



Safety & Security Policy

January 2014

Contents

1.	PREFACE	1
2.	MISSION	2
3.	OBJECTIVES	2
4.	INTRODUCTION	3
5.	ADMINISTRATION	3
6.	VISIBLE POLICING	5
7.	DETECTIVE SERVICES	6
8.	CRIME INTELLIGENCE	6
9.	HUMAN RESOURCES	7
10.	PROTECTION & SECURITY SERVICES	7
11.	TRAINING OF POLICE PERSONNEL	7
12.	CONDITIONS OF SERVICE	8
13.	PREVENTIVE & PROACTIVE POLICING	9
14.	POLICE STATIONS	10
15.	POLICE CULTURE	10
16.	POLICE EXCHANGE SCHEME	10
17.	COMPLEMENTARY POLICING	11
18.	SOUTH AFRICAN NATIONAL COUNCIL FOR CRIME PREVENTION	11
19.	PREVENTING INTENTIONAL INJURY & HOMICIDES ..	11
20.	PROTECTION OF WOMEN & CHILDREN	12
21.	POLICING THE BORDER	12
22.	YOUTH GANGS	12
23.	DRUG TRAFFICKING	13
24.	USE OF TECHNOLOGY	13
25.	WHITE COLLAR CRIME	13
26.	THE IDC	14
27.	IMPLEMENTATION	14
28.	THINK TANK	15

1. PREFACE

COPE recognises that crime in South Africa is rampant and violent. Its negative impact on people and on the economy is considerable. The Department of Safety & Security will under a COPE led administration; have to establish a National Centre for Crime Information, Research, Systems and Coordination of policing with the aim of immediately reducing crime at its social and community roots. This Centre will have to function in such a manner that no individual or band of individuals will be able to serve as gatekeepers to the inflow of information. All information coming in to the Centre will have to be recorded against a Register Number and the informant must know by email or an SMS that the item was entered on the register against the number that was being disclosed to the individual. In this way all information can be entered into a database and then classified.

District Committees will receive regular reports from the NCCRSC, relevant to their area, to enable them to engage in community policing with the support of the police, prosecutors, magistrates, educators, priests, and community leaders. Where the reports are not reflective of the situation in the area, they will be sent back for correcting and amending. In this way the Centre's records will be verified by communities and communities in turn will have clarity of how crimes were being organised and who in their communities was involved.

The police will have to allocate scarce resources efficiently to improve the effectiveness of policing so that community satisfaction is achieved. Dealing with



the issue of violent crime will require the intervention of special task forces to uncover weapons and organised criminal groups.

In order to succeed in combating crime it is an imperative to follow the money. Each District Committee will have knowledge of individuals who were flaunting money without any known source of income or far in excess of their likely incomes. Where any grounds for suspicion exist, such suspicions should be reported to SARS immediately for investigation with SARS having to feed information back to the Committee.

All purchases for services or items, or houses or cars in excess of an amount to be determined by SARS, whether in respect of a single expense or as an aggregate over a twelve month period beginning on 1 March and ending on 28 February, will only be allowed upon the purchaser producing a smart card issued by SARS or upon a proper clearance and authorisation. The use of ICT should be extensively harnessed to allow for the law abiding citizen to enjoy the fruits of his / her labour while closing the door on those who are profiting illicitly and illegally. The need to train police in the use of new technologies will enhance police functions and improve their performance. In this regard police can resort DNA analysis to help solve crimes; simulations and modelling to determine the most efficient location of patrol cars, biometric and license-plate recognition technologies to locate stolen cars, fugitives, and crime suspects rapidly; and non-lethal weapons to apprehend dangerous criminals. The importance of training police in the use of complex technologies is an imperative and will have to be undertaken without delay.

Research on the use of technology must focus not only on the implementation and effectiveness of new equipment, but also on management systems and behavioural intervention technologies so that police departments and communities can be provided with detailed guidance on the cost-effectiveness of new technologies, their risks and benefits, and the best ways of incorporating them into policing operations.

Community involvement in setting community priorities is essential to success in policing. All communities

should be afforded 'lever-pulling' capabilities so that crime is dealt with effectively and efficiently.

2. MISSION

To provide South African citizens with safe and secure environment and to do so speedily, efficiently and effectively by forging meaningful links among all role players in the community and the police as well as all other relevant government representatives.

3. OBJECTIVES

COPE is committed to promoting and protecting South African citizens at all times of the day and night. In order to do so, the following objectives will have to be met:

To ensure that the views of the District Committee on current service provision and priorities as well as in respect of future development are taken into account in developing a joint strategy that will be jointly driven;

- To ensure that all processes are democratic, transparent and accountable;
- To ensure that corruption is rooted out and that the well being, safety, and satisfaction of police personnel is achieved;
- To ensure that all government departments work as one efficient and integrated unit in eradicating the root cause of criminality;
- To ensure that there is effective leadership within the police in the area and this is exercised in a style and manner that accords with the expectations and aspirations of the local community.
- To be able to make South Africa one of the most crime free countries of the world.



