4.1: Does the SAPS have a crime prevention strategy?**



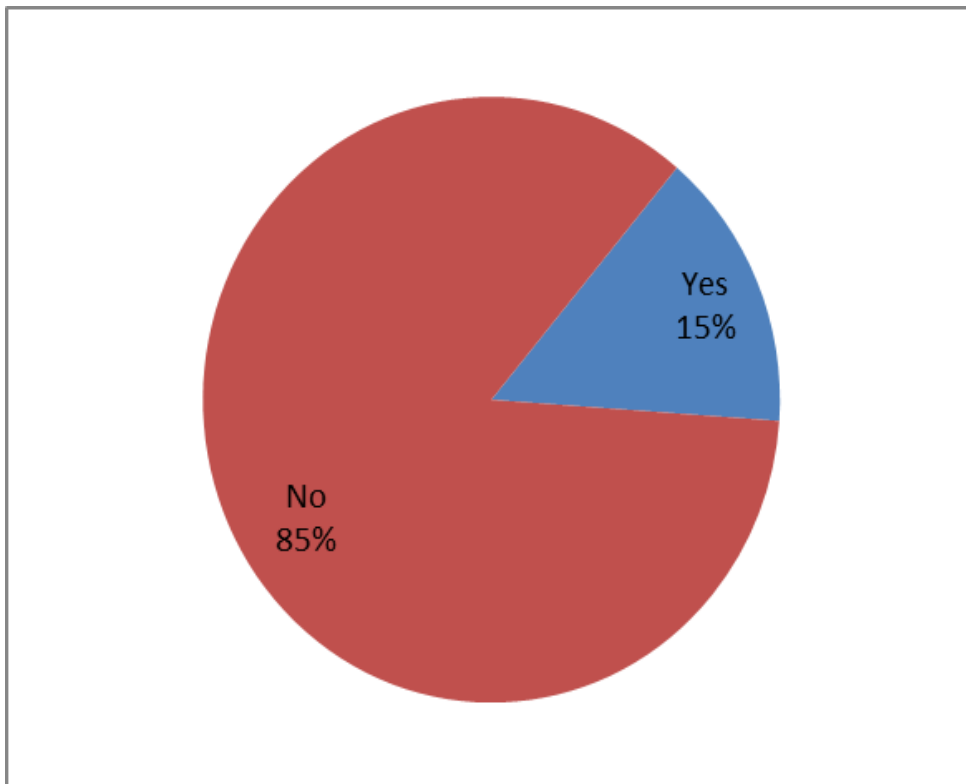
The question was directed to the personnel: SAPS and CPF.

Respondents from the SAPS stated as 'Yes' (80%) and 20% stated as 'No' to the question. Respondents from the CPF stated as 'Yes' (50%), 30% responded as 'No' and 20% responded as 'Not sure' to the question.

The responses explore the fact that the personnel responsible to implement the crime prevention strategy are not informed regarding the existence of such policy and some are confused whether there is any other alternative strategy in place. The SAPS Management needs to inform and aware the relevant personnel regarding the crime prevention strategy for effective implementation.

#### **4.6.1.3 Does the SAPS offers training regarding the crime prevention strategy?**

**Figure 4.2: Does the SAPS offers training regarding the crime prevention strategy?**



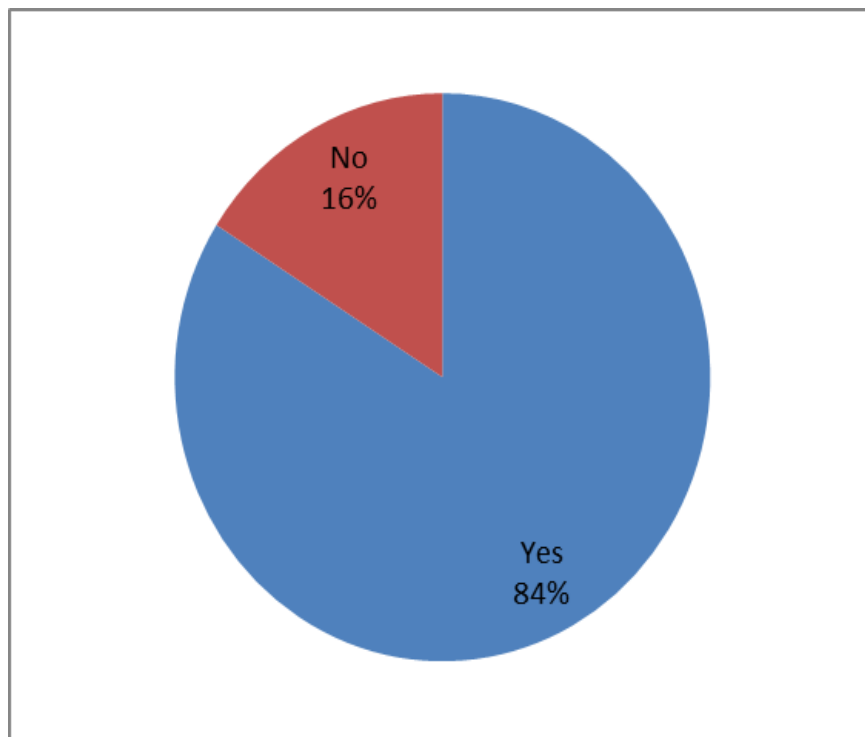
The question was directed to the personnel: SAPS and CPF.

This figure indicates that respondents (both SAPS and CPF) answered as 'No' (85%) and 15% responded as 'Yes'.

There is a need for personnel to attend the SAPS training courses to understand the significance of the crime prevention strategy. This will further assist them to implement the strategy effectively to combat crime. Moreover, the training needs to be aligned with the SAPS Strategic Plan in order to achieve the objectives of crime prevention strategically and should focus on the human capacity for high performance in combating crime.

#### **4.6.1.4 In your opinion, the training offered is aligned with members' portfolio within crime prevention?**

**Figure 4.3: In your opinion, the training offered is aligned with members' portfolio within crime prevention?**



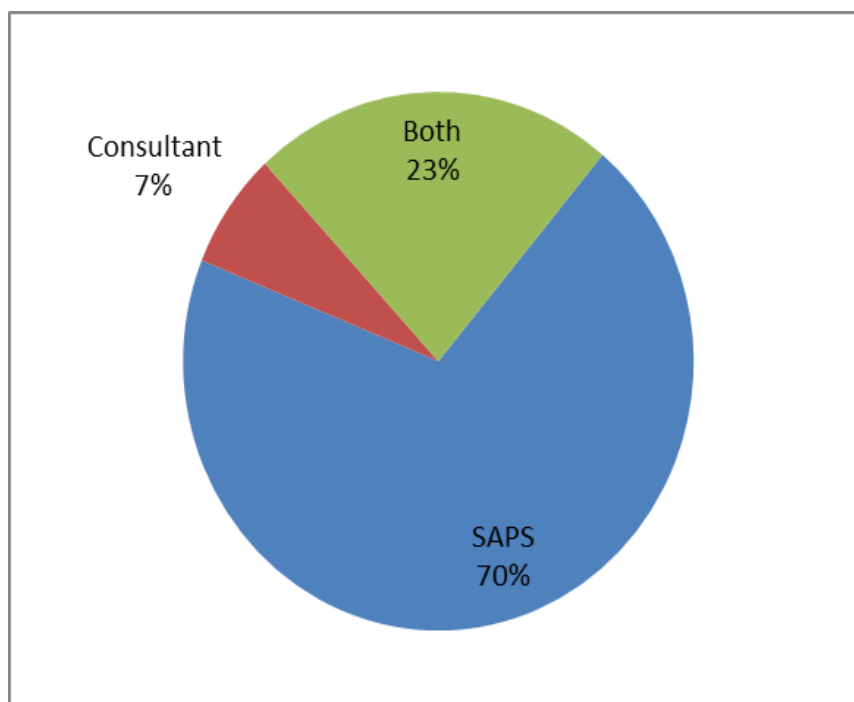
The question was directed to the personnel: SAPS and CPF.

Respondents (Both SAPS and CPF) stated ‘Yes’ (84%) and 16% stated ‘No’ to the question.

The training offered guides the employees the basics regarding the performance of their duties and is aligned with the duties performed practically. There is a need to sustain the objectives of the training courses for assisting personnel to excel the skills required by SAPS.

#### **4.6.1.5 Who offers training regarding the crime prevention strategy?**

**Figure 4.4: Who offers training regarding crime prevention strategy?**



The question was directed to the personnel: SAPS and CPF.

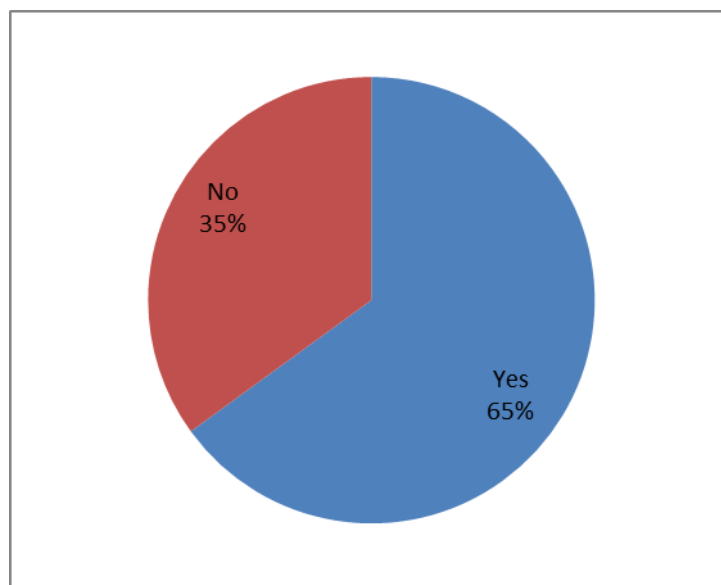
Respondents (Both SAPS and CPF) stated that training is offered by the SAPS itself (70%), sometimes the training is offered by the Consultant(s) (7%) when expertise in a particular area (s) is lacking by the SAPS

facilitators and 23% of the respondents stated that the training is offered by both SAPS and the Consultant(s).

There is a need to identify and prioritize areas of expertise required for training courses. This will assist the SAPS to coordinate the training courses with the assistance of external consultants to render effective facilitation sessions to personnel.

**4.6.1.6 In your opinion, the training received can improve service delivery within the selected area?**

**Figure 4.5: In your opinion, the training received can improve service delivery within the selected area?**



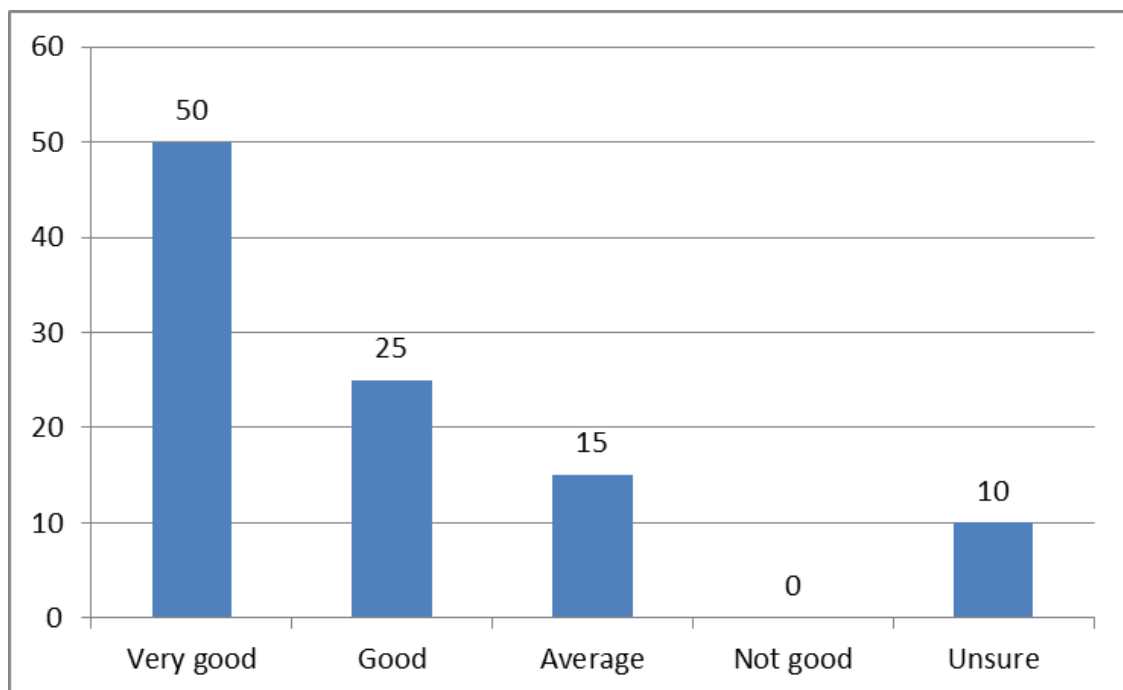
The question was directed to the personnel: SAPS and CPF.

Respondents (both SAPS and CPF) stated that the training offered has improved the service delivery of the officials to the community (65%) and respondents (35%) stated that the training offered to the officials is irrelevant.

There is a need for trained officers to be appointed as Sector Managers (within the selected area(s)) for monitoring the performance of other trained members (subordinates) regarding service delivery and their relationship with the community.

#### **4.6.1.7 How do you rate the performance of SAPS in the crime prevention strategy?**

**Figure 4.6: How do you rate the performance of SAPS in the crime prevention strategy?**



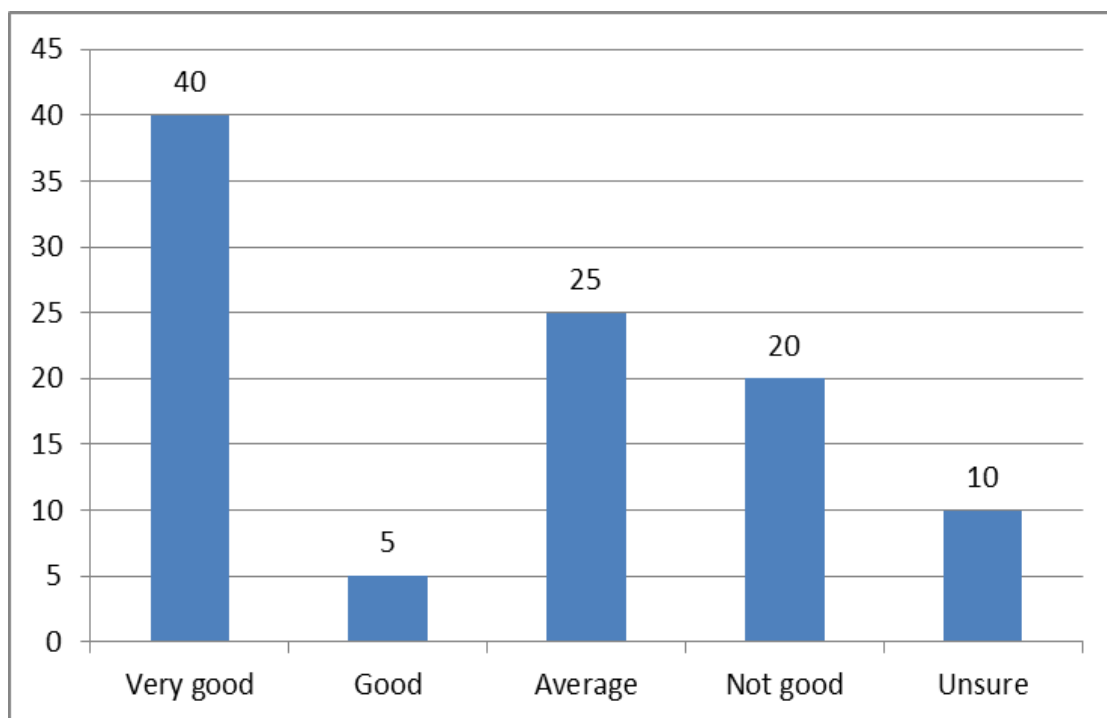
The question was directed to the community members.

They were approached at the Bophelong Satellite Centre and randomly in the area of Bophelong. The responses reveal that 50% of the respondents agreed by saying crime prevention strategy implemented in their area is 'Very good', supported by 'Good' (25%), followed by 'Average' (15%), while and 'Unsure' (10%).

There is a need for police to be visible in their area for random patrolling, especially during weekends and in the night. This will give community members a safe feeling of being watched by the police officers as their protectors from crime.

#### **4.6.1.8 How do you rate the performance of the SAPS in the SAPS Strategic Plan in combating crime at Bophelong/Muvhango area of Vanderbijlpark?**

**Figure 4.7: How do you rate the performance of the SAPS in the SAPS Strategic Plan in combating crime at Bophelong/Muvhango area of Vanderbijlpark**



The respondents (management and employees, community police forum and community members) were requested to participate in rating South African Police Service's Strategic Plan in combating crime at Bophelong / Muvhango area of Vanderbijlpark.

Respondents (40%) stated that SAPS strategic plan is “Very good”, 25% indicated as “Average”, 20% indicated as “Not Good”, 10% indicated as “Unsure”. A small percentage of respondents (5%) stated that the performance is “Good”.

There is a need to improve or adjust the SAPS Strategic Plan for crime prevention at Bophelong / Muvhango area of Vanderbijlpark. The relevant and appropriate training programmes need to be established, organized and aligned with various portfolios within the SAPS. The SAPS employees must be trained, informed and equipped with required skills. These training programmes will assist the SAPS employees to combat crime and serve the needs of the communities in a required manner.

#### **4.7 CONCLUSION**

The chapter explored the meaning and methods of research in detail. The empirical aspect of research was achieved by analysing and interpreting responses obtained through interviews and questionnaire.

The next chapter explores the findings of the empirical research, provides summary of the research and offers relevant recommendations for improvement.

## **CHAPTER 5**

### **FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

Chapter five provides the summary, findings and objectives realized in the study. The chapter offers recommendations regarding effective implementation of South African Police Service Strategic Plan on crime prevention in Bophelong /Muvhango at Vanderbijlpark.

#### **5.2 SUMMARY**

Chapter 1 dealt with orientation and problem statement regarding implementation of South African Police Service Strategic Plan on crime prevention in Bophelong /Muvhango at Vanderbijlpark.

