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South African Police Service 2009/10 Annual Report: Administration hearings

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Meeting Report Information

Date of Meeting:

18 Oct 2010

Chairperson:

Ms L Chikunga (ANC)

Relevant document

[Department of Police \(SAPS\) Annual Report 2009/10](#) [1]

Audio recording of the meeting:

[PC Police: Annual Report Hearings: SAPA: Administration](#) [2]

Summary:

The Committee continued to hear presentations on and interrogate the various programmes of the South African Police Service (SAPS), as set out in the 2009/10 Annual Report. This meeting addressed the Administration Programme.

The National Commissioner outlined that a number of policies had been changed within the SAPS. This included the death grant, which would be distributed equally, irrespective of rank, to those who died when employed by SAPS. This was one of the few Departments who took deaths of its members seriously. The presentation outlined flaws in the systems, including the numbers of firearms purchased but not distributed, the fact that the number of firearms exceeded numbers of members, and the numbers of lost firearms that were not recovered. Members were very concerned about all of these issues. Further difficulties were cited with the purchase, distribution and wearing of bullet proof vests, and once again SAPS could not explain the exact position; a number was stated in the Annual Report and may or may not be correct, but could not be verified, and may not take into account those vests that had exceeded their useful life. Members also isolated the building of police stations as a substantial problem, citing several instances in which the estimated costs more than doubled, while the building was considerably delayed. Members firstly questioned those officials who had been in management for some time about these issues, and questioned most stringently why there were not sufficient controls and checks in place to identify the problems at an early stage. They also felt that SAPS should not be building police stations, as the Department of

Public Works (DPW) could do so cheaper and faster, although this was disputed by SAPS, who claimed that if this was correct, then it did not explain the problems in a number of the stations. Members questioned the lack of progress at various stations, and also questioned whether this was not affecting the community's safety, and whether, by the time a station was completed, the need for it may have fallen away. They criticised the apparent lack of reference to proper plans and quantity surveys. Members then asked what consequences would follow if it was found that in fact members of SAPS had lied, either to the committee or to their superiors. This issue was raised again and the Chairperson summarised at the end of the meeting that it must receive serious attention.

Members also asked several questions about the assets, also in light of problems raised around vests, firearms, vehicles and tracking systems, and SAPS noted that it would draw up an asset register to account fully for all assets. The Committee suggested that provincial commissioners be held accountable, and that SAPS should not take the information provided at face value, but verify it independently. Members were concerned that several of the issues raised had been ongoing for years.

Members then questioned the targets for training and training achieved. The SAPS outlined the different levels of training and that trainees would not be members of SAPS before completing their training, and would be paid at level 3, rising to level 5 or more on completion. SAPS noted that some of its ranking was inconsistent, with some graduates being ranked as constables. Members were concerned whether training was completed before or after promotion, asked what was the content of training, who would train, what training was provided for trainers, and what would happen if a person failed the course.

Members also examined issues around vehicle tracking systems and asked what steps were followed if vehicles were misused.

In regard to disciplinary issues, Members questioned the difference between a final written warning and a suspended dismissal, and noted that yet more proceedings were required to actually dismiss a person who had a final written warning or suspended dismissal and committed the same offence again. Members said that there were some positive aspects to this presentation but highlighted the issues requiring more attention, as well as those on which further written reports were required.

Minutes:

Chairperson's opening remarks

The Chairperson noted the apologies of the Committee Researcher. She noted that this meeting would focus on one of the most important programmes of the South African Police Service (SAPS) – namely the Administration programme, which spoke to the fundamentals. SAPS would be asked to account for what happened in the 2009/10 financial year. The Committee was interested in knowing how the targets set by the SAPS were achieved, and why some had not been achieved.

General Bheki Cele, National Commissioner, South African Police Service, stated that Dr A Mofomme and Lieutenant General Stefan Schutte would be presenting, in line with the Annual Report.

Divisional training had been changed to human resources training, so that there would be

broader approach. Technology management and radio communication were grouped together because they talked to each other. There were several issues that had been addressed, such as recruitment and the recruitment methodology showed that the SAPS was trying to get the best people. The welfare of the members of SAPS was being looked at seriously. SAPS had launched the wellness program. More SAPS members were going to the gym. There was an education fund for orphans of the SAPS members, which was now launched and could be implemented from January. The death grant used to be given to SAPS members who died in the line of duty, but had now been changed, to include all members who died whilst employed by SAPS, to ensure that their family members were protected.

General Dr Audrey Mofomme, Divisional Commissioner, SAPS, stated that the target for SAPS was to maintain a minimum working force of 96% of the approved establishment, and against that SAPS had achieved 99%. In relation to provisions of needs-based training, she said that the target for providing training under the Training Provision Plan (TPP) was 80%, and this had been exceeded, with 81% of the training being provided in the TPP. Further figures in relation to this TPP reflected the target of 80% for training, against which 98.1% had been achieved for entry level staff, and 93.2% had been achieved for management and leadership staff. In respect of operational training, 85.3% of members had completed the training and 92.6% had completed the training course provided for reservists, both surpassing the target of 80% that had been set.

Gen Mofomme said that targets were also set for management of supply chain, implementation of capital investment, asset management and maintenance plan, of 80%. The target in relation to firearms was not achieved, since 4 000 firearms had been procured and none of them had been distributed. The target had been achieved for providing bullet proof vests and vehicles. Planned capital investments and maintenance projects would be benchmarked over the next two financial years.

General Gary Kruser, Divisional Commissioner: Training, South African Police Service, outlined some challenges faced in the environment. He stated that in the Diepsloot there was a need to reappoint a new contractor. At Hebron, the first phase was completed and SAPS was issuing a tender for the second phase, which would be completed by a private contractor. The Sandala centre would be completed this year. There were challenges at Pinaar with the security system, but the station was now ready to be open. The SAPS was also busy with a number of renovations and the training institution for detectives would be handed over in the next month. There were challenges with other new stations, where although SAPS had advertised tenders it could not get any providers. On site renovations and repairs were ongoing at Mayflower.