4. INTRODUCTION

A COPE led administration believes that for South Africa to remain economically prosperous, crime has to be tackled by joining all of the forces available in society. For too long, promises have been made without action being taken.

COPE is putting forward a policy with great detail for South Africa to interrogate, improve and own. Once the policy is approved, a COPE led government will have clarity on what it will need to do to ensure that South Africa does indeed become a crime free country.

5. ADMINISTRATION

A COPE led administration will require that proper verification procedures be put in place to ensure that qualifications of applicants are checked for accuracy and non falsification and that due diligence is exercised in respect of what is claimed on a CV. All managers, as part of continuous growth, will be required to participate in an ongoing skills training programme to be undertaken in conjunction with a university providing long distance education. The need to fully understand the PFMA cannot be overemphasised. The PFMA seeks to promote a sustainable financial management culture in the public sector and to ensure that an effective use of government resources occurs. The monitoring devices allow for the measurement of outputs and of value received. COPE recognises that if the PFMA is being fully implemented, greater delivery will occur and wasteful and futile expenditure will not occur. All managers will also need to be thoroughly familiar with the Promotion of Access to Information Act, the Prevention of Corrupt Practices Act, the Financial Intelligence Centre Act and the Protocol on Corporate Governance in the Public Sector.

COPE undertakes to integrate the provisions of all of the above in a handbook for administrators so that the challenges regarding corporate governance are eliminated and the best risk management practices are employed. All administrators, importantly, should only be able to continue in service on the basis of sound ethical and democratic conduct and if these are compromised in any way whatsoever it will be untenable for the administrator to remain within the

service. Any appointment to any post within the government administration, at every level, will require a thorough knowledge of all of the above Acts and the Protocol on Corporate Governance in the Public Sector.

In the COPE led administration democracy, innovativeness, flexibility, responsiveness, transparency, accountability, integration, and delivery will have to be demonstrated. A pen pushing and paper shuffling bureaucracy will have to yield to implementation.

Each year in January, the Minister must place in front of the relevant Portfolio Committee a report that must evaluate how successfully the provisions of the PFMA and other applicable legislation and protocols were implemented within the full sphere of its influence. If corrupt practices had come to light or if futile and wasteful expenditure had occurred, the Portfolio Committee will have to ascertain who was culpable and require such a person or persons to come before it and to answer questions.

COPE policy will be totally, totally intolerant of Qualified Audit Reports. The administration must engender financial and legal compliance every moment of its functioning in order that ethical and efficient governance prevails. Where there is total compliance with the PFMA and the other requirements, by the management, there cannot arise situations where the Auditor General has to issue a qualified report. Qualified reports should lead to consequences for senior administrators.

In line with what is happening in the private sector, the public sector should follow new management styles that are being advocated by researchers. Charles Handy, for example, advises that 'We used to think that we knew how to run organizations. Now we know better. More than ever they need to be global and local,



small in some ways and big in others, to be centralized some of the time and decentralized most of it, workers to be autonomous and more of a team, and managers delegating'. Henk Volberda, while he is clearly addressing the business sector in his statement, is stating a point that is just as relevant for the public sector. He records that the 'Changing competitive environments are forcing companies in almost every sector to re-examine their organizational form. The new flexible firm facilitates creativity, innovation, and speed, while maintaining coordination, focus and control'. These ideas are even more relevant in state departments.

The modern administrator should be knowledgeable and especially so in respect of Information Technology. Within the management there should be ample provision for each manager to be able to act autonomously provided that professional standards and norms and values are strictly adhered to without exception. The personal commitment from a manager to serve the cause of the people of South Africa, faithfully and honestly, should be the benchmark striven for.

COPE recognises that a lack of democracy, transparency and accountability are bedevilling the administration of departments with intimidatory tactics often being used to silence individuals and to achieve conformity. In such a climate corrupt practices occur. COPE would like to secure the autonomy of the manager and make sure that democracy, transparency and accountability prevail.

A COPE led administration will use the ICT forum that each Department will manage to encourage South Africans to expose corruption and inefficiencies. Those who are accused will be allowed due process and if found guilty, will have their services terminated and no exception will be made. Best practices in fighting

corruption will be adopted after Parliament annually reviews the question of corruption within the administration. On all such occasions, an MP who does not belong to the ruling party will chair such a meeting and be responsible for finalising the report to Parliament. Parliament will have to act decisively on the report with all MPs being freed to act on their conscience and not according to party lines determined in a caucus.

Administration must allow for an optimal amount of decentralisation while ensuring that the unity of direction and purpose is always kept in clear focus. The implementation team must always work in close co-operation with the organisational team so that goals and targets are met according to prioritisation and time frames. The procedures for execution must be innovative, legal, transparent and synergistic. Quality control and financial management must be in place. The target for the service, if the target is identifiable, must evaluate the quality of the service as well as the value for money that was derived from it. This is very important.