In order to achieve the goals set in the National Security Policy, the SAPS has established the strategic priorities linking to the aims of the National Security Policy. These priorities are meant to be achieved as medium-terms goals of the SAPS.

The first priority is combating the high prevalence of organized crime related to trafficking of drugs and firearms, hijacking of people, products and vehicles, investigation of dishonest, unethical and corrupt public office-bearers.

The second priority is prevention of serious crime related to violence, identification of high-crime areas, gang fighting, prevention of people during public events and significant ceremonies.

The third priority is to prevent crimes against women and children.

The fourth priority is improving the delivery of expected and required services to community members.

The SAPS has moreover established the organizational priorities to achieve the set strategic priorities. The organizational priorities are related to the utilization of financial, managerial, logistical, physical, technical, technological, and human resources to combat crime.

In order to find answers to improve the challenges related to crime, chapter one established some questions viz. what are the meanings of concepts SAPS Strategic Plan and crime prevention? What are the causes of crime in Bophelong / Muvhango at Vanderbijlpark? What could be the impact of SAPS Strategic Plan on crime prevention in Bophelong / Muvhango at Vanderbijlpark? What recommendations can be offered to add value to effective implementation of SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark?

Furthermore the research objectives were established to comprehensively search for the solutions to combat crime. The objectives were stated as: to give a theoretical exposition of concepts, SAPS Strategic Plan and crime prevention; to explore the extent of crime in Bophelong / Muvhango at Vanderbijlpark; to investigate the impact of SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark; and to offer recommendations that may add value for effective implementation of SAPS Strategic Plan for crime prevention in Bophelong / Muvhango at Vanderbijlpark. Chapter two, three and four were structured around these research questions and objectives.

The South African Police Service face challenges within the increasingly sophisticated, technological and international crime arena. To meet the

demand the SAPS needs to upgrade the skills, competencies and capacity of its members and its ability to gather and use crime intelligence.

Chapter 2 provided a theoretical overview of concepts South African Police Service (SAPS) Strategic Plan and crime prevention.

The Constitution of the Republic of South Africa (1996) requires legislation to provide for the establishment and regulation of the SAPS which shall be structured at both national and provincial spheres and shall function under the direction of the national as well as the various provincial governments. Furthermore, the National Police Service must be structured to function in the national, provincial and where appropriate local sphere of government. National legislature must establish the power and their functions. The SAPS is therefore established to provide communities the safe and secure place to live without fear; to create a crime-free environment for the people; to patrol and punish criminals through the justice system; investigate the crime, criminal records and criminal activities for a safer South Africa.

The SAPS Strategic Plan is formulated to establish strategic planning for crime prevention supported by organization planning required for effective implementation of the Plan. It is a strategic plan, formulated in alignment with the requirements of the Treasury Regulations and planned in accordance with the Police Service Act, 1995 (Act No 68 of 1995), set to be implemented on a long-term basis and was first implemented during the years of 2005 to 2010.

The prevention of crime is a continuous process hence the phases of the Plan for the years 2005-2010 are set in continuity with the previous Plan formulated for the years 2004-2007. The Plan integrates the areas of

performance management in order to monitor the process of the Plan and links with the Medium Term Expenditure Framework of the SAPS.

Chapter 3 examined the impact of Saps Strategic Plan on crime prevention.

The South African Police Service has adopted for community policing as their cooperate strategy in crime prevention. SAPS has reviewed its strategic plan 2000/2005 including information in term of crime information pattern analyses and subsequently realigned it with government policy.

The SAPS realized that in order to achieve the set objectives of crime prevention, review of plan, and monitor the performance of personnel, there is a need to equip the Department with appropriate advanced resources.

The SAPS therefore investing in technological facilities to ensure the effective services rendered to the communities in terms of safety and security.

The SAPS has installed a Genetic Sample Processing System at a Forensic Laboratory in Pretoria. The System assists the investigative personnel to obtain the results of the Deoxyribonucleic acid (DNA) Analysis. The SAPS has also established a Biometric Identification and Enhancement Solution Capability System within the Criminal Record Centre. This System assists the SAPS personnel to obtain a record of people with criminal activities, and generates a data-base of criminals.

The SAPS has moreover established a High-Technology Centre. This Centre assists the investigative personnel to identify the possible suspects

of crime, and establishes links between the criminals, criminal activities with criminal cases.

The SAPS furthermore establishing partnerships with relevant stakeholders resulted into community policing as one of the significant measures to combat crime.

Strategic plan for Crime Prevention in Bophelong /Muvhango relies at Vanderbijlpark as the main station. Bophelong/Muvhango is a township that falls under Vanderbijlpark. Vanderbijlpark SAPS is one of the big stations within the country and like any other police station have different units and commanders. The iCops – Interactive Community-based Crime Prevention Strategy is in place to fight crime in areas that fall under Vanderbijlpark Station. The iCops is a blog that places messages for the community to protect from crime.

Chapter 4 focused on the empirical study and provides an overview regarding the impact of implementation of South African Police Service Strategic Plan on crime prevention in Bophelong /Muvhango at Vanderbijlpark.

The qualitative and quantitative approaches were utilized to explore research methodologies. Questionnaire and interviews were utilized to obtain responses from the target population consist of employees of Vanderbijlpark SAPS; CPF members and the independent community members at Bophelong/Muvhango. They were selected from Crime Prevention Unit as a sampling frame at Bophelong /Muvhango. Officials and Commanders from different Units of specifically Bophelong/Muvhango (Vanderbijlpark station) were selected. Bophelong /Muvhango is a satellite station to Vanderbijlpark and was chosen for the study because it is convenient for the research.

The researcher, being an employee of the Crime Prevention Unit SAPS at Vanderbijlpark Police Station, was able to gather information through observation and all participants were easily accessible for interviews. Responses obtained from questionnaire and interviews were analysed and interpreted.

### **5.3 FINDINGS**

Through empirical research the following findings were identified:

- The responses explore the fact that the personnel responsible to implement the crime prevention strategy are not informed regarding the existence of such policy some are confused as there is any other alternative strategy in place. The SAPS management needs to inform and aware that the relevant personnel regarding the crime prevention strategy for effective implementation (Figure 4.1).
- There is a need for personnel to attend the SAPS training courses to understand the significance of the crime prevention strategy. This will further assist them to implement the strategy effectively to combat crime. Moreover, the training needs to be aligned with the SAPS Strategic Plan in order to achieve the objectives of crime prevention strategically and should focus on the human capacity for high performance in combating crime (Figure 4.2).
- The training offered guides the employees the basics regarding to the performance of their duties and is aligned with the duties performed practically. There is a need to sustain the objectives of the training courses for assisting personnel to excel the skills required by SAPS (Figure 4.3).

- There is a need to identify and prioritize areas of expertise required for training courses. This will assist the SAPS to coordinate the training courses with the assistance of external consultants to render effective facilitation sessions to personnel (Figure 4.4).
- There is a need for trained officers to be appointed as Sector Managers (within the selected area(s)) for monitoring the performance of other trained members (subordinates) regarding service delivery and their relationship with the community (Figure 4.5).
- There is a need for police to be visible in their area for random patrolling, especially during weekends and in the night. This will give community members a safe feeling of being watched by the police officers as their protectors from crime (Figure 4.6).
- There is a need to improve or adjust the SAPS Strategic Plan for crime prevention at Bophelong / Muvhango area of Vanderbijlpark. The relevant and appropriate training programmes need to be established, organized and aligned with various portfolios within the SAPS. The SAPS employees must be trained, informed and equipped with required skills. These training programmes will assist the SAPS employees to combat crime and serve the needs of the communities in a required manner (Figure 4.7).

#### **5.4 REALIZATION OF THE OBJECTIVES OF THE STUDY**

The first objective was to give a theoretical exposition of the concepts South African Police Service (SAPS) Strategic Plan and crime prevention.

The SAPS is the part and parcel of the Justice Crime Prevention and Security Cluster. The Justice, Crime Prevention and Security Cluster is responsible for providing the strategic plans and guidance regarding safety and security in the country.

Through proper consultation, adequate cooperation and efficient communication processes, the Cluster develops a strategic relationship with the departments incorporate the Cluster; guides the departments regarding the strategic plan for crime prevention; reviews, evaluates and monitors the plan to improve the challenges. The Cluster considers the requirements of the SAPS in terms of strategic plan and prepares a strategic direction for the SAPS incorporating the Police Service Act, 1995 (Act No 68 of 1995) for implementation.

Chapter two supported the fact that the security and safety are national matters of concern whereby the criminal system and criminal justice system play an important role to minimize crime in the country.

The second objective was to provide an overview of the extent of the impact of SAPS Strategic Plan on crime prevention.

In order to combat the crime, the SAPS have established the strategic priorities aligning the National Security Policy as a medium –term objective to be achieved with success. These priorities include the issue of preventing the organized crime that prevails highly in the country; combating the extent of serious crime; reducing the crime against women and children; and offering required standards of services to communities.

These priorities can be achieved through establishing the organizing priorities dealing with financial (budget), physical (infrastructure) and human (personnel) resources; and managing the human resources in terms

of developing, formulating and implementing policies surrounding the issues of human resources, performance management, employment equity, affirmative action, and code of ethics.

These strategic and organizational priorities are required to combat crime with the availability of adequate and appropriate human, financial, logistical, and physical resources. Due to the fact that these resources are not always available, the SAPS has incorporated the notion of visible policing to reduce the extent of crime.

Chapter three supported the need of a Strategic Plan to combat crime.

The third objective was to investigate the impact of implementation of South African Police Service Strategic Plan on crime prevention in Bophelong /Muvhango at Vanderbijlpark.

In Chapter four the empirical research was utilized to obtain responses from the target population in Bophelong /Muvhango at Vanderbijlpark. Officials and Commanders from different Units of specifically Bophelong/Muvhango (Vanderbijlpark station) were selected. Bophelong /Muvhango is a satellite station to Vanderbijlpark and was chosen for the study because it is convenient for the research.

The researcher, being an employee of the Crime Prevention Unit SAPS at Vanderbijlpark Police Station, was able to gather information through observation and all participants were easily accessible for interviews. The responses were analysed and interpreted to gain detailed understanding regarding the set objective.

## **5.5 TESTING THE HYPOTHESIS**

The study was aimed at testing the central statement stipulated in chapter one:

The effective South African Police Service Strategic Plan may lead to crime prevention in Bophelong / Muvhango at Vanderbijlpark.

The findings from the literature review and the empirical research support the central statement.

Findings indicate that in order to achieve the purpose stipulated in the hypothesis, there is a need for personnel to attend the SAPS training courses to understand the significance of the crime prevention strategy. This will further assist them to implement the strategy effectively to combat crime.

Moreover, the training needs to be aligned with the SAPS Strategic Plan in order to achieve the objectives of crime prevention strategically and should focus on the human capacity for high performance in combating crime. The training offered guides the employees the basics regarding to the performance of their duties and is aligned with the duties performed practically.

There is a further need to sustain the objectives of the training courses for assisting personnel to excel the skills required by SAPS. It is imperative to identify and prioritize areas of expertise required for training courses. This will assist the SAPS to coordinate the training courses with the assistance of external consultants to render effective facilitation sessions to personnel.

It is important for trained officers to be appointed as Sector Managers (within the selected area (s)) for monitoring the performance of other trained members (subordinates) regarding service delivery and their relationship with the community members.

## **5.6 RECOMMENDATIONS**

The following recommendations are offered for improvement:

The study explores the difficulties and challenges that SAPS faced in the crime prevention strategy at the area of the research as Bophelong/ Muvhango. The study states the following recommendations for Vanderbijlpark SAPS to minimize crime at Bophelong/ Muvhango:

- SAPS must involve the local community members in implementing any policy/programmes for crime prevention.
- For the safety of the community SAPS must train officials with relevant skills.
- Officials must receive training that is aligned to the objectives of the SAPS.
- SAPS must spend on improving resources such as more unmarked vehicle with well trained specialized officers.
- SAPS must improve on effective communication system between the SAPS members and the members of the community.
- SAPS must utilize the community radio slot or road show system to alert the community regarding occurrence of any nature of crime in their area.

- At organizational level, skills audit must be conducted to ensure that the qualified personnel are appointed on the right positions.
- Appropriate actions must be taken into consideration regarding training programmes offered to the SAPS employees. The employees thereafter be placed on appropriate positions with relevant portfolios to perform the tasks successfully.
- Performance management System needs to be strengthened within the organization to review the expertise and skills of SAPS employees.

## **5.7 SUGGESTION FOR FURTHER RESEARCH**

It is recommended that SAPS must learn lessons from best practices implemented in developing and developed countries to combat crime. Further research therefore could be based on comparative study whereby crime prevention models and approached from other countries be discussed, explored and applied in South Africa considering the availability of required resources at national level.

## **5.8 CONCLUSION**

The research explored the impact of implementation of SAPS Strategic Plan and offered valuable recommendations to improve the challenges regarding crime prevention at Bophelong /Muvhango of Vanderbijlpark. The research suggests a way forward in the form of further research for crime prevention in South Africa.

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## **APPENDICES**

**APPENDIX A**  
**SAPS STRATEGIC PLAN 2010-2014**

Source:

South African Police Service. 2011. "The Strategic Plan 2010 to 2014".

<http://www.info.gov.za/view/DownloadFileAction?id=127117>

## 3. SITUATIONAL ANALYSIS

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The Situational Analysis provides an overview of the key factors that have influenced the identification of the SAPS' strategic priorities and objectives for the period 2010 to 2014. The identification of these key factors has been informed by the legislative mandate of the SAPS, Government's key Medium-term Strategic Framework, the priorities of the JCPS Cluster, the Presidents' State of the Nation Address - 11 February 2010, issues identified by the Minister of Police, the outcomes of the National Commissioner's strategic planning conference with the Department's top management during September 2009, the President's Conversation with the Management of the SAPS and subsequent consultation by the National Commissioner with management within the SAPS at national and provincial levels.

### 3.1 Analysis of Crime

- 3.1.1 All of the prioritized, serious crimes are not equally influenced and cannot be reduced to the same extent by conventional policing as practiced by the SAPS. This is why the 7-10% contact crime reduction target implemented by Government during 2004/2005, for implementation over the ten-year period from 2004/2005 to 2013/2014, was never intended to be solely a SAPS or even overall policing reduction target. The 7-10% contact crime reduction target stated that each category of contact crime should be reduced by 7-10% per annum over the ten-year period from 2004/2005 to 2013/2014. The intention was that this national target towards normalization of crime should be a South African effort involving the CJS, including the SAPS, all other relevant Government Departments, Non-Governmental Organisations and the citizens themselves.
- 3.1.2 The 2008/2009 Annual Report of the SAPS did not in general reflect a particularly negative crime picture, but unfortunately indicated significant increases in the incidence of the "trio crimes"<sup>1</sup>. Towards the end of 2009, particularly since the release of the 2008/2009 Annual Report, considerable debate arose as to whether or not the 7-10% reduction target was realistic. South Africa can, however, take comfort from the fact that significant progress was made in the reduction of contact crime since 2004/2005. Contact crime on the whole was reduced by -7,1% annually during the first four years of the ten-year reduction period, meaning that the overall target was achieved. In 2008/2009 (the fifth year of targeted reduction) only a -4,1% reduction was achieved. In the case of attempted murder, common robbery and common assault, average decreases of -8,4%; -8,2% and -6,9% respectively were achieved during the first five years of the ten-year period, while assault GBH decreased by -5,0% per annum. Murder, aggravated robbery and sexual offences also decreased during the first five years of the targeted reduction, albeit by smaller margins. Aggravated robbery decreased by -2,7% per annum, while murder and rape decreased by -2,5% and -2,3% respectively per annum over the first five years.
- 3.1.3 This means that by the middle of the 7 – 10% ten-year reduction period, three trends, namely aggravated robbery, murder and sexual offences emerged as the categories presenting the greatest challenges to the reduction effort. An analysis of these three trends indicates the following:
- The difficulty experienced in reducing sexual offences was mainly due to changes in the legislation relating to these offences which caused rape

<sup>1</sup> TRIO crimes include house robbery, business robbery and hijacking

to become a much broader category of crime and added a range of other sexual offences mainly generated by police action to the previously existing categories of rape and indecent assault. This led to an increase in sexual offences which brought the average reduction down to -2,3% per annum.

- If aggravated robbery is disaggregated into its subcategories, street/public robbery (60% of the total) decreased by an average of -6,3% per annum between 2004/2005 and 2008/2009. At the same time, the TRIO crimes (almost 40% of all aggravated robbery) increased as follows per annum:

Crime	Average increase per annum 2004/2005 – 2008/2009
House robbery	19,4%
Business robbery	55,7%
Carjacking	1,6%
<b>TOTAL TRIO</b>	<b>15,3%</b>

- It should, however, be noted that while business robberies increased by 55.7%, there has been a steady decline in robberies against established big businesses, largely due to partnerships between the Department and organised business. The majority of the increase in business robberies is directly related to an increase in small businesses and the vulnerabilities faced by this sector.
- It seems as if the SAPS, together with its Metro partners and private security providers, achieved a reduction in aggravated robbery in the streets and public spaces of the Central Business Districts (CBD's), townships and suburbs. However, this apparently pushed the perpetrators into the more private spaces of residential and business areas, which then led to an escalation of the TRIO crimes - particularly house and business robbery. Although only a very a small proportion of victims of these TRIO crimes are fatally wounded, that proportion is growing and this exerts upward pressure on murder trends. The effect is that murders were only reduced by -12,6% during the first five years of the reduction period (an annual reduction of -2,5% per annum).

3.1.4 The essence of the crime problem in South Africa is therefore to stop or stabilize any further increases in TRIO crimes, then to systematically reduce all aggravated robberies. The management of perceptions and fears relating to these crimes is of paramount importance. The reason is that, although the TRIO crimes account for only 6,9% of all contact crime and 2,3% of all serious priority crime, they may have an extremely detrimental impact on investment, from both international and local sources in the country, tourism to South Africa and the entrepreneurial capacity of South Africa, which in turn negatively affects South Africa's capacity to address the socio-economic conditions which contribute to the root causes of crime in general.

