

To: The Executing Authority  
Mrs Maureen Modiselle

**Re : Submission of Annual Report  
2004/2005**

1. I hereby submit the Annual Report for the financial year ending 31st March 2005 for your consideration, approval and tabling in the North West Provincial Legislature.
2. This report is in accordance with the provisions of the Constitution and section 40 (1) (d) of the Public Finance Management Act, 1999.
3. The preparation of the Annual Financial Statements is in accordance with the Generally Recognised Accounting Principles (GRAP) and Treasury guidelines.



**M.P. Mogotlhe**  
Head of Department

**30 August 2005**

# CONTENTS

	PAGE
<b>PART I</b>	
<b>GENERAL.....</b>	<b>03</b>
Foreword by the Executing Authority .....	05
Introduction by the Head of Department.....	07
Vision .....	09
Mission .....	09
Departmental Values.....	09
Legislative Mandate.....	09
Strategic Goals .....	10
<b>PART II</b>	
<b>PROGRAMME PERFORMANCE .....</b>	<b>11</b>
Voted Funds .....	12
Service Delivery Environment.....	12
Organizational Environment .....	13
Key Policy Development.....	14
Departmental payments and receipts .....	16
Measures adopted for efficiency .....	16
Performance per Programme .....	16
Ministerial Services .....	16
Administration.....	22
Operations .....	30
<b>PART III</b>	
<b>REPORT ON HUMAN RESOURCES .....</b>	<b>49</b>
<b>PART IV</b>	
<b>REPORT OF THE PROVINCIAL AUDIT COMMITTEE .....</b>	<b>68</b>
<b>PART V</b>	
<b>ANNUAL FINANCIAL STATEMENTS .....</b>	<b>69</b>
Report by the Accounting Officer .....	70
Report of the Auditor General .....	74
Statement on Accounting Policies .....	75
Appropriation Statement .....	79
Notes to the Appropriation Statement.....	83
Statement of Financial Performance .....	84
Statement of Financial Position .....	85
Cash Flow Statement .....	85
Notes to the Annual Financial Statements .....	86



## **PART I: GENERAL**



## 1.1 Foreword by the Executing Authority

This year marks the beginning of a new decade, it is full of life and all of us are yearning towards accelerated performance and delivery to even greater heights.

With vigor and excitement, the nation looks forward to the celebrations of the 50th Anniversary of the Freedom Charter as we gauge how far we have come to realize the dreams of our forbears that "There shall be work and security", "There shall be houses, security and comfort" and "All shall enjoy equal human rights"

This period remains a critical period for all South Africans to engage in constructive debates on how we have fared to date in delivering the essential services and to create an environment in which its citizens can live in peace with each other and with other nations.

The impending fifty years celebration of the Freedom charter is very critical to all South Africans, as this document has set the foundation and values of the society we live in today. We can only strive to improve on the desired state of affairs for all South Africans.

We need to recognise and remember the wisdom of our forbears with regard to the respect, protection and equal rights for women and children in this country. We need to continue preaching this message until crime has substantially stabilized and violence against this vulnerable group is wiped out.

We acknowledge that job creation cannot be sustained if the climate for investments is not safe. These therefore remain our critical challenge in pursuit of a better life for all.

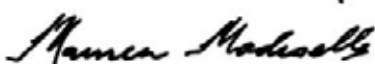
As patriots, we must continue to defend our democracy and our Constitution in building a people's contract for a better South Africa and a better world.

This year has gone by and the Department can only share the successes in stabilizing crime through the concerted efforts of our undying partnerships. These partnerships were tested this year by the eruptions of violence in the Rustenburg informal settlements area and Gamorona. The Department together with all key stakeholders that took serious heed of the outcries of our communities in these areas once more reinforced the constitutional rights that South Africa is for all who live in it!

We remain indebted to the solid relationships that we have enjoyed as the Department and the community's realization that crime prevention is dependent on everyone pulling their weight to ensure a safe and secure environment for all.

The budget allocation for this year, though slightly increased, does not begin to make adequate provision for crime prevention projects which is a serious omission if as a Province we have to seriously prevent crime and emerge victorious. We hope that with time, we will be able to address this and further solicit the support of our partners especially the business community.

Let me take this opportunity to thank the Senior managers of this Department, the Community Police Fora, the South African Police Service and all members of the Provincial crime Prevention Forum for their meaningful contribution, dedication and devotion to accelerated service delivery to our community.



**MAUREEN MODISELLE  
EXECUTING AUTHORITY**

**30 August 2005**



**Ms. Maureen Modiselle  
MEC: Safety and Liaison**







## 1.2. Introduction by the Head of Department

It pleases me to present the report of the Department for the year 2004/05. This report was prepared on the basis of commitments we did in our Strategic Plan for 2004/05. It is a synopsis of the work of all employees who spent their energies in pursuit of a safe and secure province and the country in general.

The account of performance on the activities of the Department for the financial year under review is presented in five parts. Part I covers the general information about the Department and its corporate affairs. Part II covers the area of performance and service delivery in comparison with the Strategic Plan. Part III contains the report of the Provincial Audit Committee. Part IV provides for the human resources management report. Part V contains the financial statements and the report of the Auditor General.

Once more, I am grateful to report back to you on the activities of the Department for the past year. This responsibility is in accordance with our Constitutional values of transparency, openness and accountability to the recipients of government services. We remain committed to ensure that we deliver on our promises and shall duly account for deviance between our performance and our commitments as contained in the strategic plan.

We have been able to consolidate the successes we recorded during 2003/2004 by, amongst others, completing the following major tasks during 2004/05 financial year

- Audit of crime prevention programmes in the province
- Stock theft consultative report and reforms
- Implementation of the complaints management framework
- Rustenburg Urban Renewal Project
- Facilitate policing priorities workshops
- Conduct anti rape campaigns
- Progress on the establishment of municipal policing

We have experienced a low level of activism with regard to crime prevention in the province. Our assessment has revealed that we need to do more to engage government structures in particular at local level, to form partnerships with all stakeholders. We further hope that our environmental design and maintenance policy will assist these local structures to help in the fight against crime.

The following challenges were also recorded during the year

- Funding for crime prevention projects
- Lack of resources for a complaints management centre
- Improving our research capacity

There are projects which, because of circumstances beyond our control, had to be extended in duration and continue them during 2005/06. These include the following

- Safer schools project
- Alcohol and Drug Abuse Campaigns
- Crime Prevention Through Environmental Design Strategy & Minimum Standards
- Victim empowerment centers assessment report


This report has stayed clear of the South African Police Operations as these are contained in a separate report of the Provincial Commissioner which will be tabled simultaneously in the Legislature.

As we march in the quest for improved levels of safety, let's all be reminded that if more people do good things with more vigor and strength than bad people, then victory is certain, and the good shall prevail over the bad. This resonates our motto, "Together Creating Partnership Against Crime". If all we do and say conforms to this motto, nothing will stop us from fighting criminality and thereby attaining a better life for all. The vision of a peaceful and stable province will be achieved far earlier than thought.

We shall continue to rely on your support and cooperation, which gives us the strength to work even harder.



**Mr Paul Mogotlhe**  
Head of Department



**MP MOGOTLHE**  
HEAD OF DEPARTMENT  
30 August 2005

# Management Team



**Mr Paul Mogotlhe**  
**Head of Department**



**Mr Bailey Mahlakoleng**  
**Chief Director: Operations**



**Ms Dikeledi Mothobi**  
**Director: Liason & Community Safety**



**Mr Ishmael Mocwaledi**  
**Director: Transformation & Oversight**



**Ms Nono Dince**  
**Director: Finance**



**Ms Sizile Mpolokeng**  
**Director: Human Resource & Development**



**Ms Mmabatho Mfikwe**  
**Director: Office of the MEC**



**Mr Lazarus Modise**  
**Head: Policy Planning & Research**



**Mr Samanga Selemeni**  
**Head: Communications**



### **1.3. Vision**

A safe and stable province towards a better life for all

### **1.4. Mission**

To provide a provincial oversight management system that support effective policing towards increased safety for all

### **1.5. Departmental Values**

- The Department shall fulfil its mandate in a professional, ethical, objective and impartial manner to promote democratic policing and a safe and secure environment.
- The Department shall be firm yet constructive in communicating clearly and frankly with the South African Police Service in terms of service delivery.
- The partnership approach in achieving these tasks will be done with utmost integrity and respect for personal confidentiality of discussions held during the course of monitoring and evaluation.
- The services provided by the Department will be within the spirit of the Constitution and other legislative frameworks.
- All staff members shall be empowered through training
- The Department commits itself to the implementation of Batho Pele.

### **1.6. Legislative Mandate**

The Department derives its mandate primarily from section 206(3) of the Constitution, which gives the Provincial government responsibility for policing functions. The White Paper on Safety and Security provides the frame of realizing the Department's vision of improving the safety of our citizens. The National Crime Prevention Strategy provides guidance on proactive measures. Section 3 and 5 of the South African Police Service Act of 1995 further outlines the functions and powers of the Department.

In accordance with these prescripts, the core functions and responsibilities of the Department are to:

- monitor police conduct
- oversee the effectiveness and efficiency of the police service regarding visible policing
- Assess efficiency of visible policing
- promote good relations between the police and the community
- liaison with national structures on crime and policing
- Promote democratic accountability and transparency in the SAPS.
- promote and facilitate participation of the SAPS in Reconstruction and Development Programme.
- monitor implementation of policy and directives issued by the MEC and report to the MEC thereon.
- investigate or appoint a commission of inquiry into any complaint of police inefficiency or breakdown in community police relations.
- conduct research into any policing matter in accordance with the instructions of the MEC.

## 1.7 Strategic Goals

### Service Delivery Goals

- (i) Initiate and support strategies on crime prevention and transformation
- (ii) Promote stakeholder participation in crime prevention
- (iii) Oversee implementation of crime prevention strategies by SAPS and other stakeholders

### Management Goals

- (iv) Ensure the organization has the capacity and competency to carry out its mandate
- (v) Provide strategic and management direction
- (vi) Ensure effective and efficient management communication and administrative systems and procedures

### Financial Management Goals

- (vii) Ensure sound planning and management of Department Finances
- (viii) Explore alternative funding opportunities

### Training and Learning Goals

- (ix) Ensure and maintain a dedicated and motivated staff complement



## **PART II: PROGRAMME PERFORMANCE**

## 2.1 Voted Funds

The Programmes of the Department are arranged and voted as follows:

Appropriation	Main Appropriation	Adjusted Appropriation	Actual Amount Spent	Over/Under Expenditure
	R19,862 000	R20,679 000	R20,435 000	R244 000

Executing Authority	Maureen Modiselle
Department	Safety and Liaison
Accounting Officer	Mosweu Paul Mogotlhe

Programme	Main Appropriation	Total Additional	Adjusted Appropriation
1 Ministerial Services	R 2 376 000	R 673 000	R 3 049 000
2. Administration	R 7 249 000	R 640 000	R 7 889 000
3. Operations	R 10 237 000	R (496 000)	R 9 741 000
<b>TOTAL</b>	<b>R 19 862 000</b>	<b>R 817 000</b>	<b>R 20 679 000</b>

The aim of the Vote is to monitor and evaluate efficiency and effectiveness of the SAPS, to coordinate crime prevention programmes and the criminal justice system in accordance with the applicable laws and policies. The additional appropriation was in relation to the transfer of budgets for executing authorities and other employees to the Department.

## 2.2 Service Delivery Environment

The white paper on Safety and Security provides that effective crime prevention strategies involve partnership between government bodies and structures of civil society to address certain factors contributing to crime. This however requires coordination of all the initiatives taken at all levels of government. The Department has a key role to play through initiating and coordinating crime prevention initiatives. This involves the coordination of stakeholders to achieve a more effective crime prevention programme.

The local government, which is closest to the citizenry, has the responsibility to actively participate in the crime prevention initiatives through facilitating multi agency coordinating structures. The establishment of the municipal police in some of the municipal areas will ensure proper traffic policing, implementation of municipal by- laws and performance of visible policing in their respective areas.

The involvement and support of communities through their Community Police structures has also yielded positive results through their Project NEXUS in which campaigns, and many other activities took place.

**Some of the community members taking a snap break after participating in one the cleaning campaigns during the Safety and Security Letsema month campaign in February.**







**MEC  
Modiselle and the  
Head of Department, Mr Paul Mogotlhe,  
getting involved at the cleaning campaign in Lomanyaneng.**

## **2.3 Organisational Environment**

Internally, staff members appointed have been equipped with the necessary training to ensure that the above coordination and monitoring of the South African Police performance is effective. The strategies implemented by the Department like the Communication Strategy, Criminal Justice Coordinating Strategy, Provincial Crime Prevention and the Target Monitoring Strategy also contributed towards an improved service delivery on crime prevention.



**The painting of Makapanstadt police station  
was one of the activities during the Letsema campaign.**



## 2.4 Key Policy Developments

The Department developed number of policies during the year under review. The policies were both internal and external in nature. The internal policies developed were in line with the government prescripts on internal control measures while the external policies were developed to address crime prevention challenges in the province

Internal policies developed during the year under review were as follows:

TITLE	DATE APPROVED	OBJECTIVE
2.4.1 Telephone Management Policy	10 March 2004	To ensure that measures procedures and processes are in place to control expenditure over telephones and that officials are responsible and accountable in terms of section 45 of the Public Finance Management Act.
2.4.2 Complaints Management Strategy	30 March 2004	The objective of the strategy is to create a framework for the receipt, handling and disposal of complaints regarding the services rendered by the South African Police Service (SAPS). The strategy aims to enhance the efficiency and effectiveness of the SAPS regarding problems that affect service for a stable and secure environment.
2.4.3 Petty Cash Policy	04 May 2004	To make provision for the utilization of petty cash not in excess of R500.00 for which orders are not necessary and to put control measures in place.
2.4.4 Record Management	10 May 2004	To provide information on how efficient record management will be promoted. To encourage all staff members to ensure that desirable standards of record management are maintained by adhering to the dictates of the policy.
2.4.5 Debt Management Policy	01 June 2004	To put in place measures and controls for the effective and efficient management of debts.
2.4.6 HIV/AIDS Policy	29 June 2004	To provide a framework for the management of HIV and AIDS in the Department and compliance to other Provincial and National policies.
2.4.7 Asset Management Policy	06 July 2004	To ensure effective maintenance of Departmental assets. To safeguard the assets of the Department and to ensure the effective use of the existing resources; To provide criteria for the disposal of Departmental assets.
2.4.8 Departmental Library Rules & Regulations	10 August 2004	Provide enriching officials with sufficient knowledge to carry out their functions effectively and efficiently. Equitable access to knowledge and information in order to enhance lifelong learning; To provide for management of Departmental assets.
2.4.9 Benchmark on Subsidized Motor Vehicles 2003/04	07 June 2004	To provide for the Departmental benchmarking of subsidized vehicles.
2.4.10 Security Management Policy	15 February 2005	To provide for the security management and control measures in the Department.

TITLE	DATE APPROVED	OBJECTIVE
2.4.11 Risk and Fraud Prevention Strategy	15 February 2005	To encourage a culture within the Department for all employees and other stakeholders to behave ethically in their dealings with/ or on behalf of the Department and to strive towards the prevention and detection of fraud To reduce risk and prevent possible fraud in the Department
2.4.12 Procurement Policy	17 March 2005	To put systems and measures in place of procuring services within the Department in terms of the PFMA and to foster economic development by giving every capable North West supplier an opportunity to do business with the Department.

As part of the Department's role of coordinating crime prevention initiatives, the following policies were approved and implemented during the year under review:

#### 2.4.13 Provincial Crime Prevention Incentive Framework

The goal of this framework is to promote stakeholder participation in crime prevention and has the following objectives:

- To promote the regeneration of morals and public values
- To provide incentives for crime prevention and combat
- To reward excellent or outstanding performance in the prevention or combat of crime
- To motivate individuals or groups of individuals to prevent and combat crime



The Department held Safety and Security Crime Prevention Awards as part of the Provincial Crime Prevention Incentive Framework in February 2005.

#### 2.4.15 : Framework on the Establishment of Municipal Police Service

The objective of the framework is to provide a basis for the establishment of a municipal police service in the province and to give a stimulus to all municipalities to establish viable law enforcement service thereby reducing dependency on SAPS.

#### 2.4.16 : Incentive Framework for Community Policing Fora

The framework is intended to provide grant incentives for members of the community police forums and boards for the attendance of Board meetings and for the contribution towards crime prevention in the province.

## 2.5 Departmental Receipts and Payments

The Department does not have activities or programmes that involve the collection of revenue. The table below gives a summary of expenditure for the period under review.

PROGRAMMES	VOTED FOR 2004/05 R'000	ROLLOVERS & ADJUSTMENTS R'000	VIREMENT R'000	TOTAL VOTED R'000	ACTUAL EXPENDITURE R'000	VARIANCE R'000
Prog 1 : Ministerial Services	2,376	0	673	3,049	3,030	19
Prog 2 : Administration	7,249	0	640	7,889	7,842	47
Prog 3 : Operations	10,237	0	(496)	9,741	9,563	178
Total	19,862	0	817	20,679	20,435	244

## 2.6 Measures Adopted for Efficiency

In order to strengthen the monitoring and evaluation, the Department has prioritised research capacity building as a priority for all field workers. Discussions have already been held with research institutions and it is hoped that training will take place during 2005/06. It is hoped that this training will further enhance the quality of the reports on projects undertaken.

## 2.7 Performance per Programme

### 2.7.1 PROGRAMME 1: MINISTERIAL SERVICES

#### Sub programme 1.1 : MEC Support

The Directorate acts as a centre of administrative coordination on matters of policy in support of the MEC while carrying out political oversight. The activities largely entail logistical arrangements, advice on policy issues, secretariat services and parliamentary liaison. The Ministerial handbook and the strategic plan of the Department guide the functions of this unit.

#### Strategic Goals, Objectives, Target and Performance

##### Goal 4: Ensure that the Organisation has the capacity and Competency to carry out its mandate

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop and maintain skills for effective Departmental Performance	Develop training intervention and integrate with work place plan	May 3 courses per person per annum	Three staff members underwent training in the following areas: <ul style="list-style-type: none"> <li>• PFMA and Report writing</li> <li>• Introduction to computers</li> <li>• Security courses</li> <li>• Project management</li> </ul> The courses were in line with the Departmental Skills Development Plan.

### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop and maintain skills for effective Departmental Performance	Development of a business plan	April	The business plan of the directorate was drafted in line with the departmental strategic plan. This entailed provision of support to the Member of the Executive Council in line with the Ministerial Hand book.  Over and above, the business plan contained management plan of the directorate in general.
	Performance Agreements	One each year	The performance agreement was drafted and signed with the Head of Department. All activities agreed upon in the plan were successfully achieved. Work plans were entered into and signed with all staff members in the Directorate.
	Quarterly and Annual Performance Evaluation and Reports	Four for each year and one per annum	The assessments of all staff which was preceded by the work plans took place on a quarterly basis (except for one official) in accordance with the Performance Management and Development System of the Province.  Annual assessments of these staff members have also been completed for the period under review (2004/05).

### Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To provide effective administration support to the Executive Authority	Performance indicators  Annual Programme for the Executive Authority	April	As per business plan, the annual programme of the MEC was drafted in line with her political role. The programme covered the following meetings <ul style="list-style-type: none"> <li>• Community meetings and consultations</li> <li>• Legislature sittings</li> <li>• Station visits</li> <li>• MINCOM</li> <li>• PCPF</li> <li>• Peace &amp; Stability</li> <li>• Executive Council</li> <li>• MINMEC</li> <li>• Political Meetings</li> </ul> The programme was however subjected to monthly changes to address other pressing political needs of the province.
	Political Press statements	24	Eighteen (18) political statements were issued to both the electronic and print media.
	Parliamentary responses and Reports	12	Six (6) responses inclusive of reports were submitted to the Legislature. These entailed the following: <ul style="list-style-type: none"> <li>• Strategic Plan of the Department</li> <li>• Response on the relocation of the SAPS.</li> <li>• Departmental Annual Report Debate</li> <li>• SAPS Annual report Debate</li> <li>• Workforce statistics March 2004 to March 2005</li> <li>• Sentenced employees: Potchefstroom</li> </ul>
	Briefing to the MEC	48	Eighty four (84) briefings to the MEC took place to update her of both office matters and political issues. The briefing exceeded
	Meeting/events plans	48	Twenty six (26) meetings and events were arranged as per annual plan. Meetings attended ranged from community meetings including Imbizos: Provincial Crime Prevention Forum, MINCOM and Station management briefings. The events attended were mainly that of the Department and the South African Police Services.  Arrangements for all these meetings were properly done for the MEC.  Plans included the drafting of programmes, agenda, speeches, statements and order of proceedings.

**Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain appropriate reporting systems on Departmental performance against objectives and outputs	Quarterly Performance report	4	Four (4) quarterly reports on the performance of the unit were submitted which now form part of the total implementation of the departmental strategic plan for the period under review.
Communicate and build sound relations with customers	Departmental Management meetings	24	Seventeen (17) departmental management meetings were attended by the Head of the Unit and meaningful contribution made towards the overall management of the Department. Other meetings were either postponed or cancelled due to other pressing matters.
	Extended Departmental Management meetings	4	Three (3) meetings were attended by managers of all levels in the unit contributions made in these meetings. The fourth meeting was postponed.
	Departmental staff meetings	12	Nine (9) of the twelve (12) meetings were attended since transfer from the Department of Economic Development and Tourism.
To monitor and improve service delivery standards	Evaluation reports	Quarterly	The reports on the evaluation of service delivery standards were not submitted. The Directorate did not have its own specific service standards. However in all the quarterly reports submitted, summary evaluating the unit performance was made. This will be the basis for formulating and improving on our services in future.

**Goal 7: Maintain a Dedicated and Motivated Staff Complement**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain Sound Labour Relations	Resolve staff grievances	Quarterly	During the quarter under review there were no grievances lodged
	Grievance and disciplinary reports	Quarterly	During the quarter under review there was no disciplinary action taken against members in the unit
Develop appropriate incentives for service delivery	Report on incentives in line with Departmental policy	November	The staff have been given time off in recognition of their efforts to work extra ordinary hours including weekends. Overtime payment has also been implemented for staff in the Office of the MEC.

**Goal 8: Ensure Sound Planning and Management of Finances and Assets**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound financial monitoring and reporting	Quarterly financial reporting	4	Quarterly financial reports were submitted and discussed in the Departmental Finance Committee meetings as required. As at year end, the programme had spent 99.33% of its budget.
Maintain and protect Departmental assets	Resource utilisation plan and report	April December	The assets allocated to the unit have been well maintained. The asset register reflects all these resources as allocated according to the inventories.



### Sub programme 1.2: Communications

The sub programme is responsible for the dissemination of information to both internal and external stakeholders.

#### Strategic Goals, Objectives, Target and Performance

##### Goal 4: Ensure that the Organisation has the Capacity and Competency to Carry out its Mandate

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop and maintain skills for effective Departmental Performance	Develop training intervention and integrate work place plan	May 3 courses per person per annum	The skills development plan of the Department reflected training which was key for members of the Department. During the year under review, the following training intervention were offered to members of the unit: <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Executive report writing</li> <li>• Quark X- press (Lay out and Design)</li> </ul>

##### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective implementation of the strategic plan in line with PFMA	Development of a business plan	April	During the period under review, the Unit developed an operational plan and submitted it to the HOD for approval.  It was approved in April and became a basis for the activities of the Unit
	Performance Agreements/ Work plans	One each employee per year	The performance management work plan which was in line with the outputs of the strategic plan of the Department was drafted and submitted to the Head of Department. Work plans for all staff members were signed and implemented in line with the PMDS.
	Quarterly & Annual Performance Evaluation and Reports	Four for each year and one annual per annum	Quarterly evaluations and annual assessment of all staff in the unit were conducted on a quarterly basis for each employee in the unit. The general assessment of the unit is that it had performed fairly well despite budget limitations.

##### Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To communicate and build sound relations with customers	Departmental Communication strategy	1	Communication of the mandate, programmes and any other activity is key to communicate government programmes. In order to ensure that this is achieved, a Departmental Communication Strategy aligned to that of both Provincial and Justice Crime Prevention Cluster was developed and approved by the Department. This outlined how the Department was going to reach its clients during the year under review and give feed back to stakeholders. The Department met its target of reaching out to the public through both electronic and print media. A programme on Radio Motswedding was successfully implemented. Press statements and other reports were printed in the both the local and national newspapers. The internal newsletter was issued on a quarterly and distributed to the all stakeholders.
	Departmental management meetings	24	Seventeen (17) of the Departmental management meetings were attended and meaningful contribution made towards the overall management of the Department. Other meetings were postponed.
	Extended Departmental Management meetings	4	Three (3) meetings were attended and contributions made. There were no further meetings scheduled.

**Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
	Departmental Staff meetings	12	Seven (7) meetings were convened and accordingly attended by staff members.
	Communication Forum meetings	12	The Communications forum meetings are attended by all communications managers in government and are held on a quarterly basis and were all attended. Eight meetings were attended.  The purpose of the meeting is to jointly address matters of common interest and making inputs in the provincial communication strategy and planning for Provincial events.
	Press statements	48	15 press statements were issued. The statements focused mainly on crime prevention initiatives from all quarters of the province.
	Press conferences	4	3 press conferences took place during the year under review focusing on the following: <ul style="list-style-type: none"> <li>• Launch Safety Month</li> <li>• Progress on 100 days projects</li> <li>• Festive season</li> </ul>
	Production of quarterly newsletters	4	Four (4) Departmental quarterly news letters called "Tshireletso News" were successfully produced and distributed to all departmental stakeholders. A thousand (1000) copies were printed and circulated to our stakeholders.
	Speech writing for the MEC	20	19 speeches were drafted for the MEC. These were, amongst others on the following events <ul style="list-style-type: none"> <li>• Launch of Safety Month</li> <li>• Close up of Safety Month</li> <li>• 16 Day on No Violence</li> <li>• Budget Speech</li> <li>• International HR Day</li> <li>• Freedom Park Conflicts</li> <li>• POPCRU Congress</li> </ul>
	Production of promotional materials for the Department	Quarterly	Due to financial constraints very few material was produced for the Department. With the budget available the focus was on departmental main events like Safety month, 16 days of activism on no violence against women and children and International Human Rights Day
	Maintain the development departmental website	12 hours after the event 4	The website (intranet) was regularly updated by the unit on all activities of the Department. Some are the articles loaded during the year <ul style="list-style-type: none"> <li>• Annual Report 2003/04</li> <li>• All quarterly newsletters</li> <li>• MEC Speeches; and</li> <li>• Press statements</li> </ul>
Maintain appropriate reporting systems on Departmental performance against objectives and outputs	Quarterly Performance report		Four (4) quarterly reports were submitted indicating performance of the unit and achievements thereof.

**Goal 7: Maintain a Dedicated and Motivated Staff Complement**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain Sound Labour Relations	Resolve staff grievances Grievance and disciplinary reports	Quarterly Quarterly	No grievance were recorded during the period under review. One disciplinary hearing was instituted for negligent performance of duties.
Develop appropriate incentives for service delivery	Report on incentives in line with Departmental policy	November	The staff have been given time off in recognition of their efforts to work extra ordinary hours including weekends. Overtime payment has also been implemented

**Goal 8: Ensure Sound Planning and Management of Finances and Assets**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound financial monitoring and reporting	Quarterly financial reports	4	All finances of the unit were monitored through expenditure reports and measures taken to ensure fruitful spending in the unit. The quarterly reports reflected all expenditures of the unit. As at year end, the sub program has spent 99.45% of its budget.
Maintain and protect Departmental assets	Resource utilisation plan and report	April December	This was done inline with the asset management policy and register of the Department



Some of the community members attending the launch of Project Nexus in Morokweng village in May 2004.

## 2.7.2 PROGRAMME 2: ADMINISTRATION

### Sub Programme 2.1: Office of the Head of Department

The office has its focus at implementation of the strategic plan and ensures that policies are formulated and implemented by the Department and other stakeholders.

#### Strategic Goals, Objectives, Target and Performance

##### Goal 2: Promote Stakeholder Participation in Crime Prevention

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Enhance the functioning of institutions and stakeholders on crime prevention	Convene PMACS meetings	Quarterly	Due to the restructuring of crime prevention structures, the PMACS were merged with the Provincial Crime Prevention Forum since its membership was the same. The Forum is chaired by the MEC. Two (2) meetings were held and others were postponed during the year under review.

##### Goal 4: Ensure that the Organisation has the Capacity and Competency to Carry out its Mandate

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop and maintain skills for effective Departmental Performance	Develop training intervention and integrate work place plan	May 3 courses per person per annual	Training was offered to all staff members of the Department in line with the Skills Development Plan. The training focused on <ul style="list-style-type: none"> <li>Project management</li> <li>Report writing</li> <li>Policy development and management</li> </ul>

##### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective implementation of the strategic plan in line with PFMA	Development of a strategic plan for the Department	April	<p>A strategic planning workshop was held from the 19th-21st February 2004 to with all managers from Assistant Director level and above to review the previous year plan and develop a plan for 2004/5.</p> <p>As part of the consultative process, the following stakeholders were invited to participate in the strategic planning process:</p> <ul style="list-style-type: none"> <li>NIA</li> <li>Provincial Community Police Board</li> <li>Legislature – Standing Committee on Safety and Liaison</li> <li>Correctional services</li> <li>ICD</li> <li>Department of Justice</li> </ul> <p>The vision and mission were reviewed and changed accordingly as reflected in this report. The environmental scanning was done that led to the development of goals and objectives and target dates for year. Due to elections taking place in April, the plan was tabled in June 2004. A team building was held at Inyala Game Lodge during July 2004 with support staff and a briefing was made on the strategic plan. The purpose of this exercise was to ensure that all staff members work as a team and that there is clear understanding of the mandate of the Department and expectations from each team member in terms of realising the plan.</p>
	Performance Agreements	One each year	Performance agreements and work plans were signed for all staff members.
	Quarterly & Annual Performance Evaluation & Reports	Four for each year and one annual per annum	Quarterly and annual assessments were done for all staff members in the Department. The overall general performance was satisfactory in the implementation of the strategic plan.

## Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain appropriate reporting systems on Departmental performance against objectives	Annual Report	1	The annual report for 2003/4 was drafted and presented to the Legislature and approved during October 2004. This reflected all the achievements of the Department for that period
	Monitoring and Evaluation reports	4	<p>The Department assessed performance of police stations with regard to the following projects:</p> <ul style="list-style-type: none"> <li>• Status of Border policing</li> <li>• Safety and Handling of Dockets</li> <li>• Sector Policing</li> <li>• Adopt of cop</li> <li>• Response rate to scenes of crime</li> <li>• Diversity Management training at selected stations</li> </ul> <p>The Department further conducted the following studies:</p> <ul style="list-style-type: none"> <li>• The extent of Implementation of National Crime Prevention Strategy in the province</li> <li>• Victim empowerment centres</li> <li>• Audit of CPF structures</li> </ul> <p>All reports have been completed and will shared with the relevant stakeholders. In addition the reports will form the basis of monitoring compliance to the recommendations in the next financial year.</p>
	Financial reports	4	Quarterly financial reports were drafted and submitted reflecting expenditure of the Department. The analysis conducted showed that 98.2% of the total budget was spent during the year under review. It should however be noted that the expenditure trend showed that this was achieved mainly from the second quarter since the first quarter was mainly characterised with planning after the elections.
	Quarterly Departmental Reports	4	All quarterly reports were drafted and submitted to MEC and the Treasury reflecting both progress and Departmental expenditure
To provide effective administrative support to the Executive Authority	Budget Speech	April	The budget speech for 2003/04 was prepared, presented and approved by the Legislature in June 2004. This reflected the plans and how the department intended to spend the money to be appropriated
	Submission to the Executive Council structures and Fora	Ongoing	<p>The following submissions are amongst those made to the Executive Council:</p> <ul style="list-style-type: none"> <li>• Executive Coordinating Committee meeting</li> <li>• Tshwane Metropolitan Police</li> <li>• Physical Inspection of Access Control in Garona</li> <li>• Rustenburg Conflicts</li> <li>• Urban Renewal Project</li> <li>• Quarterly and the Hundred Days Report</li> <li>• Tshidilamolomo CSC</li> <li>• Policing Priorities</li> <li>• Safety Open House</li> <li>• Departmental Structure</li> </ul>
	Technical Advise	Ongoing	Weekly briefing sessions were held with the MEC on Departmental activities and advise provided on policy implementation.



**Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Communicate and build sound relations with customers	Departmental Management meetings	24	Seventeen (17) meetings were held and twelve (12) of these were attended as scheduled. The other meetings were postponed due to pressing needs.
	Extended Departmental Management meetings	4	Only three (3) meetings were scheduled for the year and were all attended.
	Extech Meetings	24	Twenty four (24) Extech meetings were scheduled during the year under review. Eleven (11) of these were attended, three (3) apologies and six (10) were postponed.
	Extech Cluster Committee on Governance and Administration	24	Fourteen (14) meetings were attended, two (2) apologies and and eight (8) postponements were recorded.
	Heads of Secretariats meetings	12	Four (4) meetings were attended, six (6) were postponed and three (3) apologies tendered.
	Justice Crime Prevention Cluster meetings		Four (4) meetings were attended, no invitations were received for six (6) initial meetings of the first two quarters and three (2) apologies tendered.
To monitor and improve service delivery standards	Evaluation reports	Quarterly	The Department crafted its own service delivery standard to be met by all the Directorates. Although formal assessment was made, the general assessment is that most of the standards set have been met. The Department will review these standards in the coming financial year and develop new measures on those not achieved.

**Goal 7: Maintain a Dedicated and Motivated Staff Complement**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain Sound Labour Relations	Resolve staff grievances	80%	One (1) grievance was received but later withdrawn.
	Grievance and disciplinary reports	Quarterly	Two (2) employees were disciplined for negligent performance of duties and unauthorised access to premises.
Develop appropriate incentives for service delivery	Report on incentives in line with Departmental policy	November	Kindly refer to the report of Corporate Services hereunder.

**Goal 8: Ensure Sound Planning and Management of Finances and Assets**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound financial monitoring and reporting	Compliance with PFMA	4	All finances of the Department were monitored through quarterly expenditure reports and measures taken to ensure fruitful spending. As at year end, the Department had spent 98.82 % of its budget. The sub programme had spent 99.47%.
Ensure alignment of budget with the priorities	Business plan for flagship programmes	April	Business plans were developed for all flagship programmes.

## Sub Programme 2.2 Finance

The Directorate is responsible for the provision of support and advise to the other directorates and the HOD in terms of the Public Finance Management Act, 1999 and the Treasury Regulation.

### Strategic Goals, Objectives, Target and Performance

#### Goal 4: Ensure that the Organisation has the capacity and Competency to carry out its mandate

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop and maintain skills for effective Departmental Performance	Develop training interventions and integrate work place plan	May 3 courses per person per annual	Three (3) officials attended a 3-weeks course on Supply Chain Management provided by SAMDI. The CFO attended a Fraud and Risk Management seminar. Training was also offered to members of the Departmental Procurement Committee on the Supply Chain Management. Lack of funding resulted in the target of 3 courses per official not being met

#### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective implementation of the strategic plan in line with PFMA	Development of a business plan	April	The directorate developed its business plan in line with the strategic objectives of the Department
	Performance Agreements	One each year	The CFO signed a performance agreement with the HoD and all officials in the directorate signed their work plans with their respective supervisors. The plan of the Directorate was achieved through these plans.
	Quarterly & Annual Performance Evaluation and Reports	Four for each year and one annual per annum	Quarterly and annual performance reports have been submitted for all staff members of the directorate.

#### Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain appropriate reporting systems on Departmental performance against objectives and outputs	Quarterly Performance report	4	The directorate prepared and submitted all the quarterly reports reflecting progress on the implementation of the strategic plan.
	Departmental Management meetings	24	Seventeen (17) meetings were held and twelve (12) of these were attended as scheduled. The other meetings were postponed due to pressing needs.
	Extended Departmental Management meetings	4	Only three (3) meetings were scheduled for the year and were all attended.
	Departmental staff meetings	12	The directorate staff attended the Departmental staff meetings
	CFO forum	Quarterly	The CFO attended the CFO forum meetings as and when they were convened
To monitor and improve service delivery standards	Evaluation reports		An assessment of the service delivery standards of the directorate was reviewed during the year. Improvement mechanisms were noted and only captured in the minutes of the directorate meeting.

**Goal 7: Maintain a Dedicated and Motivated Staff Complement**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain Sound Labour Relations	Resolve staff grievances	80%	No grievances were recorded
	Grievance and disciplinary reports	Quarterly	No disciplinary matters were recorded.
Develop appropriate incentives for service delivery	Report on incentives in line with departmental policy	November	No other incentives were granted other than in accordance with the PMDS.

**Goal 8: Ensure Sound Planning and Management of Finances and Assets**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Ensure alignment of budget with priorities	Business plan for flagship programmes	April	The sub programme has spent 98.96% of its budget at year end. The alignment of budget with priorities was undertaken with operational managers.
Maintain and protect Departmental assets	Resource utilization plan	April - December	Register on the Departmental assets was developed to ensure proper management of assets
	Asset management system	May	An asset management policy as well as a procurement policy was developed during the year.
Maintain internal controls and systems	Proper internal control measures	Quarterly	<p>The following policies were developed by the directorate and approved during the year as part of the control measures:</p> <ul style="list-style-type: none"> <li>• Risk management strategy and fraud prevention plan (Feb. '05);</li> <li>• Debt management policy (June '04)</li> <li>• Petty cash policy (May '04)</li> <li>• Asset management policy (July '04)</li> <li>• Procurement policy (March '05).</li> </ul> <p>Monthly financial reports were submitted to management for review of expenditure trends.</p> <p>In year monitoring reports were submitted to the Provincial Treasury.</p> <p>The Departmental Procurement Committee meetings were held to review tenders in line with the tender delegations. Finance Committee meetings were also held to discuss and review the adjustment budget, inputs for 2005/06 budget as well as to consider expenditure patterns.</p>
	Submission of the Annual financial report	May	The annual financial report/statement was prepared and submitted to the Office of the Accountant General and the Auditor General by the 31st May 2005.

### Sub Programme 2.3: Corporate Services

#### Strategic Goals, Objectives, Target and Performance

##### Goal 4: Ensure that the Organisation has the Capacity and Competency to Carry out its Mandate

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop & maintain skills for effective Departmental Performance	Develop training intervention and integrate work place plan	May  3 courses per person per annual	Training plan & WSP were developed and submitted. The following training was facilitated: <ul style="list-style-type: none"> <li>• Executive Report Writing</li> <li>• Project management</li> <li>• Layout and Design</li> <li>• Business Writing Skills</li> <li>• Supply Chain Management</li> <li>• Job Evaluation</li> <li>• Introduction to Computers</li> </ul>

##### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective implementation of the strategic plan in line with PFMA	Development of a business plan	April	Developed Directorates Strategic and the operational plans. Linked Developed and linked work plans to Strategic plan and PMDS Conducted Quarterly Evaluations. Facilitated Department Annual Performance Assessments.
	Performance Agreements and Work Plans	One each year 80%	Performance agreement and work plans for the staff of the Directorate were developed and signed with all staff members in line with the strategic plan and performance management and development prescripts .
	Quarterly and annual performance evaluation and reports	Four for each year and one annual per annum	Twenty-one annual performance evaluations were completed. All quarterly evaluations were the basis for the annual assessments.