COPE will require that administrators utilise staff potential in the fullest way possible so that morale, team spirit, initiative, synergy and drive are all boosted.

Effective integration is essential for effective government. Mutually reinforcing policies are essential to allow improved service delivery. An integration manager must regularly focus on inter-level and inter-departmental integration so that national, provincial and local government operate seamlessly and efficiently. The integration manager must also help to align the efforts of NGO's, the community and other stake holders so that optimal synergy will obtain. It is an absolute imperative that this happens and is seen to be happening.



COPE believes that all administrators should see their duties as exceeding those set out in the closed list deriving from the PFMA. The PFMA is there to ensure fiscal and ethical good behaviour which has become so much of a problem in the present time. Managers, who engender trust and set high standards of ethical, transparent and democratic behaviour for themselves, need not to be constrained by the requirements of the PFMA.

6. VISIBLE POLICING

Visible policing is essential in preserving the safety and security of individuals. The importance of discouraging all crimes by providing a proactive and responsive policing service cannot be overemphasised. Specialised interventions using the air wing or special task force must occur at regular intervals. The fact that over R20 billion per annum is expended on visible policing should be yielding noticeable results. There is no denying that the police confront many challenges. Society on the other hand is seriously concerned about declining respect for authority, waning public institutions and the degradation of urban environments. The solution is to have an integrated approach in which the police, local government planning and District Committees search for solutions together to eradicate crime.

Businesses, organisations and the public must have their confidence in the capacity of the police to combat crime restored. As many South Africans have turned to private security services, it is important to achieve effective coordination, accountability, governance and regulation. An ad-hoc approach is totally unacceptable. As they lead to duplication of efforts, competition and mistrust. The police must develop innovative ways of ensuring that high quality security and order comes about as a result of co-operative action. When the police and private security companies work in a thoroughly co-ordinated manner, the sharing of effective information is facilitated, mutual respect and trust grows, and significant benefits accrue to the community.

Policing in South Africa has to be delivered in strict conformity with the democratic values of justice, equity, accountability and effectiveness.

A well-coordinated national strategy must also address the socio-economic, political and other root causes of crime. For this to happen government departments will have to pool personnel so that a multi-disciplinary task team can act proactively and decisively. The teams must be able to provide decisions on the spot while allowing for formalisation procedures to take place after the green light has been given in the form of a certificate allowing certain processes to begin. Communities must see and know that government is acting decisively.

The identification of crime "hot spots" in identifiable neighbourhoods, public places or street corners can be easily achieved through a meeting with the District Committee. After such a meeting the police must formulate a plan of action with that committee and then deploy police or special task forces to counter criminal activity and restore a sense of safety to the area. Proactive policing, in full co-operation with the community, must occur.

The targeting of people carrying illegal firearms must be undertaken through the deployment of a special unit to confiscate illegally-carried firearms. The unit should operate in groups of ten and should carry hand held metal detectors. They should be very active in areas with high rates of gun-related violence. Police engaged in this sort of activity must be carefully trained and rigorously monitored to ensure that searches are conducted in a constitutional manner. Community education will also be needed to increase the deterrence value of this strategy and engender neighbourhood support.

Police must also target local crime 'hot-spots' in accordance with received intelligence. The underlying causes of the crime must also be dealt with concurrently. While it is important to show that troublemakers will be harshly dealt, that the government will also deal kindly with the suffering of the people. The two must go hand in glove and inter-departmental support will be mandatory on request.



7. DETECTIVE SERVICES

The investigative work of the South African Police Service, involving the gathering and analysing of evidence is essential to the successful prosecution of criminals, is critical. The policy of COPE is to enhance the importance of investigative work and to elevate the status of detectives. Specialised technical equipment and the ready availability of forensic science laboratories countrywide must be available to them as the loss and contamination of vital evidence diminishes their ability to bring criminals to justice.

Completing paperwork is the bane of every person's life. COPE believes that this should not be so. Specially designed software should make this part of the work easy.

A COPE led administration will immediately recruit a substantial number of well qualified young people with the suitable aptitude to be trained as detectives using a modern curriculum in which the use of technology will be given special significance. Every police force has to be adequately supported by the investigative branch and therefore COPE will ensure that any deficit in this regard will be met. Training slightly more than the number of detectives required nationally will allow for future vacant posts to be filled immediately. Trained detectives are also in demand on a hire basis and therefore producing an excess of detectives will be supported.

This is an area of utmost concern to COPE and it will therefore address it as a matter of national priority.

Cyber crime is also a matter of grave concern to COPE. Cyber Crime has the potential to create a financial catastrophe. Detectives specialising in cyber crimes will have to be recruited in adequate numbers and highly trained. Colleges of education that were closed

will be considered for reopening to private detectives of the highest calibre.

