SOUTH AFRICAN POLICE SERVICE

CORRUPTION AND FRAUD PREVENTION

STRATEGY
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List of Acronyms

1. ACCC : Anti-Corruption Coordinating Committee
2. CBOs : Community-based Organizations
3. CSVR : Centre for the Study of Violence and Reconciliation
4. DPSA : Department of Public Service and Administration
5. MISS : Minimum Information Security Standards
6. NGO's : Non-governmental Organizations
7. NPC : National Project Center
8. PPMS : Programme and Project Management System
9. PSC : Programme Steering Committee
10. PSC : Public Service Commission
11. SABRIC : South African Bank Risk Intelligence Center
12. SAMDI : South Africa Management Development Institute
13. SAPS : South African Police Service
14. SARPCCO : South African Regional Police Chiefs Coordinating Committee
15. SIF : Service Integrity Framework
16. UNISA : University of South Africa

SAPS Corruption and Fraud Prevention Strategy
Introduction by the National Commissioner

The South African Police Service (SAPS) is in a unique position when it comes to the issues of Corruption and Fraud as we have both an obligation to investigate criminal cases of Corruption and Fraud, and also to address Corruption and Fraud within the SAPS. This Strategy has been developed to specifically address Corruption and Fraud in the SAPS and has taken into account a broad spectrum of information. This information ranges from Government policy requirements such as the Prevention and Combatting of Corrupt Activities Act, Act 12 of 2004, and the Public Service Anti-corruption Strategy 2002; to information from ground level generated at a national corruption workshop conducted in Pretoria during July of 2004, and previous internal strategies such as the SAPS Service Integrity Framework (SIF). The National Minister and National Commissioner have both expressed their grave concern with the issues of Corruption and Fraud involving SAPS personnel members, and have prioritised Corruption specifically within the SAPS Strategic Plan 2004 to 2007. This Strategy provides the means for the focussed and coordinated implementation of the Corruption priority.

The reference to the Strategy as the SAPS Corruption and Fraud Prevention Strategy addresses both the issue of Corruption and Fraud in the SAPS. The SAPS is obligated by the Public Finance Management Act, Act 1 of 1999, and the Prevention and Combatting of Corrupt Activities Act, Act 12 of 2004, to establish specific mechanisms in terms of these Acts. The linking of Corruption and Fraud within the context of one strategy is further justified by the very close link that exists between the concepts Corruption and Fraud. In addition, the mechanisms used to address Corruption and Fraud by SAPS personnel members are very similar, if not exactly the same.

The addressing of Corruption and Fraud involving SAPS members poses huge challenges to this organisation. The cost of Corruption and Fraud to the SAPS is substantial, however, the financial cost pales in significance when compared with the cost to the integrity of every SAPS personnel member in the eyes of the Community we serve. We ask our Communities to join us in the fight against crime, I ask you to join me in the fight against Corruption and Fraud.

SAPS Corruption and Fraud Prevention Strategy
1. **Purpose of the Corruption and Fraud Prevention Strategy**

1.1 The purpose of the SAPS Corruption and Fraud Prevention Strategy is to eliminate the incidence of Corruption and Fraud in the SAPS by the application of a multi-dimensional approach that includes all aspects relating to the causes and effects of the involvement of SAPS personnel members in Corruption and Fraud.

2. **Background to the Strategy**

2.1 **Pillars of the Corruption and Fraud Prevention Strategy**

2.1.1 The SAPS Corruption and Fraud Prevention Strategy comprises four pillars, namely:

- Prevention;
- Detection;
- Investigation; and
- Restoration

**Figure 1: Pillars of the SAPS Corruption and Fraud Prevention Strategy**

2.1.2 Prevention, Detection, Investigation and Restoration have been identified as being the core activities that must performed within the SAPS in order to address Corruption and Fraud by SAPS members. Prevention relates to the preventing of the opportunity for and actual perpetration of acts of Corruption and Fraud by SAPS personnel members, by ensuring that the appropriate preventive mechanisms
are developed and implemented. The Detection Pillar involves establishing the means for the exposing of Corruption and Fraud in the SAPS and the Investigation Pillar the actual criminal and departmental investigation of acts of Corruption and Fraud by SAPS personnel members. The Restoration Pillar focuses on limiting the impact of Corruption and Fraud on the SAPS, the personnel members responsible for perpetrating Corruption and Fraud and those personnel members affected by Corruption and Fraud.