Ms M Dube (ANC) asked from which document General Kruser was reading.

Gen Kruser stated that he was elaborating on these, and it was not written down in any presentation.

Ms Dube said that Mr Kruser was not being helpful, the Committee wanted to see the information.

The Chairperson responded that the SAPS had presented a summarised version of this in the previous meeting and General Kruser was adding to what had been previously presented.

General Kruser stated that on the issue of the billing services, a team had been put in place to visit sites to see why prices were doubling and work was not being completed. They had found that people went on the site without plans, no builders' quantity estimates, no drawings and there was no site clearance documentation and no procurement instructions. Estimates that were basically not based on particular facts thus would escalate to double the original figures. In order to address this, SAPS had instituted a project control centre to monitor the projects on a daily basis, and daily progress reports would be given. Quantity surveyors were appointed to deal with the relevant issues. The relevant skilled personnel would be employed, and they had very clear time frames. Proper procurement structures would be put in place. SAPS would also be going to determine and analyse the bills of quantity.

Discussion

The Chairperson asked how things happened in this manner. It had apparently been going on for years, and she asked why it had been allowed simply to continue, when it was supposed to be managed.

General Magda Stander, Divisional Commissioner: Personnel Management and Organisational Development, South African Police Service, responded that she had not been a part of that team, which had been headed by other generals. There was a Support Services Forum and the supply chain management was part of that Forum but the staff from the provinces did not bring the information to the attention of management at the Forum. The former generals had been told that the projects were on track.

General Stefan Schutte, Divisional Commissioner, Financial and Administration Services, South African Police Service, stated that there was monitoring taking place on the broader base line, except for marginal variances, because they were earmarked amounts, and this was presented to Parliament. There were variances, but these were minimal. He stated that Gen Kruser was referring to the cost of certain projects only. He noted that there were two functions to be considered. One was in house capability and the other was Provincial Works Department (PWD) capability. Both environments should have used people such as architects and quantity surveyors to determine the amounts and costing beforehand. SAPS used the system of PWD when it came to projects, as did the rest of government. SAPS was not populating this system, although it did have access to it. There were challenges between SAPS supply chain capital works environment and PWD. Broadly speaking, the expenditure side was in order, but individual projects were delayed. There was also interaction on this in the previous year, when Gen Stander had been asked to manage her projects more specifically.

The Chairperson stated that the Committee was not talking about the provincial Departments of Public Works but about SAPS projects. She asked again why, in the instance mentioned by Gen Kruse, the costs escalated from R7 million to R14 million, and how this had been allowed to happen. Management apparently had sat together, and planned workshops together, so she could not understand why the costs had not similarly been fully investigated and planned for.

Rev K Meshoe (ACDP) asked what processes were followed before money was released. He asked if the money was released before SAPS saw an invoice, quotation or building plans.

Mr M George (COPE) also requested that the information read out by Gen Kruser be made

available to the Committee.

Ms A Van Wyk (ANC) stated that the Committee must ensure that money earmarked for the SAPS was spent in the correct manner. Each cent that was spent on fighting crime could have been spent on other programmes of government.

Ms van Wyk referred to a meeting in September where a question was asked on capacity, and what the architects and the quantity surveyor had done. The Committee was told that plans were drafted. However, the Committee was now being told that there were no plans. She would be stated that she was interested in what would happen to those who essentially lied to the Committee. She asked when management would assume responsibility, saying that questions would be asked if a police station that was supposed to take two years to build eventually took six years. She asked whether the failure to finish projects did not affect Visible Policing, personnel placement or training. She wanted to have an understanding of what management did, as a collective, to address the problems that were being talked about.

Ms D Kohler-Barnard (DA) asked how certain sites were prioritised. She stated that there were huge concern that the building was started according to a historical needs analysis for those stations, but they might well be regarded as obsolete by the time they were finished. For instance, the Committee had visited areas where stock theft had become a massive problem, resulting in urgent need for a satellite station. The delays had a huge impact on SAPS's ability to fight crime effectively. She asked what the consequences were for the people behind the problems and what was being done to sort the problems out.

The Chairperson stated that she specifically wanted answers from Gen Stander and Lieut-Gen Schutte, both of whom had been part of management when these projects started. She stated that the Committee was talking of R7 million, which then escalated to R14 million. She added that when SAPS approved something, it must accept that accountability went with that. The Committee had not heard whether any actions had been taken to hold people accountable. All too often, those who did not perform properly in government were merely shifted from one department to another, and they were also allowed to resign and hide away. This was no longer 1996, but 2010. This matter had been going on for years.

Gen Schutte agreed that the matters had been raised a number of times. He added that he did not have data about the R7 million, and he did not know offhand how it escalated to R14 million. The process started with prioritisation, and within that environment, funds were made available, from the supply chain management, with ongoing monitoring taking place. Professional people played a huge part in the projects, and they were paid professional fees.

The Chairperson named other police stations where there had been huge differences between the estimated and actual costs, including Inanda Police Station, where the estimated cost was R15.9 million, but the actual cost was R43.2 million, Zakeni Police Station, where the estimated cost of R10.6 million rose to an actual cost of R23.9 million. At Mooifontein the estimated cost was R7.0 million and actual was R15.7 million. At Kagiso, the final cost of that station was R64.5 million. She stated that the principle at all was the same, namely the huge divergence between estimated and actual cost.

Lieut-Gen Schutte again stated that he did not have the information with him and would respond to the general principles of what the Chairperson had said. The estimated cost was an initial cost. There had been delays in projects and he conceded that such inefficiency was a

challenge for SAPS.

The Chairperson stated that since the matters related to the 2009/2010 financial year, Lieut-Gen Schutte should be able to present the Committee with answers. The managerial team should be telling the Committee what it had established, and not what should have happened. Many of the stations in question were in fact finished in 2006, not 2009.