8. CRIME INTELLIGENCE

The need to neutralise criminals by gathering, collating and analysing intelligence information is critical in order to combat crime. The development of a National Centre for Crime Information, Research, Systems and Coordination will allow for intelligence on the following, amongst others, to be gathered: human trafficking, racketeering, fraud, counterfeiting, drug trafficking, contraband, hijacking, smuggling, break-ins, cyber crimes, tax evasion and the corrupting of government officials. The flow of information from the public to the centre will have to occur without any impediment or blockage or interference. Systems will have to ensure that information being transmitted to the centre gets digitally coded and recorded so that no individual or individuals can get to it to erase it.

COPE believes that the whole of South Africa is willing to contribute to intelligence provided that the integrity of the system is 100% tamper proof. If the people of the country see a documentary which reveals how well secured the system is, and how totally safe it is for them to contribute intelligence, they will do so. COPE believes that the print media, radio and television must combine at a given time to focus on one of the main areas of organised crime so that the largest segment of the population can be reached and the greatest quantity of information on the crime in focus can be elicited from them for sifting.

The media can help the citizens to look for tell tale signs of the type of criminal activity shown on TV at that time and advise citizens how to proceed in safety in identifying the criminal activity and reporting it. The exercise can be repeated each month with the total



police force, private security groups and special task forces combining to set up road blocks and raid buildings. Tax inspectors can join in to scrutinise the financial records of those who are suspected of being involved in that crime.

Those who are arrested on tax evasion will be obliged to report on their financial affairs and disclose specified documents with each report so that tax officials can check whether any illicit sources of income existed.

9. HUMAN RESOURCES

COPE believes that the criteria for the selection and recruitment of people into the police force, has to be thoroughly examined. The skill requirements of the police force and the capabilities and capacities of individuals to meet the necessary requirements must receive urgent attention. COPE believes that the Police Force should prepare a Human Resource Strategy, within the full ambit of the law, so that its needs can be met effectively and efficiently. In following best practice, the recruitment into the force must ensure that utmost competency is striven for and that the procedures are fair, consistent and transparent in manner; and that the outcomes are equitable.

Under a COPE led administration the recruitment of young people into the force will always be in excess of current needs. This is to ensure that a vast number of young people can get high level training and be available the moment that vacancies arise. Those that are surplus to the force's needs will find openings with private security firms and companies.

10. PROTECTION & SECURITY SERVICES

As with any other country, COPE will continue with the VIP Protection Services to ensure that the president,

deputy president, former presidents and their spouses, and other identified VIPs are safeguarded while in transit. Static and Mobile Security will likewise be provided to local and foreign VIPs; to those who are transporting valuable government cargo; and those who are escorting certain dangerous high profile prisoners.

The protection of the country's border posts, airports and harbours will be looked into with a view to making improvements and expanding the use of technology.

The Rail Police will be expanded to ensure security in the railway environment. Rail passengers will also need to go through metal detectors.

COPE will require that security regulations be thoroughly evaluated and that the administration of national key points and strategic installations be examined.

11. TRAINING OF POLICE PERSONNEL

The training of police personnel must place values and ethics at the head of the list. In a democratic state where the upholding of the Constitution precedes all considerations, all uniformed police members should undertake their duties with a deep commitment to protecting the rights of citizens and enforcing the law of the land. The curriculum must endeavour to expose recruits to the history and philosophy of democracy in order to inculcate democratic values in them. It is only through an adequate exposure to such values that the uniformed police members will at all times ensure fair and impartial treatment of an individual and be sensitive to racial, ethnic, sexual, gender, and religious issues. All recruits should also have adequate knowledge of the different culture of different people in our country.

The ability of a police officer to act with utmost integrity, to abide by the police codes of conduct and to protect the fundamental human rights of individuals are very important for the preservation of our democracy. At any



moment, through their day-to-day contact with citizens, police become the most visible manifestation of government authority. The skill with which the uniformed police members conduct themselves in performing their duties shapes public perception. Their ability to reflect sound judgment, guided by ethical values, will allow them to deal with juveniles, victims, and offenders in a manner that engenders trust and respect.

That the police need to have support to win back the trust of all South Africans is a matter of the highest priority for COPE.

The basic police training must include a large number of practical skills. Skills in the extensive use of technology will also have to be developed. COPE will encourage all interested parties to contribute ideas and thoughts in the development of a new curriculum for the training of recruits that will command the respect of all South Africans and at the same time allow police officers to enjoy greater status in society.

COPE will also make provisions for the recruitment of a very large number of suitable young South Africans for training.