2.1.3 The four pillars contribute collectively to the improving of the institutional capacity of the SAPS to deal with Corruption and Fraud, including the establishing and maintaining of sound management policies and practices; the establishing of an organizational culture that is not tolerant of the perpetration of Corruption and Fraud by its members, including a strong emphasis on whistleblowing and the establishing of professional ethics in the SAPS; and, to ensuring that the SAPS remains in a position to proactively respond to the changing face of Corruption and Fraud.

2.1.4 There are numerous Strategies within the SAPS that will have a concomitant effect on the Corruption and Fraud Prevention Strategy. The Risk Management Strategy determines the risk profile of the SAPS as a whole, thereby informing the strategic management process in the SAPS as well as the crucial Internal Audit function. The Risk Management Strategy will be developed in order to allow supervisors at all levels to identify and address the risks associated with Corruption and Fraud in particular. The Service Delivery Improvement Programme provides a framework for the addressing of the Batho Pele initiatives, including regulation 14 of the Police Service Employment Regulations. The Service Delivery Improvement Programme will focus on incorporating the Batho Pele initiatives into corporate ethics by focussing on the further development of the Code of Conduct and design of a Service Charter for the SAPS, within the context of both the Batho Pele initiatives and the Corruption and Fraud Prevention Strategy.

2.2 Definitions of Corruption and Fraud

2.2.1 The Prevention and Combatting of Corrupt Activities Act, Act 12 of 2004, provides a general definition of Corruption in Chapter 2, Section 3 of the Act, namely:

Any person who, directly or indirectly -
- accepts or agrees or offers to accept any gratification from any other person, whether for the benefit of himself or herself or for the benefit of another person; or
- gives or agrees or offers to give and other person any gratification, whether for the benefit of

SAPS Corruption and Fraud Prevention Strategy
that person or for the benefit of any other person, in order to act, personally or by influencing another person to act in a manner -

- that amounts to the -
  - illegal, dishonest, unauthorised, incomplete or biased; or
  - misuse the selling of information or material acquired in the course of the exercise, carrying out or performance of any powers, duties or functions arising out of a constitutional, statutory, contractual or any other legal obligation

- that amounts to -
  - the abuse of the position of authority;
  - a breach of trust; or
  - the violation of a legal duty or a set of rules;

- designed to achieve an unjustified result; or

- that amounts to any unauthorised or improper inducement to do or not to do anything, is guilty of the offence of corruption

2.2.2 The Prevention and Combatting of Corrupt Activities Act, Act 12 of 2004, also provides specific definitions of corruption relating to the following (detailed information may be obtained from the following website address: www.library.saps.org.za -

- specific persons, Sections 4 to 9 of Part 2 of the Act;
- offences in respect of corrupt activities relating to the receiving or offering of unauthorised gratification Section 10 of Part 3 of the Act;
- offences in respect of corrupt activities relating to specific matters, Sections 11 to 16 of Part 4 of the Act;
- Miscellaneous offences relating to possible conflict of interest and other unacceptable conduct, Sections 17 to 19 of Part 5 of the Act; and
- other offences relating to corrupt activities, Sections 20 and 21 of Part 6 of the Act;
2.3 The Public Service Anti-corruption Strategy provides the following examples of the possible manifestations of Corruption and Fraud in the Public Sector. This is not an exhaustive list and provides the more frequently encountered forms of Corruption and Fraud. The provision of this list of forms of Corruption and Fraud also gives an indication of what Corruption and Fraud is not. Corruption and Fraud are often confused with misadministration, inefficacy and inefficiency. It is essential that a clear definition of Corruption and Fraud be provided, in order that the approaching of not become clouded by inconsistent interpretations.