Lieut-Gen Schutte stated that the SAPS team had not brought all the information with them.

Gen Kruser added that the costs were estimated by the Head of Building Services. He added that there was no way to specify exactly how those funds had been spent, because the management was not responsible over day to day building. Builders were paid per hour on site, whether they actually worked or did not. The problems were being addressed.

Rev Meshoe asked whether management was saying that it had released millions of rands without plans and documentation.

Ms van Wyk asked how it was possible that no one else knew about this, yet for years the irregular way of operating was continuing.

Gen Stander responded that previously each division of SAPS worked in silos, with each one focusing only on his or her own environment, but this had now changed. The Auditor-General (AG) had highlighted to the SAPS that there were problems with procurement. The previous Deputy National Commissioner had helped to put mechanisms in place so that the SAPS could now monitor what was going on. She said that SAPS had not spent money 'without plans', nor without procurement procedures.

Human Resources Development division report

Major General Vusi Nyalungu, Acting Head of Training, South African Police Service, gave his presentation on the Human Resources Development (HRD) Division. He stated that there were several training interventions. For the basic training learning programme, 22 117 attended the course, and 21 170 completed the course. For the basic training learning programme, all the trainers in each of the training divisions had been fully orientated in the knowledge of the subjects. For the basic training learning programme, there were also some other categories. He cited that there was, for instance, a lateral training programme that trained SAPS members that had been appointed but who did not get the basic training. All personnel, from constable to colonel, should have undergone this.

The introductory learning programmes applied for the Senior Management Staff (SMS) upwards.

He noted that he would place most of the emphasis, in operational training, on detective training. In this year, 14 532 detectives had undertaken training in all courses that related to detectives. 1 240 were trained in the previous year at Haamskraal. Detectives also underwent training in the basic crime investigative course of two weeks, and 2 842 were trained in the previous financial year. There were about 10 training institutions, with about 12 for in service training. The budget allocated that last financial year was R4.8 million, without personnel expenditure.

General Cele asked Lieutenant General Nchwe to expand on programme management.

Lieutenant General Manoko Nchwe, Divisional Commissioner: Career Management, South African Police Services, said that SAPS's main challenges were around human resource planning of SAPS at macro level. This also impacted upon the allocations both at police stations in the provinces as well as in the specialised units of the police. SAPS did performance management on the people sent for training. The aim was to enhance performance, as well as to implement the senior management performance agreement. Job evaluations and equations were made before people were employed in the SAPS. SAPS also worked with the compensation management structures at the Public Service Negotiating Bargaining Council and Security Service Bargaining Council. The division was charged with the responsibility of ensuring that there was equity, as well as implementing the Employment Equity Act. The division was also charged with the entire sphere of labour relations. It must ensure that there were harmonious labour relations between the employer and the employee. The career management division continually developed and researched human resource policies.

Lieut Gen Nchwe then highlighted the targeted interventions in the SAPS with regards to the specialised environment, where the divisions were failing to achieve their desired numbers. In the area of internal audit, SAPS had recruited eight qualified people to enhance the representivity. This division had partnered with KPMG to train the members, and achieve the required qualification. SAPS partnered with the Sector Education and Training Authority SASETA.

SAPS targeted 16 people who were qualified in Information Services Management (ISM) to join it, and had partnered with the Information Technology Unit of Tshwane University of Technology. For Forensic Analysis, SAPS recruited 54 young people, who were partnered with tertiary institutions, to achieve representivity and bring in more young people. The bomb disposal units had recruited 67 young people throughout the country, to enable the SAPS to achieve representivity in that area. SAPS partnered with various institutions, including the South African National Defence Force (SANDF).

27 young people who were psychologists were recruited, who partnered the training division of SAPS. Bursaries were awarded to send them to tertiary institutions. Visible Policing recruited twelve helicopter pilots, six technicians and the six pilots. She outlined that the division battled to employ women in the specialist task force, and had to date recruited only 14 women.

Visible policing was also running a programme in veterinary services that would be completed by 28 people who had undertaken various courses to help the SAPS in that particular environment. For Supply Chain Management, there were people at tertiary institutions, in their last year of studies. Three were doing mechanical engineering, two were doing electrical engineering, two were doing civil engineering and two were doing architectural technology. In the Directorate for Priority Crime Investigation (DPCI) 15 African males as well as 29 African females and 2 Indian males had been recruited, particularly to deal with commercial crime. This division had partnered with universities. SAPS was particularly looking for people with degrees in commerce and in economics.

Lieutenant General Sean Tshabalala, Protection and Security Services, South African Police Service, focused, in his presentation, on the expenditure of the Integrated Justice System and Criminal Justice System. He said that R249 million was distributed. He stated that equipment

and consumables cost R110 million, State Information Technology Agency (SITA) support and maintenance cost R68 million, and software licences renewals cost R4.7 million.

Gen Schutte then presented the budget for the Programme of Administration, stating that this covered the expenses of the Minister, the Deputy Minister, management, corporate services and property management. He stated that corporate services included information technology, to the value of R2.3 billion, and human resource development of R1.253 billion. Personnel services cost R876 million, while medical support, which included the medical fund, was R3.635 billion. Supply chain management was R2.868 billion.

He highlighted the spending priorities, stating that for the Integrated Justice Systems (IJS) programme the earmarked amount of R249 million had been spent on IJS programmes. For the Criminal Justice System (CJS) programmes, the earmarked amount, in 2009/10, was split between Integrated Service Management (ISM) where R176 million was applied for IT, and operational aspects, amounting to R25 million. The CJS revamp had allocations, in the next years, of R900 million and R1.850 billion. In relation to the upgrading of network infrastructure and hosting environments for 2009/10, he said that R400 million was spent on network, hosting and infrastructure, to upgrade the data centre and additional network equipment. Automated Vehicle Location (AVL) was rolled out at a cost of R85.7 million to enhance control over vehicles. The firearms control system received R23.1 million, which was spent on further enhancing the system, especially its software.