Part of the SAPS members pictured during the official opening of the refurbished Mabopane police station in May 2004.

**Goal 6: Ensure Effective and Efficient Management, Communication and Administrative systems**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Develop and implement the Departmental Human Resource Plan	Human Resource Management Report	Quarterly	The vacant strategic positions of the Department were filled according to the EE Plan also addressing the Gender requirements in line with the approved structure. These processes considered the Departmental priorities and challenges. Two senior managers were appointed in the second and third quarter of the year Three members of middle management were transferred to other Departments. One resigned and joined public sector. All other vacant posts filled immediately they became vacant with right people for the right positions. The HR plan of the Department does not allow much growth due to the flat structure and the size of the Department.
	Performance Management and development systems report	Quarterly	Performance agreements of managers were aligned to the strategic plan and to the component operational plan and individual work plans Compliance rate is approximately, Quarterly evaluations were over 80%
	Job Evaluation report	Quarterly	We have been able to evaluate eighteen positions during the financial year. Thus far all positions at and above the level of Assistant Director have been evaluated. The outstanding positions will be evaluated before end of September 2005.
	Recruitment and Retention Plan Report	Quarterly	All vacant posts filled immediately they became vacant with right people for the right positions. It addressed both employment equity plan and the gender. The annual incentives for crime prevention and combat makes provision for additional incentives for employees under a separate category. We hope to this will keep staff motivated. Another incentive is for a quarterly Friday after noon off for outstanding performance and will be within the discretion of management but will be non monetary. These notwithstanding, retention was impossible as staff move freely within government Departments for mobility reasons.
	Employment Equity Reports (internal)	Quarterly	With regard to the Departmental employment equity plan, our main concern is at levels 9 – 12 where about 60% are males, particularly at AD level. The Departments recruitment and selection process and advertisements targeted for women to redress this situation.
	Induction and re-orientation report	Quarterly	The newly appointed employees were inducted on the 15 July 2005 and 15 October 2004 respectively to ensure that they are given adequate information about the Government processes and procedures.
Maintain appropriate reporting systems on Departmental performance against objectives and outputs	Experiential Learning and internship report	Quarterly	Twenty six unemployed youth/student were taken in for experiential learning and to enhance employability rate. Two of them were able join the formal employment. This was also to enhance the changes of employability of the youth in line with the National Skills Development Strategy.
	Quarterly Performance report	Quarterly	All staff members were evaluated four times during the year based on quarterly reports. These reports were the basis for the annual assessments.
Communicate and build sound relations with customers	Departmental Management meetings	4	Seventeen (17) meetings were held and twelve (12) of these were attended as scheduled. The other meetings were postponed due to pressing needs.
	Extended Departmental Management meetings	4	Only three (3) meetings were scheduled for the year and were all attended.
	Departmental staff meetings	12	All the staff meetings were held as scheduled



### Goal 6: Ensure Effective and Efficient Management, Communication and Administrative Systems

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Monitor and improve service delivery standards	Evaluation reports	Quarterly	The Service Delivery improvement plan was subjected to assessment through questionnaires during the year. A revised plan is being drafted and will be work shopped in July 2005 with all staff members. The revised plan, unlike the previous one, will vary according to the services of each programme and will published separately.
Provide a safe and secure environment	Report on implementation of HIV and AIDS policy and programmes	Quarterly	Distributed HIV and AIDS policy Acquired and distributed supplements as part of wellness programme Coordinated a Departmental VCT 11 members of staff undertook VCT Coordinated Community Out reach programmes Distributed Xmas Hampers for the Majemantsho St. Vincent HIV and AIDS Orphans. Coordinated EAP deserving cases.
	Status report on Occupational Health and Safety.	Quarterly	Developed a Departmental Occupational Health and Safety Policy to be approved by end of the financial year  Obtained a First Aid Kit for the Department Coordinated a Departmental prayer day at Barolong Boo Ratshidi Hall on 1st August
	Gender policy implementation report	Quarterly	Integrated gender issues with EE.

### Goal 7: Maintain a Dedicated and Motivated Staff Complement

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound labour relations	Resolve staff grievances	Quarterly	One grievance report received was resolved. Briefing of staff on all labour relations matter took places as and when there was need to do so.
	Grievance and disciplinary reports	Quarterly	Of the disciplinary cases received one is still to be finalized.
Develop appropriate incentives for service delivery	Report on incentives in line with departmental policy	November	Incentives implemented in line with the PMDS policy. This process is done on an annual basis and awarded in July.

### Goal 8: Ensure Sound Planning and Management of Finances and Assets

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound financial monitoring and reporting	Compliance with PFMA	4	Quarterly financial reports were submitted and discussed in the Departmental Finance Committee meetings as required. As at year end, the programme had spent 99.57% of its budget.

### 2.7.3 PROGRAMME 3: OPERATIONS

#### Sub Programme 3.1 Chief Directorate Programmes

The sub programme is responsible to provide direction towards the implementation of the strategic plan on the core operational programmes of the Department

#### Strategic Goals, Objectives, Target and Performance

##### Goal 1: Initiate and Support Strategies on Crime Prevention and Transformation

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective coordination of crime prevention programmes	Audit of crime prevention projects in the province	August	An advertisement was made in the newspaper circulating in the North West province calling upon crime prevention stakeholders to register their projects with the Department. This process was intended for the development of a database of all crime projects and programmes in the province. A detailed report is discussed under sub-programme Liaison and Community Safety.
	Develop funding models for crime prevention projects	September	The business plans were coordinated for all crime prevention projects that required fund raising.
	Establishment of Municipal Police Service		In August 2001, the Executive Council Committee on Social Affairs (ECSA), as it was then constituted, took a resolution that municipal policing be piloted in selected cities in the province. These cities are Rustenburg, Mafikeng and Potchefstroom.  In taking this process forward, the Department drafted a framework on the establishment of municipal policing which is a basis for discussion with the pilot municipalities. The Executive Council has approved the application of Tshwane municipal policing service. The approval was gazetted on the 24th May 2005 (Provincial Gazette No 6167, Notice 264 of 2005). We have received the application for the establishment of municipal police service from Rustenburg Municipality. The application will be considered and finalised during 2005/06. We are still awaiting for progress with regard to Mafikeng.
	Maintain an effective complaints management system for Department	Quarterly statistics and classification	A strategy on management of complaints was developed. This was intended to streamline how complaints should be dealt with in the Department  During the year under review one hundred and ninety seven (197) complaints were received. Seventy seven (77) of these complaints were finalized as follows: <ul style="list-style-type: none"> <li>- five (5) complaints were dismissed as unsubstantiated,</li> <li>- thirty two (32) complaints were declined,</li> <li>- twenty nine (29) were referred to other Institutions and</li> <li>- eleven (11) referred back SAPS, as an office of first instances.</li> </ul> One hundred and twenty (120) complaints were carried forward to the 2005/2006 financial year. Six (6) are pending for departmental steps, fifty two (52) are pending investigations by SAPS, and sixty two (62) are awaiting response from SAPS.  The intervention made by the Department on individual complaints received has ensured that most of the cases which were pending due to poor service delivery were attended to and some finalized. The report outlining the successes is available for perusal. The acquisition of a hotline will enhance efficiency and effectiveness in promptly resolving complaints.

### Goal 3: Oversee Implementation of Crime Prevention Strategies by the SAPS and other Stakeholders

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective coordination and support on research	Research Reports and Priorities	Quarterly	<p>The Department prioritised research on Crime Prevention Through Environmental Design and Maintenance Policy and Minimum Standards and SAPS Vehicle Utilisation.</p> <p>However both projects were deferred to the next financial year because of limited resources</p> <p>We have prioritised research capacity building for all operational programme field workers as the basis for improving service delivery in the Department. Discussions were held with the HSRC and other service providers in December and will continue until this matter is finalised.</p>
	Monitoring and Evaluation reports	December	<p>The mandate of the Department is mainly assessment of police stations on identified projects. The research coordination of these projects is development of monitoring tools, station visit plan and communication to the Provincial Commissioner on the implementation of the plan. For the year under review, this was successfully achieved and all station assessment took place as scheduled. The reports are discussed in detail in sub programmes 3.2 and 3.3. hereunder.</p>
	Determination of Policing Priorities report	December	<p>The workshops were accordingly held in the thirty-six priority stations during October-November 2004 as planned. The report was submitted to the Executive Council and the following priorities have been approved:</p> <ul style="list-style-type: none"> <li>• House breaking</li> <li>• Rape</li> <li>• Murder</li> <li>• Robbery</li> <li>• Assault</li> <li>• Domestic Violence and</li> <li>• Stock Theft</li> </ul> <p>The report has been sent to the Minister and the Provincial Commissioner during April 2005 for inclusion in the Operational Plans.</p>
	Stock theft consultative report	April	<p>The report of the consultative workshops was adopted by the three MEC's during August 2004. A business plan was drafted and submitted to the three MEC's and HOD's of relevant Departments in mid October 2004 to mobilise funds to implement some of the recommendations flowing from this report. There has not been any favourable response with regard to funding. The project will be pursued further during 2005/06.</p>
	Monitoring and evaluation Strategy	May	<p>The strategy for monitoring the SAPS was developed and used during the station visits. The strategy has assisted the Department in monitoring SAPS and improving on feed back to the SAPS.</p>
	Monitoring and evaluation report	January	<p>The report on each project appears under the each sub programme as discussed hereunder.</p>
	Policy implementation assessment report	March	<p>Assessment of all policies developed by the Department was conducted mainly to check on the extent to which Department has been successful on its implementation and the gaps that may still exist.</p> <p>The analysis showed that the Department has been successful in adhering to the internal policies developed. Reviews will be conducted on an ongoing basis.</p>

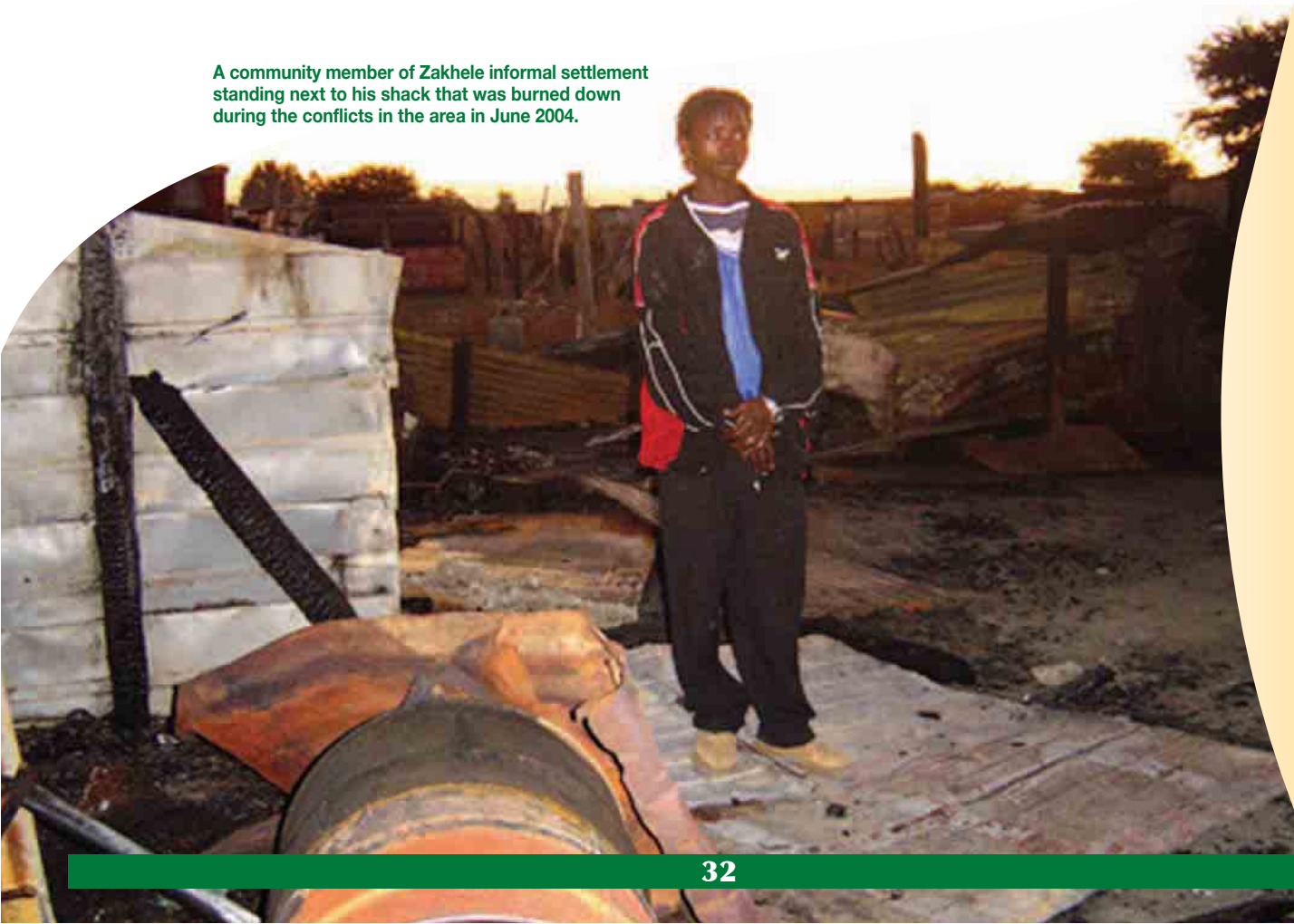
#### Goal 4: Ensure that the Organisation has the Capacity and Competency to Carry Out its Mandate

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop and maintain skills for effective Departmental Performance	Develop training intervention and integrate work place plan	May 3 courses per person per annual	The Chief Directorate staff were trained in accordance with the Training Plan & WSP developed and approved by the Department. The following training was facilitated. <ul style="list-style-type: none"> <li>Executive Report Writing</li> <li>Project management</li> <li>Business Writing Skills</li> <li>Supply Chain Management</li> <li>Introduction to Computers for some of the officials</li> <li>Policy Formulation and Development</li> </ul>

#### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective implementation of the strategic plan in line with PFMA	Development of a business plan	April	The plans were drafted by the respective sub programmes and were scanned for quality assurance. Same were submitted to the Head of Department for engagement of relevant donor institutions.
	Performance Agreements	One each year	The performance agreement and work plans were developed and signed with all staff members.
	Quarterly and annual performance evaluation and reports	Four for each year and one annual per annum	Quarterly and annual evaluation of all staff in the directorate took place.  The general performance of the directorate was satisfactory. There is however a need to improve on the research skill and time management in the directorate in order to improve on the assessment reports and submission timeously.

A community member of Zakhele informal settlement standing next to his shack that was burned down during the conflicts in the area in June 2004.



## Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain appropriate reporting systems on departmental performance against objectives and outputs	Quarterly performance report	4	Four (4) quarterly performance reports highlighting progress on the implementation of the strategic plan and other unplanned activities were drafted and submitted to the Head of Department.
Communicate and build sound relations with customers	Departmental management meetings	4	The Departmental management meetings are the main drivers on the proper management of the department. Seventeen (17) meetings were held and sixteen (16) of these were attended as scheduled. The other meetings were postponed due to pressing needs.
	Extended Departmental Management meetings	4	The Extended Departmental Management meetings are mainly held on a quarterly basis to review and report progress made by the Department. Only three (3) meetings were scheduled for the year and were all attended.
	Departmental staff meetings	12	The staff meetings are mainly intended to report on general staff issues and achievement on the implementation of the strategic plan. Due to pressing unforeseen activities, only three meetings were convened,
	Letsema Programme Report	March	<p>The province has since 2001 heeded the call by mobilizing communities to volunteer their services. The theme for the year under review was: " Building a People's Contract For A Safe South Africa, Volunteers Embarking on Safety For All"</p> <p>The objective of the programme was to coordinate voluntary services towards safety and security within the province. This took the form of :</p> <ul style="list-style-type: none"> <li>• Provincial launch of SAPS reservists programme and recognize them for their voluntary services,</li> <li>• Recognition of the Community Police Forums for their volunteerism</li> <li>• Popularizing Anti rape strategy and strategize on the reduction of rape cases and all other contact crimes targeting women and children.</li> <li>• Showcase programmes of the Department</li> <li>• Awareness campaigns on youth against alcohol and drug abuse (Conduct Don't do drugs campaign on prevention, detection and support). The campaigns were held at Moratwe High (Moretele) ,Bokang Rakgwedi, (Gannalaagte) Alabama Secondary, (Klerkorp) and Bopaganang High (Vryburg)</li> <li>• SAPS Operations targeting selected drug infested schools, most wanted suspects of safety</li> </ul> <p>The programme was launched on the 1st February 2005 at Ikageng (Potchefstroom) and closed up in Mafikeng on the 25th February 2005. Various awards were granted to the best CPF's and best police members.</p>
To monitor and improve service delivery standards	Evaluation reports	Quarterly	<p>Progress on the service delivery is embedded in the quarterly report of the Department and was therefore not done separate.</p> <p>While the Directorate adhered to the standards there is still need for improvement on the turn around time on the submission of reports and communication to stakeholders</p>
To provide a secure and safe working environment	Security Management Strategy	May	The strategy and policy were developed and approved for implementation. Impact assessment will be conducted in the next financial year.

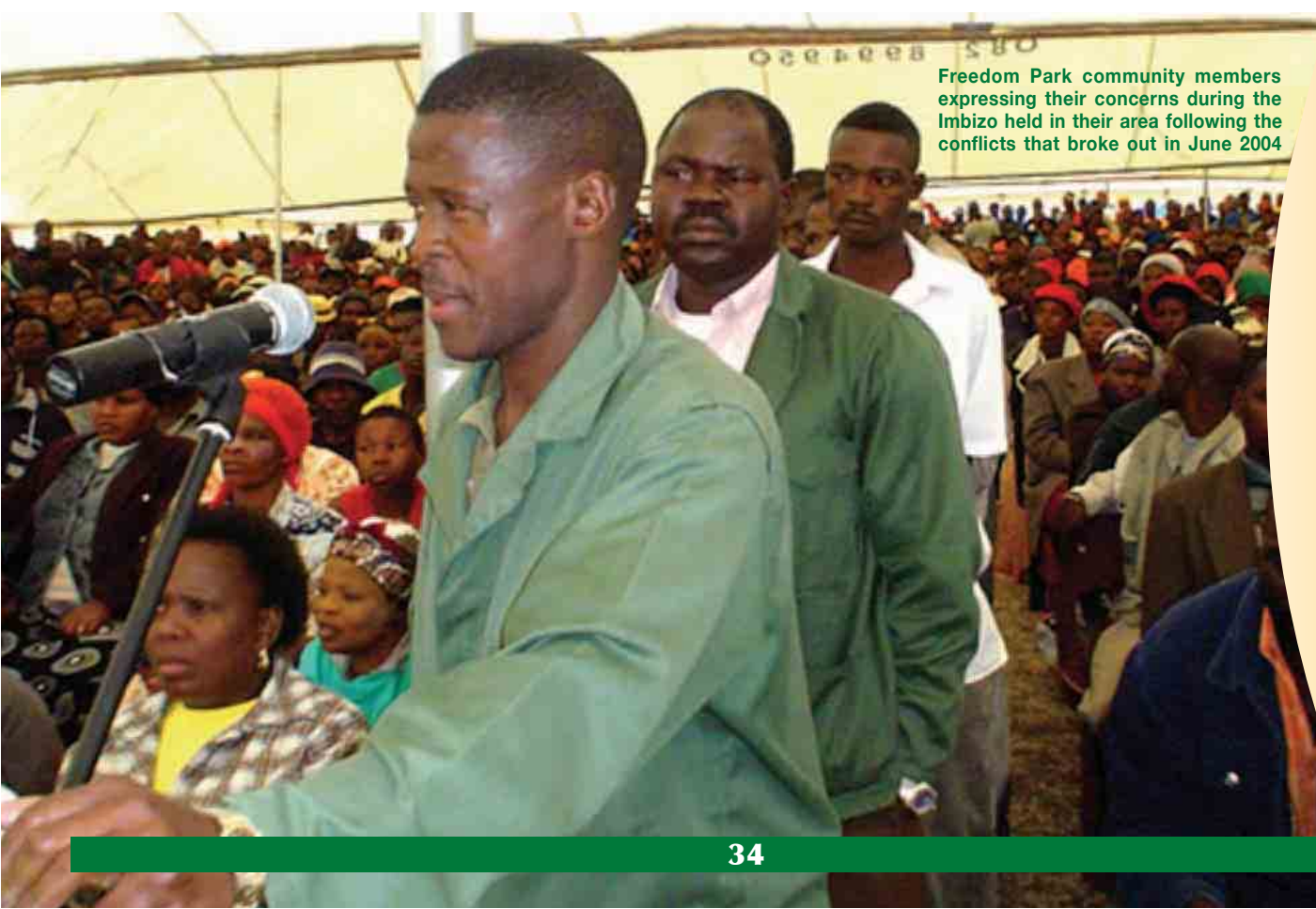


### Goal 7: Maintain a Dedicated and Motivated Staff Complement

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound labour relations	Resolve staff grievances	Quarterly	One grievance was received for unauthorised leave without pay. The grievance was dismissed.
	Grievance and disciplinary reports	Quarterly	One disciplinary action was taken against an official. An appeal has been lodged and is pending finalisation.
Develop appropriate incentives for service delivery	Report on incentives in line with departmental policy	November	The Department developed and approved a Provincial Crime Prevention Incentive Framework. Part thereof is intended to incentivise the best staff member through nominations from staff. There was however no nomination for the year under review  The different staff members were however incentivised for their performance in terms of the Performance Management Development System.

