INTERPOL NATIONAL CENTRAL BUREAU: AN OPERATIONAL POLICY

BY

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DECLARATION

I, the undersigned, hereby declare that the work contained in this thesis is my own work and that I have not previously in its entirety or in part submitted it at any university for a degree.

SUMMARY

Foreign criminal syndicates are using South Africa as a springboard to commit certain crimes throughout the world. The crimes vary from fraud to murder to dealing in drugs. The South African Police Service does possess the capacity and the means to trace and arrest these criminals but this is not enough. Foreigners arrested in this country are tried and sentenced without any checks being done in order to determine whether the subject is possibly sought by other policing agencies throughout the world.

One of the means available to the South African Police Service but which is completely under utilizsed is the component "Interpol", which is based within the Crime Intelligence division at Head Office in Pretoria. One reason for the under utilisation of this component is the absence of an operational policy. The design of a policy document will inform members of the South African Police Service of the environment in which Interpol operates and what contribution it can make in respect of the investigation of crimes that have an international dimension.

The theoretical aspects of the policy environment have been discussed and it was found that it is of importance that the proper goals and objectives are formulated and that policy analyst must be able to differentiate between the two. As progress is made in respect of the policy document the analyst will have to keep abreast with current tendencies and make the necessary adjustments. These changes must not be of such a nature that the goals and objectives of the policy document are changed or altered.

By the middle of the nineteenth century, the police, especially in Europe, began to realise that criminals were regularly committing offences in other countries and then returning to their own country. There was nothing that the police could do in this regard as the extradition of a criminal was done applied for in exceptional circumstances. The possibility of establishing an international policing agency in order to assist all policing agencies in combating these "cross-border" crimes was investigated. The first conference was held during 1914 in Monaco. This was the first of many conferences that would lead to the establishment of the international policing agency known as "Interpol". South Africa only joined the organisation in September 1993.

It is proposed that an operational policy document be drafted and send to all the divisions of the South African Police Service. This document clearly stipulates how Interpol Pretoria can be of assistance to all the divisions of the South African Police Service. This includes what must be done when foreign nationals are arrested in South Africa and when members of the South African police Service undertake official journeys to foreign countries. The document also includes how the component is managed, its structure and the nature of its duties.

ii

Research has proven that there is a need for a policy document for Interpol Pretoria. It is recommended that the operational policy document be accepted. Once accepted, the document must be converted into a national instruction. The advantages of a document of this nature are:

✓ The component already exists and no additional funding is required to establish the component.
✓ More members of the South African Police Service will be able to make use of the services rendered by the component.

Of the disadvantages in this regard, is that it is a long-winded procedure that has to be followed before the document is approved. Visits will have to be undertaken to hold "information sessions" with the commanders within the various provinces.

Research has illustrated that policy documents are valuable within the Public Service. The absence of a policy document is not necessarily a disadvantage to certain units within the policing environment but when it comes to available resources not being optimally utilized, the reason therefore could be the absence on an operational policy.

OPSOMMING

Suid-Afrika word deur buitelandse misdaadsindikate as afsetgebied gebruik om sekere misdade oor die hele wêreld heen te pleeg. Die misdade wissel van bedrog tot moord tot dwelmhandel. Die Suid-Afrikaanse Polisiediens beskik wel oor bronne en kennis om die misdadigers op te spoor en in hegtenis te neem. Maar dit is nie genoeg nie. Buitelanders wat in hegtenis geneem word, word vervolg sonder dat daar vasgestel word of die persoon deur ander polisie-agentskappe in ander wêrelddele gesoek word.

Van die bronne wat tot die beskikking van die Suid-Afrikaanse Polisiediens is, maar wat heeltemal onderbenut word, is die "Interpol"-komponent van Misdaadintelligensie, Hoofkatnoor, Pretoria. Een van die redes hiervoor is dat daar geen operasionele beleid vir hierdie komponent bestaan nie. Die opstel van so 'n beleidsdokument sal lede van die Suid-Afrikaanse Polisiediens inlig oor die werksmilieu waarbinne "Interpol" werk en watter bydrae die komponent by die ondersoek van misdade met 'n internasionale dimensie kan maak.

Die teoretiese aspekte van die beleidsmilieu is bespreek en daar is gevind dat dit van kardinale beland is om behoorlik geformuleerde doelstellings en doelwitte op te stel. Die beleidsanalis behoort ook tussen die twee kan onderskei. Soos die opstel van die document vorder, is dit belangrik dat die analis met nuwe tendense moet tred hou en die nodige verstellings behoort aanbring te word. Dié verstellings behoort nie van so 'n aard wees dat dit die doelstellings en doelwitte van die beleidsdokument verander nie.

Teen die middle van die negentiende eeu het die polisie, veral in Europa begin besef dat misdadigers gereeld misdade in ander lande pleeg en dan na hulle eie land terugkeer. Daar was niks wat die polisiebeamptes hieraan kon doen nie aangesien die uitlewering van 'n verdagte slegs in uitsonderlik egevalle aangevra is. Die moontlikheid is ondersoek dat 'n internasionale polisie-organisasie op die been gebring moes word wat alle polisie-agentskappe sou help om "oorgrensmisdade" te bekamp. Die eerste konferensie van dié is in 1914 in Monaco gehou. Dit was die eerste van 'n reeks konferensies wat aanleidign sou gee tot die totstandkoming van die internasionale polisie-organisasie wat vandag as "Interpol" bekend staan. Suid-Afrika het eers in September 1993 lid van dié organisasie geword.

'n Operasionele beleidsdokument word voorgestel wat na al die afdelings van die Suid-Afrikaanse Polisiediens versprei moet word. Die dokument gee 'n uiteensetting van hoe Interpol Pretoria ander afdelings van die Suid-Afrikaanse Polisiediens van hulp kan wees, soos byvoorbeeld wat van lede in sekere gevalle verlang word, soos waar buitelandse burgers gearresteer word en/of wanneer lede amptelike besoeke aan ander lande aflê. Die dokument gee ook 'n uiteensetting van hoe die komponent bedryf word, asook van sy struktuur en werksaamhede.

Die navorsing bewys dat daar 'n behoefte aan 'n beleidsdokument vir Interpol Pretoria bestaan. Daar word aanbeveel dat die operasionele beleidsdokument aanvaar behoort te word. Nadat dit goedgekeur is, behoort dit in 'n nasionale instruksie omskep te word. Die voordele van so 'n dokument is meervoudig, en sluit die volgende in:

- ✓ Die Komponent bestaan reeds en bykomende fondse hoef nie daarvoor bewillig te word nie.
- ✓ Meer lede van die Suid-Afrikaanse Polisiediens sal die dienste gebruik wat die komponent verskaf.

Van die nadele is dat dit 'n langdurige proses is om so 'n beleidsdokument te laat goedkeur. Besoeke sal aan die verskeie provinsiale kantore gebring behoort te word om 'inligtingsessies' met die bevelvoerders te hou.

Die navorsig het weer eens bewys dat beleidsdokumente nog steeds 'n waardevolle plek in die Staatsdiens het. Die gebrek aan 'n beleid is nie noodwendig nadelig vir sekere eenhede binne die polisiemilieu nie, maar wanneer daar gekyk word na die onderbenutting van bestaande bronne, kan dit heel moontlik aan die afwesigheid van 'n operasionele beleidsdokument toegeskryf word.

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My Heavenly Father whom, when in the darkest of times, showed me I was never alone.

This document is dedicated to all those men and women, all over the world who have opted to rather serve their fellow human beings, by making the world a safer and better place and protecting those who are not able to speak for themselves by opting for a lifetime in law enforcement.

Contents

Chapter One

CONTEXUALISING THE IDEA

1.1 Introduction

South Africa is being used by various international crime syndicates to serve as a "host" or "springboard" for the commission or propagation of certain crimes throughout the world. The methods used to commit these crimes vary from making use of the Internet (e-mail) and the sending of facsimiles to targeted individuals. These crimes result in the nationals of foreign countries being enticed to South Africa and upon their arrival, they are either held to ransom, defrauded, forced to work for these crime syndicates, or even murdered. Crimes that are committed by these syndicates include drug trafficking, murder, fraud (especially the various West African fraud scams), prostitution, extortion and kidnapping.

In the process, South Africa is often and unfairly referred to as being one of the crime capitals of the world. This is incorrect, as foreigners and not only South African nationals are involved in the commission of the majority of these crimes. This in turn impacts negatively on aspects that include the lack of foreign investment, a decline in tourism, the decrease in smaller businesses expanding into other areas of the country and possibly the rest of the world.

In terms of section 205 of the Constitution of the Republic of South Africa, (Act 108 of 1996), it is the duty of the South African Police Service to investigate all offences and or alleged offences. This includes crimes that have an international dimension. It is because of this international dimension, that the South African Police Service has to make optimal usage of all available resources.

The resources that need to be utilised may be either within or outside the South African Police Service. Examples of resources within the Service are the Criminal Record Centre, the Forensic Science Laboratory and the various units that specialise in the investigation of certain crimes such as the Serious Violent Crime Unit, Organised Crime and the Commercial Crimes Unit. Examples of resources outside the Service are the Department of Home Affairs, the Department of Foreign Affairs and foreign law enforcement agencies based within South Africa.