## 3.2 Service Delivery at Station Level

3.2.1 The police stations that serve local communities are the window to the SAPS because it is at this level that the vast majority of the citizens of the country access the services provided by the SAPS, as mandated by Section 205 of the Constitution. The SAPS has developed and implemented a number of initiatives during the preceding five years aimed specifically at improving the levels of service delivery at station level. Examples of these initiatives are the restructuring of the stations into

more manageable clusters, the placement of senior, experienced personnel members at this level to coordinate effective and responsive policing within and across station boundaries, either as Station Commanders or as Cluster Commanders, and the implementation of Sector Policing in station precincts throughout the country. In addition to this, the station precincts in the country in whose area more than 50% of the priority crimes are committed, were identified and targeted for focused support from national and provincial levels, to support them in efforts to effectively address crime. The capacitating of stations across the country as described was supported by the adequate resourcing of stations and the upgrading of the technology and corporate systems available to manage crime and their station resources. The Government, the Executive and Management of the SAPS and communities served by local police stations, will continue to expect the unremitting improving of the levels of service delivery in terms of all of the services provided by the SAPS.

- 3.2.2 The levels of service delivery at station level are closely aligned with the levels of professionalism of personnel in their dealings with those individuals and organizations that access or contribute to the services provided by the SAPS. The more focused implementation of the Batho Pele programme, the rigorous application of risk management, the combating of corruption involving SAPS personnel members and the continued development of the skills of personnel members, will contribute to the continuous improving of levels of professionalism.
- 3.2.3 The expectations of a better life by the broader population since democratization of South Africa, have not been realized in all respects, and frustrations in this regard have been seen in the form of violent service delivery and labour-related protests. These protests have in the recent past been difficult to anticipate, have involved large numbers of people and, in many cases, have resulted in the perpetration of serious, violent crime such as public violence, malicious damage to property, assault and intimidation. The policing of these protests places an additional strain on the SAPS' resources, often leading to serious injury to personnel members and the damage/ destruction of physical resources. It is anticipated that protests of this nature will continue to materialize over the medium-term and consequently require additional planning and allocation of resources by the SAPS.

### **3.3 Community Participation in Fighting Crime**

- 3.3.1 There has, since the inception of a democratic dispensation in South Africa, been continuous, robust debate on the levels of crime and the success of Government in addressing crime. An important outcome of this debate on crime and what should be done to address it has been the need for the constructive involvement of all communities in the activities of the SAPS and Government as a whole in combating crime. The expectation that the SAPS eradicate crime in this country without such active involvement is unrealistic. Several platforms exist for such community involvement, the majority of which have been initiated by the SAPS, including the Community Police Forums, the Crime Stoppers reporting line, the recently established Crime Line, the Police Reservists and various community-based crime prevention initiatives such as the Youth Crime Prevention Capacity-building Programmes, the Anti-Rape Strategy and Local Crime Prevention Development Programmes.
- 3.3.2 The SAPS acknowledges and promotes the need for community involvement in the fight against crime and there have been numerous calls for such involvement from the Executive and Management of the SAPS for the mobilizing of communities in the fight

against crime. There are, despite the best efforts of the SAPS, still large sectors of South African society that are not optimally involved in the SAPS' initiatives aimed at preventing crime and eliciting information on criminals and their activities.

### **3.4 The Investigation of Crime**

- 3.4.1 The investigation of crime is a core function of the SAPS, also mandated by Section 205 of the Constitution, which plays a crucial role in the combating of crime in the country. The more effective the SAPS is at investigating crime that has been committed, the less likely individuals will be to actually commit crime. The effective investigation of crime therefore remains a powerful deterrent in the fight against crime. During the preceding years, structural changes have been made to the Detective environment and most notable of these changes has been the closure of some specialized units. The need for the re-establishment of certain of these specialized units has been identified by certain sectors of the community as well as the Executive and Management of the SAPS. At police station level, Detective Service Centres have been created to improve the response to reported crime and the recruiting and training of detectives has been an ongoing process. The further, intensified capacitating of the Detective Service within the SAPS has been identified by the highest level of Government as a necessity in the fight against crime.
- 3.4.2 The Directorate of Priority Crime Investigations (DPCI) was established in terms of the amended South African Police Service Act to prevent, combat and investigate national priority offences. The operational priorities for the DPCI are focused on crimes such as Corruption (especially within Government Departments), Serious Economic Crimes (i.e. internet fraud, card fraud, cheque fraud, counterfeit goods), and Organised Crimes (i.e. vehicle-related crime, precious metal and diamond crime, non-ferrous metals, narcotics, wildlife crimes, stock theft, and violent crime). The appointment of the Head of the DPCI during May 2009 initiated a process of the gradual capacitating of the DPCI to place it in the position to fulfil its mandate.
- 3.4.3 Crime intelligence contributes to the prevention and investigation of crime by identifying crime prone areas and suspects and conducting operations focused on violent organized crime, security intelligence, property-related crimes and crimes dependent on police action for detection. Crime Intelligence operates at various levels within the SAPS and therefore strives to provide products and services that meet the needs of various clients. Crime Intelligence provides a key informational support function to Visible Policing, the DPCI, as well as the Detective Service. It is therefore imperative that this function has the capacity to effectively support the proactive and reactive informational needs of the SAPS' key operational functions and has also been prioritised by Government for accelerated capacitating as a key component of the fight against crime.

### **3.5 The Justice, Crime Prevention and Security Cluster**

- 3.5.1 The SAPS is an integral part of the JCPS Cluster and contributes to the priorities of the JCPS Cluster through its planning process, including the Strategic Plan and Annual Performance Plan. The focus has been on the improving of the efficiency and effectiveness of JCPS Cluster Departments including, reducing case backlogs; the speedy resolution of trials; effective safety and security in detention facilities; and increased use of alternatives to custodial sanctions, especially focusing on children. The JCPS Cluster has also prioritized the integration of existing intra-departmental

information technology systems and the focused development of additional systems. The SAPS will continue to contribute actively towards the establishing of an integrated, modernized and well-managed CJS, in line with the prioritisation of this issue at the highest level of Government.

### **3.6 Increases to the Staff Establishment**

- 3.6.1 The SAPS has, since 2003, increased its staff establishment in order to increase the number of operational personnel members available for all key functions at station level, but specifically to increase the number of personnel members performing visible policing functions. The staff establishment has increased significantly from 131 500 in 2003 to 192 240 in March 2010. The increase in the number of operational personnel members was necessary given the nature of policing in the country, however, the SAPS will in future focus on improving the quality above the quantity of personnel recruited. It will also be necessary to pursue specific recruitment directions in order to bolster service delivery at station level in line with the requirements of the CJS.
- 3.6.2 The substantial increases in the staff establishment of the SAPS have, in certain instances, not achieved the desired effect. Although additional personnel have been appointed to fill posts, the deficiencies in respect of skills levels remain a concern. The SAPS will therefore focus on the bridging of the skills gap through continued skills development and the appointment of skilled personnel. The annual targets may, however, be reduced to ensure quality recruitments above quantity.

### **3.7 Improving Infrastructure**

- 3.7.1 The geographic distribution of the SAPS is substantial as it is one of few government departments that has a physical presence in virtually every city and town across the country. This extensive distribution is essential in order that the services provided by the SAPS in support of safe and secure communities, may be accessed as quickly and conveniently as is possible. There are, however, areas of the country in which the SAPS, due to past imbalances, is not as accessible to the community as it should be, resulting in citizens having to travel unacceptably long distances to access basic policing services. The infrastructure that the SAPS has at its disposal was inherited from the previous dispensation and is therefore characterised in some areas by the favouring of certain sectors of society. In addition, this infrastructure of stations was adequate for a time during which the SAPS was substantially smaller in terms of personnel than it is at present. Due to the large number of stations, i.e. 1 117, it is not possible, given budget constraints, to adequately maintain this vast infrastructure. The building of new police stations to improve the accessibility of policing services to the community as well as the improving of the condition of existing stations is therefore a medium-term priority for the SAPS.

### **3.8 Technology and Resource Utilisation**

- 3.8.1 Technology is a critical success factor in the successful performing of the SAPS' core and support functions and is an integral part of the CJS. The SAPS has invested significantly in the upgrading of the technology available to numerous capacities including Visible Policing, Detective Services, Crime Intelligence and the Criminal Record and Forensic Science Services, taking into consideration the technological requirements of the CJS. Continued technological advancement has been prioritized by Government, the JCPS Cluster and the SAPS as a critical enabler in addressing

crime.

- 3.8.2 The increases to the staff establishment of the SAPS have been matched by concomitant increases in the levels of resources required for operational policing and in particular critical items such as vehicles, firearms and bullet-resistant vests. The utilisation of these resources, particularly vehicles, in pursuit of the strategic and operational objectives must, however, be improved as a key driver of improved service delivery.

## **APPENDIX B**

### **STRATEGIC PRIORITIES AND GOALS**

Source:

South African Police Service. 2011. "The Strategic Plan 2010 to 2014".

<http://www.info.gov.za/view/DownloadFileAction?id=127117>

## 4. STRATEGIC PRIORITIES OF THE SAPS

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The SAPS has identified a number of broad, strategic priorities that will direct its annual planning for the period 2010 to 2014. These strategic priorities are subdivided into operational priorities, i.e. those priorities directed at the SAPS' core functions in terms of Section 205 of the Constitution; and the organisational priorities, or those priorities aimed at the managing of the SAPS' resources.

### 4.1 Operational Strategic Priorities

#### 4.1.1 Crime Prevention

##### 4.1.1.1 Reduction of Crime Levels

The **reduction of crime levels**, specifically the “**TRIO crimes**” and **crimes against women and children**, including domestic violence, which despite continued success during the past, remains a challenging task given the prevailing socio-economic conditions in the country. This is an objective that the SAPS can't achieve on its own and will require an integrated approach involving all communities and spheres of Government. The developing and implementation of **an intelligence-driven, integrated and comprehensive crime prevention strategy** will ensure this integrated approach. The **reduction of illegal firearms**, and the addressing of substance abuse, which are significant contributory factors in serious and violent crime in the country, will be addressed within the context of the strategy.

**Increasing the visibility of SAPS personnel members**, particularly at station level, is a priority and includes the focused patrolling of cities and highways, informed by identified crime tendencies and patterns and the appropriate use of Tactical Response Teams. Significant strides have been made in increasing the number of police officials within the visible policing environment, however, it has become necessary to re-evaluate the manner in which resources are being utilized, thereby improving the effective use of current resources. Various strategies will continue to be used to improve the effectiveness of visible policing, examples of which include the strengthening of police stations where there is a high occurrence of crime (high contact crime stations), the utilisation of force multipliers (e.g. Metro Police) and partnership policing and sector policing.

The medium-term target for the Crime Prevention Strategic Priority will be focused on the reduction of levels of all serious crime by between 4-7% over the medium-term period. In addition, the target for the reduction of levels of contact crime has been set at 34% and the target for the reduction of TRIO crimes has been set at 31% for the period 2010 - 2014.

##### 4.1.1.2 Improving Police Response

Improving the **police response times** is an objective that remains a priority for the Department. The successes of the Gauteng 10111 pilot needs to be expanded and rolled out to other provinces, in support of initiatives to improve response times.

#### 4.1.1.3 Crime perception management

The **mobilization of the community in the fight against crime**, as emphasized by the President and the Executive of the SAPS, will be prioritised. Partnership policing has been and still remains a priority for visible policing. Partnerships do, however, not only refer to the community, but to a variety of role players within government, business, municipalities, interest groups, etc. The creation of partnerships has to occur at all levels, from a national level right down to sector level at every police station.

The establishing and developing of partnerships will be undertaken in tandem with the **building of a positive image for the SAPS**. The introduction to this Strategic Plan emphasises the need for the SAPS to establish professionalism, authority and respect in the services that are provided to communities. These factors will be pursued by entrenching basic command and control, in addition to the focused and responsive providing of information, and the measured reaction to information concerning the functioning of the SAPS, which is in the public domain.

The further development and implementation of the **Victim Empowerment Programme** will also be a medium-term focus in the managing of the effects and perceptions of crime. It is the intention of the SAPS that the number of crimes reported to the SAPS, specifically contact crimes, increases over the medium-term. To facilitate the measuring of increased reporting of crime by victims, **an annual victim survey** will be conducted in collaboration with the other key departments in the CJS.

#### 4.1.1.4 Effectiveness and Integration of Border Management

Improving **regional cooperation** is required to improve efforts in combating of crime that has the potential to affect the Southern African region and the Continent. The SAPS will take a leading role in defining the relationship between a local police station, borderline, port of entry and exit, and a police station in a neighbouring country. The establishment of effective regional policing is therefore the ultimate priority, especially around the country's borders. Counterparts in neighbouring countries do not, however, always have the same resources as does the SAPS, and this makes interaction difficult. Agreements regarding the shared use of resources, particularly police stations between neighbouring states, will be established. In addition, different countries have different ways of dealing with crime, e.g. stolen vehicles, and the approach to relevant crimes must be harmonized. Joint and coordinated working relations will facilitate the fight against crime.

The establishing of a **Border Management Agency** has been prioritised at the highest level of Government and will see the establishing of a mechanism that will oversee the various aspects associated with the securing of South Africa's borders, including borderlines and ports of entry and exit. The SAPS will have a crucial role to play in this regard together with other departments such as the South African National Defence Force and the Department of Home Affairs.

#### 4.1.1.5 Policing incidents of a public disorder or security nature

The SAPS has a responsibility to create and maintain capacity to respond to situations which are not deemed to be "normal" crime but rather **incidents of a**

**public disorder or security nature.** Although this capacity should be utilized for visible policing functions, the capability to respond to extraordinary situations remains a priority. Extraordinary situations refer to crowd-related incidents of both a violent and non-violent nature as well as incidents affecting the security of the State (i.e. marches, strikes, service delivery protests, etc).

This specialized capacity does not only refer to interventions within the borders of the Republic, but external deployments in terms of international obligations. The SAPS is regarded as a leading policing agency on the Continent and is therefore often approached to assist with peace keeping initiatives. Although our role is important in this regard, the fulfilment of this role does impact on the capacity of the SAPS in terms of policing within the borders of the Republic.

#### 4.1.1.6 Combating Corruption

The **prevention, detection and investigation of corruption** within the ranks of the SAPS will be a major focus area in the following years. An Anti-corruption Strategy has been developed for the SAPS, which focuses on the prevention of corruption, the effective investigation of cases of corruption involving SAPS personnel members, the detection of corruption to ensure the exposing corrupt practices, and the restoration of the SAPS' policies, procedures and systems to prevent re-occurrence of corrupt practices.

The **managing of the perceived and actual levels of corruption** is crucial in order that the community and members of the SAPS alike have a realistic understanding of the actual extent and implications of corruption.

The effective detection of fraud and corruption can only occur with the assistance of the public as well as employees within the SAPS. The management of the SAPS will therefore ensure that the Anti-corruption Strategy is properly communicated both outside and within the SAPS, and that it is implemented to its fullest extent. The implementation of this Anti-corruption Strategy will be undertaken in conjunction with all departments, but specifically those in the JCPS Cluster, including specific **anti-corruption operations across the Cluster.**

#### 4.1.2 Investigation of Crime

4.1.2.1 The focus of this priority is the **effective investigation of reported crime** within South Africa, with a focus on the detection and the court-ready case docket rates. In addition to addressing the basic performance requirements of the investigative process, the focus will also be on **apprehending and charging known criminals**, particularly those that operate across provincial boundaries.

4.1.2.2 The DPCI is a key operational capacity within the SAPS and in order to give full effect to its mandate in terms of Section 17 (1) of the amended South African Police Service Act, capacity must be established and developed within this environment. This Directorate represents a specialised investigative capacity with the SAPS whose focus will be on crimes that are a **national priority such as serious economic crime, with a key consideration being the combating of cyber-crime and identity theft (focusing on securing the identity and status of citizens), corruption and organised crime.**

- 4.1.2.3 A priority of Government is **the improvement of the CJS**. Medium-term initiatives planned in this regard include the aligning of the objectives, priorities and execution capacities of the various departments within the CJS; the compiling of a central CJS business plan and action plan to effect the aligning of objectives, performance targets and measurements for the CJS as a whole; the identifying and improving of specific components of the CJS whose weakness undermines the entire system; the improving of the performance of courts; the modernisation of the CJS through the development and implementation of tailored IT solutions; and the involving of the community at large in the fight against crime, focusing on securing community participation in key issues such as policing, parole boards and community sentencing.
- 4.1.2.4 **Increasing the capacity and professionalism** of detectives investigating crime has been a priority for some time within the SAPS, however, due to significant increases in capacity, a backlog has been created in the training of detectives. The SAPS will prioritize efforts to enlist sufficient numbers of detectives to deal with the investigation of reported crimes by means of a comprehensive recruitment strategy, in addition to increasing the skills of detectives via the elimination of training backlogs and retraining of existing detectives.
- 4.1.2.5 The medium-term target for the Investigation of crime will be increasing the detection rate for contact crimes to 57,5%. The baselines and targets for court-ready case dockets rate will be established during 2010/11 as a result of the recent inclusion of this indicator.
- 4.1.2.6 With regard to certain priority crimes, particularly crimes against women and children and stock theft, the Department will establish **specialised units** to deal with these crimes, and also ensure allocation of resources to these units.

### 4.1.3 Support to the Investigation of Crime

#### 4.1.3.1 Improve Forensic services and fingerprints

A concerted effort will be made to **improve the collection of evidence** at crimes scenes by crime scene experts. Additional focus areas within this environment will be **improving the procedures for the updating of records of offenders** that have been convicted of crime. These procedures will therefore ensure that repeat offenders are identified before bail hearings are held as this will significantly reduce the incidence of bail being awarded to hardened offenders. The sharing of databases (e.g. Department of Home Affairs) will further strengthen the capacity of the SAPS to identify individuals involved in crime.

