

Corruption & the SAPS

a review and its implications

Andrew Faull
ISS Commissioned Researcher
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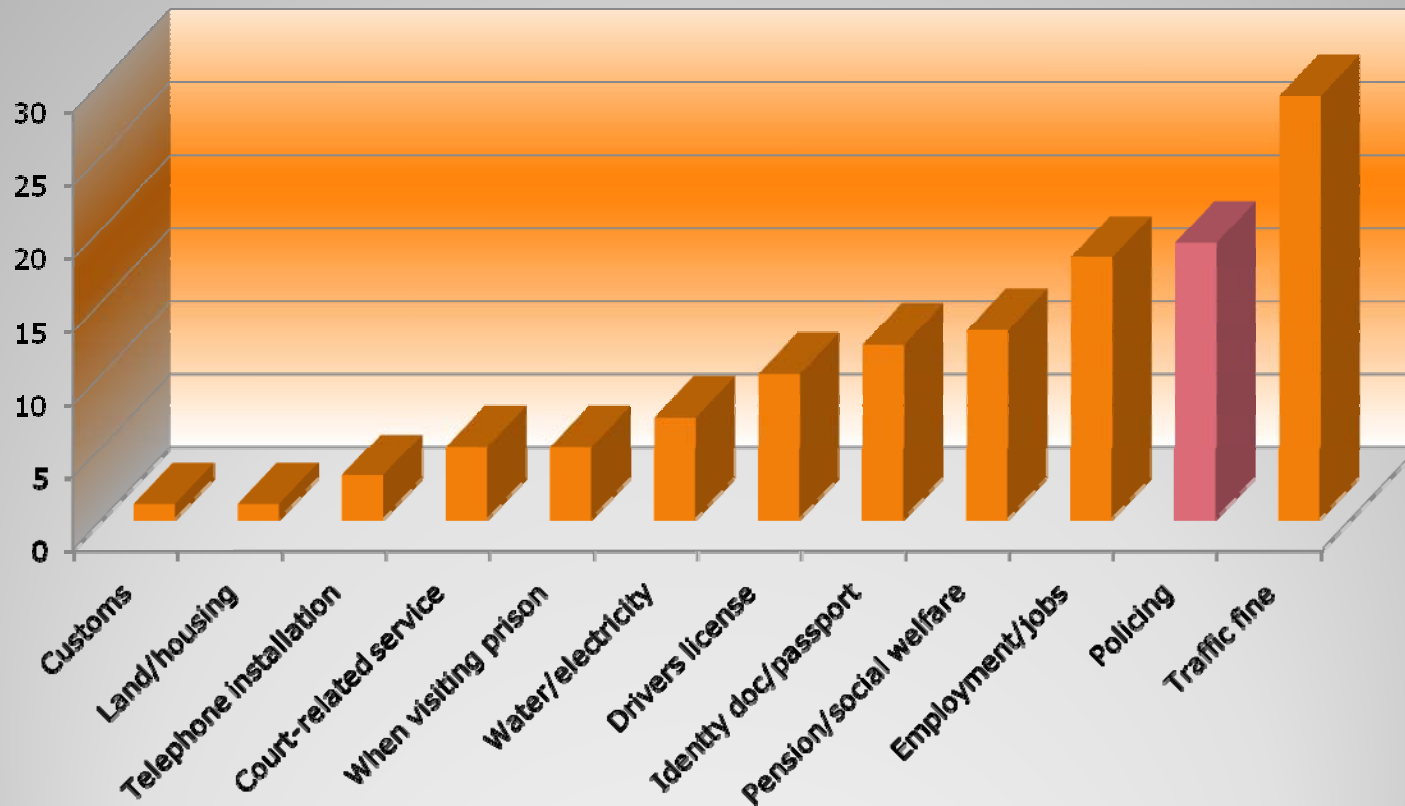
Presentation Outline

- Context: what the research tells us
- SAPS engagement with corruption post-94
- Corruption & Fraud Prevention Strategy
- Future research and monitoring