12. CONDITIONS OF SERVICE

COPE recognises that the Conditions of Service for the Police are less than satisfactory. Scales of pay for all lower ranks will have to be sympathetically reviewed to attract suitable recruits into the service. The State Pension Scheme will also have to be looked at because police, by the very nature of their work, may have to be put on pension earlier than most other people. Accommodation for police personnel can be adequately met by supporting the concept of cohousing in close proximity to the stations where they are based. Cohousing for police personnel will answer an aggregate of needs in an economical, efficient and practical manner.

All police officials ought to be able to boost their earnings by volunteering their services, out of duty hours, through a regulated scheme to undertake extraneous work suited to their training. Such a scheme will be allowed to continue in perpetuity provided that it is not in conflict with the police code or their official duties or the public sentiment. Each District Committee

will play a role in its control. All spouses of police officers or their family members will need clearance from a District Committee before participating in any business within the jurisdiction of a police station where the official is appointed.

While all appointments to the higher ranks are generally filled from within the service, COPE will encourage that all aspiring managers complete specified managerial courses through a university in South Africa. Promotions should occur on the basis of equity, ability, experience, suitability and appropriate qualification. COPE will encourage that passing an appropriate qualifying examination be a condition for promotion.

To ensure that police personnel are in a good state of health, they will be offered regular free medical check ups, gym facilities, and dietary guidelines. Flexible starting times within each shift will have to be implemented to ensure that the management can match resources to demand as well as the circumstances of an individual officer. The shift pattern must not be damaging to the health of officials.

COPE believes that the granting of the annual leave should allow for bonus days to be added every five years. This should be awarded by a District Committee after assessing regularity of attendance, passing of examinations, commendations from the public, good peer assessments, democratic and ethical behaviour, and good service. The number of days may not exceed the number of days routinely approved for the annual leave. Such a dispensation will encourage a police official to be committed and motivated. The scheme will also seek to get airlines, hotels and resorts to show their appreciation for good service from the police by allowing special rebates.

COPE will examine sick leave with a view to understanding whether the needs of the police force are being adequately met where these were warranted and whether any abuse existed within the system. The provision of uniforms and equipment must always remain on the agenda.

The prohibition on police officials from directly or indirectly engaging in any business, the taxi business in particular; the incurring of debts and leaving them unsettled, the soliciting of bribes, interfering in the



course of the law, belonging to a sexist or racist or terrorist organisation, displaying lack of discipline, or engaging in any way in conduct unlawful or unbecoming must not only be enforced at all times but it must be subject to regular peer monitoring and review.

COPE will insist that all police officials shall be treated equally regardless of gender, marital status, sexual orientation/sexuality, disability, race, age, religion, colour, nationality, ethnic or national origin, trade union or staff association activity. All staff will be given equal opportunity in their employment conditions, access to training and an equitable opportunity to promotion. As service delivery is the prime requirement from the service all processes and conditions should be such that the police force is a happy, contented and motivated. Nothing but nothing should impede quality service delivery. If any exemptions of any of the rules need to be made, for the improvement of delivery, such an exemption should be requested in writing from the relevant level above and the merits of its applications should be considered and its rejection should only occur on account of considerations that are incontestable.

All personnel must participate together in evolving systems for data protection. Any failure in this regard should be collectively answered.

COPE's policy requires that all of us in South Africa should give our total support to the police and in return ask from the police to give us its total commitment to make every place in our country safe again.

13. PREVENTIVE & PROACTIVE POLICING

COPE regards proactive policing as the key to achieving success in crime prevention and control. It is only when police conduct needs analyses on a sustained basis and work with citizens and social service agencies that crime-breeding havens will be eliminated. Alternative dispute resolution methods and supervised conferencing, where offender and victim sit around a table, have the potential for reducing crime.

As an added measure, offenders must be required to compensate victims as an outcome of the conferencing.

The criminal justice system is bogged down. With citizens spearheading community action, the police can once again play an effective and efficient role in crime prevention. The curbing of crime is a major cost saving to the country and to individuals. When people and their property are not routinely subjected to harm, there is no trauma, fear, distress, and costs. The proactive prevention of crime must begin with reducing criminal desire. The use of constant technological surveillance, the maintaining of birth-to-death dossiers, DNA identification, having the right to a tax clearance card allowing purchases of cars, equipment, property, airline tickets, holidays, jewellery, and so on, need to be utilised with immediate effect to impact on criminal desire.

The creation of community cohesiveness through resource allocation is the first and vital step. Each district, electing a District Committee, must work to weld the community together. Thereafter public-private partnerships must occur, without bureaucratic delays, to provide safety and security.

To begin fighting crime, government must turn to its nurses, and social workers to visit and regularly assist infants in troubled homes. Suitably qualified teacher aides should also visit preschoolers in these troubled homes to implement family therapy and parent training. Young children, who are manifesting delinquent behaviour, should receive coaching in life and thinking skills from young people trained and appointed to work with teenagers. Sports and healthy recreation must attract the interest of the children after school. The development of grounds and facilities, with full community participation, has to occur. Extra police patrols in conjunction with extra surveillance in high-crime "hot spots" will keep offenders in check. Youths who are most likely to find their way into gangs will have to be reached before anyone else gets to them so that they can be trained and skilled and become economically self-sufficient individuals.