#### 4.1.3.2 Capacitating the Criminal Record and Forensic Science Service

The support provided to the investigation of crime is a key enabling factor in the SAPS' ability to successfully investigate reported crime. During the next five years priority will be given to **extending the capacity of the Criminal Record and Forensic Science Services Division**, due to the important role it plays in support of the investigation of crime. This will include the expanding of infrastructure to support the decentralization of the services provided. Coupled to this, the procurement of new technology or expanding of existing technology will be a priority. Improved training and competency certification, in accordance with international standards, will be focused on to improve the service delivery of individual employees.

**Proposed legislation enabling the SAPS to take fingerprints and blood samples of all arrestees will enhance existing databases.** However, implementation of this practice will impact significantly on the existing capacity of this environment as workloads will increase. The SAPS also intends vetting its own personnel via fingerprint testing, the obtaining of DNA, as well as testing of all police firearms. This process will be utilized to identify which police officials are involved in crime and should also significantly contribute in curbing corrupt and criminal activities within the SAPS.

**The target focus over the medium-term will be incremental increase of the targets relating to the processing of forensic and fingerprint evidence, which currently stand at 92% and 76%.** The increase in performance relating to forensic and fingerprint evidence is dependent on the improving of the systems related to the processing of these categories of evidence.

#### 4.1.3.3 War Rooms

In view of the success of the current **War Rooms**, there is a need for the Department to urgently roll out this approach to all provinces, with particular emphasis on provinces that have high levels of violent organised crime.

#### 4.1.4 Crime Intelligence

4.1.4.1 Crime intelligence is a key support to the investigation and prevention of crime and the focus during 2010 to 2014 will be on providing quality services to its clients within the SAPS, so as to **provide actionable intelligence and to enable prosecutions.** In this regard, Crime Intelligence will emphasise intelligence operations pertaining to serious crime including contact and TRIO crimes, syndicates involved in drug and people smuggling, and human trafficking.

The **capacitating of crime intelligence** so as to ensure improved service delivery will address the improvement of skills at various levels and the retention of these skills. In order to improve the provision of crime intelligence products and services, various strategies will be implemented during 2010 to 2014. These strategies will include: the development of better threat assessment and targeting systems; improving network collection by increasing ground coverage; the utilization of visible policing personnel for the gathering and provision of intelligence; increasing support for collectors by enforcing more effective management of sources; focusing on a “targeted” approach, i.e. more formal covert operations; improving targeted undercover operations through advanced covert methodology; focusing on interaction with other role players, e.g. other departments, Visible Policing and the DPCI; and improving intelligence database capabilities as well as access to remote systems for purposes of integrating information management.

#### 4.2 Organisational Priorities

The SAPS’ organisational or support priorities will be measured over the period 2010 to 2014 in terms of the medium-term plans that have been developed specifically to ensure a comprehensive and integrated tabulation of the issues relating to the strategic priorities within this category.

## 4.2.1 Human Capital Development

4.2.1.1 **Skills development and the retention of skills** will be a priority over the period 2010 - 2014. The shortage of skills within the SAPS cannot in all instances be addressed by the recruitment of personnel and the existing staff establishment must be developed to provide for certain of the scarce skills required. In this regard, training will play a vital role in creating pools of skilled personnel within the SAPS in order to meet future skill needs. This requires that a revision of existing training and skills retention practices and strategies be undertaken. The developing of additional training programmes to create pools of skilled personnel and a review of the current Scarce Skills Policy (to determine whether or not it is facilitating the retention of scarce skills), including the realization of Government's objectives contained in the Job Access Strategy, will be undertaken.

The SAPS' top management has identified "command and control" as one of the major problems being experienced in the management of personnel, above all at station level. It has therefore become essential to also develop and implement training courses for commanders at station level to not only provide them with the operational and tactical skills relevant to these jobs, but also to skill them in the management of their personnel.

4.2.1.2 The **focused recruitment of personnel** will continue to be a medium-term priority for the SAPS. There will, however, be a transition from volume-based recruiting to the more focused recruiting of individuals with skills that are required by the Department in its key areas of functionality.

4.2.1.3 The **health and wellness** of the SAPS' employees is an ongoing priority and the focus for the future will be on ensuring the health and wellness of employees, including physical maintenance, to ensure that members performing operational duties are capable of dealing with the physical demands of the job.

Employees can, however, only perform as well as what their physical surroundings allow them. In this regard, the improving of the SAPS' physical infrastructure, as per paragraph 4.2.2.1 below, will also impact positively on employee health and wellness.

4.2.1.4 The **transformation** of the SAPS must be progressed as a matter of urgency including issues such as representivity, racism, discrimination and effective discipline management. The improvement of the **employment equity** of the SAPS, in accordance with Government objectives, also remains a critical focus area. In this respect, existing affirmative action programmes will be continued and where required, additional programmes will be instituted. A concerted effort will be made to promote **gender equity** within the SAPS by developing and appointing women in decision-making posts. The drive to ensure the achievement of the required 2% target of people with disabilities within the SAPS will also be enhanced.

## 4.2.2 Budget and Resource Management

4.2.2.1 The need for the **improving of infrastructure** through a structured capital works programme within the SAPS, with specific reference to police stations and other office and specialized accommodation in the SAPS, is substantial. Budgetary constraints, however, impact on what can realistically be achieved. The building of new police stations, the renovation (refurbishing) of existing ones and the provision of

accommodation in accordance with the determined need, will be prioritized in line with the operational priorities and objectives of the SAPS. The Long-term Infrastructure and Capital Asset Plan included in paragraph five below provides greater detail on the construction of stations and refurbishments planned over the medium-term. It will, however, be important that the improvement of infrastructure is conducted in a coordinated fashion, that available budgets are fully utilized and that contracting and subsequent service delivery are done in accordance with relevant legislation. The management of existing assets will be guided by the development of an Immovable Asset Management Plan to comply with the Government Immovable Asset Management Act, 2007.

4.2.2.2 The trend towards globalisation as well as the developing nature of South Africa's economy has placed a higher premium on effective **information technology** as a major contributor to the effective managing of core processes within any organisation, and none so more than the SAPS. The SAPS has developed an Information and Communications Technology Plan that provides an overview of the key information and communications technology issues that will drive the acquisition and maintenance of information and communication technology within the SAPS over the medium-term. The technological focus of the SAPS will be on the capacitating of the core functions of crime prevention, investigation and detection, in line with the technological and systems requirements of the CJS, refer to paragraph seven below.

4.2.2.3 The **enhancing of asset management** is a major focus area as this issue impacts on the level of service delivery, particularly at local level, the expenditure of the SAPS in line with its priorities and its ability to demonstrate the effective utilisation of its allocated budget. The majority of the physical resources employed by the SAPS are directed towards the performing of the core, operational functions. A key issue that must be addressed in this regard is the planned procurement and distribution of critical assets such as vehicles, firearms and bullet resistant vests. The expansion of the procurement of critical assets, in line with planned increases to the staff establishment of the SAPS, as well as the maintenance and replacement of these items, will be prioritized given the critical role that they play in safeguarding members and reducing the risks associated with operational policing duties.

#### **4.2.3 Enhancing Information Systems and Information and Communication Technology**

4.2.3.1 The developing, sustaining and implementation of information systems and information and communication technology over the medium-term will be directed, on the one hand, towards the requirements that the SAPS has in this regard, given its operational and support strategic priorities; and on the other hand to the system and information requirements of the CJS. This will include the following:

- Single, coordinated management of continuum of criminal justice and performance across the CJS;
- A system to be developed to ensure records and data on corruption crimes across the CJS;
- The developing of a database of victims across CJS;
- A database that enables convictions and sentences related to identity theft; and
- The establishing of an integrated systems approach to combating cyber crime.

**APPENDIX C**  
**FOUR PILLAR APPROACH AS A MODEL**  
**FOR CRIME PREVENTION**

Source:

South African Government Information. 2008. “National Crime Prevention Strategy: Summary”.

<http://www.info.gov.za/otherdocs/1996/crime1.htm#P1>

## THE FOUR PILLAR APPROACH TO CRIME PREVENTION - A STRATEGIC FRAMEWORK

The government has adopted the four pillar approach as a model which sets out the different areas in which crime prevention should be developed. This model is intended to provide a basis for the development of crime prevention initiatives at provincial and municipal levels, as well as through civil society initiatives.

Framework for the National Crime Prevention Strategy			
<b>Criminal Justice Process</b> =Certain and Rapid Deterrence	<b>Community Values and Education</b> = Community pressure and public participation in crime prevention	<b>Environmental Design</b> = Limit Opportunities and Maximise Constraints	<b>Transnational Crime</b> = Regional co-operation, stability and address cross-border crime
Crime Levels			

### PILLAR 1:

**The Criminal Justice Process** aims to make the criminal justice system more efficient and effective. It must provide a sure and clear deterrent for criminals and reduce the risks of re-offending.

### PILLAR 2:

**Reducing Crime through Environmental Design** focuses on designing systems to reduce the opportunity for crime and increase the ease of detection and identification of criminals.

### PILLAR 3:

**Public Values and Education** concern initiatives aimed at changing the way communities react to crime and violence. It involves programmes which utilise public education and information in facilitating meaningful citizen participation in crime prevention.

### PILLAR 4:

**Trans-national crime** programmes aim at improving the controls over cross border traffic related to crime and reducing the refuge which the region offenders to international criminal syndicates.

**PILLAR 1:  
NATIONAL PROGRAMMES - THE CRIMINAL JUSTICE PROCESS**

An **effective and legitimate criminal justice system** is a vital foundation for crime prevention and the protection of human rights. This pillar will be addressed at a national level by 8 key programmes designed to revamp and energise the criminal justice system as a whole. The key aims of programmes in this pillar are:

- To increase the efficiency and effectiveness of the criminal justice system as a deterrent to crime and as a source of relief and support to victims.
- To improve the access of dis-empowered groups to the criminal justice process. These include women, children and victims in general.
- To focus the resources of the criminal justice system on priority crimes.
- To forge inter-departmental integration of policy and management, in the interests of co-ordinated planning, coherent action and the effective use of resources.
- To improve the service delivered by the criminal justice process to victims, through increasing accessibility to victims and sensitivity to their needs.

**PILLAR 2: REDUCING CRIME THROUGH ENVIRONMENTAL DESIGN**

The high incidence of many forms of crime is due to an environment which provides ample opportunities for crime, and where risks of detection, or prosecution are low. This pillar will extend the development of security-based design of residential areas buildings and shopping centres. Ultimately the objective of this pillar is to ensure that safety and crime prevention considerations are applied in the development of all new structures and systems, and in the re-design and upgrading of old areas.

The objectives of this pillar are:

- To encourage awareness of the possibilities of environmental design in reducing and preventing crime.
- To promote the use of environmental designs in new areas including in the design of delivery systems, the organisation of industries and accounting systems.

The four initial national programmes covered here exist in areas where the needs are well established. These are by no means exhaustive and it is envisaged that other programmes will be initiated in the near future, at national, provincial and at local level.

**PILLAR 3: PUBLIC VALUES AND EDUCATION**

The prevailing moral climate within communities, attitudes towards crime, and the willingness of citizens and communities to take responsibility for crime are critical factors in reducing tolerance towards crime, and hence reducing crime levels. This pillar covers strategies aimed at intervening in the way in which society engages with and responds to crime and conflict. Given fiscal constraints, it is vital to improve public information and harness greater citizen responsibility and involvement in crime prevention.

This pillar aims to:

- Improve public understanding of the Criminal Justice System, to enable fuller participation
- Enhance crime awareness to underpin the development of strong community values and social pressure against criminality.
- To promote non-violent conflict resolution, awareness of gender issues and the empowerment of sectors prone to victimisation.

#### ***PILLAR 4: TRANSNATIONAL CRIME***

International and regional criminal syndicates have a large influence in promoting crime in South Africa. The movement of people and commodities across national borders poses a significant challenge to law enforcement in the region.

This Pillar aims to:

- Restrict the smuggling of commodities across borders through better regulation of ports of entry and border zones.
- Mobilise and coordinate border policing resources in Southern Africa.
- Improve coordination between South African agencies responsible for border regulation, the control of ports of entry, and the implementation of immigration policy.
- Prioritise the deployment of intelligence capacity, to focus on regional movements and methods employed by crime syndicates.

The emphasis on trans-national crime must be complemented by an integrated regional development strategy which aims to reduce the huge disparities in income in the region.

**APPENDIX D**  
**GOVERNMENT POLICIES FOR CRIME PREVENTION**

Source:

South African Police Service. 2011. "The Strategic Plan 2010 to 2014".

<http://www.info.gov.za/view/DownloadFileAction?id=127117>

## 2. LEGISLATIVE AND OTHER MANDATES

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### 2.1 Constitutional Mandate

2.1.1 The mandate of the SAPS is derived from Section 205 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The objectives of policing are to:

- Prevent, combat and investigate crime.
- Maintain public order.
- Protect and secure the inhabitants of the Republic and their property.
- Uphold and enforce the law.

### 2.2 Legislative Mandate

2.2.1 The SAPS is responsible for the administration of the following legislation, which has been taken into consideration during the determining of the strategic priorities and objectives for the SAPS:

- The South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, 2008 (Act No. 57 of 2008). This Act states that “there is a need to provide a police service throughout the national territory to:
  - ensure the safety and security of all persons and property in the national territory;
  - uphold and safeguard the fundamental rights of every person as guaranteed by Chapter 2 of the Constitution;
  - ensure co-operation between the Service and the communities it serves in the combating of crime;
  - reflect respect for victims of crime and an understanding of their needs; and
  - ensure effective civilian supervision over the Service”.
- Protection of Constitutional Democracy Against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004).
- Firearms Control Act, 2000 (Act No. 60 of 2000).
- Explosives Act, 1956 (Act No. 26 of 1956).
- Tear-gas Act, 1964 (Act No. 16 of 1964).
- Dangerous Weapons Act, 1968 (Act No. 71 of 1968).

- Control of Access to Public Premises and Vehicles Act, 1985 (Act No. 53 of 1985).
- National Key Points Act, 1980 (Act No. 102 of 1980).
- Intimidation Act, 1982 (Act No. 72 of 1982).
- Second-hand Goods Act, 1955 (Act No. 23 of 1955).
- The Private Security-Industry Regulation Act, 2001 (Act No. 56 of 2001).

2.2.2 The SAPS derives its powers and functions from the following legislation, which enables the activities undertaken in pursuance of its mandate in terms of Section 205 of the Constitution:

- The South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, (Act No. 57 of 2008).
- The Criminal Procedure Act, 1977 (Act No. 51 of 1977).
- The Regulation of Interception of Communications and Provision of Related Information Act, 2002 (Act No. 70 of 2002).
- The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994).
- The Domestic Violence Act, 1998 (Act No. 116 of 1998).
- The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).
- The Inter-Governmental Relations Framework Act, 2005 (Act No 13 of 2005).
- The Sexual Offences Act, 2007 (Act No. 32 of 2007).

### **2.3 Policy Mandate - an overview of the principle policies of Government that impact on the SAPS' strategic priorities**

- 2.3.1 The fourth democratic elections necessitated a new electoral mandate which had to define the strategic objectives and targets of Government for the period 2009-2014. The Medium-term Strategic Framework contains the various strategic priorities to realize this mandate.
- 2.3.2 The priority that is directly related to the Criminal Justice System (CJS) and therefore to the SAPS is: "to intensify the fight against crime and corruption". The President placed considerable emphasis on this issue among others during his State of the Nation Address in June 2009.
- 2.3.3 The SAPS functions as an integral part of the Justice Crime Prevention and Security (JCPS) Cluster, and the priorities of this Cluster must therefore be taken into consideration by the SAPS. The Ministry for Performance Management Monitoring and Evaluation at the Presidency has developed an outcome based planning framework for the priorities as contained in the Medium-term Strategic Framework.

For the priority: “Intensify the fight against crime”, a broad outcome for the CJS was developed, namely “Ensure that South Africans are and feel safe”. The Presidency, together with the JCPS Cluster developed an outcome-based model as well as evaluation and monitoring tools in order to realise this broad outcome. The outcome based model contains various focus areas on which the JCPS Cluster as well as the SAPS Strategic Plan for 2010-2014 will focus on. These focus areas are:

- Levels of overall contact and trio crimes;
- Effectiveness and integration of criminal justice systems;
- Corruption;
- Crime perception management;
- Effectiveness and integration of Border Management;
- Securing the identity and status of citizens; and
- Integration of Information and Communication Technology Systems and the development of an integrated approach to cyber crime.