Context :
what the
research tells
us

ISS Victim of Crime Survey 2003

Percentage of respondents asked to pay bribes by sector



Source: Burton et al 2004:115

SAPS perceptions & culture

a view from 21 Johannesburg stations, 2004

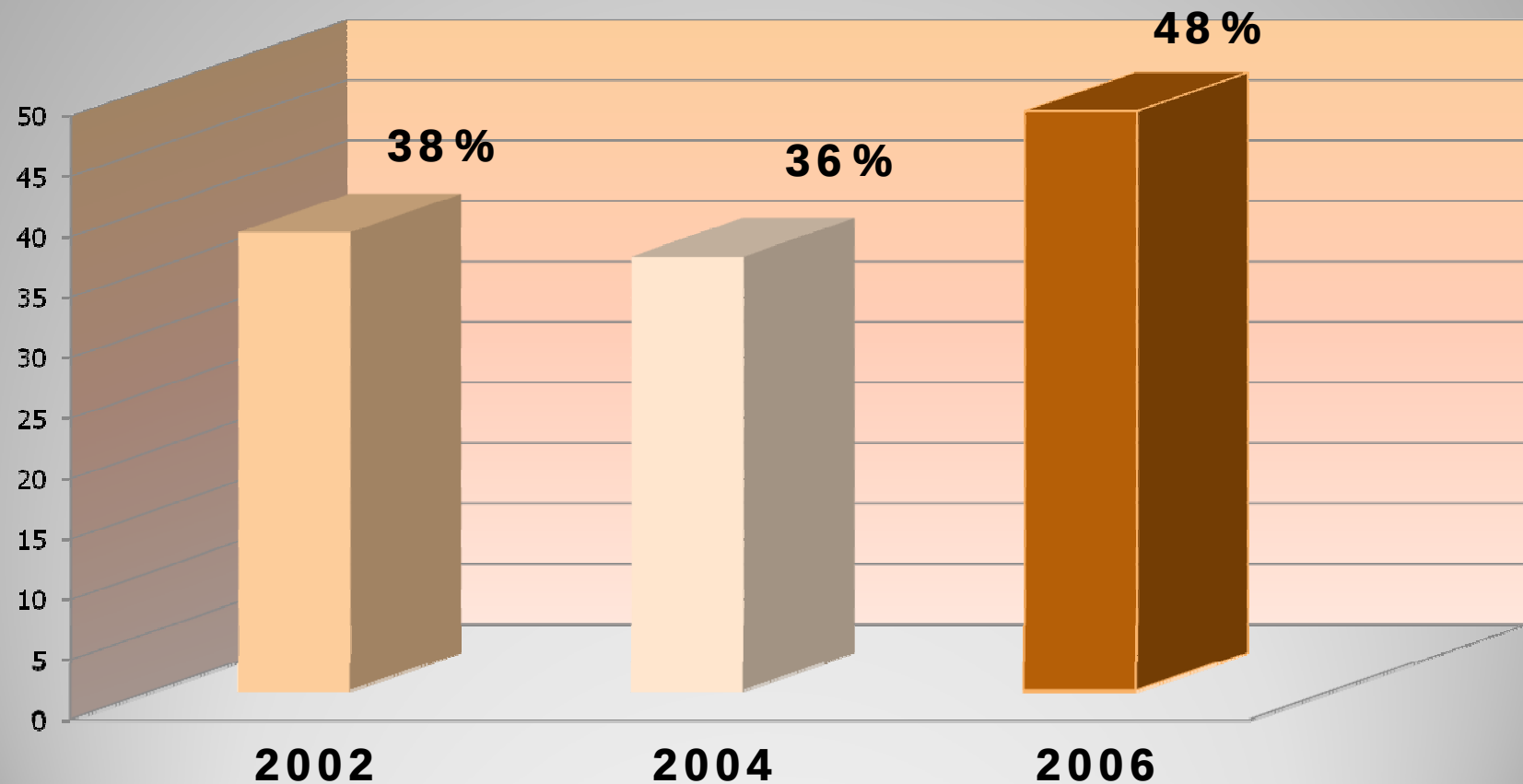
- 92% agreed police corruption was a serious challenge facing the SAPS
- 70,2% agreed most members were aware of those involved in corruption
- 68,6% believed most members wouldn't report corrupt members
- 65, 3% believed SAPS was effectively tackling/preventing corruption
- 53% agreed management would support members who reported corruption
- 54,3% believed corruption had increased since 2000