Gen Schutte described human resources development as exceptionally important. The expenditure had increased by 11.5% (R129.4 million) year-on-year. This complied with the State of the Nation Address and what the Minister of Finance had said.

Discussion

Mr G Schneemann (ANC) commented on the input given by Gen Tshabalala regarding radio technical ISM and technology. He stated that the presentation and the Annual Report did not say what actually happened in the financial year. He requested a more detailed presentation.

Mr Schneemann requested clarity around people who worked on a consultancy basis for SAPS, who were then told either to join SAPS or to leave. He asked whether this impacted on the services required by SAPS.

Mr Schneemann sought clarity on the SITA computer services.

Mr Schneemann referred back to a comment from Gen Kruser that the Diepsloot police station contractor went bankrupt. He said that this did not correlate with the information he was given, which was that the construction had been stopped five months ago, the workers had not been paid, and the contractor had taken SAPS to Court because it was wanting to bring in a new contractor. He asked what interaction there was between SAPS and Department of Public Works (DPW). He was concerned that construction of police stations was abruptly stopped without any explanation being given, with answers being given on this only when the Committee summoned SAPS for explanations. He wondered if members of the community had adequate security when the construction of a police station was stopped. Mr Schneemann also asked if assessments had been done to consider how police stations were renovated or repaired.

Mr G Lekgetho (ANC) asked why the police wanted to build police stations, if DPW could

do so at less cost and in a shorter time.

Mr Lekgetho asked if there was any value for money in installing the AVL system, as it seemed there was no control of vehicles, and asked how many were filled.

Mr Lekgetho wanted clarity about the 4 000 firearms that had procured by the SAPS but not distributed. He asked whether the SAPS really needed the fire arms. He further asked where the firearms were being stored.

Mr George asked for explanation why there were 151 164 SAPS employees, but 207 000 fire arms had been issued. He further raised his concerns on the issue of bullet proof vests, saying that the numbers of bullet proof vests issued was more than the number of staff. The Committee, however, had been told during its visits to police stations that bullet proof vests were in short supply. This was important because the numbers linked directly to the budget. Mr George sought confirmation how many employees there were in SAPS.

Mr George then referred back to the answers given earlier by Gen Stander and Gen Schutte, and said that exactly the same answers had been given to the Committee in 2002. He asked when SAPS was going to move forward. The same problems were being presented, even if in a slightly different format. He added that there were the SAPS problems within the SAPS though they were put differently.

The Chairperson said that in light of the explanation given by Gen Stander, and the move in SAPS to achieve greater management unit, it might be that something at last would start to happen.

Mr M Swathe (DA) asked what would happen to people who failed training.

Mr Swathe noted that SAPS had planned to buy 6 215 vehicles but bought 6 479, yet still there was a problem with the issue of vehicles available at police stations. He asked what was happening. He said that a police station in Limpopo had been closed and one room was being used as a satellite police station. The community was worried that State resources were being used, but not to the benefit of the community.

The Chairperson was concerned by the large numbers of SAPS employees who had not completed training. She asked where these people now were placed. She also asked what the implications were for managers who failed to pass the training provided.

Ms van Wyk asked what the nature of the job evaluations was. She asked whether there was performance evaluation for all levels.

Ms van Wyk said she needed more information on the CJS and IJS. She wanted to know how much money had been spent. She further asked whether the SAPS and the Department of Justice and Constitutional Development (DOJ) were working towards the same goals. SAPS could not keep on receiving money meant for integration, yet do nothing.

Ms van Wyk asked why fire arms were purchased but they were not distributed.

Ms Van Wyk raised her concerns about the wellness programme. She asked what the SAPS current capacity was, in terms of psychologists. She added that the report was silent on the

AIDS programme of SAPS, yet this programme was a government priority. She asked what progress there was on war rooms and whether war rooms were still a priority.

Ms van Wyk noted that the issue of bullet proof vests had been a major and recurring concern for years, and she too asked why so many were being procured. She asked whether SAPS had improved its system for getting back the equipment of members who eventually left the organisation, and what its success rate was. She too stressed her concern about the distribution of vehicles and whether they reached the stations.

Mr Lekgetho said he was pleased if SAPS was enhancing the control of vehicles.

Mr Lekgetho asked Gen Kruser about the renovations that were being done at Mayflower, stating that the rooms here were very small.

Mr Lekgetho asked if the death grant was being evenly distributed, and how many was paid to the family of the SAPS member who had died.

Ms Kohler-Barnard asked many SAPS members did not have bullet proof vests. She asked how many fire arms were lost by SAPS members. She stated that she would like to know how a person could lose a firearm that was supposed to be attached to the hip. This was, however, a recurrent problem and she wondered if SAPS members were in fact selling these firearms. Citizens who lost their firearms tended to have them recovered quite quickly, but SAPS could not apparently find its own.

Rev Meshoe asked whether the death grant was going to be paid retrospectively.

The Chairperson commended the SAPS on being one of the few that took members' deaths seriously, sending senior members to these funerals.

The Chairperson said that the Minister had been asked how many vehicles had been purchased, and how many were decommissioned, but some of the figures had not been available. She asked why vehicles were compacted, when they could be auctioned. She asked whether the vehicles were really compacted and where they were going. She asked why more vehicles were purchased, and how many of these were purchased for head office.

The Chairperson asked if there was a plan to train other commanders in SAPS. She asked what the relevance of management of poor performance was and whether the performance enhancement process was effective. She asked about combining of training.

The Chairperson asked for an explanation whether, and why there might have been a decrease in revenue collection. She also asked for an explanation of the increase in goods and services. There was also a decrease in external audits and she wanted to know why.