The clothing industry in South Africa must be given suitable incentives to establish factories close to residential areas to reduce unemployment. Retail



stores must be assisted to be redesigned to thwart shoplifting. Armoured vehicles, transporting money, should have a compartmentalised design that each safety box is separately and securely nested. When hijackers attempt to retrieve these boxes, radio signals should alert the airwing of the police force, the area police, patrol cars and the private security companies. In this way traffic can be cleared, road blocks set up, and the criminals apprehended. The use of street closures, barricades, and rerouting to reduce violence and burglary in communities will have to be routinely resorted to. The reduction of traffic on the roads by enforcing restrictions on cars, with just a driver, will allow for better monitoring. South Africans must be encouraged to create lift clubs in sympathy with the environment and to reduce travel times on the road.

The staff of bars and taverns will need to have security training and security clearance. The influence of alcohol in the commission of crime will have to be analysed and communities must be given a say in how bars and taverns operate and for what length of time. The analysis of crime in each location will allow for the proactive arrests of people carrying concealed weapons or carrying drugs.

The programmes that government must implement as a priority are those that fully assist communities where crime incubates. Within such communities considerably more support must be given to schools and learners so that the learners themselves become involved in preventing the rot from setting in within them. COPE is at pains to stress that all programmes must be community initiated with the right for communities to access all of the support that they need with the realms of possibility.

Everyone in South Africa should be exposed to the philosophy of restorative justice. In terms of this philosophy a crime is an offense against human relationships, against individuals and against the community. The priority of the nation in respect of policing should encompass the need to assist the victims, and second priority is to restore community to the degree possible. The offender must therefore be made to accept his or her responsibilities to the victim and the community, while the community has responsibility to reclaim and reconcile with the offender

when the debt is paid. In communities where crime is rife, partnerships involving the victim, the offender, and the community will have to be established and maintained. Offenders must receive a fair trial by a roving court in a suitable venue inside the community. Each offender will have to shown that community is willing to assist him or her in developing the competency, ability, and desire to live lawfully in the community. By achieving reconciliation through recompense, the community will start to exert a persuasive influence over the community.

The community and the police must work in harmony and without any impediments to create systems that will deliver satisfactory results to the community.

14. POLICE STATIONS

Police stations must become a community resource. The ability of police stations to deal with crime and criminals, proactively and reactively, has to be substantially enhanced. For one thing, response has to be reduced and police will have to be held more accountable for crime in the area of its jurisdiction. Every police station should have social workers and educators on their staff. Each community should take pride in its police station and should work with the police to enhance its looks, its design, its processes and its performance.

15. POLICE CULTURE

COPE is very determined to ensure that a healthy police culture begins to establish itself so that special rules, customs and values are incorporated into how police officers relate to each other and to the public.

16. POLICE EXCHANGE SCHEME

COPE will create the necessary framework for police families to participate in exchange schemes, nationally and internationally. This will encourage police personnel to see how systems in other countries operate and to exchange information or to improve their qualifications.



17. COMPLEMENTARY POLICING

The National Police force, the City Police, the Railway Police, Traffic Officers, and any other similar force must function in a complementary manner in order to achieve optimal results. COPE will require that the modalities for achieving this are attended to at once so that no impediments will be left in place.

18. SOUTH AFRICAN NATIONAL COUNCIL FOR CRIME PREVENTION

The South African National Council for Crime Prevention should have one or more representatives from MPs, councillors, the police, faith groups, doctors, social workers, prosecutors, educators, commerce, tourism and any similar group. The SANCCP should interact directly with District Committees so that there is a fast flow of information up and down the ladder.

District Committees will know from the deliberation of the Council what needs to be implemented.

19. PREVENTING INTENTIONAL INJURY & HOMICIDES

COPE recognises that children and youth who grow up with violence at home are at greater risk in using violence to solve problems outside of their home. Likewise those who become bullies or manifest aggressive behaviour in primary the school will increasingly resort to violence as they grow older. Young people in the 20 – 30 year age group are most likely to be involved in intentional injury and homicide.

The policy of COPE will send specially trained social workers into communities to equip parents to teach their children to resolve conflicts peacefully. Parents,

religious leaders and educators must allow mock trials to take place at school or the religious centre or at home where children who have issue can put these forward and allow the other side to respond. Every District Committee must have a programme for violence prevention among teenagers. Magistrates should be encouraged to hold mock trials in their courts on a Saturday with teenagers in attendance so that they understand how the processes of the law work.

Every school must initiate a programme with the District Committee to teach social competence through interaction. District Committees must also hold youth conferences in their district to allow young people in the 15 – 21 age group to discuss their problems and the prevalence of violence among them. The issue of sexual violence must be routinely visited so that youth workers, social workers, educators, police and community members can be proactive and nip it in the bud.