= silence, solidarity, suspicion, 'brotherhood', etc

Source: Newham, G. 2005, *The SAPS Johannesburg Area Transformation Survey*, CSV

Public Perceptions of Corruption

% of respondents believing “all” or “most” police are corrupt



Source: Afrobarometer 2002, 2004, 2006

Public Perceptions of Corruption

- ★ 50% of respondents trust police “not at all” or “just a little”
- ★ 87% of those who perceive there to be high levels of police corruption don't trust police
- ★ *“perceptions of corruption are the most important, and negative, determinant of trust [in the police]”*

Sources: Afrobarometer 2006 & Mattes, R. “Good News and Bad” in Crime Quarterly, No.18, Dec 2006

Other research findings

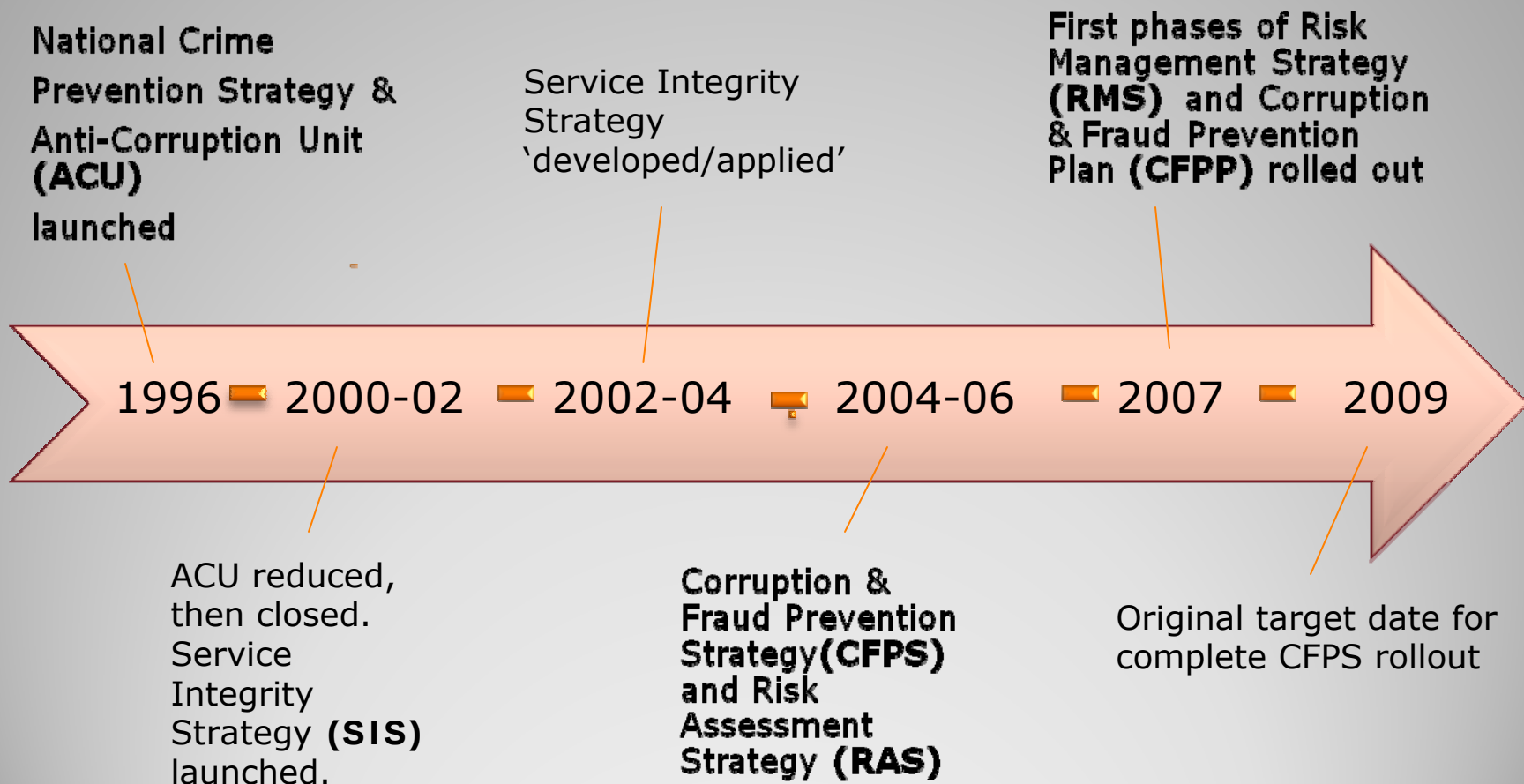
- Concern over closure of anti-corruption unit, lack of anti-corruption policy and failures to implement anti-corruption strategies
- Managerial shortcomings as cause of police criminality
- Poor supervision and lack of corruption controls enable and perpetuate deviance.
- Lack of leadership on corruption in SAPS
- Poor oversight structures