Ms van Wyk noted that a total of R1 035 billion was spent on transport assets in 2009/10, and in this year there was write-off of R647 million, compared to the previous year's figure of R467 million. She asked why there was such a big discrepancy.

Ms van Wyk further raised questions on irregular expenditure. She asked whether the amount was condoned by the Bid Adjudication Committee of the Chief Financial Officer (CFO).

Ms van Wyk congratulated SAPS for the decrease in litigation which was a reflection of improved management. Shooting incidents and incidents of assault were the main cause of litigations. She asked why there was an increase in the use of violence which then led to litigation and what was being done to manage this.

Rev Meshoe was concerned about the purchase of vehicles which were not fully delivered. The money that was used to purchase the vehicles could have accrued interest. He asked why the SAPS had purchased the vehicles.

Mr Schneemann asked how far the SAPS had gone with the re-enlistment programme.

He asked what the account “other” contained and what was meant by the word “other” in the annual financial statements under the account “owned and leasehold property”. He asked what “resettlement costs” were. He went on to ask what ‘nil’ meant in the account of “other material losses”. Mr Schneemann was concerned about the debts written off. He stated that the financial statements reflected that there was no theft, but asked if this was true. He questioned why there was an increase in the amounts of assets being written off. He noted that the Committee had visited police stations and had noted that the vehicles were not licensed, and he asked whether this impacted on the work of the SAPS.

Ms M Molebatsi (ANC) asked about the fountain at Hebron police station. She asked why there were vehicles delivered, but there were no vehicles that had been purchased.

Mr Swathe asked whether people within the service were being supported to enhance staff retention, and whether any budget was allocated for this.

The Chairperson asked why there was an increase in misconduct and disciplinary hearings. She enquired what the average period was for settling a grievance process. She asked for the difference between final written warning and a suspended dismissal. She was concerned with the number of cases that were withdrawn. She stated that the Committee wanted to know what comprised the figure of the number of cases that were withdrawn, including race and rank. She asked if there were collective agreements reached at the Public Service Coordinating Bargaining Council (PSCBC).

The Chairperson asked if the entry level for SAPS was level 3. She asked about the equity status, and what SAPS planned for recruitment in the specialised environments. She asked whether there was a relevant and customised training provision. In relation to fraud and corruption, she asked whether the total number was 362, which was 0.2% of the employees, and if this implied that 0.2% of SAPS employees could be corrupt. She asked what systems there were for SAPS to be able to detect fraud and corruption, and wondered which division was responsible for this.

Gen Cele responded on transformation. SAPS had not reached the levels where it was happy with equity and transformation, and it had not reached its 40% targets. SAPS had 23% equity. In 2010 the target was 50%. SAPS had not even managed to reach the targets set for 2006. Management had to address the issues speedily.

In regard to retention, he stated that this had to do with money, as SAPS, as a government entity, had bottom line figures for salaries. SAPS would deal with this in due course. Money was needed to implement the retention strategy.

In regard to shootings and assaults, Gen Cele stated that the SAPS had received some chilling reports about special units dealing with organised crimes. The situation on organised crime was not good. One criminal had recently received bail, for the sixteenth time, on cash heist allegations, while another had received bail for the fourteenth time. Part of the problem was that criminals were trans-national. He knew of a Zimbabwean who was hired as a specialist killer. Police must know what to expect when dealing with these criminals. Police were often called in urgently to deal with dangerous situations, and had no time to plan, unlike the criminals, who had carefully formulated their plans and strategy. Often, it was “by the grace of God” that SAPS officials survived. He admitted that there was an increase in shootings. Although he admitted that some SAPS members might be trigger-happy, this must be seen in the context of the stress and danger they faced, and often inexperienced members would be called to respond to medium and high-risk situations. In assault cases, the severity of the assault must be questioned.

Ms van Wyk said that the numbers of litigation cases seemed to increase, and asked if this related to instances, or courts adjudicating on more matters.

Gen Cele stated that the SAPS was trying to work on the litigation processes. There were some cases that went to court without the SAPS knowing of them. A monitoring mechanism was to be established.

Gen Cele explained that the death grant would not be given retrospectively. Implementation started on 1 August. It had been revisited because most police officers who died while driving SAPS cars were not eligible in the past, and that the amount of R200 000 applied irrespective of rank. It did not cover members who had committed suicide, and this policy would remain.

Gen Cele responded to the questions around HIV/AIDS. SAPS was trying to revamp its awareness programme.

Gen Cele then commented on vehicles. The issue of compacting of vehicles was being revisited and that Procurement had been asked to make a proposal. SAPS had requested the precise numbers of vehicles at head office, as it knew that more were held here, and this must be avoided. Quality of vehicles was an issue, and headquarters was providing Nissans in provinces where there were poor roads, while withdrawing BMWs from there. SAPS was working on its procurement.

Gen Cele said that there was a budget for war rooms in Limpopo and Western Cape and SAPS was determined to implement them. He told Mr Swathe that the police station he enquired about had now been formally opened by the Minister. He said that in some areas, the police stations were not adequate. SAPS needed to reach a balance. It requested services that would grant efficiency to the organisation. Most police stations had been revamped.

Rev Meshoe reiterated his question why SAPS wanted to build more police stations, when the Department of Public Works, with more expertise, could do this in less time and for less money.

Gen Cele did not think DPW had more talent, otherwise there would not have been problems at Diepsloot.

Ms Van Wyk stated that General Cele was opening up a controversial debate. She thought it had been proven that DPW was better equipped to deal with this.

Mr George and Gen Cele disagreed with this statement. Mr George then added that DPW was still better at building than SAPS was.

Gen Cele stated that SAPS said it did not have capacity, and that building stations was a non-core function. SAPS was also frustrated by other Departments, as shown by Pinaar police station, which cost R47.3 million to build, but there were no sewage facilities.