Communities should act in concert with all government agencies to deal with their children's fears and to reassure them of their safety. Adults in the community should set the tone by behaving correctly. The establishment of less formal courts, like the Judge Judy television court, should exist to allow for disputes and issues to be taken up proactively and resolved. The functioning of such a court will be educational in the main.

Thoroughly sweeping the district for unlicensed firearms and other dangerous weapons should also occur. The magnitude of the operation should impact on those who have criminal tendency. Metal detectors should be used to look for weaponry that is buried.

Road blocks at the entrances to residential areas should occur so that vehicles coming in and leaving can



be searched. Vehicles with two or more young men in it should be routinely pulled over for checking. Young men who were not working but who seem to be in possession of income should be kept under surveillance. The search for stolen cars should involve many communities. Chop shops should always be under regular surveillance.

COPE believes that the public should be influenced to have car registration numbers reflected on the roof in a standard size and format to allow for tracking from the air.

Once someone is injured or killed it is too late. Prevention of intentional injury and homicide must therefore be the answer. Collectively this problem can be brought under control. All underlying causes must be dealt with proactively. Everyone in a district who feels threatened by a spouse or any other person should be taken seriously.

20. PROTECTION OF WOMEN & CHILDREN

The aggregate of individual opinions should help to shape policies regarding the safety of women and children. With the help of the District Committee each family should have a proper community approved plan for the safety of women and children. The success of policing with the support of the community must show itself in crimes against these defenceless members of the society do not exist at all in each given area. That is how each district police force should be rated.

Sound police investigation is only the second best solution. The abuse has to be prevented in the first place. Once again every woman in a troubled relationship will need to be trained in avoiding situations that will give rise to conflict. The Judge Judy type of court should allow for disputes to be settled by an easy route. Community members and religious leaders must work collectively to stop the victimisation of women and children. It is by building a partnership between

disciplines and through teamwork that the likelihood of conflict can be minimised. Appropriate mechanisms must also be put into place to ensure that gender sensitivity among police members is thoroughly inculcated. Women's groups should have regular meetings with police officials to ensure that the station functions within acceptable parameters.

Together with the community, institutional support mechanisms will have to come into existence to protect women from violence and abuse. The role of alcohol abuse must be addressed using the collective wisdom of the community. The leadership provided in each community will reflect in the extent to which the abuse of women and children has been brought under control.

21. POLICING THE BORDER

COPE accepts that South Africa's borders have become extremely porous contributing to many problems at an immense cost to the nation. In line with best practices elsewhere, the police should not merely be policing at the borders of the country only. The use of technological surveillance must occur so that through the use of novel technologies which are organised on a global level, the limits of territoriality do not apply. A COPE led government will negotiate agreements with neighbouring countries that will allow for monitoring of the borders on both sides to facilitate the control of population movements.

Community policing of borders will be developed and strengthened. By empowering communities with limited decision making capabilities the capacity of the police can be expanded and the community in turn is kept fully posted on what is happening along the border.

22. YOUTH GANGS

Youth gangs are now becoming entrepreneurial and are involved in expanding drug trafficking, break-ins, hijacking, prostitution, and so on. Gangs are behaving as formal organizations with established leadership



structures, roles and rules. Gang wars occur to protect their territories. Drug trafficking has to be regarded as one of main cause of gang-related homicide. The relationship between drugs and violence is well established.

Gang violence is usually retaliatory leading to an arms race among gang members. If not checked in time, gangs will increasingly resort to more lethal weapons.

Focussed attention should be given to solving youth gang problems. Preventing children and adolescents from joining gangs has to be regarded as the most cost-effective long-term strategy. Prevention, social intervention, rehabilitation of addicts, treatment, and the mobilisation of the community must all be incorporated into community and police action.

23. DRUG TRAFFICKING

The entry of drugs through our airports and seaports should be dealt with proactively. All luggage and goods destined for South Africa should be checked at the origin. South Africa should employ professional packers at all major airports so that airline passengers can have their bags thoroughly checked and repacked. All passengers, female passengers in particular should be checked to see that they are not carrying drugs on them.

Imports into the country should likewise be packed by companies approved for the purpose at the point of origin. All exporters should send their goods unpacked to the official packers so that every box is checked.

South Africa's roads should have fixed and random road blocks. The creation of roadside markets should also facilitate the creation of checkpoints alongside them. Towns and cities should likewise create checkpoints for incoming and outgoing vehicles.

Random checks, the use of surveillance, employing better intelligence, checking documents of individuals, and systematically inspecting warehouse contents will have to be employed. Community involvement will once again be key. In South Africa the notion that government equals communities must be regularly fostered.