Table 1: Manifestations of Corruption and Fraud

<table>
<thead>
<tr>
<th>Form of Corruption or Fraud</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bribery: Bribery involves the promise, offering or giving of a benefit that improperly affects the actions or decision of a public servant. This benefit may accrue to the public servant, another person or an entity. A variation of this manifestation occurs where a political party or government is offered, promised or given a benefit that improperly affects the actions or decision of the political party or government. In its most extreme manifestation this is referred to as State Capture, or the sale of Parliamentary votes. Presidential decrees, criminal court decisions and commercial decisions.</td>
<td></td>
</tr>
<tr>
<td>A member accepts a cash payment in order not to issue a fine.</td>
<td></td>
</tr>
<tr>
<td>A member does not make an arrest when required and receives some form of payment in return.</td>
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<tr>
<td>Embezzlement: This involves theft of resources by persons entrusted with the authority and control of such resources.</td>
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<tr>
<td>A member steals a bullet proof jacket and in turn sells the equipment to a member of a private security company.</td>
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</tr>
<tr>
<td>Fraud: This involves actions or behaviour by a public servant, other person or entity that fool others into providing a benefit that would not normally accrue to the public servant, other persons or entity.</td>
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<tr>
<td>A member registers a false or inaccurate travel and subsistence claim.</td>
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<tr>
<td>Extortion: This involves coercing a person or entity to provide a benefit to a public servant, another person or an entity in exchange for acting (or failing to act) in a particular manner.</td>
<td></td>
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<tr>
<td>A member threatens to close an illegal business unless provided with payment or goods.</td>
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<tr>
<td>Abuse of power: This involves a public servant using his/her vested authority to improperly benefit another public servant, person or an entity (or using the vested authority to improperly discriminate against another public servant, person or entity).</td>
<td></td>
</tr>
<tr>
<td>During a tender process but before the actual appointing of a contractor, a supervisor expresses his/her wish to see the contract awarded to a specific person or entity.</td>
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<tr>
<td>Conflict of interest: This involves a public servant acting or failing to act in</td>
<td></td>
</tr>
<tr>
<td>A member considers tenders for a contract and</td>
<td></td>
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</tbody>
</table>

Public Service Anti-corruption Strategy 2002. Summary of Proposals
SAPS Corruption and Fraud Prevention Strategy
<table>
<thead>
<tr>
<th>Form of Corruption or Fraud</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>a manner where the public servant has an interest or another person or entity that stands in a relationship with the public servant has an interest.</td>
<td>awards the tender to a company of which his/her partner is a director.</td>
</tr>
<tr>
<td>Insider trading / Abuse of privileged information: This involves the use of privileged information and knowledge that a public servant possesses as a result of his/her office to provide unfair advantage to another person or entity to obtain a benefit, or to accrue a benefit himself/herself.</td>
<td>A member is aware that a crime prevention operation is to be conducted in a particular area and forewarns the owner of an illegal business of the impending operation.</td>
</tr>
<tr>
<td>Favouritism: This involves the provision of services or resources according to personal affiliations (for example ethnic, religious, party political affiliations, etc.) of a public servant.</td>
<td>A supervisor ensures that members from the same religious denominations are appointed in senior posts.</td>
</tr>
<tr>
<td>Nepotism: This involves a public servant ensuring that family members are appointed to public service positions or that family members receive contracts from State resources. This manifestation is similar to conflict of interest and favouritism.</td>
<td>A supervisor appoints a family member to a position despite other, more suitable candidates being available.</td>
</tr>
</tbody>
</table>

3. **Implementation Methodology**

3.1 The implementation of the Corruption and Fraud Prevention Strategy is based on a Programme and Project Management approach. The SAPS Programme and Project Management System (PPMS) will be utilized to manage the development and implementation Strategy. The Strategy will be registered on the PPMS as a programme, the Pillars referred to in paragraph 2.1 supra will be registered as sub-programmes and the various initiatives that comprise the Pillars will be registered as projects. The Programme and Project Management approach will ensure a structured approach to development, implementation, monitoring and evaluation in respect of each of the four Pillars or Sub-programmes. This approach will also facilitate the interaction between various Divisions and national Components that will contribute to the managing of the Strategy as whole.

3.2 A Programme Steering Committee (PSC) will be instated to manage the overall development and implementation of the Programme. The Chairperson of the PSC will assume the role and responsibility of programme Manager. The sub-programmes will be managed by individual Sub-programme Managers, who will facilitate and coordinate the development and implementation of the various projects that comprise the sub-programme.

3.3 The PSC will be chaired by a functionary appointed by the Deputy National Commissioner Financial, Administration and Management Services due to the cross-cutting nature of the initiatives that comprise the Strategy. The PSC will initially convene on a monthly basis in terms of a ratified

*SAPS Corruption and Fraud Prevention Strategy*
schedule of purpose and functions in order to establish the Programme, and thereafter on a quarterly basis for the purposes of monitoring and evaluation. The PSC will comprise permanent representatives of all the Divisions and national Components affected by the development and implementation of the Sub-programme Projects. The PSC will be accountable to the Deputy National Commissioner Financial, Administration and Management Services, the Programme Sponsor. Sub-programme Managers and Project Leaders will be appointed with the various functional capacities affected by the Sub-programmes and Projects.