### Goal 8: Ensure Sound Planning and Management of Finances and Assets

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound financial monitoring and reporting	Compliance with PFMA	4	All finances of the unit were monitored through expenditure reports and measures taken to ensure fruitful spending in the unit. The quarterly reports reflected all expenditures of the unit. As at year end, the program has spent 101.28% of its budget.
Ensure alignment of budget with the priorities	Business plan for flagship programmes	April	Business plans were drafted for the flagship programmes as discussed under goal 1.
Maintain and protect departmental assets	Resource utilisation plan and reporting	April	No losses were recorded during the year.



Freedom Park community members expressing their concerns during the Imbizo held in their area following the conflicts that broke out in June 2004

### Sub Programme 3.2 Liaison and Community Safety

The sub programme is responsible for coordination, monitoring and evaluation of crime prevention programmes implemented by the South African Police Services, Multi Coordinating Structures and Community Police Forums.

#### Strategic Goals, Objectives, Target and Performance

##### Goal 2: Promote Stakeholder Participation in Crime Prevention

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Enhanced functioning of the institutions and stakeholders on crime prevention	Members of the CPFs trained in relevant courses	September	Thirty (30) Members of the Provincial Board and Area Boards were trained. The training was completed accordingly during November 2004. The training was on violence against women and children as well as project management. A report and modules have been delivered to the Department. Further training will now take place internally during 2005/06 for the rest of the CPF members.
	Train Councillors and public safety officials in 21 municipalities	December	The LMAC's were trained in various fields in the previous year. Team building sessions could not take place during November due to the 16 Days coordination and station visits programme that we had to perform. The team building sessions will be carried over to 2005/06. The intention is to create a sense of belonging, identity and shared responsibility and vision amongst stakeholders at municipal level.
	Incentive Framework for the Community Police forum members	October	The draft policy has been circulated in January 2005 for comments of the CPF Board. The approval has been delayed by consultations. We hope to finalise this matter in August 2005. Once comments are received the policy will be amended if need be, and finally approval sought for implementation.
	Crime Prevention Through Environmental Design Policy and Minimum Standards	November	The Department could not proceed with this project due to shortage of funds. It was agreed that this project be deferred to the 2005/06 financial year. A tender has already been advertised, evaluated and adjudicated. There is a budget set aside for this project in the sum of R500 000.
Maintain good relations between SAPS and the community	Transfer payments to CPFs	June	The funds were transferred to the Board for implementation of their business plan. Problems have been encountered with the management and administration of the funds from the previous audits. We are in the process of reviewing the allocation of these funds to ensure better utilisation and value for money to government. Monitoring and spot audits have been enhanced together with financial management support through the Chief Financial Officer.
	Community police audit report	January	<p>The project was completed in thirty six (36) stations as planned and the report accordingly approved. The following are some of the findings recorded</p> <ul style="list-style-type: none"> <li>• There exists confusion on the role of Sector and CPF sub fora</li> <li>• Only eight (8) CPF comply with financial management principles</li> <li>• Frequent elections affect the capacity of the CPF to function effectively</li> <li>• There is commitment from Station Commissioner to CPF's.</li> </ul> <p>The recommendations will be taken up with the SAPS for adoption and formulate an agreed programme of action for implementation.</p>

## Goal 2: Promote Stakeholder Participation in Crime Prevention

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
	Host radio talk shows on approved areas of concern to the public	Quarterly	<p>The recommendations will be taken up with the SAPS for adoption and formulate an agreed programme of action for implementation.</p> <p>All radio talk shows were attended as approved to inform the public about matters relating to crime prevention. The following topics were covered:</p> <ul style="list-style-type: none"> <li>• Project Nexus</li> <li>• Violence Against Women and Children</li> <li>• Anti Rape Strategy</li> <li>• Sixteen Days Campaign</li> <li>• Lestema programme</li> </ul>
	Host public meetings in four areas of the province on critical issues	January	Public meetings could not be convened due to lack of resources.
	Anti-rape campaigns	November	Three workshops (Vryburg, Potchefstroom, Rustenburg) were conducted during February 2005 specifically for anti rape strategies. These included the Departments of Health, Social Development, SAPS and municipalities. A report is being compiled and will be submitted to the Social Development Cluster Committee with appropriate recommendations.
	Safer Schools campaign	January	This project will have to be spread over a two-year period given other responsibilities and in order to make a meaningful assessment. A scanning will be done on few selected schools. The target date has been shifted to March 2006.

## Goal 3: Oversee Implementation of Crime Prevention Strategies by SAPS and Other Stakeholders

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Monitoring and evaluation of SAPS programmes	Adopt a cop assessment report	July	Given the limited number of personnel and the required scope of work, it has been agreed that this project be spread over a two year period given other responsibilities and in order to make a meaningful assessment. A scanning will be done on few selected schools. A full report will therefore only be available in March 2006.
	Victim empowerment centres assessment report	September	<p>The purpose of the study was to assess the functionality of the established victim friendly facilities, availability of sexual assault evidence collection kits, establishment of victim friendly rooms \ centres within the police station, access to external victim support centres, places of safety and health facilities, and training of front – line personnel.</p> <p>The finding are that twenty (20) of the thirty six (36) stations visited has Victim Friendly Facilities. All stations have Sexual Assault Evidence Collection Kits and have good working arrangements with the CPU. There is still a need to engage the Departments of Social Development and Health to give sufficient attention to victim centres/ support rooms. The conclusion reached is that SAPS have made good progress towards the implementation of the Anti – Rape Strategy Guidelines.</p> <p>The recommendations will be taken up with the SAPS for adoption and formulate an agreed programme of action for implementation.</p>

### Goal 3: Oversee Implementation of Crime Prevention Strategies by SAPS and Other Stakeholders

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
	Sector Policing assessment report	November	<p>The aim of the project was to assess the extent to which Sector policing is implemented in 36 prioritized stations.</p> <p>The Department found that remarkable progress has been made with regard to:</p> <ul style="list-style-type: none"> <li>• Determination of sector boundaries;</li> <li>• Appointment of sector commanders; and</li> <li>• Compilation of sector profiles.</li> </ul> <p>Challenges facing most stations include:</p> <ul style="list-style-type: none"> <li>• Training of sector commanders and their deputies</li> <li>• Development of sector crime fora</li> <li>• Implementation of integrated prevention initiatives.</li> <li>• Evaluating the impact of crime prevention initiatives.</li> </ul> <p>The recommendations will be taken up with the SAPS for adoption and formulate an agreed programme of action for implementation.</p>
To develop and maintain skills for effective Departmental Performance	Develop training intervention and integrate work place plan	May  3 Courses per person per annum	<p>Training needs were identified and employees on level employees went for training in the following</p> <ul style="list-style-type: none"> <li>• Project management</li> <li>• Policy management and development</li> <li>• Report writing</li> <li>• Supply Chain management</li> <li>• Front line office management</li> </ul> <p>This training was aligned with the Workplace Skills Plan.</p>

### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective implementation of the strategic plan in line with PFMA	Development of a business plan	April	The business (operational) plan plans was drafted for the sub programme and approved by the Chief Director.
	Performance Agreements	One each year	The performance agreement and work plans were developed and signed with all staff members.
	Quarterly and annual performance evaluation and reports	Four quarterly and one annual	Quarterly and annual assessments were done for all staff members in the sub programme in line with the PMDS and based on reports given.

**Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain appropriate reporting systems on departmental performance against objectives and outputs	Quarterly performance report	4	All four quarterly performance reports were furnished to the Chief Director.
Communicate and build sound relations with customers	Departmental management meetings	4	Seventeen (17) meetings were held and twelve (12) of these were attended as scheduled. The other meetings were postponed due to pressing needs.
	Extended Departmental Management meetings	4	Only three (3) meeting were scheduled and duly attended.
	Departmental staff meetings	12	The staff meetings are mainly intended to report on general staff issues and achievement on the implementation of the strategic plan. Due to pressing unforeseen activities, only seven (7) meetings were convened,
To monitor and improve service delivery standards	Evaluation reports	Quarterly	Evaluation of service standards is part of performance evaluation for each employee. As the sub programme does not have its own (separate) service standards, no evaluation could be made for the sub programme.

**Goal 7: Maintain a Dedicated and Motivated Staff Complement**

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound labour relations	Resolve staff grievances	Quarterly	No grievances were recorded for this year.
	Grievance and disciplinary reports	Quarterly	No incidents of a disciplinary nature were recorded during the year.
Develop appropriate incentives for service delivery	Report on incentives in line with departmental policy	November	No incentives were granted to employees except through the PMDS policy.



## Goal 8: Ensure Sound Planning and Management of Finances and Assets

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound financial monitoring and reporting	Compliance with PFMA	4	All finances of the unit were monitored through expenditure reports and measures taken to ensure fruitful spending in the unit. The quarterly reports reflected all expenditures of the unit. As at year end, the program has spent 97.83% of its budget.
Ensure alignment of budget with the priorities	Business plan for flagship programmes	April	<p>Business plans were drafted for the following projects:</p> <ul style="list-style-type: none"> <li>• Bothitong Crime prevention project</li> <li>• CCTV project in Mafikeng</li> </ul> <p>The plans were deposited and discussed with the following institutions for possible funding</p> <ul style="list-style-type: none"> <li>• UN Office on Drugs and Crime</li> <li>• Swedish Embassy</li> </ul> <p>Meetings were held with donor institutions and follow ups made later during the last quarter. There is no formal positive response thus far. Most donors have indicated that they have direct agreement with SAPS at national level. The SAPS have selected three provinces viz Limpopo, Eastern Cape and Kwa Zulu Natal for projects thereon. Based on the meetings and informal discussions, the donors mostly are directed by their countries to enter into agreements at national level. No funding could thus be secured during the year.</p>

### Sub Programme 3.3 : Transformation and Oversight

The sub programme has the responsibility of monitoring transformation in the SAPS. This is mainly done through monitoring and evaluating implementation of transformation policies within the service. The other function is the coordination of the criminal justice clusters at magisterial level mainly to ensure that SAPS is effective and efficient in its investigation of cases.

#### Strategic Goals, Objectives, Target and Performance

##### Goal 1: Initiate and Support Strategies on Crime Prevention and Transformation

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Establishment of municipal police services	Identify alternative funding options	June	The Executive Council has approved the application of Tshwane municipal policing service. The approval was gazetted on the 24th May 2005 (Provincial Gazette No 6167, Notice 264 of 2005).  A framework on the establishment and funding of the municipalities was developed and circulated to all the municipalities for information should they require to establish municipal police
	Progress report on municipal police pilots projects	Quarterly	We have received the application for the establishment of municipal police service from Rustenburg Municipality. The application will be considered and finalised during 2005/06.
Maintain an effective complaints management system for the Department	Implementation of the strategy and progress report	April and thereafter	The strategy is being implemented and report on the complaints is also being analysed for improvement of service delivery
Implementation of programmes for the transformation of SAPS	Transformation priorities	May	The priorities for the year were determined and implemented in terms of the Departmental projects. These are <ul style="list-style-type: none"> <li>• Distribution of resources</li> <li>• Diversity Management</li> </ul>
Effective coordination of the criminal justice system	Transformation report	March	The tender has been awarded to Regenesys and training has been completed for the identified stations. The training was on cultural diversity/ change management which hampers service delivery. The stations targeted were mainly affected by racial complaints viz. Zeerust, Lichtenburg, Ventersdorp, Vryburg and Swaruggens. A separate report on the training is available.  Mandate Molefi and Associates has also completed its report on the distribution of resources amongst stations which was conducted in twenty two selected stations. Their findings are amongst others <ul style="list-style-type: none"> <li>• Station managers do not have a clear understanding of the REP</li> <li>• Centralised budgeting negatively affects REP implementation</li> <li>• there is lack of accurate records/ information to assess REP</li> </ul>
	Coordination strategy	May	The strategy was developed and implemented during the financial year
	Coordinate establishment of outstanding clusters	September	All clusters have been established and are now functional

## Goal 2: Promote Stakeholder Participation in Crime Prevention

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Implementation of a public education and advocacy programme	Host radio talk shows on approved areas of concern to the public	Quarterly	All radio talk shows were attended as approved to inform the public the criminal justice system. The following topics were covered: <ul style="list-style-type: none"> <li>• Policing priorities</li> <li>• Complaints management systems and processes</li> <li>• Resource allocation for SAPS</li> <li>• Human Rights</li> </ul>
	Host public meetings in four areas of the province on critical issues	January	Public meetings were held on matters relating to policing and the criminal justice system. These were conducted in conjunction with the Department of Justice. These were held at the following areas <ul style="list-style-type: none"> <li>• Klerksdorp</li> <li>• Lehurutshe</li> <li>• Ditsobotla</li> <li>• Taung</li> <li>• Vryburg</li> <li>• Wolmaranstadt</li> </ul>

## Goal 3: Oversee Implementation of Crime Prevention Strategies by SAPS and Other Stakeholders

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Monitoring and evaluation of SAPS programmes	Motor vehicle utilisation report	December	The initial plan was to outsource this project. Given the amounts quoted and the sensitivity of information, it was not possible to proceed with this project. It was therefore agreed that the project be deferred to 2005/06.
	Response rate to scenes of crime report	January	The assessment was also carried out for the project and the findings were that the response time depended on number of factors such as geographic conditions such as access roads, street lighting and availability of personnel as well as vehicles for the SAPS members, discipline of members, whether the area or scene is in rural, CBD, township or farm or small holdings. The general findings is that absence of a specific yardstick or criteria, cause members of the public to make their own opinions of what constitute poor service as regards responsiveness to complaints.  The recommendations will be taken up with the SAPS for adoption and formulate an agreed programme of action for implementation.
	Safety and Handling of dockets report	September	The safety, movement or handling of dockets is regulated by Standing Order (G) 305 (especially Case Register-SAP 256). It also provides guidelines for Commanders on administrative matters regarding movement of case dockets.  The purpose of the project was to assess the levels of the safety and handling of dockets within the criminal justice system.  The general findings are that the dockets are fairly kept safe (although there were minor concerns in some police stations particularly on storage). The same conclusion was established with regard to the courts.  The recommendations will be taken up with the SAPS for adoption and formulate an agreed programme of action for implementation.

### Goal 3: Oversee Implementation of Crime Prevention Strategies by SAPS and Other Stakeholders

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
	Dockets closed as undetected	March	<p>The Standing Order (G) 325 and Force Orders of the South African Police Service as promulgated by the National Commissioner from time to time. This Order (G) 325 prescribes the circumstances under which a docket may be closed as undetected. The instrument, further prescribes how endorsements should be recorded, and also give guidance regarding closure of case dockets for different crimes.</p> <p>The Department had during 2004/5 assessed the extent to which the SAPS has succeeded in the implementation and adherence to the policy. The assessment was undertaken in the 36 prioritized police stations</p> <p>The general findings were that there was lack of adherence to prescripts, failure to comply with instructions issued by their Commanders, non - compliance to Prosecutors' instructions and case dockets are closed as undetected without having utilized services of Specialized Units.</p> <p>The recommendations will be taken up with the SAPS for adoption and formulate an agreed programme of action for implementation.</p>

### Goal 4: Ensure that the Organisation has the Capacity and Competency to Carry out its Mandate

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
To develop and maintain skills for effective Departmental Performance	Develop training intervention and integrate work place plan	May 3 courses per person per annual	<p>Training needs were identified and seven (7) employees went for training in the following</p> <ul style="list-style-type: none"> <li>• Project management</li> <li>• Report writing</li> <li>• Policy management and development</li> </ul> <p>This training was aligned with the Workplace Skills Plan.</p>

### Goal 5: Provide Strategic and Managerial Direction

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Effective implementation of the strategic plan in line with PFMA	Development of a business plan	April	The business (operational) plan was drafted for the sub programme and approved by the Chief Director.
	Performance Agreements	One each year	The performance agreement and work plans were developed and signed with all staff members.
	Quarterly and annual performance evaluation and reports	Four each and one annual	Quarterly and annual assessments were done for all staff members in the sub programme in line with the PMDS and based on quarterly performance reports given.

#### Goal 6: Ensure Effective and Efficient Management Communication and Administrative Systems

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain an appropriate reporting systems on Departmental performance against objectives and outputs	Quarterly performance report	4	All four quarterly performance reports were furnished to the Chief Director.
Communicate and build sound relations with customers	Departmental Management meetings	24	Seventeen (17) meetings were held and twelve (12) of these were attended as scheduled. The other meetings were postponed due to pressing needs.
	Extended Departmental management meetings	4	Only three (3) meeting were scheduled and duly attended.
	Departmental staff meetings	12	The staff meetings are mainly intended to report on general staff issues and achievement on the implementation of the strategic plan. Due to pressing unforeseen activities, only nine (9) meetings were convened,
To monitor and improve service delivery standards	Evaluation reports	Quarterly	Evaluation of service standards is part of performance evaluation for each employee. As the sub programme does not have its own (separate) service standards, no evaluation could be made for the sub programme.

#### Goal 7: Maintain a Dedicated and Motivated Staff Complement

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound labour relations	Resolve staff grievances	Quarterly	No grievances were recorded for this year.
	Grievance and disciplinary reports	Quarterly	No incidents of a disciplinary nature were recorded during the year.
Develop appropriate incentives for service delivery	Report on incentives in line with departmental policy	November 2	No incentives were granted to employees except through the PMDS policy.