24. USE OF TECHNOLOGY

The Police National Computer must now become a sophisticated intelligence tool rather than a record keeping system. COPE will require that the use of computers by the state must be informed by a single policy that will allow for a multiplicity of linkages on a common scalable platform. The Police National Computer must hold extensive data on criminals, vehicles, and property. Details should be accessible in real time.

A national fingerprint and DNA database should also be incorporated into the system to help identify criminals. The best technologies available for traffic offences should be used. Electronic devices should be implanted in the road to allow officials to get to know the extent of violation. Such information can allow for appropriate measures to be taken. All national roads were speed limits of less than 120 apply, will need to be scientifically reviewed so that road users can readily agree that the limits were appropriate. Road users should have their say in an ICT forum so that all views can be taken into account and the best decision arrived at.

The Department of Safety and Security under a COPE led government will immediately request the CSIR to establish a Police Science & Technology Section, funded by the Department, to deal with Cyber Crime, to allow for the use of data mining, to develop software for tracing missing persons, to improve radio communication, to create the appropriate computer technology and platforms, to develop practical technology for number plate recognition, and to bring into use DNA technology for crime identification.

25. WHITE COLLAR CRIME

While it is the violent nature of crime that has created the greatest anxiety, white collar crimes are also impacting negatively on the people of the country. The extent of moral decay prevalent in the country is manifesting itself in wide scale crimes being committed



within the business sector. As nearly every business in South Africa is a victim of economic crime, it is imperative that the police and the business community work together to combat white collar crimes. Bribery, corruption, money laundering, price fixing, tax evasion and fraud have become rampant. Unless this scourge is dealt with on a national basis with the help of all citizens, the country will sink into a mire from which it will not emerge.

A COPE led administration will require that all government contracts be approved in the open in front of all who tended and that they be subject to appeal before an independent arbiter. COPE will also ensure that South Africa becomes a signatory to the Organisation for Economic Co-operation and Development Convention on combating bribery without any delay.

26. THE IDC

The IDC under a COPE led government will fulfil its present function of investigating police who break the law. The IDC also be proactive by using case studies to educate police personnel about how they should protect themselves in all instances. The information will also help station commanders to hold regular meetings where police criminality is discussed.

Each station should also be able to act quickly and transparently when any kind of suspicion is raised. Any incentive for police officers to break the law should consistently and consciously be removed. Police who break the law are suspended and the very large number of police personnel that are at home on suspension is extremely worrying.

COPE would like to explore the possibility of police stations using lie detector tests internally, on a voluntary basis, to encourage police personnel

including those in the highest ranks, to remain honest and to keep their integrity in tact. By dealing with all instances of corruption in a transparent and proactive manner, individual police personnel will be protected and the trust within the community would be enhanced. +When all else fails, the IDC will have to step in and take action. The IDC should also be required to investigate the police station from where the offending police had come to assess the quality of its leadership and discipline.

27. IMPLEMENTATION

While COPE wishes to have the best possible policies to serve South Africa, it is important for an implementation plan to be created and for management to buy into it. To begin with, implementing new policies will require that management gives consideration to processes, systems and integration. The biggest failure of government has been its inability to get departments to act in a co-operative and integrated manner to deliver lasting and sustainable solutions. This problem has to be addressed decisively once and for all.

COPE has been concerned to keep what has been developed and is working in place so that there is continuity and stability. At the same time it is equally concerned about real benefits from investment and government's ability to expand training and work opportunities for the people of South Africa. The lay out of its policies makes it a whole lot easier for a portfolio committee to carry out its oversight duties. It will test each structure against the target it sets, the resources it consumes, and the output and outcomes it achieves.

All policies, very importantly, have to be assessed for the impact that they have on people, processes and systems. COPE will require that its policies be subjected to intense scrutiny in order that efficiency is



enhanced considerably and that the return on investment is clearly evident.

The management of the DTI as well as of each of the entities under its influence will need to develop and submit an implementation plan, a time frame and a list of the people who will be managing it. If relocation and redeployment is required, the plan will specify how this will be done. The communication strategy will have to be fully developed, tested and explained.

The administration will indicate where the project office will be established to allow for optimal oversight to take place. Concentrated focus will be given to quality, budget issues, monitoring processes, verifying results and rectifying anything that was being incorrectly done. Project plans will need to be updated on a monthly basis and submitted for approval to the relevant role players. Documents relating to the implementation process and changes to process and system workflows will be maintained to facilitate oversight.

28. THINK TANK

A think tank made up of government officials, academia, role players in society, investors and NGO's should use the ICT forum to hold an annual discussion and debate each January on issues of policy, integration, governance, management, strategy, economics, corruption, science, technology and any other issues of relevance. The Think Tank will function outside the immediate sphere of government and be headed on a rotational basis by anyone who is outside of government. The Department and the entities will use a democratic and transparent process to elect a Visionary Task Team to participate in the think tank.

Its findings will be submitted to all political parties to consider and take up.