3.4 The National Project Centre (NPC) will provide programme and project management support to the PSC, the Sub-programme Managers and Project Leaders, in addition to assisting with the monitoring and evaluation of the Programme. The NPC will also provide a permanent member to the PSC.

4. Monitoring and Evaluation Mechanisms

4.1 The monitoring mechanism will be determined during the development of each of the Sub-programmes and Projects that comprise these Sub-programmes. Specific time-frames and indicators will be linked to each of the Projects. The PSC will monitor the development and implementation of each of the Projects that comprise the Programme Structure with Sub-programme managers reporting directly to the PSC.

4.2 The evaluation of the Strategy will be determined by assessing the impact of the Strategy on Corruption and Fraud in the SAPS and to this end the following indicators have been developed and will be measured on a quarterly and annual basis:

- Number of cases of Corruption and Fraud of SAPS personnel members referred to Court.
- Number of departmental actions relating to Corruption and Fraud against SAPS personnel members.
- Number of SAPS personnel members suspended with and without remuneration for Corruption and Fraud.
- Number of SAPS personnel members found guilty of criminal charges of Corruption and Fraud.
- Number of SAPS personnel members found guilty of departmental charges of Corruption and Fraud.
- Number of SAPS personnel members discharged as a result of Corruption and Fraud.

SAPS Corruption and Fraud Prevention Strategy
5. **Programme Structure**

5.1 The Programme Structure provides an indication of the issues that will be addressed within each of the Pillars, or Sub-programmes, that comprise the Strategy. The information that has been documented under each of the Projects will serve as a guideline for the development of the content to be addressed by each Project, and one may, therefore, anticipate that additional issues may be added to the Projects as they are identified or the need arises. The issues comprising each of the Projects will be developed in detail by the PSC, the Sub-programme Managers and the Project Leaders and Teams. The PSC will also prioritise the Projects within the Sub-programmes due to the large volume of projects, and associated work, that comprise the Programme.

5.2 **Table 2: Sub-programme 1: Prevention**

<table>
<thead>
<tr>
<th>Projects and Key Elements</th>
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<tbody>
<tr>
<td>1. <strong>Project 1: Develop Prevention Controls Policy Framework</strong></td>
</tr>
<tr>
<td>1.1 Review and consolidation of Human Resource Policies</td>
</tr>
<tr>
<td>- Review the Recruitment Policy</td>
</tr>
<tr>
<td>- Declaration of assets</td>
</tr>
<tr>
<td>- Receipt of gifts and services</td>
</tr>
<tr>
<td>- Remunerative Work Outside the Service “Moonlighting” National Instruction, 7 of 2011</td>
</tr>
<tr>
<td>- Public Service Commission Guidelines on remunerative Work Outside the Public Service</td>
</tr>
<tr>
<td>- Individual Performance Management Process</td>
</tr>
<tr>
<td>- Senior Appointments</td>
</tr>
<tr>
<td>- Utilization of the Assessment Centre</td>
</tr>
<tr>
<td>- Appointment of Ethics Officers</td>
</tr>
<tr>
<td>1.2 Review Information and Systems Management policies</td>
</tr>
<tr>
<td>1.3 Integrate the Employee Assistance Services, Services Framework</td>
</tr>
<tr>
<td>- Support services and networks for victims of Corruption and Fraud and Whistleblowers</td>
</tr>
<tr>
<td>1.4 Determine policy for the integration of Risk Management into all plans and performance contracts.</td>
</tr>
<tr>
<td>1.5 Review Supply Chain Management policy with regard to Corruption and Fraud Prevention.</td>
</tr>
<tr>
<td>1.6 Develop an “Innocent in Corruption and Fraud” Policy.</td>
</tr>
</tbody>
</table>

| 2. **Project 2: Facilitate Organizational Culture Change regarding Corruption and Fraud Prevention** |
| 2.1 Develop Corruption and Fraud Prevention Policy |
| - Information Note 1/14/1 (121) dated 2004-07-03 |
| 2.2 Review the SAPS Code of Conduct (linked to the SAPS Service Delivery Improvement Programme) |
| - Public Service Commission best practice manual on the code of conduct |
| 2.3 Develop a Service Charter (linked to the SAPS Service Delivery Improvement Programme) for the SAPS |
| 2.4 Develop an Integrity Testing Model — |

| 3. **Project 3: Corruption and Fraud Prevention Training** |
| 3.1 Perform an audit of training relating to Corruption and Fraud Prevention Control Measures |
| - Internal training |
| - Department of Public Service Administration (DPSA) |
| - South African Management Development Institute (SAMDI) |
| - University of South Africa Anti-corruption Training |
| 3.2 Provide training on Corruption and Fraud Prevention |
| - Legislative and Policy Framework |
| - Approach to Corruption and Fraud Prevention |
| - Integrity Testing Model |
| 3.3 Provide personal development training |
| - Managerial skills |