2.3.4 A strategy has been developed specifically for the revamping of the CJS and the objective of this strategy is the bringing about of an integrated, modernized, properly resourced and well-managed CJS. The focus of the strategy will be to:

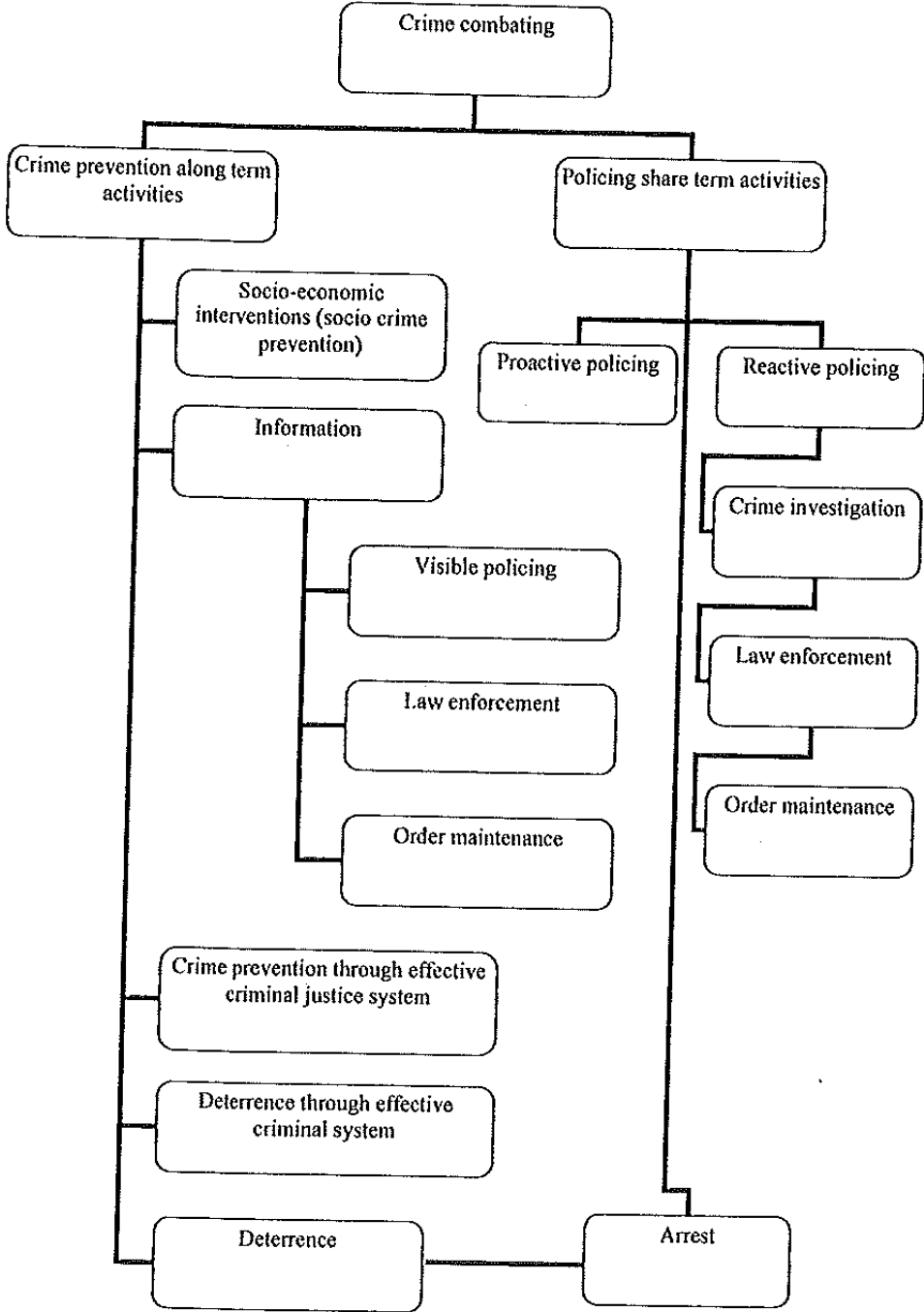
- Improve the efficiency and effectiveness of the CJS by enhancing detective and forensic environments;
- Modernize the CJS through the application of technology solutions;
- Enhance the skills and increasing the number of investigators and forensic experts;
- Mobilize the population in the fight against crime;
- Accelerate efforts to reduce serious and violent crimes by the set target of 7-10% per annum (the January 2010 Cabinet Lekgotla changed the target to 4-7% over the next four years);
- Intensify efforts to combat crimes against women and children and the promotion of the empowerment of victims of crime;
- Establish a border management agency to manage migration, customs and land borderline control services and to efficiently coordinate other relevant departments in the ports of entry environment; and
- Combat corruption in the public and private sector.

**APPENDIX E**  
**THE RELATIONSHIP BETWEEN POLICING, CRIME**  
**PREVENTION AND CRIME COMBATING**

Source:

Van Heerden, T.S. 1986. Introduction to Police Science. Pretoria:  
University of South Africa.

Figure 2.1: Crime combating, crime prevention and policing



Source: Van Heerden, 1992: 62.

**APPENDIX F**  
**EXTENT OF CRIME IN SOUTH AFRICA AT**  
**NATIONAL LEVEL AND IN GAUTENG PROVINCE**

Source:

South African Police Service. 2011. "Crime Statistics: Per Station".  
<http://www.saps.gov.za/statistics/reports/crimestats/2011/province.htm>

South African Police Service. 2011. "Crime Report 2010/2011".  
<http://www.saps.gov.za>

**Crime Research and Statistics - South African Police Service  
Crime in the RSA (national total) for April to March 2003/2004 - 2010/2011**

<b>Crime Category</b>	<b>April 2003 to March 2004</b>	<b>April 2004 to March 2005</b>	<b>April 2005 to March 2006</b>	<b>April 2006 to March 2007</b>	<b>April 2007 to March 2008</b>	<b>April 2008 to March 2009</b>	<b>April 2009 to March 2010</b>	<b>April 2010 to March 2011</b>
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>								
Murder	19 824	18 793	18 545	19 202	18 487	18 148	16 834	15 940
Total Sexual Crimes	66 079	69 117	68 076	65 201	63 818	70 514	68 332	66 196
Attempted murder	30 076	24 516	20 553	20 142	18 795	18 298	17 410	15 493
Assault with the intent to inflict grievous bodily harm	260 082	249 369	226 942	218 030	210 104	203 777	205 293	198 602
Common assault	280 942	267 857	227 553	210 057	198 049	192 838	197 284	185 891
Common robbery	95 551	90 825	74 723	71 156	64 985	59 232	57 537	54 883
Robbery with aggravating circumstances	133 658	126 789	119 726	126 558	118 312	121 392	113 755	101 463
<b>CONTACT- RELATED CRIMES</b>								
Arson	8 806	8 184	7 622	7 858	7 396	6 846	6 701	6 533
Malicious damage to property	158 247	150 785	144 265	143 336	136 968	134 261	132 134	125 327
<b>PROPERTY- RELATED CRIMES</b>								
Burglary at non-residential premises	64 629	56 048	54 367	58 438	62 995	70 009	71 773	69 082
Burglary at residential premises	299 290	276 164	262 535	249 665	237 853	246 616	256 577	247 630
Theft of motor vehicle and motorcycle	88 144	83 857	85 964	86 298	80 226	75 968	71 776	64 504
Theft out of or from motor vehicle	171 982	148 512	139 090	124 029	111 661	109 548	120 862	123 091
Stock-theft	41 273	32 675	28 742	28 828	28 778	30 043	32 380	30 144

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>								
Illegal possession of firearms and ammunition	16 839	15 497	13 453	14 354	13 476	14 045	14 542	14 472
Drug-related crime	62 689	84 001	95 690	104 689	109 134	117 172	134 840	150 673
Driving under the influence of alcohol or drugs	24 886	29 927	33 116	38 261	48 405	56 165	62 939	66 697
<b>OTHER SERIOUS CRIMES</b>								
All theft not mentioned elsewhere	606 460	536 281	432 629	415 163	395 296	394 124	367 442	368 095
Commercial crime	55 869	53 931	54 214	61 690	65 286	77 474	84 842	88 388
Shoplifting	71 888	66 525	64 491	65 489	66 992	80 773	88 634	78 383
<b>SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE</b>								
Carjacking	13 793	12 434	12 825	13 599	14 201	14 915	13 902	10 627
Truck hijacking	901	930	829	892	1 245	1 437	1 412	999
Robbery at residential premises	9 351	9 391	10 173	12 761	14 481	18 438	18 786	16 889
Robbery at non-residential premises	3 677	3 320	4 387	6 689	9 862	13 920	14 534	14 667
<b>OTHER CRIMES CATEGORIES</b>								
Culpable homicide	11 096	11 995	12 415	12 871	13 184	12 571	12 272	11 974
Public violence	979	974	1 044	1 023	895	1 500	1 323	1 226
Crimen injuria	59 908	55 929	44 512	36 747	33 064	30 355	32 356	33 308
Neglect and ill-treatment of children	6 504	5 568	4 828	4 258	4 106	4 034	4 014	3 473
Kidnapping	3 004	2 618	2 320	2 345	2 323	2 535	2 889	3 604

**Crime Research and Statistics - South African Police Service**  
**Crime in the Gauteng (provincial total) for April to March 2003/2004 - 2010/2011**

<b>Crime Category</b>	<b>April 2003 to March 2004</b>	<b>April 2004 to March 2005</b>	<b>April 2005 to March 2006</b>	<b>April 2006 to March 2007</b>	<b>April 2007 to March 2008</b>	<b>April 2008 to March 2009</b>	<b>April 2009 to March 2010</b>	<b>April 2010 to March 2011</b>
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>								
Murder	4 433	3 818	3 621	3 884	3 766	3 963	3 444	3 257
Total Sexual Crimes	16 402	16 333	15 676	15 124	15 398	18 176	15 645	13 987
Attempted murder	8 588	6 661	5 761	5 741	5 313	5 207	4 800	4 104
Assault with the intent to inflict grievous bodily harm	56 962	54 138	51 371	50 084	48 076	48 257	49 082	46 600
Common assault	77 389	72 484	63 012	58 915	58 000	58 566	58 956	54 476
Common robbery	32 307	30 641	25 504	25 307	22 664	20 599	20 107	18 207
Robbery with aggravating circumstances	63 639	57 628	52 437	55 329	51 280	51 251	47 289	40 052
<b>CONTACT-RELATED CRIMES</b>								
Arson	2 013	1 985	2 003	2 099	1 864	1 747	1 597	1 624
Malicious damage to property	47 633	45 445	44 237	43 655	42 433	43 657	44 142	41 017
<b>PROPERTY-RELATED CRIMES</b>								
Burglary at non-residential premises	14 981	12 986	13 274	14 722	15 321	17 563	17 904	16 757
Burglary at residential premises	84 643	77 383	75 243	67 886	63 799	69 300	74 902	70 794
Theft of motor vehicle and motorcycle	41 584	39 738	41 667	42 117	40 296	38 923	36 337	32 278
Theft out of or from motor vehicle	53 990	47 638	46 208	39 791	36 560	35 891	39 133	37 443
Stock-theft	896	682	630	610	655	798	886	711

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>								
Illegal possession of firearms and ammunition	4 968	3 974	3 388	3 920	3 486	4 040	4 113	3 665
Drug-related crime	9 428	10 722	14 202	12 582	12 742	13 574	14 729	16 457
Driving under the influence of alcohol or drugs	6 275	6 619	7 277	7 539	9 833	13 150	14 910	21 417
<b>OTHER SERIOUS CRIMES</b>								
All theft not mentioned elsewhere	192 673	169 992	136 435	130 983	123 559	123 478	117 226	116 518
Commercial crime	24 714	23 337	24 368	26 869	26 986	30 757	34 095	34 756
Shoplifting	18 920	17 946	18 627	18 944	20 466	24 846	27 764	24 767
<b>SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE</b>								
Carjacking	8 914	7 230	7 250	7 337	7 489	7 662	7 444	5 936
Truck hijacking	472	469	438	544	775	906	860	600
Robbery at residential premises	5 383	5 618	6 208	7 776	7 377	8 190	8 051	7 039
Robbery at non-residential premises	2 338	2 116	3 150	4 505	5 113	6 244	6 379	5 553
<b>OTHER CRIMES CATEGORIES</b>								
Culpable homicide	2 542	2 706	2 873	3 119	3 048	2 897	2 741	2 579
Public violence	165	167	225	186	197	462	311	234
Crimen injuria	11 041	10 080	8 235	6 817	6 244	5 816	7 016	8 040
Neglect and ill-treatment of children	1 589	1 348	1 201	1 144	1 035	1 000	1 057	973
Kidnapping	1 065	922	856	949	952	1 066	1 167	1 374

**Serious crime during the 2003/2004 to 2010/2011 financial years and the percentage increases/decreases in crime between 2009/2010 and 2010/2011**

Crime category	Incidence of crime per 100 000 of the population										Raw figures/frequencies									
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	% Increase/ Decrease 10/11 vs 09/10	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	% Increase/ Decrease 10/11 vs 09/10		
	<b>Contact Crime</b>																			
Murder	42.7	40.3	39.6	40.5	38.6	37.3	34.1	31.9	-6.5%	19 824	18 793	18 528	19 202	18 487	18 148	16 834	15 940	-5.3%		
Total sexual offences	142.5	148.4	145.2	137.6	133.4	144.8	138.5	132.4	-4.4%	66 079	69 117	68 076	65 201	63 818	70 514	68 332	66 196	-3.1%		
Attempted murder	64.8	52.6	43.8	42.5	39.3	37.6	35.3	31.0	-12.2%	3 076	2 451	2 057	2 014	1 879	1 829	1 741	1 549	-11.0%		
Assault with the intent to inflict grievous bodily harm	560.7	535.3	484.0	460.1	439.1	418.5	416.2	397.3	-4.5%	260 082	249 369	226 942	218 030	210 104	203 777	205 293	198 602	-3.3%		
Common assault	605.7	575.0	485.3	443.2	413.9	396.1	400.0	371.8	-7.1%	280 942	267 857	227 553	210 057	198 049	192 838	197 284	185 891	-5.8%		
Robbery with aggravating circumstances	288.1	272.2	255.3	267.1	247.3	249.3	230.6	203.0	-12.0%	133 658	126 789	119 726	126 558	118 312	121 392	113 755	101 463	-10.8%		
Common robbery	206.0	195.0	159.4	150.1	135.8	121.7	116.7	109.8	-5.9%	95 551	90 825	74 723	71 156	64 985	59 232	57 537	54 883	-4.6%		
	<b>Contact-related Crime</b>																			
Arson	19.0	17.6	16.3	16.6	15.5	14.1	13.6	13.1	-3.7%	8 806	8 184	7 622	7 858	7 396	6 846	6 701	6 533	-2.5%		
Malicious damage to property	341.2	323.7	307.7	302.5	286.2	275.8	267.9	250.7	-6.4%	158 247	150 785	144 265	143 336	136 968	134 261	132 134	125 327	-5.2%		
	<b>Property-related Crime</b>																			
Burglary at residential premises	645.2	592.8	559.9	526.8	497.1	506.5	520.2	495.3	-4.8%	299 290	276 164	262 535	249 665	237 853	246 616	256 577	247 630	-3.5%		
Burglary at non-residential premises	139.3	120.3	116.0	123.3	131.7	143.8	145.5	138.2	-5.0%	64 629	56 048	54 367	58 438	62 995	70 009	71 773	69 082	-3.7%		
Theft of motor vehicle and motorcycle	190.0	180.0	183.3	182.1	167.7	156.0	145.5	129.0	-11.3%	88 144	83 857	85 964	86 298	80 226	75 968	71 776	64 504	-10.1%		
Theft out of or from motor vehicle	370.8	318.8	296.6	261.7	233.4	225.0	245.1	246.2	0.4%	171 982	148 512	139 090	124 029	111 661	109 548	120 862	123 091	1.8%		
Stock-theft	89.0	70.1	61.3	60.8	60.1	61.7	65.7	60.3	-8.2%	41 273	32 675	28 742	28 828	28 778	30 043	32 380	30 144	-6.9%		

Crime category	Incidence of crime per 100 000 of the population										Raw figures/frequencies									
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	% Increase/ Decrease 10/11 vs 09/10	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	% Increase/ Decrease 10/11 vs 09/10		
<b>Crime Detected as a Result of Police Action</b>																				
Illegal possession of firearms and ammunition	36.3	33.3	28.7	30.3	28.2	28.8	29.5	28.9	-2,0%	16 839	15 497	13 453	14 354	13 476	14 045	14 542	14 472	-0,5%		
Drug-related crime	135.1	180.3	204.1	220.9	228.1	240.7	273.4	301.4	10,2%	62 689	84 001	95 690	104 689	109 134	117 172	134 840	150 673	11,7%		
Driving under the influence of alcohol or drugs	53.7	64.2	70.6	80.7	101.2	115.4	127.6	133.4	4,5%	24 886	29 927	33 116	38 261	48 405	56 165	62 939	66 697	6,0%		
<b>Other Serious Crime</b>																				
All theft not mentioned elsewhere	1 307.5	1 151.1	922.7	876.0	826.1	809.5	745.0	736.3	-1,2%	606 460	536 281	432 629	415 163	395 296	394 124	367 442	368 095	0,2%		
Commercial crime	120.4	115.8	115.6	130.2	136.4	159.1	172.0	176.8	2,8%	55 869	53 931	54 214	61 690	65 286	77 474	84 842	88 388	4,2%		
Shoplifting	155.0	142.8	137.5	138.2	140.0	165.9	179.7	156.8	-12,7%	71 888	66 525	64 491	65 489	66 992	80 773	88 634	78 383	-11,6%		
<b>Some Subcategories of Aggravated Robbery Already Accounted for Under Aggravated Robbery Above</b>																				
Carjacking	-	-	-	-	-	-	-	-	-	13 793	12 434	12 825	13 599	14 201	14 915	13 902	10 627	-23,6%		
Truck hijacking	-	-	-	-	-	-	-	-	-	901	930	829	892	1 245	1 437	1 412	999	-29,2%		
Robbery of cash in transit	-	-	-	-	-	-	-	-	-	192	220	383	467	395	386	358	291	-18,7%		
Bank robbery	-	-	-	-	-	-	-	-	-	54	58	59	129	144	102	93	39	-58,1%		
Robbery at residential premises	-	-	-	-	-	-	-	-	-	9 351	9 391	10 173	12 761	14 481	18 438	18 786	16 889	-10,1%		
Robbery at business premises	-	-	-	-	-	-	-	-	-	3 677	3 320	4 387	6 689	9 862	13 920	14 534	14 667	0,9%		

Table 15: Fluctuations in the ratios of serious crime trends between the 2009/2010 and 2010/2011 financial years per province