#### Goal 8: Ensure Sound Planning and Management of Finances and Assets

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Maintain sound financial monitoring and reporting	Compliance with PFMA	4	All finances of the unit were monitored through expenditure reports and measures taken to ensure fruitful spending in the unit. The quarterly reports reflected all expenditures of the unit. As at year end, the program has spent 96.62% of its budget.
Ensure alignment of budget with the priorities	Business plan for flagship programmes	April	



### Goal 9: Explore Alternative Funding Opportunities

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	TARGET 2004/5	PERFORMANCE
Facilitate financial support for crime prevention	Development of business plans to access funding of critical crime prevention or research	June	<p>Business plans were drafted for the following projects:</p> <ul style="list-style-type: none"> <li>• Building of Bothitong police station</li> <li>• High mast light project in Lomanyaneng</li> </ul> <p>The plans were deposited and discussed with the following institutions for possible funding</p> <ul style="list-style-type: none"> <li>• UN Office on Drugs and Crime</li> <li>• Swedish Embassy</li> </ul> <p>Meetings were held with donor institutions and follow ups made later during the last quarter. There is no formal positive response thus far. Most donors have indicated that they have direct agreement with SAPS at national level. The SAPS have selected three provinces viz Limpopo, Eastern Cape and Kwa Zulu Natal for projects thereon. Based on the meetings and informal discussions, the donors mostly are directed by their countries to enter into agreements at national level. No funding could thus be secured during the year.</p>

The following projects were carried over and above the strategic plan. They are;

- **Rustenburg Conflicts and Urban Renewal Programme**

The Department facilitated the resolution of the conflicts that broke out during June 2004. Two informal settlements, Zakhele and Freedom Park, experienced violent conflicts which in some cases led to loss of life. This violence is a long standing problem associated with the socio economic conditions of the informal settlements in Rustenburg. A study commissioned by the Department earlier had found that the socio economic conditions are the main contributing factors to crime and violence in these informal settlements.

A further study was then commissioned to draft a business plan that will lead to the improved living conditions. The final report of this study has been tabled with the Executive Council Structures. The report has its focus thirteen (13) villages/informal settlements. It has details of projects required, role players and costing. The Executive Council has adopted the recommendations of the report and has tasked responsibility of implementation to the Department of Developmental Local Government and Housing.



MEC Modiselle interacting with a member of the community in Freedom Park during her visit to the area after the violence that broke out in the area.



**Safety and Security Minister, Charles Nqakula, Provincial Commissioner Beetha, MEC Maureen Modiselle and the CPF Chairperson in the Zakhele area, Mr Glen Mmutle pictured during the Minister's walk about during his visit to Zakhele as part of his efforts to defuse the tension in the area following the violence that erupted in the area.**

- **Management Information Database**

This project was intended to create a database of all Departmental information regarding its projects. It was further designed to serve as a back up service for all Departmental reports. The project could not be completed due to lack of funds. We have now an in principle commitment from the DBSA to fund this project. We have not as yet received a written confirmation from DBSA in this connection. We have decided to budget for this project in 2006/07.

- **Alignment of Station Precincts**

The assessment has revealed that we have ninety five (95) police stations, three (3) police areas (equivalent of regions), twenty one (21) municipalities, four (4) cross border municipalities and twenty eight (28) magisterial districts in the province. The alignment process has revealed that there will be a continued challenges of service delivery in the criminal justice Departments and municipalities. We therefore have to conduct an ongoing assessment as and when service delivery becomes negatively affected in a particular area. There has indeed been consultation with affected areas in the Northwest province. This matter has now been tabled with the JCPS cluster for further input and comment as proposals also affect the prosecution and the court structures.



## • Launch of Tshidilamolomo

The Community Safety Centre was duly launched by the National Minister, Mr C Nqakula, on the 27th August 2004. The Provincial Executive has now resolved to convert the centre into a Multi Purpose Community Centre through the leadership of the Office of the Premier. The current services rendered at the centre are judicial services, policing, health services and processing of home affairs documents.



**Minister Charles Nqakula and MEC Modiselle shaking hands after unveiling the plaque at the Tshidilamolomo Community Safety Centre while the Executive Mayor of Central District Municipality, Cllr Mbuyiselo Mohulatsi (left) and Kgosi Lekoko (right) showed their appreciation of the centre with smiles.**

## • Status of Border Posts between Botswana and Northwest

The report has been finalised on the 30th August 2004. A copy of the report has accordingly been submitted with recommendations. A meeting was held with SAPS and several recommendations adopted for implementation. There could be a slight delay in the implementation process since the border policing functions have now been transferred to the Protection Services at National level.

The study and executive summary has been completed as planned. The report will be used as a basis for the review of the White Paper or new Safety and Security Act during the consultative gatherings.

## • Alcohol and Drug Abuse Campaign

Awareness campaigns on youth against alcohol and drug abuse (Conduct Don't do drugs campaign on prevention, detection and support) The campaigns were held at Moratwe High (Moretele) ,Bokang Rakgwedi, (Gannalaagte) Alabama Secondary, (Klerkdorp) and Bopaganang High (Vryburg)



- **Feedback to complainants/victims of crime about progress of their cases**

In terms of prescribed policy, the SAPS members are required to provide feedback to complainants. This is in line with the Constitution, the Service Charter for Victims of Crime and Batho Pele White Paper.

The following is a general overview of the observations and findings were that in all thirty-six police stations visited, majority (over 97%) members of the Detective Unit have underwent a detective course that incorporates, feedback to complainants/victims of crime; however all Stations do not have a standards on how often should complainants/victims of crime be updated or given progress of their cases, hence some, per agreement amongst themselves came up with some “norm”, to give feedback to complainants/victims of crime on monthly basis, telephonically or actual visits which to a certain extent has been complied with.

It was further established that ratio of investigators against number of case dockets and geographical conditions affects adherence to these norms.







## **PART III: REPORT ON HUMAN RESOURCES**

## 1. Service Delivery

All departments are required to develop a Service Delivery Improvement (SDI) Plans. The following tables reflect the components of the SDI plan as well as progress made in the implementation thereof.

### 1.1 : Main Services Provided and Standards

MAIN SERVICES	ACTUAL CUSTOMERS	STANDARD OF SERVICE	ACTUAL ACHIEVEMENT AGAINST STANDARDS
Monitoring and evaluation of the SAPS	South African Police Services (SAPS)	Reports, meetings and workshops	The reports on monitoring projects have been completed and are yet to be discussed with the SAPS for adoption and way forward.
Meeting facilitation and administrative support	Community Police Fora	Training of members	Training of executive members was on finance and issues regarding violence against women and children
Liaison with communities on conflict resolution	Members of the Public	Invitations and through meetings	Various meetings to resolve community conflicts were convened, most notably in Zakhele, Freedom Park, Gamorona and Rustenburg.
Co-ordination of crime prevention strategies	Government Departments South African Police Services (SAPS)	Meetings and workshops	Workshops were held in all three policing areas on alcohol and drug abuse as well as anti rape strategy guidelines.
Provision of communication services	Members of the Public	Departmental website, e- mail and circulation of hard copies	The website has been re-designed and updated. All publications and media statements have been placed thereon.
Coordination of the criminal justice system structures	Government Departments Members of the Public	Meetings and workshops	Workshops were held with all other criminal justice Departments on the right to bail, restorative justice and victim's rights.
Reporting to the Legislature	Legislature	Reports, meetings, telephonic and workshops	Meetings of the Standing Committee have all been attended and briefing made on the annual report, the strategic plan and reports on other questions of service delivery were drafted.

### 1.2 Consultation Arrangements with Customers

TYPE OF ARRANGEMENT	ACTUAL CUSTOMERS	ACTUAL ACHIEVEMENTS
Workshops, Conferences and Seminars	Provincial structures and the public	A number of workshops have been held with stakeholders to consult on our tasks. Examples are task teams formed to quell the Rustenburg and Gamorona conflicts.
Ad hoc meetings	Traditional Leaders	No meetings took place with traditional leaders due to the Traditional Leadership Bill consultative processes.
Meetings and Imbizos	Members of the Public	Imbozo's were held in Gamorona, Freedom Park and Zakhele as well as other Provincial Imbizo's. Feedback is then given on matters raised thereat.
Radio/TV Talk shows	Members of the Public	A radio talk show has been conducted throughout the year to consult and inform the public about Departmental priorities.
Executive Council Memorandum & meetings	Governance structures	Departments and other stakeholders are consulted through various submissions made to the Executive Council structures from time to time.
Participative and coordinating structures like the Provincial Crime Prevention Forum, Executive Coordinating Council, Multi Agency Crime Structures, Mincom, Stock Theft Forum etc	EXCO, Legislature South African Police Services (SAPS)	The Department attends all meetings of these structures to ensure cohesion, unison and integration in formulating priorities and programmes. These meetings have varied frequency of sitting. They are used as a basis for consulting on various matters.

### 1.3 : Service Delivery Access Strategy

ACCESS STRATEGY	ACTUAL ACHIEVEMENTS
Reports, meetings and workshops	All reports, meetings and workshops are canvassed to all stakeholders to ensure buy-in, cooperation and support of Programmes.
Invitations, meetings and publications	Invitations are issued timeously and meetings are canvassed to targeted stakeholders. Published information is placed in the website to provide wider access by customers.
Departmental website, e-mail and circulation of hard copies	The Departmental website contains all information with regard to Departmental activities. These include the strategic plan, annual report, Budget speech newsletters and press statements.
Submissions	Submissions are made from time to time to the Executive Council structures on progress towards our goals.

### 1.4 : Service Information Tool

TYPES OF INFORMATION TOOL	ACTUAL ACHIEVEMENTS
Publish a directory of services and the strategic plan	The directory has been approved and placed in the Departmental website. It is being printed with all the publications of the Department. The Strategic Plan was printed and circulated to customers and placed in our website.
Hold quarterly press briefings and press releases	Press statements are issued from time to time alerting the public of safety and security matters. Press briefings are conducted when the need arises.
Translate the annual report into Tswana	This matter was not achieved due to budget constraints.
Quarterly news letters	Four news letters were issued to keep our customers abreast of progress in achieving our goals. Four thousand copies have been circulated.
Annual Report	The report is published during September of each year as a means to inform our customers.

### 1.5 : Complaints Mechanism

COMPLAINTS MECHANISM	ACTUAL ACHIEVEMENTS
There were no standards or mechanisms set for complaints mechanism for external customers.	The grievance rules of the public service were applied to all internal complaints received. No formal grievances were recorded.
The complaints management strategy of the Department provides standards with regard to the handling of complaints against the SAPS.	A quarterly report of all complaints is being compiled. These are classified according to types and stations. This has been a useful tool in locating the stations affected as well as drafting statistics which assist in identifying areas of focus for the Department

## 2. Expenditure

Departmental budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 2.1) and by salary bands (Table 2.2).

### 2.1 : Personnel Costs by Programme, 2004/05

PROGRAMME	Total Expenditure R	Personnel Expenditure R	Training Expenditure R	Professional & Special Services R	Personnel Cost as a % of Total Expenditure	Average Personnel Cost per Employee R
Ministerial Services	3 029 677.40	2 248 439.62	26 277.92	0	74	149 895.97
Administration	7 842 389.42	5 166 181.56	68 978.10	212 067.36	66	147 605.19
Operations	9 563 059.37	5 554 752.73	58 924.54	564 166.20	58	168 325.84
Total	20 435 126.19	12 969 373.91	154 180.56	776 233.56	69	149 820.80

### 2.2 : Personnel Costs by Salary Bands, 2004/05

SALARY BANDS	PERSONNEL EXPENDITURE R	% OF TOTAL PERSONNEL COST	AVERAGE PERSONNEL COST PER EMPLOYEE R
Lower skilled (Levels 1-2)	445 499.30	3.43	40 499.90
Skilled (Levels 3-5)	881 564.34	6.79	67 812.64
Highly skilled production (Levels 6-8)	1 468 653.26	11.34	112 973.32
Highly skilled supervision (Lev 9-12)	6 663 827.69	51.38	175 363. 88
Senior management (Levels 13-16) 8	3 509 829.32	27.06	438 728.66
Total	12 969 373.91	100	835 378.40

### 2.3 : Salaries, Overtime, Home Owners Allowance and Medical Assistance by Programme, 2004/05

PROGRAMME	SALARIES		OVERTIME		HOME OWNERS ALLOWANCE		MEDICAL ASSISTANCE	
	Amount R	Salaries as a % of Personnel Cost	Amount R	Overtime as a % of Personnel Cost	Amount R	HOA as a % of Personnel Cost	Amount R	M.A. as a % of Personnel Cost
Ministerial Services	1438 613.05	11.1	14 072.58	0,1	9 300.00	0,07	83 234.57	0,6
Administration	3 261 634.89	25.1	23 333.13	0,2	40 326.00	0,3	224 456.51	1,7
Operations	3 863 811.61	29.8	42 419.12	0,33	27 482.88	0,2	203 560.23	1,6
Total	8 564 059.55	66	79 824.83	0.6	77 108.88	0,6	511 251.31	4

## 2.4 : Salaries, Overtime, Home Owners Allowance and Medical Assistance by Salary Bands, 2004/05

SALARY BAND	SALARIES		OVERTIME		HOME OWNERS ALLOWANCE		MEDICAL ASSISTANCE	
	Amount R	Salaries as a % of Personnel Cost	Amount R	Overtime as a % of Personnel Cost	Amount R	HOA as a % of Personnel Cost	Amount R	M.A. as a % of Personnel Cost
Lower skilled (Levels 1-2)	294 176.31	2	212. 15	.0020	8 653.72	.07	32 732.07	0.3
Skilled (Levels 3-5)	582 122.90	4	6 388.38	.050	6 589.78	.05	100 384.97	0.8
Highly skilled production (Levels 6-8)	969 794.99	7	15 074.50	.010	24 000.08	.02	103 374.10	0.8
Highly skilled (Lev 9-12)	4 400 321.68	34	58 149.80	.040	37 865.30	.03	202 377.78	1.6
Senior management (Levels 13-16)	2 317 643.67	18	0	0.6	0	0	72 422.39	0.6
Total	8 564 059.55	66	79 824.83	0	77 108.88	0.6	511 251.13	4

MEC Modiselle and some of the guests who attended the sod turning ceremony for the building of a new police station in Khuma.





### 3. Employment and Vacancies

#### 3.1 : Employment and Vacancies by Programme, 31 March 2005

PROGRAMME	NUMBER OF POSTS	NUMBER OF POSTS FILLED	VACANCY RATE	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Ministerial Services	10	10	0	1
Administration	43	32	11	0
Operations	36	28	8	0
Total	89	70	19	0

#### 3.2 : Employment and Vacancies by Salary Bands, 31 March 2005

PROGRAMME	NUMBER OF POSTS	NUMBER OF POSTS FILLED	VACANCY RATE	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Lower skilled (Levels 1-2)	11	11	0	0
Skilled (Levels 3-5)	11	9	2	0
Highly skilled production (Levels 6-8)	21	13	8	0
Highly skilled supervision (Levels 9-12)	39	29	10	0
Senior management (Levels 13-16)	7	8	0	1
Total	89	70	20	1

#### 3.2 : Employment and Vacancies by Critical Occupation, 31 March 2005

CRITICAL OCCUPATION	NUMBER OF POSTS	NUMBER OF POSTS FILLED	VACANCY RATE	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Legislators, senior officials and managers	7	8	0	1
Professionals	0	0	0	0
Technicians and associate professionals	0	0	0	0
Middle Management	39	29	10	0
General Support and Clerks	21	15	10	0
Elementary occupations 1-4	22	18	0	0
Total	89	70	20	1
Employees with disabilities		1	0	0

## 4. Job Evaluation

### 4.1 : Job Evaluation, 1 April 2004 to 31 March 2005

SALARY BAND	Number of Posts	Number of Jobs Evaluated	% of Posts Evaluated by Salary Bands	POST UPGRADED		POST DOWNGRADED	
				Number	% of Posts Evaluated	Number	% of Posts Evaluated
Lower skilled (Levels 1-2)	11	1	0,09	1	0,09	0	0
Skilled (Levels 3-5)	11	7	0,64	2	0,64	0	0
Highly skilled production (Levels 6-8)	21	1	0,05	1	0.05	0	0
Highly skilled supervision (Levels 9-12)	39	9	0,23	1	0.23	0	0
Senior Management Service Band A	5	0	0	0	0	0	0
Senior Management Service Band B	1	0	0	0	0	0	0
Senior Management Service Band C	1	0	0	0	0	0	0
Total	89	18	1,01	5	1.01	0	0

### 4.2 : Profile of Employees whose Salary Positions were Upgraded due to their Posts Being Upgraded, 1 April 2004 to 31 March 2005

BENEFICIARIES	AFRICAN	ASIAN	COLOURED	WHITE	TOTAL
Female	3	0	0	0	3
Male	0	0	0	0	0
Total	3	0	0	0	3
Employees with a disability	0	0	0	0	0

### 4.3 : Employees whose salary level exceeds the grade determined by job evaluation, 1 April 2004 to 31 March 2005 (in terms of PSR 1.V.C.3)

NIL

### 4.4 : Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2004 to 31 March 2005 (in terms of PSR 1.V.C.3)

NIL

## 5. Employment Changes

### 5.1 : Annual Turnover Rates by Salary Band for the Period 1 April 2004 to 31 March 2005

SALARY BAND	NUMBER OF EMPLOYEES PER BAND AS ON 1 APRIL 2004	APPOINTMENTS AND TRANSFERS INTO THE DEPARTMENT	TERMINATIONS AND TRANSFERS OUT OF THE DEPARTMENT	TURNOVER RATE
Lower skilled (Levels 1-2)	1	9	1	9
Skilled (Levels 3-5)	13	2	3	1
Highly skilled production(Levels 6-8)	10	3	1	2
Highly skilled supervision(Levels 9-12)	32	6	9	3
Senior Management Service Band A	4	2	0	1
Senior Management Service Band B	1	0	0	0
Senior Management Service Band C	1	0	0	0
Senior Management Service Band D	0	0	0	0
Total	62	22	14	

### 5.2 – Annual Turnover Rates by Critical Occupation for the Period 1 April 2004 to 31 March 2005

OCCUPATION	NUMBER OF EMPLOYEES PER OCCUPATION AS ON 1 APRIL 2004	APPOINTMENTS AND TRANSFERS INTO THE DEPARTMENT	TERMINATIONS AND TRANSFERS OUT OF THE DEPARTMENT	TURNOVER RATE
Legislators, senior officials and managers 13-16	6	2	0	2
Middle Management 9-12	32	6	10	4
General Support and Clerks 5-8	13	3	0	3
Elementary occupations 1-4	10	11	4	7
Employees with disabilities	1	0	0	0
Total	62	22	14	8

### 5.3 : Reasons Why Staff are Leaving the Department

TERMINATION TYPE	NUMBER	% OF TOTAL
Death	1	7
Resignation	2	14
Expiry of contract	1	7
Dismissal – operational changes	0	0
Dismissal – misconduct	0	0
Dismissal – inefficiency	0	0
Discharged due to ill-health	0	0
Retirement	0	0
Transfers to other Public Service Departments	10	72
Other	0	0
Total	14	100
Total number of employees who left as a % of the total employment	22,58	

### 5.4 : Promotions by Critical Occupation

OCCUPATION	Employees as at 1 April 2004	Promotions to another Salary Level	Salary level promotions as a % of employees by Occupation	Progressions to another notch within a Salary Level	Notch progressions as a % of employees by Occupation
Legislators, senior officials and managers, Member of the Exec Council 13-14	6	0	0	0	0
Middle Management and 9-12	32	1	0,03	12	38
General Support and Clerks 5-8	13	1	0,08	10	77
Elementary occupations 1-4	11	2	0,18	4	36
Total	62	4	0,29	26	
Employees with disabilities	1	0	0	0	0

### 5.5 : Promotions by Salary Band

SALARY BAND	Employees as at 1 April 2004	Promotions to another Salary Level	Salary level promotions as a % of employees by Salary Level	Progressions to another notch within a Salary Level	Notch progressions as a % of employees by Salary Level
Lower skilled (Levels 1-2)	1	0	0	6	600
Skilled (Levels 3-5)	13	1	0.8	2	15
Highly skilled production (Levels 6-8)	10	1	10	9	90
Highly skilled supervision (Levels 9-12)	32	2	0.6	12	38
Senior management (Levels 13-16)	6	0	0	1	17
Total	62	4			