At first glance, to persons not directly involved in this environment (and this includes police officials of all ranks), it would appear as if, within the context of the above statement, that the South African Police Service is making optimum usage of most resources being made available to them in order to address the crime levels on both a proactive and reactive level.

It is however rather evident to persons who, on a daily basis, are exposed to this dimension of policing that not all available resource are being optimally utilised.

1

One resource that is readily available and was established for the specific purpose of combating of crime at an international level, whether on a proactive or reactive basis, is the International Criminal Police Organisation, or as it is more commonly referred to, "Interpol". This Organisation has had an office within the South African Police Service since September 1993.

The Interpol office is based at South African Police Service Head Office, Pretoria and serves under the direct command of the Divisional Commissioner: Crime Intelligence. The component usually referred to as Interpol National Central Bureau (also referred to as an "NCB") Pretoria and although placed under Crime Intelligence, it renders a service to all components of the South African Police Service.

1.2 Motivation for selecting topic

The idea of combating crime at an international level is not a new phenomenon to the South African Police Service (and neither was it a new phenomenon for the former South African Police and the other policing agencies that amalgamated to become the South African Police Service on 27 January 1995) but somehow it appears as though the former "isolation" mindset of "going it alone" still prevails within the field of crime investigation. Despite the fact that the field of crime investigation has taken steps forward in various fields such as forensic investigations, computer-based crimes and victim identification, little or no attention is given to crimes where there may be an international link by the majority of functional police officials.

The Interpol environment may literally be described as having "the world as your playground" because it boasts a total membership of one hundred and eighty two countries. Should a person, take one minute and try to visualise the number of all databases available to the South African Police Service in South Africa and then multiply it by the number of Interpol member countries, only then is it possible to appreciate the diverse nature and quantity of information that may be legally sourced for members of the Service operating at the functional level.

To illustrate this statement by means of an example, should a person conservatively estimate that there are fifteen major databases (this excludes sub-categories that may be available within the databases) and this multiplied by the total member countries, the number of databases that may be legally sourced in respect of one request directed to Interpol NCB Pretoria is two thousand seven hundred and thirty.

It is not the intention of the researcher to play the "blaming game" and to point fingers at any person or persons within the South African Police Service or elsewhere for the under utilisation of Interpol as a whole and Interpol NCB Pretoria in particular. The intention of the researcher is to rather design an operational policy that will benefit all members of the South African Police

Service (both police officials and civilians) and ensure that they may firstly have a better understanding of the services rendered by Interpol NCB Pretoria and they secondly will have greater successes in dealing with all police related matters that have an international dimension. This includes any proactive, reactive or humanitarian task assigned to them.

Although the proposed policy document is to be titled "Interpol NCB Pretoria: An Operational Policy", the document is directed at all persons employed by the South African Police Service and the purpose thereof is to give them insight into the dynamics of international policing and the value it may add to their daily activities.

1.3 Problem statement

The absence of a formal all-inclusive operational policy document for Interpol NCB Pretoria not only hampers the investigation capacity of the South African Police Service but also interferes with service delivery of all units of the South African Police Service. The reasons for this are numerous and range from members of the Service not knowing the nature of services rendered by Interpol NCB Pretoria to members of the Service not knowing that Interpol NCB Pretoria is part of, and is in fact, staffed by members of the South African Police Service.

1.4 Research objectives

This research topic has four objectives. The first objective is fourfold: namely firstly to determine why it is necessary to have a policy document, secondly to define public policy, thirdly to motivate the need for an operational policy and fourthly to select the most appropriate approach in respect of designing a operational policy for Interpol NCB Pretoria. This will be done in Chapter Two.

The second objective is twofold: namely to firstly give a brief historical overview of Interpol in general and secondly to give an overview of exactly what the proposed operational policy for Interpol NCB Pretoria should include. This objective will be addressed in Chapter Three.

The third objective is the proposed operational policy for Interpol NCB Pretoria. This proposal will be dealt with in Chapter Four.

The fourth objective is the culmination of all three preceding objectives in which the researcher justifies the need for a policy of this nature. This will be done in Chapter Five.

1.5 Research hypothesis

The hypothesis in this research is as follows:

The creation of a formal all-inclusive operational policy for Interpol NCB Pretoria will contribute positively to the crime-combating capacity of the South African Police Service in respect of crimes that have an international dimension.

1.6 Research methodology

This research will focus on an assessment of the operations of Interpol NCB Pretoria, the identification of weaknesses in operational activities and the design of a policy document for the Interpol component of the South African Police Service that will have the potential to improve its operations.

Owing to the fact that there is no comprehensive policy document, the theoretical aspects of public policy have been revisited and are included in Chapter Two of this paper.

Various research techniques have been applied in the formulation of the proposed operational policy. These range from "classical" research in respect of the theoretical aspects of the paper and conducting interviews with police officials and civilian staff currently based at Interpol NCB Pretoria, visiting the Interpol office in London and the Interpol Secretary-General ("Interpol Head Office") based in Lyon, France, to tracing any form of former police "standing orders" or "regulations" and new "national instructions" as issued by the various Divisional Commissioners under whose command Interpol NCB Pretoria resided under in the past.

It is the researcher's aim to design an operational policy document that will be made readily available to all persons employed by the South African Police Service in order to mobilise all available international resources appropriate to the resolution of crimes and incidents with an international dimension.

During the research process, it was necessary to conduct interviews with various persons based at Interpol NCB Pretoria in order to ensure that all areas within the Office environment were addressed in this thesis. Both police officials and civilian personnel were interviewed and their ranks varied from Director to Sergeant to Chief Personnel Officer.

The researcher is a commissioned officer in the South African Police Service, has been based at Interpol NCB Pretoria since October 1999, and will use an action oriented research approach in the form of participative observation in this thesis.

Chapter Two

THEORETICAL FRAMEWORK OF POLICY ANALYSIS

2.1 Introduction

This chapter is directed specifically at the theoretical aspect of public policy. The first aspect to be addressed is to determine whether there is an actual need for a policy document of this nature to govern the activities of this component of the of the South African Police service, secondly to define public policy in the context of this research hypothesis, thirdly to motivate the design of an operational policy and fourthly to identify the most appropriate manner in which the policy ought to be implemented.

2.2 The need for public policy

Public policy has been described as being both old and new (Hogwood and Gunn 1983:12). At first glance this may appear to be confusing but at a second glance, the statement rings true. The assessment of policy analysis being "old" is because it draws on various disciplines, which have in the past, been used to analyse the activities of government and techniques, which have been developed for decision-making outside the government sphere. The "new" is because of a renewed interest in the analysis of public policy in general. In other words, the "basic" purpose of public policy has to a certain extent remained the same but there has been a revival in respect of the interest shown in this discipline.

To place the above statement in context of the research topic, it would be necessary to replace "government" with "Interpol NCB Pretoria". Once this has been done, no further progress can be made as there is no "formal record" of the activities of this unit and it will thus be not possible to analyse their activities.

The need for public policy goes further than generic policies for ministries within a government. This may be illustrated by using the South African Police Service as an example. The fact that the Constitution of the Republic of South Africa, (Act 108 of 1996), directs the South African Police Service to render certain duties and or functions and that this is emphasised further in terms of the Police Act, (Act 68 of 1995) as amended, and these duties and functions are emphasised further in police national instructions (the term "national instructions" is at present replacing the former term of "standing orders") does imply that these "documents" may be deemed to be policy in any manner of speaking.

These are the broader outlines that legitimise the existence of the South African Police Service. These broader outlines may in turn be used as a basis for the design and development of a policy for the various divisions within the South African Police Service and if need be, for specific units within the division.

The presence of a policy document within the public sector, regardless at which level, may in a certain sense, be inadvertently understood as being an instrument whereby the short comings of a component may be highlighted. The counter argument of this statement is that without a viable policy document, a component will never be able to illustrate its effectiveness and or justify its various needs such for example additional personnel, funding or other resources.

Other than public policy being an "instrument" that may be used to analyse the activities of government, another use of policy may be ensure accountability. In this instance, the heads of all government ministries will have to account to the Auditor-General in respect of public monies spend within their respective ministries. It is obvious that by virtue of the process of delegation, this responsibility is delegated down to grass root level within the policing environment. This accountability is entrenched in the Public Finance Management Act, (Act 1 of 1999). Without an operational policy setting out the goals and objectives of the component, it will be difficult to justify the expenses incurred the component.

2.3 The meaning of the word "policy"

The word "policy" is formally defined in the Oxford Dictionary of Current English (1993:689), as "a course of action adopted by a government, business, individual etc." The Public Administration Dictionary by Fox and Meyer (1995:97), formally defines "policy" as being (1) " a guide of action or statement of goals that should be followed in an institution to deal with a particular problem or phenomenon or a set of problems or phenomena", (2) "a guide to action that should be followed by individuals in the organisation in order to provide consistency of decisions", (3) "goals and objectives within a given situation and the methods to realise them. In a more specific sense, it indicates the steps taken to realise the objectives of a public authority. Various types of policy may be recognised, e.g. political policy, strategic policy, operational policy, functional policy and long-and short-term policy" and (4) "statement of goals and intentions with respect to a particular problem or set of problems".