Crime category	Eastern Cape		Free State		Gauteng	
	2009/2010	2010/2011	% Increase/decrease 10/11 vs 09/10	2009/2010	2010/2011	% Increase/decrease 10/11 vs 09/10
<b>Contact Crime (Crimes Against the Person)</b>						
Murder	48.4	47.3	-2,3%	31.4	34.1	8,6%
Total sexual offences	136.1	139.1	2,2%	157.8	171.3	8,6%
Attempted murder	29.2	25.5	-12,7%	29.1	27.3	-6,2%
Assault with the intent to inflict grievous bodily harm	485.0	456.8	-5,8%	542.5	546.6	0,8%
Common assault	260.4	246.0	-5,5%	655.2	634.9	-3,1%
Robbery with aggravating circumstances	145.5	154.9	6,5%	171.2	171.8	0,4%
Common robbery	81.1	82.5	1,7%	102.5	99.0	-3,4%
<b>Contact-related Crime</b>						
Arson	16.9	16.5	-2,4%	13.8	13.2	-4,3%
Malicious damage to property	198.1	199.5	0,7%	315.5	310.8	-1,5%
<b>Property-related Crime</b>						
Burglary at residential premises	426.9	404.1	-5,3%	545.2	528.5	-3,1%
Burglary at non-residential premises	96.9	96.6	0,0%	179.1	180.9	1,0%
Theft of motor vehicle and motorcycle	64.1	59.0	-8,0%	83.7	78.5	-6,2%
Theft out of or from motor vehicle	154.9	164.8	6,4%	167.3	155.9	-6,8%
Stock-theft	114.1	111.2	-2,5%	173.4	164.7	-5,0%
<b>Crime Detected as a Result of Police Action</b>						
Illegal possession of firearms and ammunition	21.4	21.7	1,4%	11.4	11.9	4,4%
Drug-related crime	134.6	141.8	5,3%	176.1	149.0	-15,4%
Driving under the influence of alcohol or drugs	165.3	122.2	-26,1%	57.0	56.0	-1,8%
<b>Other Serious Crime</b>						
All theft not mentioned elsewhere	434.9	456.4	4,9%	752.6	707.5	-6,0%
Commercial crime	117.2	123.7	5,5%	120.5	167.5	39,0%
Shoplifting	120.2	105.3	-12,4%	123.9	116.3	-6,1%
				263.6	221.3	-16,0%
				1 113.1	1 041.1	-6,5%
				323.7	310.6	-4,0%
				263.6	221.3	-16,0%

Crime category	KwaZulu-Natal		Limpopo		Mpumalanga				
	2009/2010	2010/2011	% Increase/decrease 10/11 vs 09/10	2009/2010	2010/2011	% Increase/decrease 10/11 vs 09/10	2009/2010	2010/2011	% Increase/decrease 10/11 vs 09/10
<b>Contact Crime (Crimes Against the Person)</b>									
Murder	40.4	35.2	-12,9%	14.6	12.2	-16,4%	24.3	20.0	-17,7%
Total sexual offences	127.0	120.2	-5,4%	93.8	89.8	-4,3%	127.6	122.8	-3,8%
Attempted murder	44.2	36.8	-16,7%	13.9	12.0	-13,7%	34.0	22.7	-33,2%
Assault with the intent to inflict grievous bodily harm	295.6	287.3	-2,8%	254.8	237.8	-6,7%	439.8	399.0	-9,3%
Common assault	315.6	303.1	-4,0%	171.0	149.3	-12,7%	310.6	285.8	-8,0%
Robbery with aggravating circumstances	222.4	183.9	-17,3%	56.8	50.8	-10,6%	183.3	153.4	-16,3%
Common robbery	76.4	68.8	-9,9%	62.9	57.5	-8,6%	110.0	98.0	-10,9%
<b>Contact-related Crime</b>									
Arson	11.5	10.7	-7,0%	11.8	10.4	-11,9%	15.9	11.2	-29,6%
Malicious damage to property	160.7	155.7	-3,1%	116.4	106.2	-8,8%	227.6	199.2	-12,5%
<b>Property-related Crime</b>									
Burglary at residential premises	386.6	371.5	-3,9%	267.4	246.7	-7,7%	536.5	500.7	-6,7%
Burglary at non-residential premises	108.3	103.2	-4,7%	119.6	108.0	-9,7%	153.6	144.7	-5,8%
Theft of motor vehicle and motorcycle	109.6	99.5	-9,2%	20.9	16.4	-21,5%	90.1	76.1	-15,5%
Theft out of or from motor vehicle	136.1	149.8	10,1%	66.4	63.8	-3,9%	178.2	185.2	3,9%
Stock-theft	76.2	69.5	-8,8%	29.7	30.6	3,0%	92.3	80.4	-12,9%
<b>Crime Detected as a Result of Police Action</b>									
Illegal possession of firearms and ammunition	47.5	47.6	0,2%	8.8	7.4	-15,9%	17.2	15.0	-12,8%
Drug-related crime	274.6	304.9	11,0%	92.5	85.2	-7,9%	56.6	87.8	55,1%
Driving under the influence of alcohol or drugs	114.2	95.0	-16,8%	42.5	50.2	18,1%	58.8	74.6	26,9%
<b>Other Serious Crime</b>									
All theft not mentioned elsewhere	448.7	472.3	5,3%	307.2	297.5	-3,2%	647.9	654.2	1,0%
Commercial crime	131.8	143.5	8,9%	57.5	58.1	1,0%	129.8	127.4	-1,8%
Shoplifting	147.4	120.4	-18,3%	85.5	71.9	-15,9%	109.4	100.1	-8,5%

Crime category	North West		Northern Cape		Western Cape				
	2009/2010	2010/2011	% Increase/ decrease 10/11 vs 09/10	2009/2010	2010/2011	% Increase/ decrease 10/11 vs 09/10	2009/2010	2010/2011	% Increase/ decrease 10/11 vs 09/10
<b>Contact Crime (Crimes Against the Person)</b>									
Murder	21.5	23.2	7,9%	33.2	31.0	-6,6%	42.4	44.2	4,2%
Total sexual offences	137.9	147.0	6,6%	160.8	169.2	5,2%	180.7	178.0	-1,5%
Attempted murder	24.3	22.0	-9,5%	62.0	58.8	-5,2%	31.9	41.4	29,8%
Assault with the intent to inflict grievous bodily harm	421.9	439.9	4,3%	830.7	815.5	-1,8%	449.2	473.3	5,4%
Common assault	257.7	243.2	-5,6%	485.7	461.9	-4,9%	642.3	637.0	-0,8%
Robbery with aggravating circumstances	157.1	158.7	1,0%	90.4	80.7	-10,7%	234.1	234.5	0,2%
Common robbery	87.2	85.6	-1,8%	117.2	106.5	-9,1%	176.8	199.1	12,6%
<b>Contact-related Crime</b>									
Arson	12.2	15.7	28,7%	14.6	16.1	10,3%	11.2	12.1	8,0%
Malicious damage to property	204.2	199.8	-2,2%	270.6	253.2	-6,4%	456.1	446.7	-2,1%
<b>Property-related Crime</b>									
Burglary at residential premises	431.6	461.7	7,0%	483.6	452.5	-6,4%	808.3	838.5	3,7%
Burglary at non-residential premises	155.4	155.8	0,3%	194.9	184.4	-5,4%	215.5	221.7	2,9%
Theft of motor vehicle and motorcycle	77.5	76.8	-0,9%	21.1	22.3	5,7%	187.4	174.2	-7,0%
Theft out of or from motor vehicle	151.2	170.3	12,6%	162.7	191.2	17,5%	660.2	697.8	5,7%
Stock-theft	91.2	85.2	-6,6%	154.1	143.9	-6,6%	20.7	19.0	-8,2%
<b>Crime Detected as a Result of Police Action</b>									
Illegal possession of firearms and ammunition	11.3	11.7	3,5%	4.4	5.5	25,0%	40.7	48.8	19,9%
Drug-related crime	223.3	223.9	0,3%	206.6	219.0	6,0%	1 127.7	1 351.3	19,8%
Driving under the influence of alcohol or drugs	63.1	50.6	-19,8%	112.0	95.4	-14,8%	292.0	330.1	13,0%
<b>Other Serious Crime</b>									
All theft not mentioned elsewhere	554.6	602.9	8,7%	647.8	580.1	-10,5%	1 616.3	1 626.9	0,7%
Commercial crime	149.2	140.0	-6,2%	99.7	103.4	3,7%	218.4	227.6	4,2%
Shoplifting	80.0	77.5	-3,1%	192.1	148.6	-22,6%	382.7	359.2	-6,1%

**APPENDIX G**  
**OBJECTIVES, FUNCTIONS AND**  
**DESIRED OUTCOMES OF THE SAPS**

Source:

South African Police Service. 2011. “Strategic Plan for the SA Police Service 2005-2010”

[http://www.saps.gov.za/saps\\_profile/strategic\\_framework/strategic\\_plan/2005\\_2010/strategic\\_plan\\_2005\\_2010.pdf](http://www.saps.gov.za/saps_profile/strategic_framework/strategic_plan/2005_2010/strategic_plan_2005_2010.pdf)

## 2.2 Key Departmental Programme 1 : Administration

Key Departmental Objective	Support Activities	Outcome
Provide for the policy development and management of the Department including administrative support functions.	<p><b>Minister</b></p> <p>1.1 To be responsible for policing, and to give account to Cabinet and Parliament</p> <p>1.1.1 To determine national policing policy</p> <p><b>Secretariate</b></p> <p>1.2 To advise the Minister and perform such functions as he / she may deem necessary</p> <p><b>National Commissioner</b></p> <p>1.3 To exercise control over and manage the service in terms of :</p> <ul style="list-style-type: none"> <li>□ Structures</li> <li>□ Human Resources</li> <li>□ Finances</li> <li>□ Logistics</li> <li>□ Functional Administration</li> <li>□ Management Consultancy</li> <li>□ General Administration Operations</li> </ul> <p>1.4 To liaise with the community and other agencies</p> <p>1.5 To perform functions outside the Republic</p>	<p>Informed Cabinet and parliament regarding policing</p> <p>Adequate implementation of national policing policy</p> <p>Effective monitoring of policing policy</p> <p>Effective policing</p> <p>Appropriate co-operation from the community and other agencies</p> <p>Proper coordination between police agencies internationally</p>

## 2.3 Key Departmental Programme 2 : Visible Policing

Key Departmental Objective	Support Activities	Outcome
<p>Discourage the occurrence of all crimes through the provision of a proactive and responsive policing service that will prevent the priority crimes rate from increasing.</p>	<p><b>Crime Prevention</b></p> <p>2.1 To regulate occupations, trade and the manufacturing of articles and substances</p> <p>2.2 To discourage the commission of crimes against the State, citizens and their property</p> <p>2.3 To respond to emergencies</p> <p>2.4 To serve and execute court processes and orders of both South African and foreign courts</p> <p>2.5 To provide a Community Service Centre</p> <p><b>Border Policing</b></p> <p>2.6 To control the movement of people and goods</p> <p><b>Specialised Interventions</b></p> <p>2.7 To perform specialised interventions</p>	<p>Reduced incidence of the contravention of established regulators</p> <p>Reduced opportunity to commit crime</p> <p>Persons and property protected during emergencies</p> <p>Served and executed court processes and orders</p> <p>Satisfied clients</p> <p>Reduced illegal movement of people, articles and goods</p> <p>Persons and property protected during specialised interventions</p>

## 2.4 Key Departmental Programme 3 : Detective Services

Key Departmental Objective	Support Activities	Outcome
<p>Contribute to the successful prosecution of crime by investigating and gathering all related evidence, preventing the detection rate from decreasing.</p>	<p><b>General Investigations</b> 3.1 To gather evidence, ensure that accused persons and witnesses are present at criminal trials and present evidence at criminal trials.</p> <p><b>Specialised Investigations</b> 3.2 To gather evidence, ensure that accused persons and witnesses are present at criminal trials and present evidence at criminal trials</p> <p><b>Criminal Record Centre</b> 3.3 To provide a criminal record (fingerprint identification) support service to criminal investigations.</p> <p><b>Forensic Science Laboratory</b> 3.4 To provide a forensic science support service to criminal investigations.</p>	<p>Effective investigation of crime</p> <p>Effective investigation of crime</p> <p>Expert fingerprint identification.</p> <p>Expert forensic evidence.</p>

## 2.5 Key Departmental Programme 4 : Crime Intelligence

Key Departmental Objective	Support Activities	Outcome
<p>Contribute to the neutralisation of crime by gathering, collating and analysing intelligence information, which will lead to an actionable policing activity.</p>	<p><b>Crime Intelligence Operations</b>                      4.1 To gather and provide intelligence with a view to detecting crimes against persons, institutions and their property, crime against the State, crimes aimed at disrupting public order and crimes aimed at destabilising democracy</p> <p><b>Intelligence and Information Management</b>                      4.2 To provide intelligence on criminal activities, including criminal gangs and enterprises involved in organised crime</p>	<p>Preventing and enhancing successful prosecution</p> <p>Preventing and enhancing successful prosecution</p>

## 2.6 Key Departmental Programme 5 : Protection and Security Services

Key Departmental Objective	Support Activities	Outcome
<p>Minimise security violations by protecting foreign and local prominent people and securing strategic areas to ensure a safer South Africa.</p>	<p><b>VIP Protection Services</b> 5.1 To protect the President, former Presidents and prominent people</p> <p><b>Static and Mobile Security</b> 5.2 To provide static and mobile protection to prominent people</p> <p><b>Ports of Entry</b> 5.3 To secure ports of entry.</p> <p><b>Rail Police</b> 5.4 To secure railways.</p> <p><b>Government Security Regulator</b> 5.5 Regulate physical security in the government sector and key strategic installations.</p>	<p>Protection of the President, former Presidents and prominent people</p> <p>Protection of prominent people</p> <p>Improved safety and security at ports of entry</p> <p>Improved safety and security at railways</p> <p>Secured government sector and strategic installations</p>

**APPENDIX H**  
**PRIORITIES AND ACTIVITIES FOR THE SAPS AND**  
**OTHER RELATED DEPARTMENTS**

Source:

South African Police Service. 2001. “Implementing strategic interventions”.

<http://www.saps.gov.za>

## Implementing strategic interventions

Priority	Activities
1. Development/ Transformation of the Clusters Department Programme	
1.1 Integrated Justice System (IJS)	<p>Architecture:</p> <p>Establish a sustainable architecture function for the IJS</p>
	<p>Infrastructure:</p> <p>The providing of basic IT infrastructure to enable the IJS</p>
	<p>Virtual Private Network:</p> <p>Establishing a secure network with sufficient bandwidth for the online systems of the IJS (responsibility of SITA)</p>
	<p>Identification Services:</p> <p>Establishing an automated identification system (AFIS, NPIS, DNA)</p>
	<p>Integrated Case Management System:</p> <p>Establishing an integrated system –</p> <ul style="list-style-type: none"> <li>• For managing cases, persons (offenders) and exhibits throughout the system and its department; and</li> <li>• Which provides for workflow management, resource scheduling and event notification.</li> </ul> <p>(Access to CAS/CRIM, docket management, detention control, exhibit management, systems integration)</p>
	<p>Business Intelligence:</p> <p>Establishing an automated system to provide critical information in order to manage and measure the IJS</p>

1.2 Information technology	Installing satellite tracking systems in all SAPS aircrafts
	Linking IT systems of the departments functioning at ports of entry, namely Home Affairs, SAPS and SARS
1.3 Joint cluster training	Presenting joint training in respect of operations, and crime intelligence gathering and analysis
1.4 Transformation	Eliminating racism
	Improving the morale of members
2. Crime Prevention and Combating Programme	
2.1 High-crime areas (Stability phase)	Improving the quality of intelligence profiles for the priority stations
	Continuing with operations in hot spots as part of Operation Crackdown
2.2 High-crime areas (Normalisation phase)	Completing intelligence assessments for priority stations
	Implementing social crime prevention
	Establishing 50 Crime Prevention units
	Introducing Crime Prevention Course: Level 1
	Establishing air-supported reaction forces in Gauteng, KwaZulu-Natal, Western Cape and Eastern Cape

2.3 Community Involvement	Establishing a single structure between communities and the department of the JCPS Cluster
	<p>The launching of a major community mobilisation programme in the 145 priority police stations' areas in cooperation with community structures, to –</p> <ul style="list-style-type: none"> <li>• Provide crime prevention guidelines; and</li> <li>• Set up crime prevention partnerships.</li> </ul> <p>Increasing the capacity of the reservists in the SAPS by 30 000</p>
2.4 Organised crime	<p>Enhancing intelligence profiles on organised criminal groups through a joint effort by the intelligence community</p> <p>Enhancing the databases on drugs, DNA, firearms and documents</p> <p>Establishing over 300 additional organised crime task teams to deal with syndicates</p> <p>Transforming over 500 sub-specialized investigation units into only two type of specialized units, namely –</p> <ul style="list-style-type: none"> <li>• Organised Crime Units; and</li> <li>• Serious and Violent Crime Units.</li> </ul>

2.5 Border control and organised crime	Incorporating the Border Police, Home Affairs and SARS into organised crime task groups to combat organised crime at ports of entry
	Developing procedures regarding the control of illegal persons and goods over borderlines
	Including SANDF units in organised crime task teams for conducting border control operations
	Developing a Strategic Plan for the control of borders
2.6 Corruption	Eliminating corruption
2.7 Crime against women and children	Improving service delivery by the SAPS to all victims of crime
	Improving services provided by FCSU (Family Violence, Child Protection and Sexual Offences Unit) to all victims of abuse
	Improving services provided by the SAPS regarding domestic violence and the implementation of the Domestic Violence Act, 1998 (DVA)
	Developing an interdepartmental strategy for the prevention of rape and sexual offences
	The prevention of the unauthorised removing of women and minors abroad
	Implementing the Safer Schools Project in priority stations' areas

	Implementing Project Women in priority stations' areas
2.8 Special Operational Concepts	Gang Violence
	Arrest of wanted persons (Phases 1 & 2)
3 Security Programme	
	Rapid deployment of stability force
	Taxi violence
	Urban terrorism:  Activate and strengthen the national implementation of Operation Lancer
	The conceptualisation, establishment and activation of a national operation based on the same model as OPS Lancer to determine, monitor and neutralize extremist right-wing activities
	Disaster management

**Source: SAPS, 2001**

# **APPENDIX I**

## **VISIBLE POLICING**

Source:

South African Police Service. 2003. “Visible policing for crime prevention”.

<http://www.saps.gov.za>

## Visible policing for crime prevention

<b>Key Departmental Objective</b>	<b>Functions</b>	<b>Outcome</b>
<p>Discouraging all crimes from occurring by providing a proactive and responsive policing service that will prevent the priorities crimes rate from increasing in 2004/5</p>	<p><b>Crime Prevention</b></p> <p>2.1 To regulate occupations, trade and the manufacturing of articles and substances</p> <p>2.2 To discourage the commission of crimes against the State, citizens and their property</p> <p>2.3 To respond to emergencies</p> <p>2.4 To serve and execute court processes and orders of both South African and foreign courts</p> <p>2.5 To provide a Community Service Centre</p>	<p>Reduced incidence of contravention of established regulators</p> <p>Reduced opportunity to commit crime</p> <p>Persons and properties protected during emergencies</p> <p>Served and executed court processes and orders</p> <p>Satisfied clients</p>

	<b>Border policing</b>	
	2.6 To control the movement of people and goods at ports of entry and exit	
	<b>Specialized Interventions</b> 2.7 To perform specialized interventions	

**Source: SAPS, 2003**

**APPENDIX J**  
**PRIORITIES AND ACTIVITIES FOR THE SAPS AND**  
**OTHER RELATED DEPARTMENTS**

Source:

South African Police Service. 2001. “Implementing strategic interventions”.