## 6. Employment Equity

### 6.1 : Total Number of Employees (including employees with disabilities) in each of the following Occupational Categories as on 31 March 2005

OCCUPATIONAL CATEGORIES (SASCO)	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers,	3	0	0	0	4	1	0	1	8
Professionals	0	0	0	0	0	0	0	0	0
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Middle Management	19	0	0	0	8	2	0	2	29
General Support, Clerks	3	0	0	0	11	1	0	1	15
Elementary occupations	4	1	0	0	11	1	1	1	18
Total	28	1	0	0	34	6	1	6	70
Employees with disabilities	1	0	0	0	0	0	0	0	1

### 6.2 : Total Number of Employees (including employees with disabilities) in each of the following Occupational Bands as on 31 March 2005

OCCUPATIONAL BANDS (SASCO)	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior and Top Management	3	0	0	0	4	1	0	0	8
Professional and qualified	19	0	0	0	8	2	0	0	29
Skilled technical	3	0	0	0	9	1	0	0	13
Semi-skilled	2	0	0	0	5	1	1	0	9
Unskilled	2	1	0	0	8	0	0	0	11
Total	29	1	0	0	34	5	1	0	70

### 6.3 : Recruitment for the Period 1 April 2004 to 31 March 2005

OCCUPATIONAL BANDS (SASCO)	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior and Top Management	0	0	0	0	1	0	0	0	1
Professional and qualified	1	0	0	0	4	1	0	0	6
Skilled technical	1	0	0	0	2	0	0	0	3
Semi-skilled	0	0	0	0	1	0	1	0	2
Unskilled	2	1	0	0	7	0	0	0	10
Total	4	1	0	0	14	1	1	0	22
Employees with disabilities	0	0	0	0	0	0	0	0	0



#### 6.4 : Promotions for the Period 1 April 2004 to 31 March 2005

OCCUPATIONAL BANDS	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	0	0	0	0	0	0	0	0	0
Professional and qualified	1	0	0	0	1	0	0	0	2
Skilled and technical	0	0	0	0	0	1	0	0	1
Total	1	0	0	0	1	1	0	0	3
Employees with disabilities	1	0	0	0	0	0	0	0	1

#### 6.5 : Terminations for the period 1 April 2004 to 31 March 2005

OCCUPATIONAL BANDS	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	0	0	0	0	0	0	0	0	0
Professional and qualified	6	0	0	0	3	0	0	0	9
Skilled and technical	1	0	0	0	0	0	0	0	1
Semi-skilled	1	0	0	0	2	0	0	1	4
Total	8	0	0	0	5	0	0	1	14
Employees with disabilities									

#### 6.6 : Disciplinary Action for the Period 1 April 2004 to 31 March 2005

OCCUPATIONAL BANDS	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action	2	0	0	0	0	0	0	0	2

#### 6.7 : Skills Development for the Period 1 April 2004 to 31 March 2005

OCCUPATIONAL BANDS	MALE				FEMALE				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	23	0	0	0	13	2	0	0	38
Clerks	2	1	0	0	9	2	0	0	14
Elementary occupations	2	1	0	0	13	1	1	0	18
Total	27	2	0	0	35	5	1	0	70
Employees with disabilities	1	0	0	0	0	0	0	0	1

## 7. Performance Rewards

### 7.1 – Performance Rewards by Race, Gender, and Disability, 1 April 2004 to 31 March 2005

	BENEFICIARY PROFILE			COST	
	Number of Beneficiaries	Total Number of Employees in Group	% of Total within Group	Cost R	Average Cost per Employee
<b>African</b>		63			
Male	5	29	14	30 412.29	6 082.46
Female	14	34	36	53 864.52	3 847.47
<b>Asian</b>		1			
Male	0	0	0	00, 00	
Female	0	1	0	00,00	
<b>Coloured</b>		6			
Male	0	1	0	00,00	
Female	2	5	40	12 664.95	6 332.48
<b>White</b>		0		0.00	
Male	0	0	0	00,00	
Female	0	0	0	00,00	
Employees with a disability	0	0	0	00,00	
<b>Total</b>	21	70		96 941.76	

### 7.2 : Performance Rewards by Salary Bands for Personnel below Senior Management Service, 1 April 2004 to 31 March 2005

SALRY BANDS 12 969 373.91	OVERTIME			COST		
	Number of Beneficiaries	Number of Employees	% of Total within Salary Bands	Total Cost R	Average cost per Employee R	Total cost as a % of the total Personnel Expenditure
Lower skilled (Levels 1-2)	8	11	73	21 350.49	2 668.81	0.2
Skilled (Levels 3-5)	4	13	31	14 768.25	3 692.06	0.1
Highly skilled production (Levels 6-8)	5	13	38	33 650.28	6 730.06	0.3
Highly skilled supervision (Levels 9-12)	4	33	11	27 172.80	6 793.20	0.2
<b>Total</b>	21	70	153	96 914.82	46 149.99	.7

### 7.3 – Performance Rewards by Critical Occupations, 1 April 2004 to 31 March 2005

CRITICAL OCCUPATION	BENEFICIARY PROFILE			COST	
	Number of Beneficiaries	Total Number of Employees	% of Total within Occupation	Total Cost R	Average Cost per Employee
Middle 9-12	4	33	10	27 172.80	6 793.20
General Support, Clerks 5-8	6	15	40	36 833.58	6 138.93
Elementary occupations 1-4	11	22	50	32 935.44	2 994.13
Total	21	70	28	32 935	2 994.13
Employees with disabilities		1			

### 7.4 : Performance Related Rewards (cash bonus), by Salary Band, for Senior Management Service

SALRY BANDS	BENEFICIARY PROFILE			COST		
	Number of Beneficiaries	Number of Employees	% of Total within Bands	Total Cost R	Average cost per Employee R	Total cost as a % of the total Personnel Expenditure
Band A	1	5		29 924.79	29 924.79	0,2
Band B	0	1	0	0	0	0
Band C	1	1		42 774.48	42 774.48	0,3
Band D	0	0	0	0	0	0
Total	2	7	0	72 699.27	48 759.44	0,5

## 8. Foreign Workers

### 8.1 : Foreign Workers, 1 April 2004 to 31 March 2005, by category

NIL

### 8.2 : Foreign Worker, 1 April 2004 to 31 March 2005, by major occupation

NIL

## 9. Leave Utilisation for the Period 1 January 2004 to 31 December 2004

### 9.1 : Sick Leave, 1 January 2004 to 31 December 2004

SALARY BAND	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	11	100	4	36	1	
Skilled (Levels 3-5)	48	98	6	60	4.8	
Highly skilled production (Levels 6-8)	42	81	11	85	3	
Highly skilled supervision (Levels 9-12)	207	95	21	68	6.7	
Senior management (Levels 13-16)	6	83	2	25	.8	
Total	314	457	44	274	16.3	

### 9.2 : Disability Leave (temporary and permanent), 1 January 2004 to 31 December 2004

NIL

### 9.3 – Annual Leave, 1 January 2004 to 31 December 2004

SALARY BAND	TOTAL DAYS TAKEN	AVERAGE PER EMPLOYEE
Lower skilled (Levels 1-2)	196	17.8
Skilled Levels 3-5)	178	17.8
Highly skilled production (Levels 6-8)	288	22.2
Highly skilled supervision (Levels 9-12)	456	16.3
Senior management (Levels 13-16)	131	16.4
Total	1249	90.5

### 9.4 – Capped Leave, 1 January 2004 to 31 December 2005

SALARY BANDS	TOTAL DAYS OF CAPPED LEAVE TAKEN	AVERAGE NUMBER OF DAYS TAKEN PER EMPLOYEE	AVERAGE CAPPED LEAVE PER EMPLOYEE AS AT 31 DECEMBER 2004
Lower skilled (Levels 1-2)	0	0	663
Skilled Levels 3-5)	0	0	136
Highly skilled production (Levels 6-8)	0	0	719
Highly skilled supervision (Levels 9-12)	3	0	447
Senior management (Levels 13-16)	0	0	172
Total	3	0	2137

## 9.5 – Leave Payouts for the Period 1 April 2004 to 31 March 2005

SALARY BANDS	TOTAL DAYS OF CAPPED LEAVE TAKEN	AVERAGE NUMBER OF DAYS TAKEN PER EMPLOYEE	AVERAGE CAPPED LEAVE PER EMPLOYEE AS AT 31 DECEMBER 2004
Leave payout for 2003/04 due to non-utilisation of leave for the previous cycle	23 797.04	3	7 932.34
Capped leave payouts on termination of service for 2003/04	46 834.92	1	46 834.92
Current leave payout on termination of service for 2003/04	3 371.36	1	3 371.36
Total	74 003.32	5	14 800.64

## 10. HIV/AIDS & Health Promotion Programmes

### 10.1 : Steps taken to reduce the risk of occupational exposure

UNITS/CATEGORIES OF EMPLOYEES IDENTIFIED TO BE AT HIGH RISK OF CONTRACTING HIV & RELATED DISEASE (IF ANY)	KEY STEPS TAKEN TO REDUCE THE RISK
Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Not known	The Department embarked on awareness campaigns, VCT, supplements, counselling and educational video on HIV/AIDS.

### 10.1 : Steps taken to reduce the risk of occupational exposure

QUESTION	YES / NO	DETAILS IF YES
1. Has the Department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes	S Mpolokeng Director Corporate Services
2. Does the Department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes	9 R50 000.00
3. Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	Yes	Outreach Prog Counselling Wellness Awareness
4. Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes	S Mpolokeng, S Mokoena M Mothobi, M Phogojane T Seleka, L Podile F Rosenberg, T Kgasi D Tshabalala
5. Has the Department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	Yes	HIV/AIDS Policy
6. Has the Department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	Yes	Confidentiality Care and support
7. Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	Yes	14 officials undertook VCT
8. Has the Department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	No	None



## 11. Labour Relations

### 11.1 : Collective Agreements, 1 April 2004 to 31 March 2005

NONE

### 11.2 : Misconduct and Disciplinary Hearings Finalised, 1 April 2004 to 31 March 2005

OUTCOMES OF DISCIPLINARY HEARINGS	NUMBER	% OF TOTAL
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	0	0
Suspended without pay	1	0
Fine	1	100
Demotion	0	0
Dismissal	1	100
Not guilty	0	0
Case withdrawn	0	0
Total	2	100

### 11.3 : Types of Misconduct Addressed at Disciplinary Hearings

TYPE OF MISCONDUCT	NUMBER	% OF TOTAL
Negligence	1	100
Insubordination & Ill. Access	1	100
Total	2	100

### 11.4 : Grievances Lodged for the Period 1 April 2004 to 31 March 2005

NIL

### 11.5 : Disputes Lodged with Councils for the Period 1 April 2004 to 31 March 2005

	NUMBER	% OF TOTAL
Number of disputes upheld	1	100
Number of disputes dismissed	0	0
Total Number of disputes lodged	1	100

### 11.6 : Strike Actions for the Period 1 April 2004 to 31 March 2005

NIL

### 11.7 : Precautionary Suspensions for the Period 1 April 2004 to 31 March 2005

NIL

## 12. Skills Development

### 12.1 : Training Needs Identified 1 April 2004 to 31 March 2005

OCCUPATIONAL CATEGORIES	GENDER	NUMBER OF EMPLOYEES AS AT 1 APRIL 2003	TRAINING PROVIDED WITHIN THE REPORTING PERIOD			
			LEARNERSHIPS	SKILLS PROGRAMMES & OTHER SHORT COURSES	OTHER FORMS OF TRAINING	TOTAL
Legislators, senior officials and managers	Female	15	0	13	2	16
	Male	22	0	15	2	18
Clerks	Female	12	0	7	4	10
	Male	3	0	6	4	10
Elementary occupations	Female	13	0	1	0	1
	Male	5	0	1	0	1
Sub Total	Female	40	0	21	6	27
	Male	30	0	23	6	29
Total		70	0	44	12	56

### 12.2 – Training Provided 1 April 2004 to 31 March 2005

OCCUPATIONAL CATEGORIES	GENDER	NUMBER OF EMPLOYEES AS AT 1 APRIL 2004	TRAINING PROVIDED WITHIN THE REPORTING PERIOD			
			LEARNERSHIPS	SKILLS PROGRAMMES & OTHER SHORT COURSES	OTHER FORMS OF TRAINING	TOTAL
Legislators, senior officials and managers	Female	15	0	5	0	5
	Male	22	0	7	0	7
Clerks	Female	12	0	4	2	6
	Male	3	0	3	2	5
Elementary occupations	Female	13	0	1	2	3
	Male	5	0	1	1	2
Sub Total	Female	40	0	10	4	14
	Male	30	0	11	3	14
Total		70	0	21	7	28

## 13. Injury on Duty

### 13.1 : Injury on Duty, 1 April 2004 to 31 March 2005

	NUMBER	% OF TOTAL
Required basic medical attention	1	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	1	100

## 14. Utilisation of Consultants

### 14.1 : Report on Consultant Appointments using Appropriated Funds

PROJECT TITLE	TOTAL NUMBER OF CONSULTANTS THAT WORKED ON THE PROJECT	DURATION: WORK DAYS	CONTRACT VALUE IN RANDS
Diversity Management	6	20	294 000.00
Team Building	2	2	24 000.00
CPF Training	4	7	223 534.00
Database Development	3	10	46 000.00
Departmental Audit	6	21	215 000.00
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration: Work days</b>	<b>Total contract value in Rand</b>
5	21	50	802 534.00

### 14.2 : Analysis of Consultant Appointments using Appropriated Funds, in terms of Historically Disadvantaged Individuals (HDIs)

PROJECT TITLE	PERCENTAGE OWNERSHIP BY HDI GROUPS	PERCENTAGE MANAGEMENT BY HDI GROUPS	NUMBER OF CONSULTANTS FROM HDI GROUPS THAT WORK ON THE PROJECT
Diversity Management	100	100	6
Team Building	100	100	2
CPF Training	University	University	2
Database Design	100	100	3
Auditing	Unknown	Unknown	5

### 14.3 : Report on Consultant Appointments using Donor Funds

NIL

### 14.4 : Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs)

NIL



## **PART IV: REPORT OF THE PROVINCIAL AUDIT COMMITTEE**

We are pleased to present our report for the financial year ended 31 March 2005.

### Audit Committee Members and Attendances

NAME	ROLE	SCHEDULED MEETINGS	
		HELD	ATTENDED
Mr J van Rooyen	Chairperson	5	4
Prof S Visser	Member	5	5
Prof A Bootha	Member	5	5
Mr R Moyo	Member	5	4
Ms M Mokuena	Member	5	4
Mr BMM Madliwa	Auditor General - NW Ex-officio member	5	3
Mr P Tjie	SG-Dept of Finance & Economic Development Ex-officio member	5	1

### Audit Committee Responsibility

The Audit Committee is pleased to report that it is properly constituted as required by section 77 of the PFMA and has complied with its responsibilities arising from section 38(1)(a) of the PFMA and paragraph 3.1.13 of the Treasury Regulations. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter which is reviewed annually, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein. For the Committee to competently discharge its responsibilities, the Committee is supported by the Provincial Internal Audit which is under its control and direction. The Committee reports that the Provincial Internal Audit, whilst having been under-resourced, continues to enhance its resources so as to adequately discharge its responsibilities in terms of the Internal Audit Charter approved by the Audit Committee.

### The effectiveness of internal control

The system of internal controls is generally effective as highlighted by various reports of the internal and external Auditors. The emphasis of matter and the management letter of the Auditor-General have highlighted certain control weaknesses that were also reported in the previous year.

The Committee is not satisfied that adequate mechanisms are being put in place to address these weaknesses, particularly the repeat audit findings. The Committee continues to monitor progress by the Department in addressing the weaknesses reported.

The quality of in year management and monthly / quarterly reports submitted in terms of the Act and the Division of Revenue Act

The Committee is unable to comment on the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer and the Department during the year as it did not review such reports.

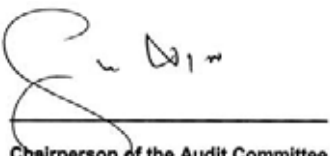
The Committee is however, satisfied that the in-year management reports were duly prepared and submitted to the Provincial Treasury.

### Evaluation of Financial Statements

The Audit Committee has

- reviewed and discussed with the Auditor-General the audited annual financial statements to be included in the annual report;
- reviewed the Auditor-General's management letter and management response.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and recommends that the audited annual financial statements be approved.



Chairperson of the Audit Committee

Date: 12 August 2005





## **PART V: ANNUAL FINANCIAL STATEMENTS**

## **DEPARTMENT OF SAFETY AND LIAISON - NORTH WEST PROVINCE VOTE 05**

### **REPORT OF THE ACCOUNTING OFFICER for the year ended 31 March 2005**

Report by the Accounting Officer to the Executive Authority and the Provincial Legislature, North West.

#### **1. General Review of the State of Financial Affairs**

During the year under review, the Department continued its commitment to reduce crime through social crime prevention programmes as well as monitor and promote efficiency, effectiveness and transformation of the South African Police Service.

Items that may need to be addressed include:

The Department's average personnel number increased by 13 (26%) from the previous financial year, resulting in an increase in personnel expenditure of R3,472m (36%) of which R767,000.00 was statutory (i.e. personnel costs of the MEC). This is a reflection of the continued commitment to realise the objectives of the Department as well as the functions and responsibilities as outlined in section 206 (3) of the Constitution.

The total budget of the Department increased by 11% (R2,129m) from the previous financial year. The majority of the budget was personnel (64%) followed by administrative costs (33%). This allocation is attributed mainly to the type of service the Department renders.

During the current financial year, the Department, like all the others were affected by the decision taken by the Provincial Legislature to implement the provisions of the Ministerial Handbook by transferring the compensation costs of the Members of the Executive Council to the respective departments, hence the statutory appropriation.

##### **1.1 Significant events that took place during the year**

- The Tshidilamolomo Community Safety Centre was launched by Minister Charles Nqakula. All participating Departments have taken occupation of their respective offices and accommodation.
- In February 2005, the Department launched part of the Crime Prevention and Combat Incentive Framework in order to encourage members who go an extra mile to fight crime and criminals. This event marked the closure of the Safety and Security month (February) which was launched at Ikageng, Potchefstroom.
- The Anti-rape Strategy was launched during the year and related workshops were held at Mafikeng, Rustenburg and Potchefstroom.
- The Department took up its first group of interns for the period October 2004 – March 2005. A total number of 13 interns were taken up and were assigned to the various sub-programmes.

##### **1.2 Projects undertaken during the year**

- The Department arranged and paid for a course on diversity management for senior members of the SAPS as well as some Community Police Fora members.
- During October – November 2004 workshops in 36 (thirty six) priority stations were held to determine the police priorities of the Province as required by the Constitution. The priorities approved by the Executive Council are amongst other: assault, rape, stock theft, murder, robbery, domestic violence and housebreaking.
- The Provincial Anti-Stock theft Campaign driven by the Department and the Departments of Agriculture, Conservation, Environment & Tourism and Developmental Local Government & Housing was carried out in response to the increasing levels of stock theft, which affected the socio-economic conditions of the rural poor.
- The Department received a report on the study, which was commissioned to evaluate the implementation of the National Crime Prevention Strategy in the Province.
- A report on the study of the effectiveness of border post policing, which was conducted from June 2003 to July 2004 is finalised.
- The Complaints Management Strategy, a system of investigating complaints against police conduct and behaviour was implemented.

### 1.3 Spending Trends

- The Department has during the current financial year spent 98.8% of its appropriated budget. The major part of the savings is from personnel costs from posts that were vacated during the year.
- The highest cost driver is on personnel expenditure, followed by administrative costs, due to the nature of work the Department performs.