What both definitions have in common is that they both "agree" that policy is linked to some form of government action in order to address a specific matter, problem or phenomenon.

Hogwood and Gunn (1983:13-19) state that the word "policy" may be used in different contexts that then may alter the meaning of the word. The authors refer to ten basic categories that in which the word "policy" may be used within the discipline of policy analysis. These categories of policy are:

- As a label for a field of activity, i.e. when reference in a broad sense is made to the "education policy" or "defence policy" of a government. In this instance, the policy is not discussed but is being referred to as a field

6

of activity. The flaw in this category is that is can only be deemed to be a starting point in respect of policy.

- As an expression of general purpose (intention) or desired state of affairs i.e. a statement issued in respect of government's intention of bringing about a desired state of affairs such as lowering unemployment within a country. A statement of this nature is usually made in the broad sense and relates to a specific field of activity. An aspect that is often overlooked in this respect is that the intention of policy maker is sometimes overlooked once the content of the document is studied.

- As specific proposals, i.e. these may be specific proposals that certain organisations (opposing political parties, pressure groups or possibly even Cabinet itself) would like to see government undertake. In this instance, the specific proposal may be linked to the above statement in that it is done on a smaller scale with the aim of achieving a more substantial goal.

- As a decision of government, i.e. government makes a policy decision based on a crucial or major incident. This may also be referred to as the "case study" approach where the occurrence of a single incident is used to formulate policy. The danger hereof is that policy of this nature will change as the political situation changes within a country.

- As formal authorisation, i.e. when a government claims to "have a policy" in respect of a certain topic, newly approved or current legislation or a decision by government is in fact what is being referred to. This is misleading because at this stage legislation may have been approved in respect an incident but nothing else has been done. It may be necessary to, amongst other things, to recruit additional or specialised personnel and acquire additional funding before any form of activity may be pursued.

- As a programme i.e. a clearly defined and specified area of government activity involving specific legislation, directed at a particular organisation with previously identified resources. This "programme" may, in certain instances form part of the first and second categories as it is clearly defined and it intends to attain a specified objective.

- As output, i.e. policy is seen as a means of measuring what government has promised. The output may vary as it can be in the form of the delivery of specific services or goods or a cut in income tax. The danger of using policy as a measuring tool in respect of output is that certain actions taken by government cannot be measured or is not visible.

- As outcome, i.e. what the policy has actually achieved. Outcome is seen as the impact that the policy has made on the specific environment. The advantage hereof is that it is a clear indicator whether the stated purpose of the policy is in fact being achieved. According to Hogwood and Gunn (1983:17), the concepts of "output" and "outcome" are confused. "Output" is the activities of government at the point of delivery whereas "outcome" is the impact of these activities.

- As a theory or model, i.e. policy is based on assumptions in that should an action or inaction by government will result in a specific consequence. The assumptions made are rarely spelt out although policies do clearly imply a theory or model of cause and effect. It is important that the policy analyst, by testing the various theories or models, will eventually arrive at a model that will validate the assumptions made.

- As a process i.e. as means to an end. Hogwood and Gunn (1983:19), use the analogy of comparing the preceding categories as still photographs, which are viewed as separate entities. The authors furthermore state that what is required is to "make a film" of the photographs in order to understand the complexities of the policy-making process. Another term that may be used to describe this category is that it is an accumulative process of all (and possibly even more) of the preceding categories in influence and impact upon the policy-making process.

2.4 Defining public policy

In the preceding section the meaning of the word "policy" was discussed and it is clear that different authors attach different meanings or conations to words despite the formal definition thereof.

These definitions are:

- Dye in Fox et al (1991:27) defines public policy, as "Public policy is whatever governments choose to do or not to do".

- Ranney in Cloete and Wissink (2000:11) defines policy as "a declaration and implementation of intent".

- Easton in Cloete and Wissink (2000:11) defines policy as "the authoritative allocation through the political process, of values to groups or individuals in the society".

- Hanekom in Cloete and Wissink (2000:11) defines public policy as "a formal articulated goal that the legislator intends pursuing with society or with a societal group".

- Starling in Cloete and Wissink (2000:11) defines policy as "a kind of guide that delimits action".

- Kaplan and Lasswell in Fox et al (1991:27 define policy as "a projected program of goals, values and practices".

- Friedrich in Fox et al (1991:27) defines policy as "a proposed course of action of a person, group or government within a given environment providing obstacles and opportunities which the policy was proposed to utilize and overcome".

In the respect of the above definitions, it is clear that the authors do not agree on a set or definitive definition for public policy. This however does not mean or imply that these individuals are wrong or that this researcher disagrees with their definitions.

In certain instances, the certain authors refer to "policy", while others refer to "public policy". Due to the fact that, within the South African context, the South African Police Service is deemed a public or government organisation, definitions that refer to "public policy" rather than just "policy" ought to be considered. The reason for this statement is accredited to the authors Hogwood and Gunn (1983:24) who stated that the criteria required for "policy" to become "public policy" it is necessary that it ought to have at least either been processed or to some degree have been generated within the framework of governmental procedures, influences or organisations.

Thus considering the above definitions, it is the opinion of the researcher that the definitions of Dye, Hanekom and Friedrich are the closest to what is being sought in order to design an operational policy and will be evaluated within the context of this thesis in order to determine which one of the three will most aptly define public policy.

In respect of the definition of Dye (1987:3), it is the opinion of the researcher that the definition is too simplistic in that it does not propose any form or structure in respect of public policy. It refers to an action and inaction by government but fails to elaborate or enlighten the reader or student of public policy on how this will be done within the public policy environment.

In respect of Hanekom's definition, the author (Hanekom) almost meets the criteria being sought by the researcher. There is a defined or "formal" goal designed by the legislator (government). The shortcoming of this definition is that there is no definite statement of intent as the definition states that the "legislator "intends pursuing" but does not say that it will definitely do so and secondly reference is made to a "society" or a "societal group" and not to a public organ or body i.e. no reference is made to a state, government or public institutions.

9

Friedrich's definition suits the criteria required for this research topic as it defines policy as "a proposed course (*read* a formal public policy document), of action of a person, group (*read* Interpol NCB Pretoria) or government within a given environment (Ministry of Safety and Security) providing obstacles (*read* the absence of a policy document) and opportunities (*read* the opportunity to develop a policy document), which the policy was proposed to utilise and overcome" (*read* increase in the utilisation of Interpol NCB Pretoria and an increase in successes of combating crimes with an international dimension).

2.5 Policy problem identification

Before moving on to the "design phase" of policy, it is important to identify the exact nature of the policy problem as it will serve no purpose in submitting a proposed policy without understanding the need for it. The term "Policy problem identification" is usually preceded by "problem sensing" which is defined in the Public Administration Dictionary as "the phase of problem structuring where the analyst perceives or experiences conditions which give rise to a problematic situation" (Fox and Meyer 1995: 102). Dunn (2004:14) opts to use the term "problem finding" in that he believes it is important to identify or discover the elements that form part of the defined problem and not the solution thereof.

Both terms as mentioned above are relevant, as it is important to know and understand what the elements of the problem are before attempting to solve or resolve the situation. Both rely on either "problem structuring" or "problem finding" in order to address the matter at hand. The details of the policy problem are summarised in section 3.4.

In order to address the policy problem, Dunn (2004:14) proposes that certain questions be asked before attempting to solve the policy problem. These questions are:

- How well is the situation understood?

- Who are the stakeholders who affect and are affected by the problem?

- Have the appropriate objectives been identified?

- Which alternatives are available to achieve these objectives?

- Which uncertain events should be taken into account?

- Is the "right" rather than the "wrong" problem being solved?

All the questions as stated by Dunn will be answered in both section 3.4 and the proposed operational policy for Interpol NCB Pretoria.

2.6 Policy design

According to Cloete and Wissink (2000:115) policy design is probably the most important stage in the policy making process. During this phase the policy analyst continuously evaluates the design process ensuring that that the best possible policy options are proposed for consideration and implementation. The reason for this being that as policy is being designed, new aspects in this field are coming to the fore on an almost daily basis and that the most modern options may ensure a better product.

In the design phase, it is important that the problem or unacceptable situation is identified. Once this has been done, clear and exact goals and objectives must be designed. These goals and objectives will lead the policy analyst during the design phase. As the policy design phase progresses, it may be necessary to alter the goals and objectives as new matters are included and addressed within the policy. According to Cloete and Wissink (2000:117), both academics and policy practitioners differ in their understanding of goals, objectives and related concepts. It is thus important that the policy analyst knows and understands the exact differences between goals and objectives and is able to differentiate between the two for the purpose of designing policy.

A goal, according to Fox and Meyer (1995:55) is defined as "an unrealised state not yet achieved by the members of an organisation but which they regard as desirable" and "an unrealised state or condition that the members of an organisation do not possess but desire".

The Oxford Dictionary of Current English (1993:374) defines a goal as "object of ambition or effort" and "destination".

When considering the above two definitions, it is observed that the presence of goals may lead to the creation of an ideal state or situation.

An objective, according to Fox and Meyer (1995:88) is described as "a short-term goal that can be deduced from an organisation's mission and that could be stated by means of a process of negotiation".

The Oxford Dictionary of Current English (1993:612) defines an objective as "something sought or aimed at".