Context: summary

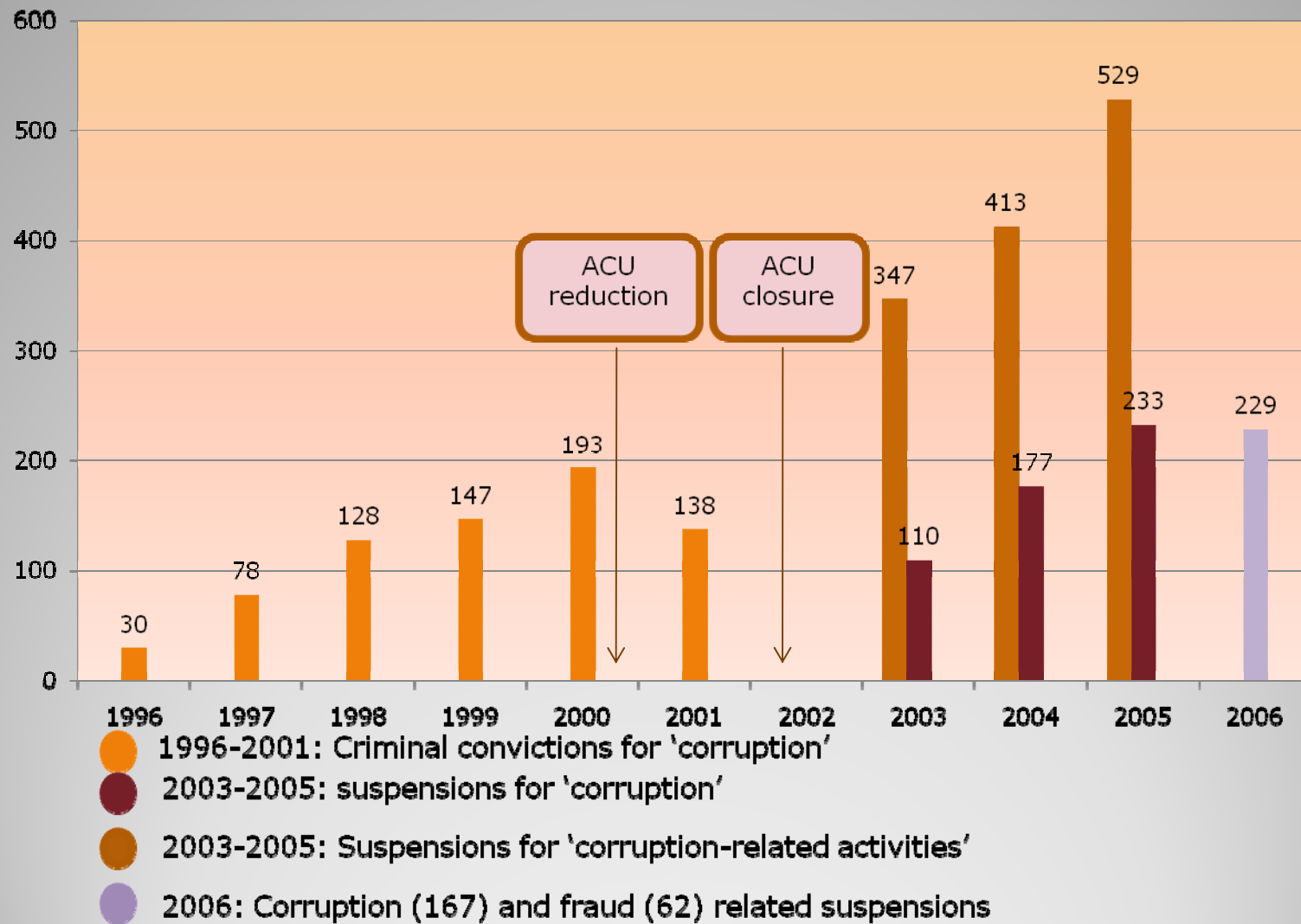
- SAPS sample suggests organisational perceptions of widespread corruption
(NB: 2004 study, not representative of whole organisation)
- Public perceptions of widespread police corruption directly linked to lack of faith in police.
- Poor supervision and corruption controls, poor strategy implementation, lacking leadership on corruption, weak oversight structures