## 2. Service Rendered by the Department

In terms of section 206 (3) of the Constitution, 1996, read with the South African Police Service Act, 1995, the core functions of the Department are to:

- monitor police conduct;
- oversee the effectiveness and efficiency of the police service and assess the efficiency of visible policing;
- promote good relations between the police and the community;
- liaise with national structures on crime and policing;
- promote democratic accountability and transparency in the SAPS;
- conduct research into any policing matter in accordance with the instruction of the MEC.

The services rendered are grouped according to the following programmes:

- Ministerial services (for political direction and communication);
- Administration (for strategic and administrative leadership and corporate support);
- Operation (for the implementation of the core function and responsibilities of the Department).

### 2.1 Tariff Policy

- The Department does not render any service that requires charging of tariffs.

### 2.2 Free Services

- No free services were rendered that would have yielded significant revenue had a tariff been charged and quantify where possible the cost of the free services rendered.

### 2.3 Inventories

Item	31/3/05 R'000	31/3/04 R'000
Stationery & printing	53	464
Parts & other maintenance material	41	39
Fuel, oil & gas	97	0
Learning & teaching support material	36	0
Other consumables	228	30
Domestic consumables	805	56
Other inventory	2	20
<b>Total</b>	<b>1,262</b>	<b>609</b>

## 3. Capacity Constraints

The Department has budgetary constraints in respect of funding for crime prevention programmes. Although this has been a challenge over the past years there obviously is a need to reprioritise activities to address the activities and also to develop other mechanisms to expand the envelope.

The Department also faces a challenge of lack of skill, especially in research, which is key to carrying out the mandate of the Department. Officials have been engaged in training over the past year and development and realisation of such skills will continue.

#### 4. Utilisation of Donor Funds

No donor funds were received during the year.

#### 5. Organisations to whom Transfer Payments have been made

The Department makes an annual transfer to the North West Community Police Board for the implementation of projects and other operational matter to realise the following responsibilities:

- establishment and maintenance of partnerships between the community and the SAPS;
- promoting co-operation between the SAPS and the community in fulfilling the needs of the community regarding policing;
- promoting communication between the SAPS and the community;
- improving the rendering of police service at national, provincial and local levels;
- improving transparency and accountability of the SAPS to the community;
- promoting joint problem identification and problem solving by the SAPS and the community.

The Board is not a fulltime body and its nature of business is largely dependant of volunteers from the community. During the current financial year, an amount of R400,000.00 was transferred, to be shared by the 4 boards (at Provincial level and 3 at Area level) and the 93 community police forums (at police station level).

During the current financial year, members of the Community Police For a were trained on the policies and laws with regard to violence against women and children including the criminal justice processes. They were also trained on project management with a view to enhance project initiation and access to funding for CPF projects.

The operations of the Boards as well as the Forums are audited by the Internal Audit unit of the Department of Finance & Economic Development. The audit reports were given to the Chairpersons of the Boards for comment and implementation of the recommendations.

#### 6. Public Private Partnerships (PPP)

The Department did not engage in any PPP's during the current financial year.

#### 7. Corporate Governance Arrangements

The risk management strategy and the fraud prevention plan were approved during the year. The internal audit conducted a performance audit during the year, for which a report is awaited. The Department's Finance Committee and Procurement Committee have been active during the current financial year. The members of the Procurement Committee underwent training for the procurement reform (i.e. Supply chain management).

#### 8. Discontinued Activities/Activities to be Discontinued

No services were or are envisaged to be discontinued by the Department.

#### 9. New/proposed Activities

No new/proposed activities were introduced during the current financial year.



## 10. Events after the Reporting Date

The Department is not aware of any matter or circumstance arising since the end of the financial year, not otherwise dealt with in the annual financial statements, which significantly affect the financial position of the Department or the results of its operations.

## 11. Performance Information

Systems are in place to prepare measurable objectives as specified in section 27 (4) of the PFMA in line with strategic goals of the Department. An effort was made to identify the objectives, strategies and timeframes for each programme in the strategic plan. A detailed comparison between the planned and the actual performance of the Department is made in the annual report.

## 12. SCOPA Resolutions

REFERENCE TO PREVIOUS AUDIT REPRT AND SCOPA RESOLUTIONS	SUBJECT	FINDINGS ON PROGRESS
Par 4.1 of 2003/2004 audit report SCOPA resolution: There is no need for the Department to appear before SCOPA	Unauthorised expenditure	A submission was subsequently made to the Standing Committee for the approval of the unauthorised expenditure.
Par 4.2 of the 2003/2004 audit report SCOPA resolution: There is no need for the Department to appear before SCOPA	Weaknesses in internal control	The control systems were reviewed and improved. The officials responsible were disciplined.

## 13. Approval

The Annual Financial Statements set out on pages 75 to 94 have been approved by the Accounting Officer.



**M P Mogotlhe**  
Head of Department

30 May 2005

**REPORT OF THE AUDITOR-GENERAL  
TO THE MEMBERS OF THE NORTH WEST PROVINCIAL LEGISLATURE ON THE FINANCIAL STATEMENTS OF VOTE 5 -  
DEPARTMENT OF SAFETY AND LIAISON FOR THE YEAR ENDED 31 MARCH 2005**

**1. AUDIT ASSIGNMENT**

The financial statements as set out on pages 75 to 94, for the year ended 31 March 2005, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit

**2. NATURE AND SCOPE**

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement. An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations, which came to my attention and are applicable to financial matters.

The audit was completed in accordance with Auditor-General Directive No.1 of 2005.

I believe that the audit provides a reasonable basis for my opinion.

**3. AUDIT OPINION**

In my opinion, the financial statements fairly present, in all material respects, the financial position of Vote 5 - Department of Safety and Liaison at 31 March 2005 and the results of its operations and cash flows for the year then ended in accordance with the prescribed accounting practice.

**4. EMPHASIS OF MATTER**

Without qualifying the audit opinion expressed above, attention is drawn to the following matters:

**4.1 Unauthorised expenditure**

Disclosed in note 6 to the financial statements is an amount of R510 000 relating to unauthorised expenditure in prior years that had not been resolved at year-end.

**4.2 Weaknesses in internal control**

The following weaknesses in the internal control systems of the department were identified during the audit:

- 4.2.1 The control over the use of pool vehicles was inadequate as various instances were found where trips were not authorised, vehicles not inspected after trips, log sheets not accurately completed and logbooks not agreeing with log sheets.
- 4.2.2 The controls over the safeguarding and use of fixed assets and maintaining the fixed asset register were inadequate as various discrepancies were found.

**5. APPRECIATION**

The assistance rendered by the staff of the Department of Safety and Liaison during the audit is sincerely appreciated.



BMM Madliwa for Auditor-General  
Rustenburg

29 July 2005



AUDITOR - GENERAL



**DEPARTMENT OF SAFETY AND LIAISON - NORTH WEST PROVINCE**  
**VOTE 05**  
**STATEMENT OF ACCOUNTING POLICIES for the year ended 31 March 2005**

The Annual Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Annual Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 5 of 2004. The following issued, but not yet effective Standards of Generally Recognised Accounting Practice have not been fully complied with in the Annual Financial Statements: GRAP 1, 2 and 3.

## **1. Basis of Preparation**

The Annual Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. Under the accrual basis of accounting transactions and other events are recognised when incurred and not when cash is received or paid.

## **2. Revenue**

### **Appropriated Funds**

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of National/Provincial Expenditure. Unexpended voted funds are surrendered to the National/Provincial Revenue Fund, unless otherwise stated.

### **Departmental Revenue**

#### ***Sale of Goods and Services other than Capital Assets***

This comprises the proceeds from the sale of goods and/or services produced by the entity. Revenue is recognised in the statement of financial performance on receipt of the funds.

## **3. Expenditure**

### ***Compensation of Employees***

Salaries and wages comprise payments to employees. Salaries and wages are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system. The expenditure is classified as capital where the employees were involved, on a full time basis, on capital projects during the financial year. All other payments are classified as current expense.

Social contributions include the entities' contribution to social insurance schemes paid on behalf of the employee. Social contributions are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system.

### ***Short-term Employee Benefits***

The cost of short-term employee benefits is expensed in the Statement of Financial Performance in the reporting period when the final authorisation for payment is effected on the system. Short-term employee benefits, that give rise to a present legal or constructive obligation are disclosed as a disclosure note to the Annual Financial Statements and are not recognised in the Statement of Financial Performance. Long-term employee benefits and other post employment benefits

## ***Long Term Employee Benefits and other Post Employment Benefits***

### ***Termination Benefits***

Termination benefits are recognised and expensed only when the final authorisation for payment is effected on the system.

### ***Medical Benefits***

The department provides medical benefits for its employees through defined benefit plans. Employer contributions to the fund are incurred when the final authorisation for payment is effected on the system. No provision is made for medical benefits in the Annual Financial Statements of the department.

### ***Post Employment Retirement Benefits***

The department provides retirement benefits for certain of its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when the final authorisation for payment to the fund is effected on the system. No provision is made for retirement benefits in the Annual Financial Statements of the department. Any potential liabilities are disclosed in the Annual Financial Statements of the National/Provincial Revenue Fund and not in the Annual Financial Statements of the employer department.

### ***Other Employee Benefits***

Obligations arising from leave entitlement, thirteenth cheque and performance bonus that are reflected in the disclosure notes have not been paid for at year-end.

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

Payments made for goods and/or services are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system. The expense is classified as capital if the goods and services was used on a capital project.

### ***Interest and Rent on Land***

Interest and rental payments resulting from the use of land, are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system. This item excludes rental on the use of buildings or other fixed structures.

### ***Financial Transactions in Assets and Liabilities***

Financial transactions in assets and liabilities include bad debts written off. Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending available to the department. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts.

### ***Unauthorised Expenditure***

Unauthorised expenditure, is defined as:

- The overspending of a vote or a main division within a vote, or
- Expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is approved by the relevant authority, recovered or written off as irrecoverable.

### ***Irregular Expenditure***

Irregular expenditure, is defined as :

expenditure, other than unauthorised expenditure, incurred in contravention or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act
- the State Tender Board Act, or any regulations made in terms of this act, or
- any provincial legislation providing for procurement procedures in that provincial government.

It is treated as expenditure in the Statement of Financial Performance. If such expenditure is not condoned and it is possibly recoverable it is disclosed as receivable in the Statement of Financial Position at year-end.

### ***Fruitless and Wasteful Expenditure***

Fruitless and wasteful expenditure, is defined as:

expenditure that was made in vain and would have been avoided had reasonable care been exercised, therefore:

- it must be recovered from a responsible official (a debtor account should be raised), or
- the vote. (If responsibility cannot be determined.)

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is recovered from the responsible official or written off as irrecoverable.

## **4. Transfers and Subsidies**

Transfers and subsidies include all irrecoverable payments made by the entity. Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system.

## **5. Expenditure for Capital Assets**

Capital assets are assets that can be used repeatedly and continuously in production for more than one year. Payments made for capital assets are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system.

## **6. Receivables**

Receivables are not normally recognised under the modified cash basis of accounting. However, receivables included in the Statement of Financial Position arise from cash payments that are recoverable from another party, when the payments are made.

Receivables for services delivered are not recognised in the Statement of Financial Position as a current asset or as income in the Statement of Financial Performance, as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the Annual Financial Statements.

## **7. Cash and Cash Equivalents**

Cash and cash equivalents consists of cash on hand and balances with banks, short term investments in money market instruments and demand deposits. Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

## **8. Payables**

Payables are not normally recognised under the modified cash basis of accounting. However, payables included in the Statement of Financial Position arise from advances received that are due to the Provincial/National Revenue Fund or another party.

## 9. Lease Commitments

Lease commitments for the period remaining from the reporting date until the end of the lease contract are disclosed as part of the disclosure notes to the Annual Financial Statements. These commitments are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on the cash basis of accounting.

Operating lease expenditure is expensed when the payment is made.

Finance lease expenditure is expensed when the payment is made, but results in the acquisition of the asset under the lease agreement. A finance lease is not allowed in terms of the Public Finance Management Act.

## 10. Accruals

This amount represents goods/services that have been received, but no invoice has been received from the supplier at the reporting date, OR an invoice has been received but final authorisation for payment has not been effected on the system. These amounts are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

## 11. Commitments

This amount represents goods/services that have been approved and/or contracted, but no delivery has taken place at the reporting date. These amounts are not recognised in the Statement of financial position as a liability or as expenditure in the Statement of Financial

Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

## 12. Capitalisation Reserve

The capitalisation reserve represents an amount equal to the value of the investment and/or loans capitalised. On disposal, repayment or recovery, such amounts are transferred to the Revenue Fund.

## 13. Recoverable Revenue

Recoverable revenue represents payments made and recognised in the Statement of Financial Performance as an expense in previous years due to non-performance in accordance with an agreement, which have now become recoverable from a debtor. Repayments are transferred to the Revenue Fund as and when the repayment is received.

## 14. Comparative Figures

Where necessary, comparative figures have been restated to conform to the changes in the presentation in the current year. The comparative figures shown in these Annual Financial Statements are limited to the figures shown in the previous year's audited Annual Financial Statements and such other comparative figures that the department may reasonably have available for reporting. Reclassification of expenditure has occurred due to the implementation of the Standard Chart of Accounts. It is not practical to present comparative amounts in the Cash Flow Statements as this would involve reclassification of amounts dating back to the 2002/03 year-end.

**DEPARTMENT OF SAFETY & LIASON - NORTH WEST PROVINCE • VOTE 05 • APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2005**

PROGRAMME	APPROPRIATION PER PROGRAMME									
	2004/05					2003/04				
	Adjusted Appropriation R'000	Shifting of Funds R'000	Variance R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000	
<b>1. Ministerial Services</b>										
Current payment	3,035	-	-	3,034	3,017	17	99.4%	2,013	1,922	
Transfers and subsidies	4	-	-	5	5	-	100.0%	-	-	
Expenditure for capital assets	10	-	-	10	8	2	80.0%	72	151	
<b>2. Administration</b>										
Current payment	7,877	-	-	7,817	7,785	32	99.6%	6,025	5,914	
Transfers and subsidies	12	-	-	14	13	1	92.9%	-	-	
Expenditure for capital assets	-	-	-	58	44	14	75.9%	298	341	
<b>3. Operations</b>										
Current payment	9,174	-	-	9,217	9,053	164	98.2%	9,477	8,978	
Transfers and subsidies	464	-	-	461	461	-	100.0%	400	400	
Expenditure for capital assets	103	-	-	63	50	13	79.4%	265	539	
<b>Subtotal</b>	<b>20,679</b>	<b>-</b>	<b>-</b>	<b>20,679</b>	<b>20,436</b>	<b>243</b>	<b>98.8%</b>	<b>18,550</b>	<b>18,245</b>	
<b>Total</b>	<b>20,679</b>	<b>-</b>	<b>-</b>	<b>20,679</b>	<b>20,436</b>	<b>243</b>	<b>98.8%</b>	<b>18,550</b>	<b>18,245</b>	
<b>Reconciliation with Statement of Financial Performance</b>	Prior year unauthorised expenditure approved with funding									
Departmental receipts	-	-	-	-	-	-	-	1,009	-	
<b>Actual amounts per Statement of Financial Performance (Total Revenue)</b>	<b>20,688</b>	<b>-</b>	<b>-</b>	<b>20,688</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,559</b>	<b>1,009</b>	
Prior year unauthorised expenditure approved										
<b>Actual amounts per Statement of Financial Performance Expenditure</b>	<b>20,679</b>	<b>-</b>	<b>-</b>	<b>20,679</b>	<b>20,436</b>	<b>243</b>	<b>98.8%</b>	<b>18,550</b>	<b>18,245</b>	

**ECONOMIC CLASSIFICATION**

<b>Current payments</b>										
Compensation to employees	14,711	-1,422	-	13,289	12,969	320	97.6%	9,909	9,497	
Goods and services	5,375	1,404	-	6,779	6,885	-106	101.6%	7,606	7,317	
<b>Transfers &amp; subsidies</b>										
Departmental agencies & accounts	400	-	-	400	400	-	100.0%	400	400	
Households	80	-	-	80	80	-	100.0%	-	-	
<b>Payment on capital assets</b>										
Machinery & equipment	113	18	-	131	102	29	77.9%	635	1,031	
<b>Total</b>	<b>20,679</b>	<b>-</b>	<b>-</b>	<b>20,679</b>	<b>20,436</b>	<b>243</b>	<b>98.8%</b>	<b>18,550</b>	<b>18,245</b>	



**DEPARTMENT OF SAFETY & LIASON - NORTH WEST PROVINCE • VOTE 05**  
**APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2005**

DETAIL PER PROGRAMME 1 : MINISTERIAL SERVICES									
PROGRAMME PER SUB-PROGRAMME	2004/05					2003/04			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Variance R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>1.1 MEC support</b>									
Current payment	2,025	61		2,086	2,074	12	99.4%	1,302	1,255
Transfers and subsidies	2	1		3	3	-	100.0%	-	-
Expenditure for capital assets	10			10	8	2	80.0%	47	90
<b>1.2 Communications</b>									
Current payment	1,010	-62		948	943	5	99.5%	711	667
Transfers and subsidies	2			2	2	-	100.0%	-	-
Expenditure for capital assets				-		-	0.0%	25	61
<b>Total</b>	<b>3,049</b>	<b>-</b>	<b>-</b>	<b>3,049</b>	<b>3,030</b>	<b>19</b>	<b>99.4%</b>	<b>2,085</b>	<b>2,073</b>

**ECONOMIC CLASSIFICATION**

<b>Current payments</b>									
Compensation to employees	2,595	-318		2,277	2,248	29	98.7%	1,426	1,295
Goods and services	440	317		757	769	-12	101.6%	587	627
<b>Transfers &amp; subsidies</b>									
Households	4	1		5	5	-	100.0%	-	-
<b>Payments for capital assets</b>									
Machinery & equipment	10	-		10	8	2	80.0%	72	151
<b>Total</b>	<b>3,049</b>	<b>-</b>	<b>-</b>	<b>3,049</b>	<b>3,030</b>	<b>19</b>	<b>99.4%</b>	<b>2,085</b>	<b>2,073</b>

## DEPARTMENT OF SAFETY &amp; LIASON - NORTH WEST PROVINCE • VOTE 05

DETAIL PER PROGRAMME 2 : ADMINISTRATION									
PROGRAMME PER SUB-PROGRAMME	2004/05					2003//04			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Variance R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
2.1 Office of the DDG Current payment Transfers and subsidies Expenditure for capital assets	1,466 3	42 -		1,508 3 -	1,499 3 -	9 - -	99.4% 100.0% 0.0%	1,432 - 24	1,386 - 24
	1,924 3	-128 2 23		1,796 5 23	1,792 5 8	4 - 15	99.8% 100.0% 34.8%	1,458 - 117	1,457 - 117
	4,487 6	26 - 35		4,513 6 35	4,494 5 36	19 1 -1	99.6% 83.3% 102.9%	3,135 - 157	3,071 - 200
2.2 Finance Current payment Transfers and subsidies Expenditure for capital assets									
2.3 Corporate services Current payment Transfers and subsidies Expenditure for capital assets									
Total	7,889	-	-	7,889	7,842	47	99.4%	6,323	6,255

## ECONOMIC CLASSIFICATION

<b>Current</b>										
Compensation to employees	5,826	-609			5,217	5,166	51		3,639	3,648
Goods and services	2,051	549			2,600	2,618	-18		2,386	2,266
<b>Transfers &amp; subsidiaries</b>										
Households	12	2			14	14	-			
<b>Capital</b>										
Machinery & equipment	-	58			58	44	14		298	341
<b>Total</b>	<b>7,889</b>	<b>-</b>	<b>-</b>		<b>7,889</b>	<b>7,842</b>	<b>47</b>		<b>6,323</b>	<b>6,255</b>

DEPARTMENT OF SAFETY & LIASON - NORTH WEST PROVINCE • VOTE 05  
APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2005

PROGRAMME PER SUBPROGRAMME	DETAIL PER PROGRAMME 3 : OPERATIONS						
	2004/05				2003/04		
	Adjusted Appropriation R'000	Shifting of Funds R'000	Variance R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %
<b>3.1 Chief Directorate</b>							
Current payment	1,703	527		2,230	2,274	-44	102.0%
Transfers and subsidies	3	-		3	3	-	100.0%
Expenditure for capital assets	75	-40		35	22	13	62.9%
<b>3.2 Transformation &amp; Oversight</b>							
Current payment	3,886	-260		3,626	3,501	125	96.6%
Transfers and subsidies	55	-3		52	52	-	100.0%
Expenditure for capital assets	18	-		18	18	-	100.0%
<b>3.3 Liaison &amp; Community Safety</b>							
Current payment	3,585	-224		3,361	3,278	83	97.5%
Transfers and subsidies	406	-		406	406	-	100.0%
Expenditure for capital assets	10	-		10	10	-	100.0%
<b>Total</b>	<b>9,741</b>	<b>-</b>	<b>-</b>	<b>9,741</b>	<b>9,564</b>	<b>177</b>	<b>98.2%</b>

ECONOMIC CLASSIFICATION

<b>Current</b>							
Compensation to employees	6,290	-495		5,795	5,555	240	95.9%
Goods and services	2,884	538		3,422	3,498	-76	102.2%
<b>Transfers &amp; subsidies</b>							
Dept agencies & accounts	400	-		400	400	-	100.0%
Households	64	-3		61	61	-	100.0%
<b>Capital</b>							
Machinery & equipment	103	-40		63	50	13	79.4%
<b>Total</b>	<b>9,741</b>	<b>-</b>	<b>-</b>	<b>9,741</b>	<b>9,564</b>	<b>177</b>	<b>98.2%</b>

**DEPARTMENT OF SAFETY & LIASON - NORTH WEST PROVINCE • VOTE 05**  
**NOTES TO THE APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2005**

**1. Detail of transfers and subsidies as per Appropriation Act (after Virement):**

Detail of these transactions can be viewed in note 8 (Transfers and subsidies) and Annexure 1 (D & I) to the annual financial statements.