Both of the above sources indicate clearly that an objective is far more readily attainable than a goal, as in order to realise the objective, it may be necessary to "negotiate" and or the fact that "it is something "sought or aimed at".

Thus policy design is the most important phase as should the policy practitioner fail to understand these concepts, it will result in either the process having to be restarted and or the proposed policy being rejected.

11

2.7 Policy implementation

According to Hogwood and Gunn (1983:196) it is only in the recent past that social scientists and political scientists in particular, have taken and interest in the implementation process or have accepted the fact that implementation is indeed part and parcel of the policy-making process. Before this renewed interest, once a policy was "made" actual interest by the political scientist waned and it was incorrectly believed that the implementation of the policy was then the responsibility of public administrators or management.

Fox and Meyer (1995:61) define implementation as "actions to put into operation policy or programmes, which result in the creation of links in the contingent chain to attain the objectives envisaged. Policy is expressed in theories which indicate a chain of causes between the original circumstances and future effects". The Oxford Dictionary of Current English (1993:441) defines implementation as "fulfil".

When considering both definitions, it is interesting to note that the first one makes mention of "…attain the objectives envisaged" and the second to "fulfil". In other words, there is an indication that, depending on the viewpoint of the reader; implementation may be either the beginning or the end of the policy-making process. The "beginning" in the sense that now the policy can be evaluated in a functional environment and the "end" because it is deemed to be the last phase of the policy-making process.

Although, according to Cloete and Wissink (2000:165), no common theory on policy implementation exists, research indicates that there is a convergence of certain variables that have been identified in countries at various stages of economic development. These five interlinked variables are also known as the "5-C protocol" and are as follows:

- Content of the policy i.e. what the goals of the policy are; how it relates directly to the issue at hand; and how it intends solve the perceived problem.

- The nature of the institutional context i.e. the corridor (also structured as standard operating procedures) through which the policy must travel; by whose boundaries it is limited in the process of implementation.

- The commitment of those entrusted with carrying out the implementation at various levels to the goals, the causal theory and the methods of the policy.

- The administrative capacity of the implementers to carry out the changes desired of them.

- The support of clients, and coalitions whose interests are either enhanced or threatened by the implementation of the policy and the strategies that may be employed by them to strengthen or weaken the implementation of the policy (Cloete and Wissink 2000:165).

These five variables are likely to act together and should one or more of the variables change, so will the others. It is however important to bear in mind that changes in respect of these variables will have an impact on the implementation and, in the end, on the impact of the policy.

One of the major concerns in respect of policy implementation is whether the implementation approach is top-down or bottom-up. Although the merits of both can be argued at great length without arriving at an agreed conclusion, in this instance, it is a combination of both.

Firstly, the researcher is based at Interpol NCB Pretoria and the proposed policy will have to be submitted to the Executive Director of the Office who in turn will have to submit it to the Divisional Commissioner for consideration and is thus a bottom-up approach. Secondly, upon this policy being approved, the policy will have to follow all the relevant phases (from a policing perspective) before a national instruction is compiled. Hereafter a top-down process is followed, as the national instruction will be circulated throughout the country for the information and attention of all members and civilian personnel employed by the South African Police Service.

2.8 Conclusion

In this chapter, each sub-section addressed theoretical aspects of public policy and how these impacted upon the current situation within the environment of Interpol NCB Pretoria.

The need for a policy document is emphasised by the fact that public policy is not only an "instrument" that may be used to "analyse" government's activities but will also ensure "accountability" of government spending in terms of current legislation. The meaning of the word "policy" illustrated that it is more than just a single entity but rather as an accumulation of processes, models and theories that impact on the policy making process.

Various definitions of public policy were discussed and the researcher is of the opinion that Friedrich's definition (Fox, Schwella and Meyer: 1991:27), was best in order to utilise as the foundation for this document as it addressed all criteria required to design an appropriate policy document.

Problem identification provided the researcher with questions that have to be kept in mind throughout the policy design phase. These questions are addressed in the proposed policy for Interpol NCB Pretoria.

Ensuring that concepts within this phase are clearly understood and applied within the context of the proposed policy highlights the importance of policy design. Should this not be addressed, the time, effort and monies spend in this regard will amount to the process having to be restarted or the policy being rejected.

During the implementation phase, it was found that the tendency of political scientists to lose interest once a "policy" has been "made" or "accepted" has been reversed. Policy implementation is in the opinion of this researcher a convergence of "attaining the objectives envisaged" and to "fulfil" the objectives as stated in the proposed policy document. This may also be stated as identifying a "shortcoming" and then designing a "policy" that addresses these shortcomings. The "5-C" variable protocols as mentioned in Cloete and Wissink (2000:165) were discussed and taken into consideration in the implementation phase. In order to implement the policy within a policing environment, both a bottom-up and top-down approach is used.

It is the opinion of the researcher that the relevant theoretical aspects of public policy were discussed and the process that the Interpol office will overcome them in the attempt to design and implement a viable operational policy.

Chapter Three

HISTORICAL BACKGROUND

3.1 Introduction

This chapter looks to the historical circumstances that gave rise to the need for an organisation that eventually became known as Interpol and also looks to the admission of South Africa into the Organisation. During the review the researcher will only address the progress made from having no international policing agency to the realisation of what is more commonly known as "Interpol" today.

3.2 The origins of international policing

The United States of America is accredited with having the first policing agency directed solely at the combating of crime when President George Washington appointed thirteen men as "US Marshals" in 1789 and by doing so created the oldest Federal law enforcement agency. In the early nineteenth century, European countries followed suite and soon countries as far as Australia, Canada and South America all had their own highly trained policing agencies (Bresler 1993:9).

The investigative capacity and capability of policing in general increased, these advances were within given countries and little progress was made in order combat crime at an international level. Progress that was made within the different countries in the field of policing would eventually be shared with others. Examples of the progress made included the first photograph taken of a criminal in 1843 by the Belgium police, the use of a police line up (or identification parade as it is known today and of which a photograph still exists) by the police in Glasgow in 1865, the first setting up of a Criminal Investigation Department by the Metropolitan Police in 1878 and in 1896, the Argentinean police were the first to make use of fingerprints in order to establish a national database for the identification of criminals. National policing agencies were of the opinion that they had progressed in the field of combating crime and crime and criminality had been addressed in every possible manner (Bresler 1993:10-11).

It was the advent of the railway infrastructure and the steamship in the middle of the nineteenth century that opened up a whole new world to all. Criminals or criminally minded people were not slow in seeing the advantages of these new means of transport and the new frontiers that had suddenly "opened up" to them.

Although not fast by today's standards, these forms of transport provided the criminal with transport that had yet to be associated with the commission of a crime. Policing agencies were not aware of the newly sophisticated criminal that they had to contend with.

Germany was one of the first countries to notice the tendency of what today would be termed either "cross-border" or "trans-national" crimes. A German professor, Franz von Liszt, of the Berlin University, wrote the following in the introduction of an 1893 legal text book "We live in an era when the professional thief or swindler feels equally at home in Paris, Vienna or London, when counterfeit roubles are produced in France or England and tendered in Germany, when gangs of criminals operate continuously over several countries" (Bresler 1993:11).

To add to the woes of the policing agencies is the fact that passports and visas did not exist, so international borders or frontiers proved no obstacle for the "modern" criminal. International borders did however hamper the policing agencies because as police officers, they only had jurisdiction within the borders of their own country and could not arrest criminals in a foreign country. It may be said that the odds of being not being apprehended were now in favour of the criminal.

Extradition was possible as a fugitive could be extradited to another country should he or she have committed a major crime but this was a slow process that involved the use of diplomatic channels and a vast amount of paper work. The Honorary Director-General of the Prefecture of Police of Paris Léon Mouquin is quoted in Bresler as having said "What formalities! What a waste of time! A wrongdoer may be sitting happily enjoying his coffee and croissant one morning and read in the local newspaper that the police of the country in which he has committed a major transgression are on his tail and have lodged the necessary documents with the police of his host country. He does not even have to gulp down his breakfast. He has plenty of time to return to his lodgings at a leisurely pace, pack his bags and take the train to another country-with no problems at the frontier" (Bresler 1993:12).

Somehow something had to be done that could assist the policing agencies to deal with this new mobile and worldly-wise criminal.

3.3 The origins of the International Criminal Police Organisation

By 1914, possibly the most unlikely candidate, Prince Albert I of Monaco took what was to become the first step in the formation of the first international policing organisation. The reason for the Prince to become involved in a matter of this nature is obscure although according to the writer Francois Beauval as quoted in Bresler, he (the Prince) had become a victim of a crime and the perpetrator, a young German girl and her boyfriend had stolen various goods from the Prince's private quarters and had fled to Italy and due to the nature of the law, there was nothing that could be done in respect of the matter (Bresler 1993:13).

16

Whatever the reason or the true motive, the Prince invited jurists, police officers and lawyers from all over the world to attend what was titled "First International Criminal Police Congress" in Monaco during April 1914. A total of 188 people, representing 24 countries attended. The conference was hailed a success and August 1916 was chosen as the next date for a similar conference to be held in Bucharest, Romania. This conference was destined to never take place due to the advent of the First World War on 28 July 1914 and this caused the initiative of the Prince to be shelved (Bresler 1993: 12-14).