_SAPS Corruption and Fraud Prevention Strategy_
Projects and Key Elements

- Personal budgeting and financial discipline
- Practical application of professional ethics (SAPS Code of Conduct and Service Charter)

3.4 Develop a Corruption and Fraud Prevention Field Guide

4. Project 4: Corruption and Fraud Prevention Communication Plan

4.1 Internal Communication
- Policy framework on Corruption and Fraud Prevention
- Reporting Mechanisms
- Case Referral
- Corruption and Fraud Prevention / Alternatives to Corruption Policy
- Top Management's approach regarding:
  - Zero Tolerance
  - Managerial Support at all levels for whistleblowing - exposing Corruption and Fraud
  - SAPS Code of Conduct and Service Charter
  - Union assistance
  - Consequences of Corruption and Fraud, including legal and financial recourse as a result of Corruption and Fraud.
  - Confidentiality
  - Services provided by Employee Assistance Services
  - Corruption and Fraud Prevention Management Information
  - Awareness campaigns
  - Visits / presentations
  - Media
  - Random Integrity testing (including polygraph testing)
  - All eleven languages

4.2 External Communication
- Policy framework on Corruption and Fraud Prevention
- Reporting Mechanisms
- Partnerships
- Management Information
- Awareness campaigns
  - Visits / presentations
  - Media

5. Project 5: Manage Information relating to Corruption and Fraud Prevention

5.1 Manage Corruption and Fraud Prevention Databases
- Audit existing databases
- Establish a database on Department actions relating to Corruption and Fraud
- Establish a database on criminal prosecutions relating to Corruption and Fraud (SAPS Personnel)
- Manage a Corruption and Fraud Prevention best practices procedure

5.2 Manage Information generated by the Public Service Commission Hotline
- Establish information management procedures
- Develop a database for the Public Service Commission Hotline Information

5.3 Develop a Corruption and Fraud Prevention Early Warning System
- Integrate internal, external, evaluations and inspections
- Determine trends by integrating, analysing and interpreting information relating to Corruption and Fraud

5.4 Coordinate Reporting Mechanisms
- Develop Case Referral
- Generate management information reports
- Quarterly Corruption and Fraud Prevention reports
- Annual Corruption and Fraud Prevention reports
- Management information reports

5.5 Integrate Prevention, Investigation, Detection and Restoration policy frameworks

5.6 Ensure integration of risk programmes and projects into divisional, national component and provincial operational plans

5.7 Monitor and evaluate the implementation of policies

6. Project 6: Develop Corruption and Fraud Prevention Partnerships

6.1 Review existing partnerships
6.2 Audit current national and provincial Corruption and Fraud Prevention Forums
6.3 Government partnerships

SAPS Corruption and Fraud Prevention Strategy
Projects and Key Elements

- SAPCCO
- National Anti-corruption Forum
- Anti-Corruption Coordinating Committee
- Integrated Justice System
- Justice, Crime Prevention and Security Cluster
- Provincial and Local Government

Private Sector
- Business Against Crime
- SABRIC
- Forensic Audit Companies

Community Partnerships
- NGOs and CSOs
- Community Police Boards and Forums

7. **Project 7: Research Corruption and Fraud Prevention**
   7.1 Determine public perceptions on SAPS Corruption and Fraud (existing research)
   7.2 Determine SAPS personnel members perceptions regarding Corruption and Fraud (CSV - Johannesburg Model)
   7.3 Determine national and International trends regarding Corruption and Fraud Prevention
       - Integrity Tread Models
   7.4 Audit current and existing research regarding Corruption and Fraud in the SAPS

8. **Project 8: Corruption and Fraud Prevention Risk Profile**
   8.1 Develop a Risk Profile
       - Identify and prioritize high risk areas
   8.2 Update Strategy Priorities and Implementation Procedures in line with the Risk Profile
   8.3 Coordinate random audits, evaluations and inspections based on the risk profile