Gen Kruser responded to questions about bullet proof vests. These raised a number of challenges. The figures showed a figure of 200 000 bullet proof vests, but to be quite frank, SAPS did not know where these were. A process had now been started to bar code each one. In any event, these vests only had a limited life span so many were probably past their usefulness. He was not convinced that this figure was correct, saying that many of these vests had been stolen. The last batch of SAPS members were given vests with serial numbers when they left the college.

Mr George stated Gen Kruser was thus implying that the information in the Annual Report was wrong. He asked how many police officers had bullet proof vests, and if the Committee could get the proper information.

Gen Kruser responded that the information that was in the Annual Report was not immediately verifiable. SAPS was going to implement a process to verify the numbers. He was aware that certificates were signed by provincial commissioners to the effect that every SAPS member had a vest, but SAPS members said that they did not.

Ms Kohler-Barnard asked whether provincial commissioners merely wanted to please management, and found it bizarre that they could sign incorrect documents. For several years, the Committee had been querying the figures and finally SAPS had admitted the inconsistencies. Provincial commissioners must be held accountable if they had misled management and the Committee.

The Chairperson asked whether there were time frames for this process. She also questioned the disposal policy. She asked what systems were in place to ensure that SAPS members wore their bullet proof vests.

Ms van Wyk agreed. She reiterated her question whether SAPS saw that equipment was returned if the SAPS member left the service. SAPS could have saved money by knowing where its equipment was, and this money could have improved staff salaries. The Committee would be including such issues in their BRRR report. She asked how it was possible that these discrepancies were not picked up.

Ms Kohler-Barnard expressed her concerns about former SAPS members who, despite their death, were still on the system, so their posts were not reflected as vacant and thus could not be advertised.

Mr Schneemann welcomed the honesty shown by Gen Kruser. This then led to the question what asset control and management systems were in place.

The Chairperson asked what policy was used to replace people.

Gen Kruser responded that the new asset management system was going to be used to track the assets of the SAPS, starting with the bullet proof vests. All assets should be registered in six months. SAPS would be looking at the whole life cycle process, from procurement to disposal.

Gen Kruser responded to the issue of firearms. He noted that 3 226 firearms were lost in the previous financial year, with 233 recovered. All new firearms would be IBIS-tested. Secondly, a dotting tracking system was to be used. Thirdly all commanders were to inspect all guns, and verify the numbers. Stock taking of guns would be conducted by the provinces. Internal audit and inspection capabilities within provinces were put in place. A Task Team would address firearm losses.

The Chairperson asked what happened when a SAPS official lost a firearm.

Gen Kruser responded that the case would be registered with loss management, and then investigated by legal services, which would recommend whether to charge the SAPS member in terms of the criminal law, or recover the costs of the legitimate loss.

The Chairperson asked how many SAPS members had been charged criminally, and how many had repaid SAPS.

Mr Kruser said the figures would be forwarded to the Committee.

Mr Schneemann asked what “legitimate loss” meant and whether this loss included situations where police officers might have been overpowered. These latter cases should be separated out from negligence cases.

Mr George was still concerned that there were 50 000 more firearms than there were SAPS members. This could be a reason why so many were lost.

Gen Kruser said that “legitimate loss” referred to SAPS members being robbed of their firearms. Presently, all losses were grouped together. He agreed that there were more firearms than SAPS, and said SAPS had stopped procuring firearms. The R5 firearms were no longer used and would be phased out. Some firearms were not distributed, because they had arrived late.

Ms Kohler-Barnard asked for the total number of lost firearms, both SAPS and civilian firearms.

Gen Kruser responded that all firearms reported lost belonged to the SAPS. Civilian losses were dealt with under Visible Policing.

Ms van Wyk agreed with Ms Kohler-Barnard that civilians losing a firearm would generally lose their licence, and she wanted future reports to specify how lost firearms were addressed. A higher standard could not be expected of civilians.

Gen Kruser agreed with Ms van Wyk. Future reports would carry the information requested.

The Chairperson stated that in the future the reports should be more detailed.

Gen Kruser responded on the issue of Automated Vehicle Location (AVL) systems, saying that 30 627 (71.9%) vehicles had AVL and 11 946 did not. One member was trained at each cluster to manage AVL.

The Chairperson asked what would be the consequences if some SAPS members failed to comply. She said that she was aware that some SAPS members kept their cars overnight, and even allowed their children, who were unlicensed, to drive them.

Gen Kruser responded that if AVL-tracked cars went beyond their boundaries, then exception reports would be received from the vehicles. This would be monitored at cluster and provincial levels, by a Risk Committee, who would generate monthly reports to the provincial officer and head office so the National Commissioner would address exceptional cases.

The Chairperson warned Gen Kruser not to rely on information that came from provinces, as head office could be misled. She noted that one of the problems around implementation was the failure to impose consequences. The Committee felt strongly that they should be imposed for failures.

Mr George asked whether there was value for money in the spending.

Gen Kruser stated that there was a monthly management meeting where such issues would be dealt with. He assured Members that irregularities were not dealt with lightly. The National Commissioner had approved a vehicle asset register for every police station. Cars would be purchased by provinces to fill identified shortages. He thought AVL did provide value for money. SAPS would establish a system to monitor when vehicles should be sent for maintenance. In respect of costs, he said that the average cost of vehicles in the previous year was used to assess how many cars could be purchased, and SAPS reviewed prices quarterly. Because of the strengthening of the rand and lowered cost of vehicles, more had been purchased.

General M Manatsi, South African Police Service, responded to questions on Diepsloot. This was DPW project. There were two site meetings every month, and facility managers would also ensure that there was progress and would raise any delays with DPW. She agreed that this project was falling behind because a contractor was not appointed. SAPS was unaware of the claims that workers had not been paid. The former contractor had been paid in full.

The Chairperson asked about the projected new date for completion.

Gen Manatsi stated that the SAPS had not received a date yet from DPW.

The Chairperson said that she could not understand how SAPS did not know the new completion date, when it paid visits to the site every week, and wondered what was being discussed with DPW.