After the end of the First World War in 1918, a new element of criminality surfaced in Europe. No longer was it a matter of "international villainy" who travelled in trains or steamships who threatened stability but rather the "criminality of the poor, the hungry, the gullible" but also "political violence and ruthlessness from militants on all sides". Spiralling inflation not only affected the poor but all classes.

The Treaty of Versailles in 1919 had changed the face of Europe. Old empires were divided, new states created and geographical borders increased. Chaos, confusion and misery were the order of the day. Each of the newly created states demanded absolute autonomy and there was little or no cooperation between their new policing agencies. The situation was "made to order" for the criminal elements within Europe. Forgers, swindlers, counterfeiters and black marketers were able to move across the frontiers of Europe, despite the introduction of a new passport system (Bresler 1993: 15-16).

It was during September 1923 that Dr. Johann Schober, the head of the Austrian police managed to host a similar conference in Vienna. The breakdown of those who attended the conference makes for interesting reading. Of the 138 delegates only 67 came from abroad and the remainder from Austria. Countries other than Austria that were represented included Belgium, China (although the delegate arrived after the Congress was over), Egypt, Fiume (a small country that within weeks would become part of Italy), France, Germany, Hungary, the United States of America, the Netherlands, Poland, Romania, Sweden, Switzerland and Yugoslavia. Neither Monaco nor Great Britain attended. Nonetheless the delegates represented 17 states (Bresler 1993:17-18).

Dr. Schober stated in his keynote address that the aim of the conference was not only to renew contacts with police authorities in the newly formed countries within the former "old Empire" but also to establish contacts between "peoples of the world". The conference was a success and with the forming of the "International Criminal Police Commission" (ICPC) with its head office based in Vienna. It was also decided that annual general meetings would be held in various European capital cities. Dr. Schober was appointed President of the Commission (Bresler 1993:18).

Although the intentions of Dr. Schober were honourable in that he wanted to bring the various policing agencies of the world together in order to address crimes that had an international dimension, he wanted everything to be controlled by the Vienna office. This was not possible as national policing agencies within a country were dealing with national and international matters in the same office. In order to remedy the situation it was decided in 1925 that each country would set up its own "National Central Bureau" (or "NCB" as it is referred today) in order to deal exclusively with Interpol matters. Belgium is credited with having the first "National Central Bureau". Spain, Germany, Romania, Bulgaria and the Netherlands soon followed suit. Most member countries only established these bureaus in 1956 when it became a necessary requirement for membership (Bresler 1993:24).

For the first few years, the Commission was essentially an Austrian-run and funded institution. It was at the General Assembly of 1928 held in Antwerp that it was decided that member countries should pay membership fees.

All member countries then proceeded to pay one Swiss franc for every ten thousand inhabitants in their country. Membership of the Commission had increased and all that was required of new countries was that they had to complete a notice of their intention to join and pay the prescribed membership fee. Today the procedure regarding membership is different. Prospective member countries have to be vetted and approved by the Organisation as a whole before becoming fully-fledged members (Bresler 1993: 25).

With Dr. Schober appointed as President and committed to attending various meetings involving police officers throughout the world, it was left to the Secretary-General, also a Austrian police officer, Dr. Oskar Dressler, to organise the Commission into various departments in order to deal with various matters such as counterfeit currency, drug trafficking, passport forgeries, dangerous criminals and fingerprints. These departments eventually became the blueprint of the structure that the modern Interpol was to follow (Bresler 1993:21).

The last annual general meeting held by the Commission was held in Bucharest, Romania during June 1938. This was to be the last meeting as the next was to be held in Berlin, Germany during September 1939 and by then the Second World War had broken out (Bresler 1993:49).

It is said that the "chaos" that reigned on the European continent after the Second World War in 1945, was as bad and if not worse than after the First World War and this brought about the revival of the Commission. The shortage of essential goods was the cause that old masterpieces, fur coats, jewellery and family heirlooms were being exchanged for menial items such as soap, a sack of potatoes, tea, razor blades, cigarettes and other foodstuffs.

These shortages resulted in Europe becoming a "paradise" for the international criminal and fraudster. Once again, "everyone" waited for "someone" to step forward and take the leading role in initiating a plan of action (Bresler 1993:84).

Lieutenant Colonel Florent Louwage conceived the idea of convening a meeting of as many police chiefs possible who had attended the last meeting held in Romania. He called the meeting the "International Criminal Police Commission's 15th General Assembly and was held during June 1946 in Brussels, Belgium and attended by 43 delegates representing 17 countries.

The countries, other than Belgium, in attendance were Chile, Czechoslovakia, Denmark, Egypt, France, Great Britain, Iran, Luxembourg, the Netherlands, Norway, Poland, Portugal, Sweden, Switzerland, Turkey and Yugoslavia. The United States of America and Greece apologised for being unable to attend.

During his opening speech, Lieutenant Colonel Louwage stated "…the reasons put forward in favour of the creation of the International Criminal Police Commission in the first place are even more valid now for its reformation" and "Our organisation intends, according to national and international laws, to contribute, with all possible strength, to restore order and peace all over the world, with the help of men of goodwill and conscientiousness, such as you. Let the flame not die!" (Bresler 1993:84-85).

By the time Commission had ended, the following decisions had been made: Paris would serve as the new headquarters of the Commission, Lieutenant Colonel Louwage had been appointed as President and Louis Ducloux as Secretary-General. In addition to this, there would be two official languages, namely French and English, member countries would pay 2.50 Swiss Francs per 10 000 inhabitants with nations with populations less than 10 million (larger nations would pay according to a sliding scale) and that from then on persons would be elected to fill all the top-ranking posts (Bresler 1993:85-86).

It was during the setting up of the new office in Paris that the name "Interpol" was used. The then Secretary-General, Jean Népote, registered a new telegraphic address and used the name "Interpol" as a contraction of "international police". Mr. Népote was also responsible to developing the colour-coded notice system than is still in use today (Bresler 1993:95).

From here on the Commission developed and it was at Vienna General Conference during 1956 that the name changed again. The former International Criminal Police Commission was now officially known as 'International Criminal Police Organisation-Interpol" (Bresler 1993:112). During May 1989, Interpol moved to their new offices in Lyon, France were it is still today.

In order to understand the "modern day" Interpol it is important to know and understand the vision, core functions and mission of the Organisation. The vision

19

is "Interpol exists to help create a safer world. Its aim to provide a unique range of essential services for the law enforcement community to optimise the international effort to combat crime". The mission is "To be the world's pre-eminent police organisation in support of all organisations, authorities and services whose mission is preventing, detecting, and suppressing crime. Interpol will achieve this by providing a global perspective and a regional focus, exchanging information that is timely, accurate, relevant and complete, facilitating international cooperation, coordinating joint operational activities of its member countries and making available know-how, expertise and good practice". In addition to this the three core services rendered by Interpol to member countries are providing member countries with a unique global police communication system, a range of criminal databases and proactive support for police operations throughout the world (http://www.interpol.int/Public/Icpo/default.asp).

A lot has changed within the international policing environment since the first international conference was held in 1914. Today it is the largest policing organisation with 182 member countries spread over five continents. These member countries pay annual fees, determined on a "sliding scale" as agreed to in 2001, to fund the Organisation. (http://www.interpol.int/Public/Icpo/GeneralAssembly/AGN70/Resolutions/AGN70RES.asp).

Although member countries pay annual fees to the Organisation, the Interpol Secretariat-General has little or no say in respect of how Interpol offices are managed within the different countries. In certain instances, the Interpol office may operate independently of the national policing agency or may fall under the jurisdiction of another government department. What is of significance though is that most member countries use a basic Interpol office structure in respect managing the various requests directed to their offices and that they abide with the regulations as stipulated in the Vade Mecum also known as the "Constitution of the International Criminal Police Organisation-Interpol. All Interpol offices with the member countries operate within the legislation that governs the activities of their law enforcement agencies (Telephonic interview: Mr. R. Buhrer: 2004).

Various policing agencies have started working closer with each other in respect of matters of mutual concern and in certain instances have entered into bilateral and even multi-lateral agreements in order to combat cross-border or trans-national crime.

In certain instances, combined police operations are held to combat cross-border or trans-national crimes in a specific area. This however does not imply that Interpol structures have become redundant. The exact opposite is in fact applicable as particulars of arrested persons and property recovered during these operations are checked against the various Interpol databases in order to identify the legitimate owners thereof.

20

The advantage of being a member of an organisation such as Interpol is affirmed in section 2 of the Constitution (also referred to as the "Vade Mecum") of the International Criminal Police Organisation-Interpol. Section 2 of the Constitution of the Organisation states:

- ✓ "To ensure and promote the widest possible mutual assistance between all criminal police authorities within the limits of laws existing in the different countries and in the spirit of the "Universal Declaration of Human Rights" and

- ✓ "To establish and develop all institutions likely to contribute effectively to the prevention and suppression of ordinary law duties".

The abovementioned section clearly illustrates the importance of being a member of an organisation such as Interpol as it serves as the linkage and communication channel between all member countries in order to address criminal/police matters that are of mutual concern and or that may be of interest to other member countries. This is conducted within the framework of existing national and international legislation and accepted practices. Furthermore, the Organisation has forged links with other institutions that are able to assist in addressing crime. Examples of these institutions include the music and computer software industries.