**SAPS (& ICD)
engagement
with corruption
post-1994**

SAPS anti-corruption measures post 1994



SAPS convictions & suspensions for corruption 1996-2006



ICD engagement with SAPS corruption

- Corruption & abuse of power complaints quadrupled between 2001-2003 and remain at this level
- These account for roughly 4% of all ICD complaints
- Anti-Corruption Command (ACC) established in 2004
- The ICD's ACC has only 3 investigators for the entire country compared with the 250 of the SAPS's former anti-corruption unit.

SAPS (& ICD) engagement with corruption post-1994: Summary

- Misleading information in annual reports
- SAPS foot-dragging regarding strategies
- 0,0009% of employees suspended for corruption or fraud in 2006/07
- ICD Anti-Corruption Command is effective but under-resourced with only 3 investigators

The Corruption & Fraud Prevention Plan (CFPP)

The Corruption & Fraud Prevention Strategy / Plan

- In the making since 2001
- Approved for station rollout by National Commissioner in September 2007
 - No means to measure implementation
- Four aspects:
 - Prevention
 - Detection
 - Investigation
 - Restoration

CFPP: Prevention

- Emphasis on code of ethics
 - led by National Commissioner
- Recruitment
 - currently problematic
- Training
 - new recruits and promotions
- Communication Plan on Corruption & Fraud
 - educating public and employees

CFPP: Detection

- Closely linked to Risk Management Strategy (RMS)
- Strategic risk register (30 risks)
- Provinces & Divisions conduct their own risk analysis
- Relies on upward information flow
- National Commissioner appealed to members to report corrupt colleague

CFPP: Investigation

- Investigation capacity remains at station level and within the Organised Crime and Commercial Crimes Units
- Inter-agency cooperation previously stressed
- Possible corruption courts

CFPP: Restoration

- Corruption prevention mechanisms applied at station level
- Train 'disciplinary officers'
- Prioritise disciplinary backlogs
- DOJ may introduce corruption courts

SAPS assessment of the CFPP

- Corruption & fraud cases referred to court
- Departmental action taken
- Suspensions, guilty verdicts, dismissals

CFPP: summary

- Ambitious, complex & multi-faceted – it could be very effective if carried through to intended conclusion
- After original struggles, significant progress has been made over the past year
- Implementation remains at a very early stage, even if effective, results may not register in annual reports until at least 2008/09

Where to from here?

***Towards implementation
and greater understanding***

Monitoring, evaluation & research

- As the CFPP rollout has just begun the time is right for M&E through external partnerships to:
 - gain greater understanding of CFPP outside SAPS
 - monitor CFPP evolution
 - hold SAPS to their timeframe
 - conduct case studies in various SAPS contexts to ascertain CFPP effectiveness throughout service
 - develop evaluation toolkit for CFPP

Monitoring, evaluation & research

- Focus on:

- monitoring political will around SAPS corruption
- developing supplementary resources to aid SAPS managers, members and related oversight bodies in engaging with and rolling out the CFPP.
- comparing CFPP with best practices elsewhere
- facilitating cooperation between ICD, NPA, SAPS
- examining possibilities for cooperation between SAPS and metro police
- promoting public education of, and engagement with the CFPP

Thank You