5.3 Table 3: Sub-programme 2: Detection

Projects and Key Elements

9. **Project 9: Develop Detection Controls Policy Framework**
   9.1 Review and consolidation of: policy regarding the detection of Corruption and Fraud.
       - Review the Voting Policy
       - Polygraph testing
       - Integration with Recruitment Policy
       - Reward system for reporting of Corruption and Fraud.
   9.2 Monitor and evaluate the implementation of policies
       - Minimum Information Security Standards (MIS7)
   9.3 Review detection procedure relating to Corruption and Fraud.
       - Financial Intelligence Centre Act
       - Protected Disclosures Act, Act 26 of 2000
       - Improved protection of whistleblowers

10. **Project 10: Detection of Corruption and Fraud**
    10.1 Review functioning of Corruption Intelligence desk.
    10.2 Review procedure relating to covert project to minimize delays
    10.3 Profiling of high risk areas and gather intelligence to determine potentially susceptible members
       - Poor integrity / polygraph tests
       - Financial situation
    10.4 Review training on detection of Corruption and Fraud.
       - Develop detection of Corruption and Fraud training curriculum
       - Training of Crime Intelligence personnel in managing of whistleblowers

SAPS Corruption and Fraud Prevention Strategy
### Table 4: Sub-programme 3: Investigation

<table>
<thead>
<tr>
<th>Projects and Key Elements</th>
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<tbody>
<tr>
<td><strong>11. Project 11: Develop Investigation Controls Policy Framework</strong></td>
</tr>
<tr>
<td>11.1 Review and consolidation of policy relating to the investigation of Corruption and Fraud in the SAPS.</td>
</tr>
<tr>
<td>- Review investigation procedure relating to the investigation of Corruption and Fraud</td>
</tr>
<tr>
<td>- Prevention and Combating of Corrupt Activities Act, Act 12 of 2004</td>
</tr>
<tr>
<td>- Proceeds of Crime Act</td>
</tr>
<tr>
<td>- Develop policy on ACCC Case-Referral Framework</td>
</tr>
<tr>
<td>- Review Witness Protection, National Instruction 1 of 1999</td>
</tr>
<tr>
<td>- Acceleration of the investigation process.</td>
</tr>
<tr>
<td>- External monitoring of investigations.</td>
</tr>
<tr>
<td>11.2 Review training on Corruption and Fraud.</td>
</tr>
<tr>
<td>- Develop Investigation of Corruption and Fraud training curriculum</td>
</tr>
<tr>
<td>- Training of witnesses</td>
</tr>
<tr>
<td>11.3 Provide Corruption and Fraud Prevention Training for Investigative Officers</td>
</tr>
<tr>
<td>11.4 Provide Witness Protection Training for Detective Services personnel</td>
</tr>
<tr>
<td>- Witness education</td>
</tr>
<tr>
<td>11.5 Assess feasibility of establishing specialized Corruption Courts.</td>
</tr>
</tbody>
</table>

### Table 5: Sub-programme 4: Restoration

<table>
<thead>
<tr>
<th>Projects and Key Elements</th>
</tr>
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<tbody>
<tr>
<td><strong>13. Project 13: Develop Restoration Controls Policy Framework</strong></td>
</tr>
<tr>
<td>13.1 Review and consideration of policy regarding restoration in terms of Corruption and Fraud.</td>
</tr>
<tr>
<td>- Disciplinary Regulations</td>
</tr>
<tr>
<td>- Inclusion of corrupt and unethical practices</td>
</tr>
<tr>
<td>- Termination or suspension of member where prima facie evidence indicates corruption and summary dismissal after conviction</td>
</tr>
<tr>
<td>- Develop policy for the redressing of methods and procedures exposed as inadequate as a result of Corruption and Fraud.</td>
</tr>
<tr>
<td>- Develop policy on an Anti-Fraud Working Committee</td>
</tr>
</tbody>
</table>

#### SAPS Corruption and Fraud Prevention Strategy

14. **Project 14: Restitution as a result of Corruption and Fraud** by SAPS members. |
14.1 Determine and address backlogs in the finalization of outstanding departmental cases of Corruption and Fraud against SAPS members. |
14.2 Redress methods and procedures exposed as inadequate as a result of Corruption and Fraud. |
14.3 Implement legal and financial remedies as a result of Corruption and Fraud. |
14.4 Train Disciplinary Officers in Discipline Management |
- SAMAX (Disciplinary Procedures)