The need for an international policing organisation such as Interpol can never be over-emphasised. The escalation of serious trans-national crimes, and criminals being able to move freely throughout the world, make cooperation between the policing agencies a necessity rather than a luxury.

3.4 South Africa and Interpol

South Africa became a member of the International Criminal Police Organisation-Interpol during the 62nd Annual General Conference held in Aruba on 29th September 1993.

The South African office of Interpol is based the Head Office of the South African Police Service in Pretoria and is a component of the division: Crime Intelligence. It is staffed by functional members of the South African Police Service and civilian staff appointed in this capacity in terms of the South African Police Service Act, 1995 (Act No 68 of 1995) and the Public Service Act, 1994 (Act 103 of 1994). The Interpol office within South Africa is referred to as Interpol National Central Bureau Pretoria.

These police officials are responsible for matters relating to management, supervision, training, information technology and addressing requests directed to the office from the South African Police Service, other law enforcement agencies based within the country and other Interpol member countries.

There are at present twenty seven (27) police officials currently based at the Interpol office with ranks ranging from Director to Sergeant. This includes the members of the South African Police Service serving as liaison officers based in various countries abroad.

There are nine (9) civilians based at the office and they are mainly responsible for all administrative functions. Their ranks range from chief personnel officer to messenger.

The current Organisational chart/structure of Interpol NCB Pretoria is due to change because of the recent move to the division Crime Intelligence. The changes will not affect the activities of the Office but rather the structure.

The compiling of the budget Interpol NCB Pretoria is an intricate process. The budget of the Office is part of the national budget of the South African Police Service. Apart from the so-called "standing" expenses that include salaries, housing subsidies and the purchase/replacement/upgrading of commodities relevant to the running of the office and annual membership fees to the Interpol Secretariat-General in France.

Other factors play a major role in determining the total amount that is allocated. These other factors include the hiring of residential premises for the members of the South African Police Service based abroad, the attendance of various training programmes presented nationally and internationally by both members of Interpol NCB Pretoria and the liaison officers based abroad, the inspection visits to these offices outside the country, the opening of new liaison offices abroad. In respect of these factors, a forecast has to be made in respect of the exchange rate of the South African Rand versus the European Euro, the British Pound and the American Dollar. It is thus the responsibility of the manager and other persons attached to the office to ensure that a realistic proposal is submitted in respect of the budget for the office. The proposed budget for the financial year 2003-2004 was approximately R 33 000 000,00 (thirty three million South African Rand) (Head Office circular: 2003: 14/1-Budgeting Control over Expenditure and 14/1/4-Budgeting of Expenditure).

Currently Interpol NCB Pretoria is divided into two sections, namely an operational sectional section and an administrative section. The operational section oversees the operational capacity of the component. This includes the activities of the various "Desks" and the personnel assigned to address the activities of the "Desks". The administration section is largely responsible for overseeing day-to-day administration, the information technology sub-section, discipline and the activities of the South African Police Service Liaison Officers based abroad.

Despite the fact that South Africa has been a member of Interpol since 1993, little has been done to inform members of the South African Police Service of the

nature and the range of services provided by the office in Pretoria. Little has been done to define the relationship between the South African Police Service and its Interpol office based in Pretoria.

The activities of this Office were initially included in the policy document in respect of the activities of the Division: Detective Service but was rather vague and excluded the majority of the activities of Interpol. During the redesign of the then "Detective Course", an attempt was made to include the activities of Interpol in the module "Tracing Techniques". The shortcoming of this section within the module was that it concentrated on the use of Interpol Notice System and the tracing of wanted or missing persons.

No mention was made in respect of the other services rendered by the Office. Other services rendered by Interpol NCB Pretoria include the verification of the identification of arrested foreign nationals, verifying the authenticity of foreign travel documents and passports, obtaining statements and the serving of summonses on persons living outside the Republic of South Africa.

Although since this researcher has commenced duties at Interpol NCB Pretoria the current situation has improved there are still shortcomings experienced in the optimal utilisation of the Office. The main shortcomings include the following:

- The failure of members of the South African Police Service to report the arrest of all foreign nationals to Interpol NCB Pretoria.

- The under-utilisation of the Interpol Notice System.

- The under-utilisation of the other circulation systems of Interpol.

- The failure of reporting significant successes to Interpol NCB Pretoria.

- The failure of reporting official visits abroad to Interpol NCB Pretoria.

It is the opinion of this researcher, by virtue of personal observations made during the past three years that the following are leading contributing factors to the above:

- Instructions issued in respect of the reporting of foreign nationals are not strictly adhered to.

- A large number of police officials are not aware of the Interpol Notice System or if they are aware of it, they do not know or understand the procedures required to make use of the system.

- Members of the South African Police Service are not aware of the diverse nature of services that Interpol is able to render.

- Members of the South African Police Service may not realise the significance of their successes and that it may be of use to policing agencies outside the country.

- Members may not see the reporting of their visits abroad as being important.

These matters will however be addressed in the proposed operational policy document for Interpol NCB Pretoria in Chapter 4.

The reporting of the arrest of foreign nationals to Interpol NCB Pretoria will ensure that the particulars of the subject are checked on the various databases. This will assist in ascertaining whether the subject is wanted in other member countries and whether the information in respect of the subject's personal particulars as given to the investigation officer is indeed correct. Furthermore, the subject's country of origin may be requested by Interpol NCB Pretoria to provide it with any adverse information relating to the subject i.e. whether the subject has any previous criminal convictions.

The Interpol Notice System is the ideal "tool" to assist in the circulation of persons for various reasons. This includes persons whom are "wanted" for the commission of serious offences and for whom a warrant of arrest has been issued, missing persons and convicted persons likely to commit similar offences in other countries.

Other circulation systems of Interpol that could be used include the circulation of stolen motor vehicles, travel documents, the theft of items of significant cultural heritage or works of art and unique property or jewellery.

The reporting of significant successes in respect of the seizure of counterfeit goods (including pirated computer software and music) and other contraband is important as it illustrates the capacity and capabilities of the South African Police Service to policing agencies throughout the world.

The need for such a policy document is accentuated by the under-utilisation of a component of this nature. The continued under-utilisation may result in the eventual closure of the Office in South Africa. It is thus important to revisit the questions as posed by Dunn (2004:14) in section 2.5.

- In respect of the first question, the situation is understood in that there is no clear or defining policy governing the activities of Interpol NCB Pretoria.

- The stakeholders as mentioned in the second question are the South African Police Service as the primary stakeholder and all Interpol member countries and other clients as secondary stakeholders.

- The appropriate objectives, as stated in the third question have been identified and are included in the proposed policy document.

- In respect of the fourth question, during the research of this paper, the researcher found that there were only two alternatives. These were to either design an all-inclusive policy for Interpol NCB Pretoria or allow the current status quo to persist. However, as time progresses and the proposed policy is revised, the researcher assigned to revise the current policy of Interpol NCB Pretoria will at least have a foundation or base to start working from when submitting new or updated proposals in respect of this document.

- In respect of the fifth question, the only uncertain events that can be taken in to consideration, is the redeployment of Interpol NCB Pretoria to another division of the South African Police Service or the closure of the Interpol office in South Africa.

- Lastly, and upon considering the sixth question, the researcher believes that the right problem is being solved, as there is no all-inclusive policy document in respect of Interpol NCB Pretoria.

Answering these questions and keeping them in mind throughout the important policy design phase, guarantees the policy practioner that the needs of the client are being addressed.

3.5 Motivation

The need for an operational policy document for Interpol NCB Pretoria has in the mind of the researcher, been justified. The mere presentation of a draft document does not imply that persons in positions of higher authority will readily accept it. It will require a properly motivated report or covering minute to convince or sway the "non-believers" in respect of the proposed policy document.

In motivating any proposal, it is important that both the advantages and the disadvantages of the proposed policy be emphasised.

3.5.1 Advantages

❖ Financial

✓ By having an operational policy document every aspect of the working environment is stipulated. It will thus be relatively simple to decide whether any proposed financial venture falls within the ambit of Interpol NCB Pretoria.

✓ Should queries be directed to this Office in this regard, the operational policy document may be used to illustrate the necessity for the expenditure.

✓ It is expensive to maintain an Office such as Interpol NCB Pretoria and in order justify this expense, the Executive Director ought to be able to motivate and justify that the funds are indeed well spend and that it is to the advantage of the South African Police Service to retain the services as provided by a component of this nature.

✓ The Office already exists, so there is no need for additional expenses regarding the placement of personnel, equipment and other resources.

❖ Social

✓ Within the social environment, members of the public will know that all possible resources are being used to increase the crime-combating capacity of the South African Police Service. This indicates that modern policing approaches may be learned from foreign policing agencies and this in turn could assist in reducing the crime rate.

❖ Economic

✓ The optimum usage of Interpol NCB Pretoria will serve as an indication all possible resources are being used to combat crime and this may entice foreign countries to invest in South Africa.

❖ Political

✓ The number of databases that Interpol NCB Pretoria has access to will ensure that foreign criminals will no longer regard South Africa as a safe haven.