Gen Manatsi stated that when the project was running there were monthly meetings, but it would ask DPW to correct any delays. SAPS was continuously requesting progress reports.

Gen Kruser stated that the present contractor had been *in mora* and could not continue

because of money issues. DPW was considering whether to continue with that old contract, or get a new contractor and SAPS would be told when this was decided. SAPS met with the Deputy Director General of DPW. In respect of Hebron, he said that there was still water under this station but it was possible to build.

Ms Molebatsi asked at what stage the SAPS had realised that the water problems.

Gen Kruser responded this was found when preparing foundations.

The Chairperson asked whether an environmental analysis had been done.

Gen Kruser responded that none had been done.

The Chairperson noted that this station had also exceeded its estimated budget.

Ms Molebatsi asked whether Hebron police station was going to be demolished.

Gen Kruser responded that two buildings at Hebron had already been completed, but the third had water problems. SAPS was looking for a private contractor to complete this building.

Gen Kruser then said that the Mayflower station was being renovated.

Maj Gen Nyalungu addressed the questions around training, firstly dealing with the question who might have failed their training. When trainees reported at training institutions they signed a memorandum of agreement accepting that they were not permanently employed in the SAPS, and that also contained conditions that if the trainees failed to comply with the conditions they would be withdrawn. Other circumstances apart from failure would justify withdrawal, such as pregnancy, or serious misconduct, or voluntary withdrawal.

The Chairperson asked whether pregnant ladies were stopped from completing their training. Maj Gen Nyalungu responded that they would be suspended.

General Julius Molefe, Executive Legal Officer, South African Police Service, explained that suspension meant that the woman, after delivering her baby, would be allowed to return, so it referred to suspension of the contract rather than the individual.

Gen Cele stated that it was more akin to granting the woman a recess.

Brigadier Elzed Adlam, South African Police Service, responded that if SAPS members were not competent to complete their course, they would enter into police development. Operational management was more intensive and expected higher standards of those SAPS members placed there, so the target pass rate could not be reduced. Support management referred to less intensive basic and junior management work. Training methodologies were aligned to address specific learning needs. Members who failed could be retrained and reassessed, and there was a pre-training preparation course offered. Opportunities were also given to return to the workplace to implement what had been learned. Feedback would be given to the station commander or unit head where all opportunities had been given but the person still failed.

The Chairperson asked if the commander would then decide on the future of that person. She

enquired if there were some SAPS members who were not competent.

Brig Adlam responded that in certain fields this might be true, especially in operations training. In management and leadership training there was the odd isolated case.

The Chairperson referred to the figures in the Annual Report of those who had not completed training.

Brig Adlam stated that those who had not completed training would be sent back to the workplace, and then given a second chance. They could also be placed under the supervision of a mentor.

The Chairperson asked who qualified to undergo leadership and management training.

Maj Gen Nyalungu responded that the Executive Development Programme (EDLP) was provided in Paarl, as well as a Middle Management Programme, and an Internal Administration Efficiency (IEA) programme. There were no failures in the EDLP, but some in the IEA. The number shown was the number who had failed but were being given an opportunity.

Ms van Wyk said that she would expect that some people would fail. She asked whether training preceded promotion.

Maj Gen Nyalungu stated that most managers who underwent the training had already been promoted.

Mr George asked whether there was an incentive, and Ms van Wyk said that was why she had asked her question.

Ms van Wyk was worried how a person who had failed training was permitted to manage people and resources.

Ms Kohler-Barnard said that if a person was already in a job, surely he or she must be expected to pass.

Gen Cele said that this must be linked to the question of equity. There were no women in SAPS who were capable of being promoted. SAPS had to take in new people with potential. None of the major generals in SAPS were women.

Ms van Wyk heard his comment but questioned whether enough was being done to identify people with talents. She said that SAPS did not have a clear career path, and whether it was not squashing initiative.

The Chairperson stated that the basic training had been extended, but the Committee had not been told about the differences in the curriculum. Generic principles of management should be taught in the early phases, and more could be added to the curriculum.

Comm Stander stated that all the issues that the Chairperson had raised would be covered in the training. The promotion policy had been revisited, so that no member could be promoted before finishing the relevant courses, and a career path and career centres had been developed

The Chairperson asked whether the new curriculum would include new topics.

Comm Stander stated that the new curriculum would include the basic management principles.

Mr Lekgetho asked who conducted the training.

General L Gossman, Training provider, South African Police Service, responded that the Executive Development Programme was presented in-house at a college in Paarl.

The Chairperson noted that constables were training constable trainees, so there was no incentive.

Gen Cele stated that most of the trainers had degrees, and were academic achievers. The structure that placed them in the rank of constable was incorrect. However, if they were moved, SAPS had no money to pay them.

Commissioner Nchwe responded on career pathing, stating that career streams had been put in place, and in the last six months of training, trainees would be exposed to these, and supported in their career choices. There were also workplace Skills Development Planning officers to give further support.

Mr George stated that telling someone about opportunities was not career pathing.

Comm Nchwe maintained that there was career pathing. The Committee may not agree fully with the implementation, but it was in place. SAPS needed to follow through.

Gen Cele said that many people were determined to find their careers in SAPS, which offered substantial opportunities, and he predicted that more would be looking to join the organisation.

The Chairperson stated that the understanding that SAPS and the Committee had about career pathing differed.

Mr Schneemann requested that the questions that Commissioner Tshabalala were asked should stand over.

The Chairperson requested that the documents that the SAPS had promised to provide should be given to the Committee as soon as possible to enable it to adopt its Budgetary Review and Recommendation Report.