<http://www.saps.gov.za>

## 4.3 IMPLEMENTATION STRATEGIES

The South African Police Service has developed the following strategies to facilitate the implementation of the SAPS Strategic Priorities. These Strategies are primarily cross-cutting in nature as they extend across most functional capacities in the SAPS.

### 4.3.1 Human Resource Strategy

4.3.1.1 The Human Resource Strategy is managed by the Deputy National Commissioner : Human Resource Management and Legal Services and comprises the integrated priorities of the following Divisions -

- Personnel Services;
- Career Management;
- Training; and
- Legal Services.

4.3.1.2 The purpose of the Human Resource Strategy is to: secure the creation and maintenance of an effective police service through-

- utilisation and management of personnel;
- quality education, training and development; and
- professional legal advisory and support services.

- 4.3.1.3 The strategic goals of the Strategy support the SAPS strategic priorities and focus on -
- optimising personnel utilisation;
  - developing human resources;
  - implementing Employment Equity;
  - institutionalising performance management;
  - institutionalising a professional service ethos;
  - institutionalising an employee assistance service;
  - institutionalising legal advisory and support services; and
  - ensuring policy compliance in support of strategic priorities.
- 4.3.1.4 Each of the strategic goals has been broken down into specific key performance areas.

**Optimising personnel utilisation by -**

- developing an annual HR Plan and facilitating the implementation thereof;
- effective selection, appointment and placement of personnel according to the HR Plan;
- implementing and maintaining the recruitment strategy;
- providing psychological intervention and evaluation services;
- developing, maintaining and implementing conditions of service;
- managing absenteeism and service terminations;
- managing promotions;
- managing the implementation of the Incentives and Rewards Strategy; and
- facilitating, developing, implementing and maintaining human resource policies.

**Developing human resources by-**

- revising and implementing the Education, Training and Development (ETD) system, skills development, quality management and assessment;
- researching, designing and developing needs- and outcomes-based curricula;
  - establishing and sustaining in-service training in support of organisational priorities;
  - ensuring the provision of basic training; and
  - provision of generic skills and international training support.

**Implementing employment equity through-**

- monitoring employment equity targets, initiating interventions where necessary and monitoring compliance of existing programmes; and
- implementing the affirmative action programme, women empowerment programmes and programmes for the elimination of unfair discrimination.

**Institutionalising performance management by-**

- reviewing and maintaining performance management and supplementary compensatory systems; and
- initiating, developing and implementing generic performance plans.

**Institutionalising a professional service ethos by -**

- managing discipline;
- managing grievances; and
- facilitating the implementation of service integrity.

**Institutionalising an employee assistance service by -**

- implementing programmes to ensure the physical, recreational and emotional well being of personnel in the SAPS; and
- enhancing the implementation of the HIV/Aids strategy.

**Institutionalising professional legal advisory and support services by -**

- drafting, interpreting and implementing legislation;
- ensuring the procurement of goods and services in terms of legal requirements;
- administering and managing contracts and agreements and labour related matters;
- rendering operational legal support in respect of the prevention, combating and investigation (provincially, nationally and internationally) of crimes affecting the RSA;
- managing litigation by or against the SAPS; and
- managing and determining legal standards.

**Ensure policy compliance in support of strategic priorities by-**

- developing, co-ordinating, maintaining and facilitating the implementation of policies.

**APPENDIX K**  
**PRIORITIES AND ACTIVITIES FOR THE SAPS AND**  
**OTHER RELATED DEPARTMENTS**

Source:

South African Police Service. 2001. “Implementing strategic interventions”.

<http://www.saps.gov.za>

### 3. Performance measures for 2010/2011

#### Key Departmental Programme 1: Administration

**Purpose:** Develop policy and manage the Department, including providing administrative support.

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Minister Deputy Minister Management Corporate Services Property Management	<p>To regulate the overall management of the department and provide centralised support services relating to the:</p> <ul style="list-style-type: none"> <li>Maintenance of a minimum level of personnel in relation to the approved establishment</li> <li>Development of human resources</li> <li>Optimisation in maintaining the balance between personnel and operational expenditure</li> <li>Optimisation in the management of physical resources</li> <li>Development (within the SAPS and between relevant departments), sustainability and implementation of Information Systems and Information and Communication Technology (IS/ICT)</li> <li>Development, monitoring and implementation of policy, and to measure the effectiveness and efficiency of the SAPS</li> </ul>	Maintain a minimum number of employees to provide a policing service	Percentage of personnel in terms of the approved establishment	A minimum workforce of 90% in terms of the approved establishment	Maintain a minimum workforce of 95% in terms of the approved establishment
		Provision of needs-based training	Percentage of learners declared competent upon completion of their training in terms of the Training Provisioning Plan (TPP)	To be determined <sup>3</sup>	80% of learners declared competent after completion of their training in 2010/11
		Return on investment	Compensation expenditure versus operational expenditure	73/27%	Maintain the expenditure ratio of not more than 73/27% for compensation/operational expenditure
		Management of supply chain	Percentage of capital investment, asset management and maintenance plan completed	19 358 bullet-resistant vests planned for	100% bullet-resistant vests planned for to be distributed
				A ratio of 4.51:1 personnel to vehicles	Maintain/improve on the ratio of personnel to vehicles
				<ul style="list-style-type: none"> <li>11 newly re-established police stations</li> <li>10 new police stations</li> <li>11 repaired and upgraded police stations</li> <li>10 re-established police stations</li> </ul> <b>A total of 42 police stations</b> <sup>4</sup>	Not less than 95% of police station projects completed in 2010/11
	Management of IS/ICT	Percentage of planned development (within the SAPS and between relevant departments), sustainability and implementation of systems	A baseline for the percentage of IS/ICT projects completed will be determined	70% of IS/ICT projects completed in 2010/11 <sup>5</sup>	

<sup>3</sup> This indicator focuses on competency, and not on the attendance of members

<sup>4</sup> For an explanation of the terminology, see paragraph 5.1 (Capital Investment, Asset Management and Maintenance plan)

<sup>5</sup> This target is dependent on the negotiations and the award of tenders and contracts and technological changes

## Key Departmental Programme 2: Visible Policing

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

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Crime Prevention	<p>To discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crimes relating to:</p> <p><b>More policeable crime:</b><sup>6</sup></p> <ul style="list-style-type: none"> <li>• Aggravated robbery               <ul style="list-style-type: none"> <li>→ Carjacking</li> <li>→ Truck-hijacking</li> <li>→ Bank robbery</li> <li>→ Robbery of cash in transit</li> <li>→ Robbery at residential premises</li> <li>→ Robbery at business premises</li> </ul> </li> <li>• Common robbery</li> <li>• Other aggravated robbery</li> <li>• Housebreaking and unlawful intrusion (residential and non-residential)</li> <li>• Theft of motor vehicles and motorcycles</li> <li>• Theft out of or from motor vehicles</li> <li>• Stock theft</li> <li>• Malicious damage to property (All of the above include attempts)</li> </ul> <p><b>Contact crime</b> which occurs as a result of more policeable crime:</p> <ul style="list-style-type: none"> <li>• Murder and attempted murder</li> <li>• Sexual offences</li> </ul> <p><b>Crimes dependent on police action for detection:</b></p> <ul style="list-style-type: none"> <li>• Illegal possession of firearms and ammunition</li> <li>• Drug-related crime</li> <li>• Driving under the influence of alcohol and drugs</li> </ul>	Visible crime deterrence	Number of police stations rendering a victim friendly service to victims of rape, sexual offences and abuse	802 police stations currently rendering victim friendly services	An additional 79 police stations rendering a victim friendly service in 2010/11
			Number of crime prevention actions conducted by police stations focusing on:	On average 17 710 actions conducted over the period 2006/07 to 2008/09	Conduct a minimum of 25 000 crime prevention actions in 2010/11
			Rate of all serious crime, contact crimes and trio crimes	2,1 million charges in 2008/09	All serious crime to be reduced by between 1 to 1.8% by 2010/11
			Number of escapes from police custody	On average 762 incidents over the period 2006/07 to 2008/09	Decrease the number of incidents of escapes from police custody by 50% in 2010/11

<sup>6</sup> The objectives described in the tables emphasise those crimes that are "more policeable", which means crimes that the police can do something about through crime prevention actions. Although not specifically mentioned, the so-called "less-policeable" crimes, or social contact crime cannot be ignored and can be prevented through partnerships.

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Borderline Security	<p>To secure borderlines by focusing on arrests and seizures in respect of the following prioritised crime:</p> <ul style="list-style-type: none"> <li>• Criminal organisations involved in crimes relating to firearms, vehicles, drugs and illegal goods</li> <li>• Violations in terms of the Immigration Act</li> <li>• Corruption</li> <li>• Marine life resources</li> <li>• Precious metals and stones</li> <li>• Illegal smuggling and trafficking of humans</li> </ul>	Deterrence of illegal activities at borderlines	Number of policing actions at borderlines focusing on prioritised crime	On average 225 policing actions conducted in 2008/09	Conduct a minimum of 350 policing actions in 2010/11
Specialised Interventions	<p>To provide a rapid response capability for intervening in dangerous and potentially dangerous situations where normal policing is ineffective, including the following:</p> <ul style="list-style-type: none"> <li>• Serious and violent crime incidents</li> <li>• Public gatherings and marches</li> <li>• Hostage situations</li> </ul>	Stabilise dangerous and potentially dangerous situations	Number of medium to high-risk incidents stabilised	80 to 90% of incidents stabilised from 2006/07 to 2008/09	Stabilise 95% incidents in 2010/11

## Key Departmental Programme 3: Detective Services

**Purpose:** Enable the investigative work of the South African Police Service, including providing support to investigators in terms of forensic evidence and the Criminal Record Centre.

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Crime Investigations	<p>To contribute to the successful prosecution of offenders, by investigating, gathering and analysing evidence, thereby increasing the detection rate and court ready case dockets of priority crimes, relating to:</p> <p><b>More policeable crime:</b><sup>7</sup></p> <ul style="list-style-type: none"> <li>• Aggravated robbery               <ul style="list-style-type: none"> <li>→ Carjacking</li> <li>→ Truck-hijacking</li> <li>→ Bank robbery</li> <li>→ Robbery of cash in transit</li> <li>→ Robbery at residential premises</li> <li>→ Robbery at business premises</li> </ul> </li> <li>• Common robbery</li> <li>• Other aggravated robbery</li> <li>• Housebreaking and unlawful intrusion (residential and non-residential)</li> <li>• Theft of motor vehicles and motorcycles</li> <li>• Theft out of or from motor vehicles</li> <li>• Stock theft<sup>9</sup></li> <li>• Malicious damage to property (All of the above include attempts)</li> </ul> <p><b>Contact crime</b> which occurs as a result of more policeable crime:</p> <ul style="list-style-type: none"> <li>• Murder and attempted murder</li> <li>• Sexual offences</li> </ul> <p><b>Crimes dependent on police action for detection:</b></p> <ul style="list-style-type: none"> <li>• Illegal possession of firearms and ammunition</li> <li>• Drug-related crime</li> <li>• Driving under the influence of alcohol and drugs</li> </ul>	Crimes Investigated	Detection rate for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection and other serious crime	On average 42.86% detected over the period 2006/07 to 2008/09	Detection rate of between 43 - 60% in 2010/11
			Percentage of court ready case dockets for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection and other serious crime	To be determined <sup>8</sup>	To be determined
			Detection rate for crimes against women (18 years and above) <sup>7</sup> . [Murder, attempted murder, all sexual offences, common assault and assault GBH]	On average 67.47% detected over the period 2007/08 to 2008/09	Detection rate of between 68 - 75% in 2010/11
			Percentage of court ready case dockets for crimes against women (18 years and above) <sup>7</sup> . [Murder, attempted murder, all sexual offences, common assault and assault GBH]	To be determined	To be determined
			Detection rate for crimes against children (under 18 years) <sup>7</sup> . [Murder, attempted murder, all sexual offences, common assault and assault GBH]	On average 75.14% detected over the period 2007/08 to 2008/09	Detection rate of between 76 - 80% in 2010/11
			Percentage of court ready case dockets for crimes against children (under 18 years) <sup>7</sup> . [Murder, attempted murder, all sexual offences, common assault and assault GBH]	To be determined	To be determined

<sup>7</sup> The objectives described in the tables emphasise those crimes that are "more policeable", which means crimes that the police can do something about. The so-called "less-policeable" crimes, or social contact crime are dependent on other role-players to prevent it from happening, but these crimes must still be investigated and form part of the overall picture of the detection rate and court ready dockets

<sup>8</sup> To be determined in collaboration with the National Prosecuting Authority

<sup>9</sup> Specialised units will be established to address stock theft and crimes against women and children

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Specialised Investigations	<p>To contribute to the successful prosecution of offenders, by investigating, gathering and analysing evidence, thereby increasing the detection rate and court ready case dockets of priority crimes, relating to:</p> <p><b>Corruption</b> Investigation of corruption related charges in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004)</p> <p><b>Commercial Crime</b> To investigate, gather and analyse evidence relating to:</p> <ul style="list-style-type: none"> <li>• Fraud, forgery and uttering,</li> <li>• Theft such as theft of trust money or funds</li> <li>• The enforcement of fifty-four (54) Acts of Parliament, including the Companies Act, 1973, the Close Corporation Act, 1984 and the Banks Act, 1990</li> </ul> <p><b>Organised crime</b><sup>10</sup> To identify, investigate and terminate Organised Crime Projects relating to:</p> <ul style="list-style-type: none"> <li>• Illegal drugs and substances</li> <li>• Smuggling and trading in counterfeit goods</li> <li>• The plundering of mineral and marine resources</li> <li>• Smuggling firearms</li> <li>• Human and child trafficking</li> <li>• Car and truck hijacking</li> <li>• Aggravated robberies</li> <li>• Cable theft</li> <li>• Money laundering and fraud</li> </ul>	Crimes Investigated	Percentage of court ready case dockets for charges of corruption in relation to cases reported	To be determined	To be determined
			Detection rate for commercial crime-related charges	Detected 16 922 (38.69%) charges in 2008/09	Detection rate of between 40 - 50% in 2010/11
			Percentage of court ready case dockets for commercial crime-related charges	11 668 (26.68%) court ready charges in 2008/09	Court ready cases of between 30 - 40% in 2010/11
			Percentage of registered organised crime project investigations (OCPI) successfully terminated	40% of projects successfully terminated in 2008/09	Successfully terminate 50% of registered projects investigated in 2010/11
Criminal Record Centre	To provide fingerprint evidence relating to contact crime, property-related crimes, crimes dependent on police action and commercial crime in respect of: <ul style="list-style-type: none"> <li>• Crime scene management</li> <li>• Evidence management</li> <li>• Presentation of evidence in court</li> <li>• Providing information on crime history</li> </ul>	Fingerprint identification	Percentage of previous conviction reports generated within 30 days	On average 75,25% reports generated within 30 days for 2008/09	76% offender's previous conviction reports for crime-related fingerprints generated within 30 days in 2010/11 <sup>11</sup>
Forensic Science Laboratory	To provide forensic evidence relating to contact crime, property-related crimes, crimes dependent on police action and commercial crime in respect of: <ul style="list-style-type: none"> <li>• Crime scene management</li> <li>• Evidence management</li> <li>• Explosive response</li> <li>• Presentation of evidence in court</li> </ul>	Forensic evidence	Percentage of exhibits analysed by forensic analysts within 35 days	On average 179 705 (91.73%) exhibits analysed within 35 days over the period 2006/07 to 2008/09	92% entries received by the forensic analyst, analysed within 35 days in 2010/11

<sup>10</sup> Provincial war rooms will be established in Kwa-Zulu Natal and the Western Cape to support with the investigation and prevention of violent, organised crime

<sup>11</sup> Dependent on the upgrading of systems

## Key Departmental Programme 4: Crime Intelligence

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

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Crime Intelligence Operations	<p>To contribute to the neutralising of crime by gathering, collating and analysing intelligence that leads to an actionable policing activity relating to:</p> <p><b>Contact crime:</b></p> <ul style="list-style-type: none"> <li>• Murder and attempted murder</li> <li>• Sexual offences</li> <li>• Aggravated robbery               <ul style="list-style-type: none"> <li>→ Carjacking</li> <li>→ Truck-hijacking</li> <li>→ Bank robbery</li> <li>→ Robbery of cash-in-transit</li> <li>→ Robbery at residential premises</li> <li>→ Robbery at business premises</li> <li>→ Other aggravated robbery</li> </ul> </li> </ul> <p><b>Property-related and other serious crime:</b></p> <ul style="list-style-type: none"> <li>• Housebreaking (residential and non-residential)</li> <li>• Theft of motor vehicles</li> <li>• Theft out of or from motor vehicles</li> <li>• Commercial crime</li> <li>• Stock theft</li> <li>• Other theft</li> <li>• Precious metals and stones</li> <li>• Corruption</li> </ul> <p><b>Crimes dependent on police action for detection:</b></p> <ul style="list-style-type: none"> <li>• Illegal possession of firearms</li> <li>• Drug-related crime</li> </ul> <p><b>Security intelligence-related crime:</b></p> <ul style="list-style-type: none"> <li>• Counter terrorism (e.g. rightwing and religious extremism)</li> <li>• Border security-related matters</li> <li>• Public stability</li> <li>• VIP security</li> <li>• Taxi violence</li> <li>• Intergroup violence</li> <li>• Major events</li> <li>• Counter intelligence investigations relating to:               <ul style="list-style-type: none"> <li>→ Police corruption</li> <li>→ Security vetting</li> <li>→ Institutional intelligence</li> </ul> </li> </ul>	Crime Intelligence projects/ operations/ investigations	Number of cluster and ad hoc actionable intelligence operations on contact crime reductions	8 103 cluster operations and 6 559 ad hoc operations in 2008/09	Maintain/increase the number of operations/ investigations relative to the baseline figures of 8 103 cluster operations and 6 559 ad hoc operations in 2010/11