**2. Detail of specifically and exclusively appropriated amounts voted (after Virement):**

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the annual financial statements.

**3. Detail on financial transactions in assets and liabilities**

Detail of these transactions per programme can be viewed in note 5 (Details of special functions (theft and losses)) to the annual financial statements.

**4. Explanations of material variances from Amounts Voted (after virement):**

**4.1 PER PROGRAMME:**

	Voted Funds after virement	Actual Expenditure	R'000	%
Ministerial Services	3,049	3,030	19	0.62
Administration	7,889	7,842	47	0.60
Operations	9741	9,563	178	1.83
Total	20,679	20,435	244	1.2

The under-spending in the programmes was due to funds not spent on personnel and equipment, as a result of resignations during the year and non-committal of service providers to deliver equipment on time. Funds were therefore not committed. This however did not have any material effect on service delivery.

**4.2 PER ECONOMIC CLASSIFICATION:**

**Current expenditure**

Compensation of employees  
Goods and services

**Transfers and subsidies**

Departmental agencies and  
accounts Households

**Payments for capital assets**

Machinery and equipment

**R'000**

12,969  
6,885

400  
80

102

**DEPARTMENT OF SAFETY & LIASON - NORTH WEST PROVINCE • VOTE 05**  
**STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2005**

	Note	2004/05 R'000	2003/04 R'000
<b>REVENUE</b>			
Annual appropriation	1	20,679	18,550
Appropriation for unauthorised expenditure approved		-	1,009
Departmental revenue	2	9	-
<b>TOTAL REVENUE</b>		<u>20,688</u>	<u>19,559</u>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	3	12,969	9,497
Goods and services	4	6,885	7,317
Unauthorised expenditure approved	6	-	1,009
<b>Total current expenditure</b>		<u>19,854</u>	<u>17,823</u>
<b>Transfers and subsidies</b>	8	480	400
<b>Expenditure for capital assets</b>			
Machinery and Equipment	9	102	1,031
<b>Total expenditure for capital assets</b>		<u>102</u>	<u>1,031</u>
<b>TOTAL EXPENDITURE</b>		<u>20,436</u>	<u>19,254</u>
<b>NET SURPLUS/(DEFICIT)</b>			
Add back fruitless and wasteful expenditure	7	252	305
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>		<u>11</u>	<u>-</u>
		<u>263</u>	<u>305</u>
<b>Reconciliation of Net Surplus/(Deficit) for the year</b>			
Voted Funds to be surrendered to the Revenue Fund	12	254	305
Departmental revenue to be surrendered to revenue fund	13	9	-
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>		<u>263</u>	<u>305</u>



**DEPARTMENT OF SAFETY & LIASON - NORTH WEST PROVINCE • VOTE 05**  
**STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2005**

	Note	2004/05 R'000	2003/04 R'000
<b>ASSETS</b>			
<b>Current assets</b>		581	629
Unauthorised expenditure	6	510	510
Prepayments and advances	10	24	45
Receivables	11	47	74
<b>TOTAL ASSETS</b>		581	629
<b>LIABILITIES</b>			
<b>Current liabilities</b>		581	629
Voted funds to be surrendered to the Revenue Fund	12	254	305
Bank overdraft	14	310	274
Payables	15	17	50
<b>TOTAL LIABILITIES</b>		581	629
<b>NET ASSETS</b>		-	-
<b>TOTAL</b>		-	-

**CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2005**

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	20,747
Receipts	20,679
Annual appropriated funds received	20
Departmental revenue received	48
Net (increase)/decrease in working capital	
Surrendered to Revenue Fund	-314
Current payments	-19,887
Transfers and subsidies paid	-480
<b>Net cash flow available from operating activities</b>	66
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
Payments for capital assets	-102
<b>Net cash flows from investing activities</b>	-102
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
<b>Net cash flows from financing activities</b>	-
Net increase/(decrease) in cash and cash equivalents	-36
Cash and cash equivalents at beginning of period	-274
<b>Cash and cash equivalents at end of period</b>	-310

**DEPARTMENT OF SAFETY & LIASON - NORTH WEST PROVINCE • VOTE 05**  
**NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005**

**1. Annual Appropriation**

**1.1 Annual Appropriation**

Included are funds appropriated in terms of the Appropriation Act for Provincial Departments (Equitable Share)

	Final Appropriation R'000	Actual funds received R'000	Variance over/(under) R'000	Total Appropriation 2003/04 R'000
Ministerial Services	3,049	3,030	19	2,085
Administration	7,889	7,842	47	6,323
Operations	9,741	9,564	177	10,142
<b>Total</b>	<b>20,679</b>	<b>20,436</b>	<b>243</b>	<b>18,550</b>

The saving is mostly from personnel expenditure. No application will be made for a roll-over.

	2004/05 R'000	2003/04 R'000
<b>2. Departmental revenue to be surrendered to revenue fund</b>		
<b>Description</b>		
Sales of goods and services other than capital assets	-8	-
Fines, penalties and forfeits	17	-
Total revenue collected	9	-
<b>Departmental revenue collected</b>	<b>9</b>	<b>-</b>

**3. Compensation of employees**

**3.1 Salaries and wages**

Basic salary	8,604	6,209
Performance award	804	-
Periodic payments	11	-
Other non-pensionable allowances	1,794	2,034
	<b>11,213</b>	<b>8,243</b>

**3.2 Social contributions**

**3.2.1 Short term employee benefits**

Pension	1,245	905
Medical	511	349
	1,756	1,254
<b>Total compensation of employees</b>	<b>12,969</b>	<b>9,497</b>

Average number of employees

	70	49
--	----	----

#### 4. Goods and services

	Note	2004/05 R'000	2003/04 R'000
Advertising		224	
Bank charges and card fees		12	
Communication		920	
Consultants, contractors and special services		567	2,195
Entertainment		407	56
External audit fees	4.1	212	154
Equipment less than R5 000		9	
Freight service		2	
Inventory	4.2	1,262	390
Licence agency fees		3	
Housing		-	
Maintenance, repair and running costs		324	250
Medical services		-	
Operating leases		170	137
Mint of decorations/medals		-	
Personnel agency fees		22	
Photographic services		-	
Plant flowers and other decorations		15	8
Printing and publications		-	284
Professional bodies and membership fees		5	
Resettlement costs		17	36
Owned and leasehold property expenditure		1,203	899
Transport provided as part of the departmental activities		199	
Travel and subsistence	4.3	1,130	2,854
Venues and facilities		-	24
Protective, special clothing & uniforms		10	30
Training & staff development		172	
		<b>6,885</b>	<b>7,317</b>
<b>4.1 External audit fees</b>			
Regulatory audits		212	154
Performance audits		-	
<b>Total external audit fees</b>		<b>212</b>	<b>154</b>
<b>4.2 Inventory</b>			
Other inventory		2	20
Domestic Consumables		805	
Learning and teaching support material		36	
Fuel, oil and gas		97	
Other consumables		228	190
Parts and other maint mat		41	
Stationery and Printing		53	180
<b>Total Inventory</b>		<b>1,262</b>	<b>390</b>
<b>4.3 Travel and subsistence</b>			
Local		1,130	2,854
Foreign		-	
<b>Total travel and subsistence</b>		<b>1,130</b>	<b>2,854</b>

## 5. Financial transactions in assets and liabilities

Material losses through criminal conduct			
Debts written off	10	-	-
	10	-	-
	<b>20</b>	<b>-</b>	<b>-</b>

### 5.1 Material losses through criminal conduct

Nature of losses  
(Group major categories, but list material items)  
Cellularphone instruments

	10	-	-
	-	-	-
	<b>10</b>	<b>-</b>	<b>-</b>

The theft of the cellularphone instruments were reported to the police and case numbers were obtained.

### 5.2 Bad debts written off

Nature of debts written off

Tax debts	3	-	-
Subsistence advance	7	-	-
	10	-	-

## 6. Unauthorised expenditure

### 6.1 Reconciliation of unauthorised expenditure

Opening balance	510	1,039	
Unauthorised expenditure –current year	-	-	
Unauthorised expenditure approved by Parliament/Legislature – current expenditure	-	-1,009	
Unauthorised expenditure approved by Parliament/Legislature – expenditure for Capital assets	-	-	
Transfer to receivables for recovery	-	480	
Unauthorised expenditure awaiting authorisation	<b>510</b>	<b>510</b>	

### 6.2 Unauthorised expenditure

Incident	Disciplinary steps taken/criminal proceedings	TOTAL
Payment of GG expenditure		18
Purchase of MEC's vehicle	None	160
Ex-gratia payments	None	332
	None	<b>510</b>

	Note	2004/05 R'000	2003/04 R'000
<b>7. Fruitless and wasteful expenditure</b>			
<b>7.1 Reconciliation of fruitless and wasteful expenditure</b>			
Opening balance		-	-
Fruitless and wasteful expenditure – current year		11	-
Transfer of Statement of Financial Performance – authorised losses		-	-
Transfer to receivables for recovery		-11	-
Fruitless and wasteful expenditure awaiting condonement		-	-
<b>Fruitless and wasteful expenditure</b>			
<b>Incident</b>	<b>Disciplinary steps taken/criminal proceedings</b>		<b>TOTAL</b>
Negligent payment	Official has been found guilty and is repaying the amount		11
			11
<b>8. Transfers and subsidies</b>			
Departmental agencies and accounts	ANNEXURE 1D	400	400
Households	ANNEXURE 1I	80	-
		<b>480</b>	<b>400</b>
<b>9. Expenditure for capital assets</b>			
Machinery and equipment	ANNEXURE 4	102	1,031
<b>Total</b>		<b>102</b>	<b>1,031</b>
<b>10. Prepayments and advances</b>			
<b>Description</b>			
Staff advances	1	3	3
Travel and subsistence	2	-	-
Claims recoverable	21	42	42
	<b>24</b>	<b>45</b>	<b>45</b>



### 11. Receivables

	Note	Less than one year	One to three years	Older than three years	Total	Total
Staff debtors	11.1	14	-	3	17	25
Clearing accounts	11.2	30	-	-	30	49
		44	-	3	47	74

Amounts of R 3,112.00 (2004: R0.00) included above may not be recoverable, but has not been written off in the Statement of financial performance

### 11.1 Staff debtors

(Group major categories, but list material items)

	Note	2004/05 R'000	2003/04 R'000
Tax debt		6	7
Recoveries (fruitless expenditure)		11	18
Salary advance		17	25

### 11.2 Clearing accounts

(Group major categories, but list material items)

	Note	2004/05 R'000	2003/04 R'000
Business cards		30	49
		-	-
		30	49

### 12. Voted Funds to be surrendered to the Revenue Fund

Opening balance	305	97
Transfer from Statement of Financial Performance	254	305
Voted funds not requested/not received		
Paid during the year	-305	-97
Closing balance	254	305

### 13. Departmental revenue to be surrendered to revenue fund

Opening balance	-	-
Transfer from Statement of Financial Performance	9	-
Transfer from local and foreign aid assistance**		
Paid during the year	-9	-
Closing balance	-	-

### 14. Bank overdraft

Paymaster General	310	274
Account	310	274

#### 15. Payables – current

Note	30 Days	30+ Days	2004/05 R'000	2003/04 R'000
15.1	-	3	3	3
15.2	-	14	14	47
		<b>17</b>	<b>17</b>	<b>50</b>

#### 15.1 Clearing accounts

Description (Identify major categories, but list material amounts)	Note	2004/05 R'000	2003/04 R'000
Debt disallowance		1	-
Petty cash control		2	3
Salary movement		<b>3</b>	<b>3</b>

#### 15.2 Other payables

Description (Identify major categories, but list material amounts)	2004/05 R'000	2003/04 R'000
Salary reversals	9	9
Returned deduction cheques	4	38
Telephone debt	1	
	<b>14</b>	<b>47</b>

#### 16. Reconciliation of net cash flow from operating activities to surplus/(deficit)

Net surplus/(deficit) as per Statement of Financial Performance	254
(Increase)/decrease in receivables – current	38
(Increase)/decrease in prepayments and advances	21
Increase/(decrease) in payables – current	-33
Increase/(decrease) in current liabilities	-62
Capital expenditure	102
Voted funds not requested/not received	-254
<b>Net cash flow generated by operating activities</b>	<b>66</b>

#### 17. Appropriated funds and departmental revenue surrendered

Appropriated funds surrendered	255	97
Departmental revenue surrendered	9	-
	<b>264</b>	<b>97</b>

These amounts are not recognised in the financial statements and are disclosed to enhance the usefulness of the financial statements.

#### 18. Contingent liabilities

<i>Liable to</i>	<i>Nature</i>	<i>Note</i>	2004/05 R'000	2003/04 R'000
Housing loan guarantees	Employees	ANNEXURE 3	179	160
Capped leave commitments	Employees		1,039	850
			1,218	1,010

#### 19. Accruals

##### *By Economic Classification*

	30 Days	30+ Days
Compensation of employees	-	-
Goods and services	62	179
	62	179

##### *Listed by programme level*

Ministerial services	13	-
Administration	39	-
Operations	10	179
	62	179

#### 20. Employee benefits

Leave entitlement	337	229
Thirteenth cheque	405	480
Performance awards	165	68
	907	777

## 21. Leases

### 21.1 Operating leases

#### Type of financial institution

	Buildings & other fixed structures R'000	Machinery and equipment R'000	2004/05 Total R'000	2003/04 Total R'000
Not later than 1 year	1,005	242	1,247	1,220
Later than 1 year and not later than 3 years	2,443	228	2,671	2,274
Later than three years	906	28	934	1,799
Total present value of lease liabilities	4,354	498	4,852	5,293

## 22. Related party transactions

Information about related party transactions is required for accountability purposes and to facilitate a better understanding of the financial position and performance of the department. The principle issues in disclosing information about related parties is identifying which parties control or significantly influence the department and determining what information should be disclosed about transactions with those parties.

Disclosure of:

- The types of the related party relationship
- The types of transactions that have occurred
- The elements of the transactions necessary to clarify the significance of these transactions to its operations and sufficient to enable the financial statements to provide relevant and reliable information for decision-making and accountability purposes.

The above excludes transfer payments and subsidies, as that is disclosed in the annexures to the financial statements.

### There are no related party transactions

## 23. Senior management personnel

The aggregate compensation of the senior management of the department and the number of individuals determined on a full time equivalent basis receiving compensation within this category, showing separately major classes of key management personnel and including a description of each class for the current period and the comparative period. Detail on each type of compensation should be disclosed.

- The Minister, Deputy Ministers, Director-General	767	-
- Deputy Director Generals	620	661
- Chief Director	511	507
- Directors	2,202	1,028
	4,100	2,196

ANNEXURE 1D : STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

AGENCY / ACCOUNT	TRANSFER ALLOCATION			TRANSFER			2003/04	
	Adjusted Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Funds Transferred	Final Appropriation Act R'000	Final Appropriation Act R'000
North West Provincial Community Police Board	400	-	-	400	400	100.0%	400	400
	400	-	-	400	400		400	400

ANNEXURE 1I : STATEMENT OF TRANSFERS / SUBSIDIES TO HOUSEHOLDS

NOT PROFIT ORGANISATION	TRANSFER ALLOCATION			EXPENDITURE			2003/04	
	Adjusted Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Funds Transferred	Final Appropriation Act R'000	Final Appropriation Act R'000
Transfers								
Regional Services Councils	80	-	-	80	80	100.0%	-	-
	80	-	-	80	80		-	-
Total	80	-	-	80	80		-	-

### ANNEXURE 3 : STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2005 – LOCAL

Guarantor Institution	Guarantee in Respect of Housing	Original Guaranteed Capital Amount R'000	Opening Balance 01/04/2004 R'000	Guarantees Issued during the year R'000	Guarantees Released during the year R'000	Guaranteed Interest Outstanding as at 31 March 2005 R'000	Closing Balance 31/03/2005 R'000	Realised Losses i.r.o. Claims Paid Out R'000
Nedbank limited		26	26	-	9	-	17	-
Firstrand bank limited		36	36	-	24	-	12	-
ABSA		81	81	50	-	-	131	-
Peoples Bank		17	17	2	-	-	19	-
<b>Total</b>		<b>160</b>	<b>160</b>	<b>52</b>	<b>33</b>	<b>-</b>	<b>179</b>	<b>-</b>
		<b>160</b>	<b>160</b>	<b>52</b>	<b>33</b>	<b>-</b>	<b>179</b>	<b>-</b>

### ANNEXURE 4 : PHYSICAL ASSET MOVEMENT SCHEDULE AS AT 31 MARCH 2005

	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers in R'000	Transfers Out R'000	Closing Balance R'000
<b>MACHINERY AND EQUIPMENT</b>		102	-	-	10	-
Computer equipment	-					-
Furniture and office equipment		64			10	-
Other machinery and equipment		38			-	-
Specialised military assets						-
Transport assets						-
<b>Total</b>	<b>-</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>-</b>

### ANNEXURE 4 : PHYSICAL ASSET MOVEMENT SCHEDULE AS AT 31 MARCH 2004

<b>MACHINERY AND EQUIPMENT</b>		1,031	-	-	-	-
Computer equipment	-					-
Furniture and office equipment		393	-	-	-	-
Other machinery and equipment		73	-	-	-	-
Specialised military assets		129	-	-	-	-
Transport assets		436	-	-	-	-
<b>Total</b>	<b>-</b>	<b>1,031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

This is a movement schedule as at 1 March 2004