❖ Environmental

✓ Within the policing environment, the South African Police Service will be able to exchange ideas in respect of combating crime and other matters which crime may impact upon.

✓ Members of the South African Police Service attached to the Training Division will be able to communicate directly with the training institutions of other policing agencies and thus are able to train members in more modern methods in respect of the policing environment.

✓ The true identity and criminal history of arrested foreigners will be obtained a lot quicker. In this manner criminal cases against foreign nationals may be finalised a lot sooner.

✓ Closer links will be forged with neighbouring countries and joint policing operations may be held in order to combat cross-border or trans-national crimes. This will result in stolen property being returned to the rightful owner regardless whether the person resides in the country where the property was recovered or not.

✓ New criminal modus operandi will be circulated to all relevant units upon this being made available.

✓ Crimes with an international link or dimension will be readily addressed.

✓ Access to foreign policing agencies will ensure that new or better policing methods/skills will be acquired which in turn will enhance the quality of service delivery rendered to all clients of the South African Police Service.

✓ With the Interpol Notice System, it will be easier to obtain information or to trace South African nationals that flee the country hoping to evade justice.

3.5.2 Disadvantages

❖ Financial

✓ Upon the operational policy being approved, it may be necessary to visit all the provinces and address the various commanders in respect of the nature of the services that Interpol NCB Pretoria is able to render. This will have financial implication but if properly planned, other components attached to Crime Intelligence: Head Office, a form of "road show" could be undertaken where additional or relevant matters can be addressed in the form of a one day information session.

❖ Environmental

✓ The arrival of "another" instruction received from Head Office, Pretoria may be met with some form of resistance, as whereas in the past, members could always plead ignorance, now they will have no excuse. This may addressed by either making use of "road shows" as discussed above, or by converting the policy document into a training module and have this included at entry level training and in other relevant training programmes such as the various detective training

27

programmes. The reason for including the policy document in various training programmes and detective training programmes in particular is due to the fact that although Interpol NCB Pretoria renders a service to all members of the South African Police Service, the researcher has noticed that the majority of the taskings directed at this Office originate from the divisions involved in investigation

✓ The consolidation process is fairly time consuming and this may defeat the object of the exercise. Converting the policy document into a training module and then once the process has been finalised, withdraw the material from the training curriculum and issue a national instruction may avert this.

3.6 Conclusion

In this chapter the origin and development of Interpol was assessed. The political history was not discussed but the historical development clearly indicates that there is a need for an organisation of this nature within South Africa. It too is clear that being a member of such a multi-dimensional organisation, demands that a member country has no choice but to ensure that it has an operational policy which governs all activities of an Interpol National Central Bureau.

The design and implementation of such a policy will ensure the optimal utilisation of the component, which in turn, within the context of being one of the leaders in southern Africa, may be lead to other Interpol member countries adopting a similar type of policy document in order to improve the effectively and efficiency of their respective offices.

Chapter Four

PROPOSED OPERATION POLICY INTERPOL NCB PRETORIA

4.1 Introduction

In this chapter, the researcher proposes a concept document that, upon having followed all the relevant steps, will be ratified and used as an operational policy document for Interpol National Central Bureau, Pretoria. The new policy needs to address the operational problems identified in the previous chapter (see also 4.3.1).

The document was designed in such a manner that should any individual wish to access a certain section thereof such section is available in its true context and the interested party need not have to read the whole document. It is the opinion of the researcher that this makes the policy document "user friendly". The document is, as previously stated, directed to all persons employed by the South African Police Service. It is the intention of the researcher that it will also be used as an "information" source in respect of training new staff assigned to Interpol NCB Pretoria.

In choosing a title for the proposed policy document, this researcher opted to design an "operational policy" for Interpol NCB Pretoria. The rationale behind this decision is as follows:

- The intended policy will illustrate how Interpol NCB Pretoria functions (operates) within the global Interpol environment.

- How all members of the South African Police Service will have to go about activating Interpol NCB Pretoria and using (putting the component into operation) the services rendered by the component and is directed specifically at "operational" members of the Service.

- The proposed document ought to be seen as being "alive", "workable", "informative" and "functional" and that changes may be made to the document without "excessive fuss" or undue time delay. This includes changes that may occur in respect of bi-lateral and multi-national agreements, the possible restructuring of the component, international and national legislation, international crime and criminal activities.

- Any person, whether a member of the South African Police Service or not, will be able to obtain a better understanding of the international dynamics of Interpol within the international environment, the operational methodology of Interpol NCB Pretoria and the role it fulfils within the South African Police Service.

In chapter two, reference was made to the fact that the policy analyst has to continually evaluate the policy document as the design and formulation thereof progresses. This is important as, although policy design is not an exaggerated long drawn out process, certain "incidents" may occur that will cause the revisiting of the goals and objectives decided upon at the beginning stages of the design phase.

Although Cloete and Wissink (2000:119) rightly advocate the need for alternate goals and objectives, it is possible that, although highly unlikely, that the initially identified situation could either resolve it itself or the whole scenario that caused the situation changes to such and extent that the process will have to be started from the beginning. Examples of these "incidents" are structures within the given environment may change, the whole organisation changes, legislation changes that will impact upon the viability, desirability and need for a policy of this nature.

It is within this context that this researcher is placed in a difficult but not totally unique position in that although there is a definite need for the design of a policy for Interpol NCB Pretoria, a situation exists where an existing component, with a formal structure, a full staff compliment, having its own budget is already rendering a service to all its clients.

Although the component has always been included in policy documents of the various divisions it resorted under, no policy has been specifically designed that clearly states the goals, objectives, and structure and work methodology thereof. (Policy document: 3/1/5/155: "Activities of the Detective Service", 2002: South African Police Service: Pretoria.

It is important that the goals and objectives that are set out in the intended policy document compliment those of both the South African Police Service and the International Criminal Police Organisation (Interpol) as the interests of both organisations have to be considered.

The current situation is that the Office is being under utilised and at times even incorrectly in that matters not related to the activities of the Office are forwarded thereto. The units utilising the services various rendered by Interpol NCB Pretoria, do so on an "ad hoc" rather than a regular basis.

According to Dunn (2004:2), the methodology of policy analysis may be deemed a process of inquiry designed to "discover solutions to practical problems". In this instance, "inquiry" refers to a process of "probing, investigating or searching for solutions" and does not refer to solutions that have to be proved. Although policy analysis (and policy design) is based on scientific methods, it also requires art, craft and persuasion.

Dunn (2004:3) furthermore argues that policy analysis is both (or partly) descriptive and normative. Descriptive because it relies on both the social and behavioural sciences in order to justify claims in respect of the causes and consequences of policies and normative because it draws on ethics, other branches of political and social philosophy, normative economics and decision analysis in order to evaluate and justify claims in respect of utility and moral worth of policies. The normative is important as policy relevant knowledge involves selecting the desired consequence or end and the preferred course of action. In policy, analysis, according to Dunn (2004:3), there is a continual trade off among competing values such as equity, efficiency, security, liberty and democracy in the choice of consequences or ends.

When attempting to design a policy, it is important to address the following five questions as identified by Dunn (2004:3):

- What is the nature of the problem for which a solution is sought?

- Which of two or more courses of action should be chosen to solve the problem?

- What are the outcomes of choosing that course of action?

- What does achieving the outcomes contribute to solving the problem?

- What future outcomes can be expected if other courses of action are chosen?

The above-mentioned questions can be answered as follows:

- The problem is fairly straightforward. There is no "comprehensive or all inclusive" policy governing the activities of Interpol NCB Pretoria. According to Dunn, (2004:4) a policy problem should be regarded as an opportunity for improvement, which however identified, may be attained through "public" or in this instance, police action. Accurate information is of utmost importance as faulty or inadequate information may result in the incorrect formulation and solving of the problem.

- The course of action to be taken is the design of an "all inclusive or comprehensive" operational policy for Interpol NCB Pretoria. In order to produce information of this nature, "creativity, insight and the use of tacit knowledge" is required. Dunn (2004: 5)

- The outcome of choosing the preferred outcome i.e. the acceptance and implementation of the proposed "operational policy" will ensure that all persons employed by the South African Police Service have a

better understanding of the nature of the services rendered by Interpol NCB Pretoria which in turn will result in the optimal utilisation of the component. The preferred outcome is based both on factual and value premises. Facts alone will not justify the selection of a policy. Dunn (2004: 5).

- By implementing the proposed operational policy and this is communicated down to grass root level, the consequences thereof will become evident i.e. that the component will be effectively utilised. According to Dunn (2004:5), the consequences of action produced by the implementation of a preferred policy may be produced both before and after the implementation thereof.

- The only manner in which the success of the implementation of the preferred policy may be gauged is by observing policy outcomes and determining whether the goals and objectives (those that gave rise to the original problem) as stated in the policy, are attained. Dunn (2004:5).

In respect of the argument for policy design it is imperative that these questions are addressed before any form of presentation is made to those empowered to make decisions in respect thereof. According to Dunn (2004: 476), it is of utmost importance that the problem be explored in depth to allow the reader (or decision maker) to form a good idea of the problem and scope of the solution. This, in turn, will enable the reader (or decision maker) to arrive at a proper conclusion. This conclusion may be to do nothing further or to commission further action in respect of the problem.