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Intelligence and information management	<p>To contribute to the neutralising of crime by gathering, collating and analysing intelligence that leads to an actionable policing activity relating to:</p> <p><b>Contact crime:</b></p> <ul style="list-style-type: none"> <li>• Murder and attempted murder</li> <li>• Sexual offences</li> <li>• Aggravated robbery <ul style="list-style-type: none"> <li>→ Carjacking</li> <li>→ Truck-hijacking</li> <li>→ Bank robbery</li> <li>→ Robbery of cash-in-transit</li> <li>→ Robbery at residential premises</li> <li>→ Robbery at business premises</li> <li>→ Other aggravated robbery</li> </ul> </li> </ul> <p><b>Property-related and other serious crime:</b></p> <ul style="list-style-type: none"> <li>• Housebreaking (residential and non-residential)</li> <li>• Theft of motor vehicles</li> <li>• Theft out of or from motor vehicles</li> <li>• Commercial crime</li> <li>• Stock theft</li> <li>• Other theft</li> <li>• Precious metals and stones</li> <li>• Corruption</li> </ul> <p><b>Crimes dependent on police action for detection:</b></p> <ul style="list-style-type: none"> <li>• Illegal possession of firearms</li> <li>• Drug-related crime</li> </ul> <p><b>Security Intelligence-related crime:</b></p> <ul style="list-style-type: none"> <li>• Counter terrorism (e.g. rightwing and religious extremism)</li> <li>• Border security-related matters</li> <li>• Public stability</li> <li>• VIP security</li> <li>• Taxi violence</li> <li>• Intergroup violence</li> <li>• Major events</li> <li>• Counter intelligence within the SAPS</li> </ul>	Crime Intelligence products	<p>Number of crime intelligence products relating to:</p> <p>Operational analysis reports:</p> <ul style="list-style-type: none"> <li>• Profiles</li> <li>• Analysis reports</li> <li>• Communication analysis reports</li> <li>• Communication interception analysis reports</li> </ul> <p>Research and statistical reports:</p> <ul style="list-style-type: none"> <li>• Research reports</li> <li>• Statistical reports</li> <li>• Station and cluster intelligence reports</li> </ul>	<p>62 500 operational analysis reports during 2008/09</p> <p>78 000 research, statistical, station and cluster intelligence reports during 2008/09</p>	<p>Maintain/increase the number of:</p> <p>Operational analysis reports relative to the baseline figures of 62 500 operational analysis reports in 2010/11<sup>12</sup></p> <p>78 000 research, statistical and station and cluster intelligence reports in 2010/11<sup>13</sup></p>

<sup>12-13</sup> Will be restricted to high-level, strategic reports in future reporting

## Key Departmental Programme 5: Protection and Security Services

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

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
VIP Protection Service	To minimise security violations by protecting the President, the Deputy President, former Presidents and other VIPs while in transit	Protection of all identified VIPs while in transit	Percentage of security breaches in relation to security provided	98%	100% protection provided without security breaches in 2010/11
Static and Mobile	To minimise security violations of VIPs and their property, and other identified government buildings, as well as valuable cargo	Static protection of all identified VIPs, their property, and other government buildings, including persons related to the President and Deputy President	Percentage of security breaches in relation to security provided	98%	100% protection provided without security breaches in 2010/11
		Protection of valuable cargo	Percentage of safe delivery of valuable cargo	98%	100% safe delivery in 2010/11
Ports of Entry Security	To secure ports of entry by focusing on arrests and seizures in respect of: <ul style="list-style-type: none"> <li>• Criminal organisations involved in crimes relating to firearms, vehicles, drugs and illegal goods</li> <li>• Violations in terms of the Immigration Act</li> <li>• Corruption</li> <li>• Marine life resources</li> <li>• Precious metals and stones</li> <li>• Illegal smuggling and trafficking of humans</li> </ul>	Security and policing at ports of entry	Number of planned crime prevention and combating actions for enhancing the national security and territorial integrity by focusing on: <ul style="list-style-type: none"> <li>• illegal firearms</li> <li>• illegal goods and drugs</li> <li>• stolen/robbed vehicles</li> <li>• illegal migration</li> <li>• movement of wanted suspects in and out of the country</li> </ul>	On average 2 380 planned policing actions conducted in 2008/09	Conduct a minimum of 3 848 planned actions at ports of entry in 2010/11

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Railway Police	<p>To prevent and combat crime in the railway environment by focusing on arrests relating to:</p> <p><b>More policeable crime:</b></p> <ul style="list-style-type: none"> <li>• Aggravated robbery <ul style="list-style-type: none"> <li>→ Carjacking</li> <li>→ Truck-hijacking</li> <li>→ Bank robbery</li> <li>→ Robbery of cash in transit</li> <li>→ Robbery at residential premises</li> <li>→ Robbery at business premises</li> </ul> </li> <li>• Common robbery</li> <li>• Other aggravated robbery</li> <li>• Housebreaking and unlawful intrusion (residential and non-residential)</li> <li>• Theft of motor vehicles and motorcycles</li> <li>• Theft out of or from motor vehicles</li> <li>• Stock theft</li> <li>• Malicious damage to property (All of the above include attempts)</li> </ul> <p><b>Contact crime</b> which occurs as a result of more policeable crime:</p> <ul style="list-style-type: none"> <li>• Murder and attempted murder</li> <li>• Sexual offences</li> </ul> <p><b>Crimes dependent on police action for detection:</b></p> <ul style="list-style-type: none"> <li>• Illegal possession of firearms and ammunition</li> <li>• Drug-related crime</li> <li>• Driving under the influence of alcohol and drugs</li> </ul>	Crime prevention and combating in the railway environment	Rate of contact crime in the railway environment	3 333 contact crimes reported in 2008/09 (including trio crimes)	Reduce by 8.5% by 2010/11
Government Security Regulator	To regulate physical security in the government sector and strategic installations	Secured National Key Points and strategic installations	Degree of compliance with institutional framework	On average 186 strategic installations appraised over the period 2007/08 and 2008/09	50% from a total of 207 identified strategic installations appraised by 31 March 2011
				On average 151 National Key Points evaluated over the period 2007/08 and 2008/09	All National Key Points (165) evaluated in 2010/11

**APPENDIX L**  
**EXTENT OF CRIME IN BOPHELONG / MUVHANGO**

Source:

iCops. 2011. "Welcome to crime statistics 2010: the latest crime statistics for South Africa for the period 1 April 2009 to 31 March 2010".

<http://www.icops.co.za/crimestats/index.html>

**CRIME INFORMATION MANAGEMENT – SOUTH AFRICAN POLICE SERVICE**

**Crime in Vereeniging (GP) for April to March 2003/2004 to 2009/2010**

<b>Crime Category</b>	<b>April 2003 to March 2004</b>	<b>April 2004 to March 2005</b>	<b>April 2005 to March 2006</b>	<b>April 2006 to March 2007</b>	<b>April 2007 to March 2008</b>	<b>April 2008 to March 2009</b>	<b>April 2009 to March 2010</b>	<b>April 2010 to March 2011</b>
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>								
Murder	36	29	24	26	18	20	15	24
Total Sexual Crimes	141	165	150	119	122	125	126	87
Attempted murder	71	50	39	40	26	46	28	20
Assault with the intent to inflict grievous bodily harm	316	367	330	294	293	342	308	257
Common assault	864	709	579	517	563	553	517	439
Common robbery	458	528	368	376	293	243	173	178
Robbery with aggravating circumstances	743	641	406	507	388	386	415	268
<b>CONTACT-RELATED CRIMES</b>								
Arson	11	28	20	14	17	14	13	17
Malicious damage to property	632	475	429	395	412	384	485	359
<b>PROPERTY-RELATED CRIMES</b>								
Burglary at non-residential premises	422	304	274	356	303	302	348	296
Burglary at residential premises	1 120	1 072	1 182	765	633	505	797	791
Theft of motor vehicle and motorcycle	840	728	736	670	651	586	609	398
Theft out of or from motor vehicle	938	669	570	444	345	359	339	303
Stock-theft	20	30	26	11	30	22	39	27

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
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**CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION**

Illegal possession of firearms and ammunition	27	20	12	17	7	30	16	23
Drug-related crime	71	67	92	67	53	69	63	77
Driving under the influence of alcohol or drugs	64	74	43	94	185	385	628	591

**OTHER SERIOUS CRIMES**

All theft not mentioned elsewhere	3 485	2 721	1 595	1 470	1 243	1 326	1 293	1 240
Commercial crime	404	327	321	312	283	358	442	347
Shoplifting	865	593	517	440	489	496	512	530

**SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE**

Carjacking	105	53	39	85	48	48	77	42
Truck hijacking	24	13	8	7	16	31	37	18
Robbery at residential premises	33	44	32	61	57	53	69	56
Robbery at non-residential premises	41	24	37	34	38	55	71	40

**OTHER CRIMES CATEGORIES**

Culpable homicide	51	53	44	54	53	40	48	33
Public violence	1	1	2	0	0	0	1	1
Crimen injuria	146	132	105	67	82	81	64	58
Neglect and ill-treatment of children	8	4	7	3	2	5	2	6
Kidnapping	5	5	7	12	7	4	8	11

**CRIME INFORMATION MANAGEMENT – SOUTH AFRICAN POLICE SERVICE**

**Crime in Vanderbijlpark (GP) for April to March 2003/2004 to 2009/2010**

**Vanderbijlpark ceded Boipatong April 2003**

<b>Crime Category</b>	<b>April 2003 to March 2004</b>	<b>April 2004 to March 2005</b>	<b>April 2005 to March 2006</b>	<b>April 2006 to March 2007</b>	<b>April 2007 to March 2008</b>	<b>April 2008 to March 2009</b>	<b>April 2009 to March 2010</b>	<b>April 2010 to March 2011</b>
<b>CONTACT CRIMES (CRIMES AGAINST A PERSON)</b>								
Murder	45	50	29	47	29	25	29	20
Total Sexual Crimes	251	241	209	204	177	198	158	150
Attempted murder	73	74	55	43	33	30	32	27
Assault with the intent to inflict grievous bodily harm	701	607	551	419	455	412	369	338
Common assault	1 394	1 420	1 019	870	702	613	493	380
Common robbery	426	350	276	190	178	160	117	124
Robbery with aggravating circumstances	735	560	435	457	410	307	343	319
<b>CONTACT-RELATED CRIMES</b>								
Arson	25	24	24	21	19	23	26	19
Malicious damage to property	849	765	688	548	468	490	463	399
<b>PROPERTY-RELATED CRIMES</b>								
Burglary at non-residential premises	407	307	308	360	277	260	219	253
Burglary at residential premises	1 463	1 298	1 082	853	890	808	877	768
Theft of motor vehicle and motorcycle	695	579	748	701	634	498	553	389
Theft out of or from motor vehicle	610	543	509	318	305	281	380	280
Stock-theft	6	3	3	2	7	11	12	8

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
<b>CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION</b>								
Illegal possession of firearms and ammunition	38	38	18	24	19	15	29	22
Drug-related crime	116	79	76	92	98	61	125	120
Driving under the influence of alcohol or drugs	56	104	75	76	136	145	192	222
<b>OTHER SERIOUS CRIMES</b>								
All theft not mentioned elsewhere	3 432	2 876	2 143	2 013	1 433	1 396	1 277	1 257
Commercial crime	283	306	281	296	241	348	259	299
Shoplifting	393	311	341	332	370	484	468	481
<b>SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE</b>								
Carjacking	65	58	29	36	38	34	56	25
Truck hijacking	12	4	2	0	3	8	2	1
Robbery at residential premises	26	57	43	38	44	42	69	90
Robbery at non-residential premises	2	18	31	33	37	46	56	44
<b>OTHER CRIMES CATEGORIES</b>								
Culpable homicide	45	35	28	39	33	39	34	31
Public violence	0	0	2	0	1	5	2	1
Crimen injuria	200	151	118	78	61	58	49	34
Neglect and ill-treatment of children	14	8	10	2	5	16	12	7
Kidnapping	0	4	6	1	1	1	2	8

## **APPENDIX M**

### **OUTCOME OF INTERACTION**

Source:

South African Police Service. 2011. "Crime Statistics 2002/2003".

<http://www.saps.gov.za>

South African Police Service. 2011. "Crime Statistics 2003/2004".

<http://www.saps.gov.za>

South African Police Service. 2011. "Crime Statistics 2004/2005".

<http://www.saps.gov.za>

**Comparative results of Police Crime Combating operations  
during 2002/2003; 2003/2004 and 2004/2005  
(Crime Statistics)**

<b>Types of action</b>	<b>Bophelong/Muvhango</b>		
	<b>2002/2003</b>	<b>2003/2004</b>	<b>2004/2005</b>
Road blocks	213	443	84
Cordon and search operations	465	233	342
Vehicles searched	684	990	761
Premises searched	1 644	483	460
Persons searched	70 187	6 239	8 366
Stop and search operations	885	278	639
Vehicle patrols	1 025	329	493
Foot patrols	766	112	349
<b>Successes/Results</b>	<b>2002/2003</b>	<b>2003/2004</b>	<b>2004/2005</b>
Arrest (Serious violent crimes)	1 243	779	352
Vehicle recovers	152	55	41
(Vehicles reported stolen or robbed)	1 528	4 720	6 443

**APPENDIX N**  
**EXAMPLE LISTED IN BLOG**

Source:

iCops. 2011. "iCops Vanderbijlpark".

<http://icopsvanderbijlpark.wordpress.com>

## **Increase in Houserobberies : SE1, Vanderbijlpark**

Posted on [03/05/2010](#)

**The following information must reach the community as soon as possible:**

- We are experiencing an increase in house robbery incidents in the SE 1 residential area. A group of three male suspects are using opportunities, e.g. open doors, open gates and other poor security factors to gain entry into these houses. They then demand cash, jewelry, firearms and cell phones from the victims and tie them up. They are armed and dangerous. The community must PLEASE take note of this and inform us of any suspicious people and vehicles in their areas.

- **The following vehicles are involved in criminal activities in our area:**

Black VW Polo with reg. nr YRH 313 GP is involved in house robberies.

A VW Jetta (colour unknown) with reg nr DCF...NW is involved in housebreaking activities in Vanderbijlpark.

**Housebreaking incidents are increasing in the SW 5 residential area of Vanderbijlpark. Residents to be alert and improve their security.**

The suspects driving the above mentioned vehicles might be armed and we caution the public to refrain from approaching them. Rather contact the Vanderbijlpark SAP on the following numbers: **(016) 910 9046 / 47**

Kind Regards

W/O Kinnie Steyn

Communication

Vanderbijlpark SAP

# Welcome to iCops Vanderbijlpark!

Posted on [08/01/2010](#)

To all the residents and businesses located in Vanderbijlpark:

Hello and Welcome to our blog of the world!

We are ready to create safer places and brighter faces in 2010.

Posted in [Uncategorized](#) | [1 Comment](#)

## iCops Vanderbijlpark

*iCops – Interactive Community-based  
Crime Prevention Strategy*



## About

iCops Vanderbijlpark is an Interactive Community-based Crime Prevention Strategy that has been developed to empower the residents and businesses of Vanderbijlpark to interact with the local authorities on creating safer places and brighter faces.

iCops Vanderbijlpark is part of the global network of iCops.

The Manager of iCops Vanderbijlpark is Martin Slabbert.

The contact detail is email address : [icopsvb@gmail.com](mailto:icopsvb@gmail.com)

All hours contact number : **076-617-4987**.

**Source: iCops Vanderbijlpark. 2010.**

**<http://icopsvanderbijlpark.wordpress.com/>**

**APPENDIX O**  
**PERMISSION**

SUID-ARIKAANSE POLISIEDIENS



SOUTH AFRICAN POLICE SERVICE

Verwysing Reference	
Navrae Enquiries	Col. Scheepers
Telefoon Telephone	( 016) 910 9055
Faksnommer Fax number	( 016) 910 9049

OFFICE OF THE STATION  
COMMISSIONER  
SOUTH AFRICAN POLICE SERVICE  
PRIVATE BAG X 07  
VANDERBIJLPARK  
1900

2010-11-17

To whom it may concern  
North West University

## APPLICATION IN REQUESTING A RESEARCH HAS BEEN APPROVED

1. Semenya has been given permission to do a research at our institution.
2. Kind regards.

  
 COLONEL  
 f/STATION COMMANDER: VANDERBIJLPARK SAPS  
**J.P. SCHEEPERS**  
 e-mail:gp:vanderbijlpark vispol  
 Tel:016 910 9055  
 Fax:016 910 9049



**APPENDIX P**  
**QUESTIONNAIRE**

### Questionnaire

Questions considered for obtaining responses from the SAPS, CPF, and Community Members of Bophelong/Muvhango Area of Vanderbijlpark

- Does the SAPS have a crime prevention strategy?

YES	NO	NOT SURE
-----	----	----------

- Does the SAPS offers training regarding the crime prevention strategy?

YES	NO
-----	----

- In your opinion, the training offered is aligned with members' portfolio within crime prevention?

YES	NO
-----	----

- Who offers training regarding the crime prevention strategy?

CONSULTANTS	SAPS	BOTH
-------------	------	------

- In your opinion, the training received can improve service delivery within the selected area?

<b>YES</b>	<b>NO</b>
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- How do you rate the performance of SAPS in the crime prevention strategy?

<b>VERY GOOD</b>	<b>GOOD</b>	<b>UNSURE</b>	<b>AVERAGE</b>	<b>NOT GOOD</b>
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- How do you rate the performance of the SAPS in the SAPS Strategic Plan in combating crime at Bophelong/Muvhango area of Vanderbijlpark.

<b>VERY GOOD</b>	<b>GOOD</b>	<b>UNSURE</b>	<b>AVERAGE</b>	<b>NOT GOOD</b>
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