Lieut Gen Nchwe answered questions around performance evaluation. She said that at levels 1 to 12 operational plans of members were evaluated quarterly. From levels 13 to 15 performance agreements were in place, which were evaluated twice a year. SAPS was one of the few departments regulating performance. Management of poor performance followed a procedure agreed by the Department and unions. 547 commanders were trained to manage poor performance, as well as managers and supervisors. Posts would be equated and linked to rank and performance requirements. The Public Service Coordinating Bargaining Council (PSCBC) agreements were implemented by the Department. The start up level of all staff was

Level 5.

The Chairperson suggested that if PSCBC was being fully utilised, then there should be no problems. She asked if all employees started at salary level 5.

Lt Gen Nchwe responded that those who were permanently employed started at salary level 5. Trainees were remunerated at salary level 3 but would move to level 5 on completion of training.

Gen Cele stated that SAPS must ask itself whether PSCBC had been fully implemented.

Gen Mofomme responded to the questions on the employee health and wellness. There were 608 members and 107 were in psychological services. Awareness campaigns and other interventions addressed HIV/AIDS, with support groups and peer educators.

Of the 299 people reenlisted for DPCI, 96 were at detective services, 172 in Visible Policing and 31 in administration. She explained the difference between a final written warning and a dismissal.

Gen Mofomme said that a commander who suspected that an offence was committed would ask the SAPS member, and if an admission was obtained, that person could be given a final written warning. A repeat of the same offence would lead to the matter being brought to the Disciplinary Trial proceedings. Where the SAPS member denied the allegations, the matter would proceed straight to trial.

The Chairperson asked what would happen if a member with a suspended dismissal re-offended.

Gen Molefe stated that the matter would go to trial, but the previous disciplinary record would be taken into account.

Mr George stated that he was happy that the matter was being reviewed, as it seemed unduly complex.

The Chairperson thought that a final written warning would justify immediate dismissal on re-offence. This would surely apply both for SAPS and for Department of Public Service and Administration (DPSA) employees.

Gen Molefe stated that the written final warning did not mean that the offender would be dismissed on a re-offence.

The Chairperson still did not understand the difference between a final written warning and a suspended dismissal.

Mr Lekgetho asked how long the final written warnings lasted, and whether they lapsed.

Gen Mofomme responded that they would be in place for a period of six months.

Gen Mngwenya stated that the concept was based on the principle that discipline was not punitive but corrective.

The Chairperson agreed with this. She asked about cases that were withdrawn.

Gen Mofomme stated that most cases were withdrawn due to insufficient evidence.

The Chairperson requested that more information on racial groups and ranks of those whose cases had been withdrawn.

General George Moorcroft, Head of Strategic Management, South African Police Service, answered questions on cases. Under the fraud and corruption strategy, 362 members had been charged, which included Departmental cases. This strategy comprised four pillars of prevention, detection, investigation and restoration. A survey conducted by DPSA noted that SAPS had one of the lowest levels of fraud. SAPS must report to the audit committee and the national Risk Committee, which carried out risk assessments.

The Chairperson asked whether the 3 662 cases of corruption were included in the disciplinary cases.

Gen Moorcroft stated that they were.

The Chairperson asked how many cases had gone to court.

Gen Moorcroft stated that these numbers would be provided later.

Gen Mofomme stated that 99 cases were dismissed, 26 received a suspended dismissal, 24 had suspended dismissals with the option of a fine, 70 cases were withdrawn and the other resulted in final written warnings.

These cases used the balance of probability proof requirements.

The Chairperson asked whether the SAPS did not know how many cases had gone to court. She asked if SAPS did not wish to know how many members were being criminally charged.

Gen Moorcroft stated that the figures would be provided later on.

The Chairperson asked why low targets had been set for revenue, which were exceeded.

Gen Schutte responded that there had been a huge increase in firearm licences.

The Chairperson asked again why the target had been set low.

Gen Schutte responded that SAPS thought it could not collect as much as in the previous year.

The Chairperson asked what the current year's targets were.

Gen Schutte said that he did not know offhand, but would send this answer to the Committee.

The Chairperson asked about the high numbers of firearm licence applications.

Gen Schutte responded that it was high when seen against the target, rather than being a high

figure in itself. Goods and services had increased because of computer services receiving more funding.

The Chairperson asked Gen Schutte to advise why there had been a huge increase under catering.

Gen Schutte stated that catering was a reclassification.

The Chairperson stated that the figures should be provided to the Committee.

Gen Schutte said, in response to questions around audit fees, that audits were not performed in depth. IT goods and services comprised the goods and service current expenditure, and the payment of current assets expenditure.

The Chairperson sought clarity on operating expenditure, set out on page 164 of the Annual Report, and other operating expenditure set out on page 166 of the Annual Report.

Gen Schutte responded that this was mixed. SAPS had used the reporting template provided by National Treasury. SAPS had not paid for vehicles it had not received. In regard to condonation issues, he said that the Bid Adjudication Committee had condoned 99% of the spending. Resettlement costs were incurred when SAPS transferred officials, and included school fees and reimbursed of members for their new property transfer costs. He said that financial transactions and liabilities were on pages 166 and 167 of the Annual Report. Theft related to theft of cash, not assets. The assets were written off because of boarding criteria, not because of accidents. SAPS used a cost basis to write off assets. The penalties on licences referred to people having to pay penalties for failing to pay their vehicle licences on time.

Mr George asked what movable assets meant.

Gen Schutte gave examples of mobile homes or caravans. SAPS would try to keep better control of its assets through an asset register. SAPS would also try to modify the behaviour of members and force those receiving the assets to update their asset registers consistently.

Gen Cele agreed the exercise would help SAPS. SAPS was a huge organisation with a lot of money invested in it, and it wanted to give value for money and achieve eventual reduction of crime. The weak points would be addressed.

The Chairperson said it was positive that SAPS was identifying its own weaknesses, in order to correct them. She said the extension of training was a good move. However, the Committee wanted to know that SAPS would establish a feedback mechanism so that management could hold juniors accountable. SAPS needed to deal with the consequences of mismanagement or incorrect actions.

The meeting was adjourned.

- [Police](#)

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