This chapter deals with two separate aspects. Firstly, a glossary in respect of terminology used in the proposed operational policy document and secondly a proposed operational policy document.

4.2 Glossary

In order to ensure that all readers understand the various terms used in this document, a glossary has been provided. The various terminologies used in this document refer to the following:

- *ASF/e-ASF* means the system used in order to conduct various checks on the databases at Interpol as directed by their various clients. These databases are available at the Interpol General-Secretariat, Lyon, France. Examples of information contained in these databases include the particulars of stolen motor vehicles, wanted persons and lost or stolen travel documents. The acronym ASF stands for "Automated Search Facility" and e-ASF stands for "electronic Automated Search Facility".

32

- **CAS system** means the system as used by the South African Police Service to register new matters or incidents that require further police investigation.

- *Case officer* means any non-commissioned officer of the South African Police Service based at Interpol NCB Pretoria and to whom a specific task or case file has been assigned.

- *Desk* means a specific cluster of duties and responsibilities assigned to a specific section at Interpol NCB: Pretoria.

- *ECO messages* means the forms that are completed in the event of the discovery of the illegal dumping of waste materials, the illegal trans-border activities involving radioactive or suspected radioactive substances or the illegal trafficking in species of flora and fauna.

- *Executive Director* means the person appointed as the Head of Interpol NCB Pretoria. This person holds the rank of "Director" within the ranking structure of the South African Police Service.

- *ICPO* means the international abbreviation "International Criminal Police Organisation" which has been shortened to the internationally accepted form of "Interpol".

- *International organisations* mean the international organisations that Interpol NCB Pretoria can liaise with.

- *Interpol* means and is the internationally accepted abbreviated term for the "International Criminal Police Organisation".

- *Investigative liaison* means that members based at Interpol NCB: Pretoria do not provide an investigative service but rather co-ordinate investigations undertaken by the various national and international law enforcement agencies on behalf of the South African Police Service. Liaison of this kind is coordinated at Interpol NCB Pretoria by a case officer to whom to the request has been assigned.

- *IPSG* means the Interpol Secretary General that is situated at Interpol Head Office in Lyon, France.

- *ISDSC* means the Interstate Defence and Security Committee.

- *IWETS* means the forms completed in the event of the recovery of firearms and or explosives that have possibly been used in the commission of offences in other countries.

- *I 24/7* means the global communication system used by Interpol. A break down of this acronym is as follows: "I" represents Interpol, "24" represents the hours in the cycle from sunrise to sunrise and "7" the days in a week.

- **MISS document** means the document "Minimum Information Security Standards" that regulates the safe keeping and classification of the various documents as used by members of the South African Police Service.

- *Movement Control System* means the circulation system of the Department of Home Affairs used to circulate persons wanted for various reasons by Interpol NCB Pretoria. Personnel attached to Interpol NCB Pretoria place the particulars of these persons on the system. (This excludes persons placed on the system by other units of the South African Police Service).

- *National institutions* mean national institutions that Interpol NCB Pretoria can liaise with.

- *NCB* means the internationally accepted abbreviated term referring to an Interpol office within a country, also known as a "National Central Bureau".

- *Notice* means the unique Interpol notice system of colour-coded notices issued and circulated internationally. These notices either request information in respect of certain individuals or incidents or inform all member countries of such incidents or individuals.

- *Other law enforcement agencies* mean all the other law enforcement agencies that operate nationally and internationally.

- *Regional organisations* mean the regional organisations that Interpol NCB Pretoria can liaise.

- *ROCCISS messages* mean the format in which messages in respect of certain crimes are completed and forwarded to the relevant Interpol offices. The acronym stands for "Regional Organised Crime and Criminal Information Sharing System". The system also allows an amount of free text for aspects not catered for in the current design of the document.

- *SAPS-LO* means police liaison officers who are members of the South African Police Service based in various countries throughout the world.
- *SARPCCO* means the Southern African Regional Police Chiefs Co-operation Organisation that comprises of the heads of the various police agencies in southern Africa. The following countries are members of SARPCCO: South Africa, Botswana, Swaziland, Mauritius, Malawi,

Zimbabwe, Lesotho, Mozambique, Angola, Tanzania, Namibia and Zambia.

- **SRB** means the Interpol sub-regional bureau responsible for coordinating the activities of a specific region. The sub-regional office responsible for South Africa is based in Harare, Zimbabwe.

- **Stand-by duties** means the duties performed by members on a twenty-four hour service on a weekly rotating basis at Interpol NCB: Pretoria.

- **Supervisor** means the person appointed to supervise a certain activity within Interpol NCB Pretoria. This person usually holds the rank of Captain or higher within the ranking system of the South African Police Service.

- **UN** means the United Nations.

- **UNDCCP** means the United Nations Drug and Crime Combating Programme.

- **UNDP** means the United Nations Development Programme.

- **Vade Mecum** means the Constitution of the International Criminal Police Organisation.

- **Visits to foreign countries** means and includes all official visits of an investigative nature or visits aimed at attending training programmes, workshops, conferences and seminars.

4.3 Proposed operational policy for Interpol NCB Pretoria

A clear operational policy is required in order to: -

- Meet the responsibilities placed upon the South African Police Service in respect of legislation that has been passed by Parliament.

- Meet the functional responsibilities that have been assigned to the Divisional Commissioner: Crime Intelligence by the National Commissioner of the South African Police Service.

- Explain to all divisions of the South African Police Service the nature of the services that can be rendered by Interpol NCB Pretoria.

35

- Illustrate the extent to which the various circulation systems and databases is able to assist all members of the South African Police Service.

- Meet the responsibilities in respect of the Constitution (Vade Mecum) of the International Criminal Police Organisation-Interpol.

The need for such a policy document is accentuated by the under-utilisation of an Office of this nature. The continued under-utilisation may result in the eventual closure of the Office (Personal interview: Director M. F. Abdul-Kader and Senior Superintendent R.J. Taylor: 2002).

4.3.1 Objectives of proposed operational policy: Interpol NCB Pretoria

It is intended that this policy will:

- ✓ Ensure the effective control and management of Interpol NCB Pretoria.

- ✓ Set out the functions and purpose of Interpol NCB Pretoria.

- ✓ Set standards and guidelines for the recruitment, appointment and training of all members stationed at Interpol NCB Pretoria.

- ✓ Clearly, set out the duties and responsibilities of all staff stationed at Interpol NCB Pretoria.

- ✓ Determine responsibility and authority relating to the use of all resources placed at the disposal of Interpol NCB Pretoria including human, financial and logistical resources.

- ✓ Provide all members of the South African Police Service with clearly defined procedures and the requisite guidelines for the use of services rendered by Interpol NCB Pretoria (Personal interview: Director M. F. Abdul-Kader and Senior Superintendent R. J Taylor: 2002).

This policy document will be revised annually and any amendments to this document will be published by means of a National Information Note authorized by the National Commissioner of the South African Police Service.

Upon approval this document will replace previous documents of similar a nature issued in respect of Interpol NCB Pretoria.

36

4.3.2 Legal and policy framework of Interpol NCB Pretoria

The policy of Interpol NCB Pretoria was designed and developed by the researcher within the constraints of the following legislation, agreements and resolutions. It is the opinion of the researcher that the under-mentioned legislation, agreements and resolutions determine the boundaries in which the Office may operate within both the national and international policing environment.

❖ Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996),

❖ Vade Mecum of the International Police Criminal Organisation,

❖ South African Police Service Act, 1995 (Act No 68 of 1995),

❖ Criminal Procedure Act, 1997 (Act No 51 of 1977, as amended),

❖ International Co-operation on Criminal Matters Act, 1996 (Act No 75 of 1996),

❖ Annual Plan, setting out the priorities and objectives for the following financial year as compiled by the National Commissioner of the South African Police Service in terms of section 11 (2) (a) of the South African Police Service Act, 1995 Act (Act No 68 of 1995),

❖ Various bilateral and multi-lateral agreements pertaining to mutual legal assistance and police co-operation with various foreign countries,

❖ South African Developing Countries (SADC), Protocol on Illicit Drug Trafficking,

❖ 1961 United Nations Single Convention on Narcotic Drugs as amended by the 1971 Protocol,

❖ 1971 United Nations Convention of Psychotropic Substances,

❖ 1988 United Nations Convention against the Illicit Trafficking in Narcotic Drugs and Psychotropic Substances,

❖ Hague Convention, as promulgated in August 1986,

❖ South African Regional Police Chiefs Co-operation Organisation (SARPCCO), Constitution, Regulations, Agreements and Resolutions and

❖ SADC Protocol on the control of firearms, ammunition and other related materials.

4.3.3 Strategic goals and functions of Interpol NCB Pretoria

The strategic goals and functions of Interpol NCB Pretoria are:

✓ To provide a professional investigative support service to all national and international law enforcement agencies and government departments who need to avail themselves of the services rendered by Interpol NCB Pretoria;

✓ To ensure the effective use and dissemination of all crime information and intelligence at the disposal of this Office to all interested parties, including all agencies in South Africa and abroad;

✓ To train and educate all members of the South African Police Service in the investigative support and assistance that Interpol renders in the field of crime investigation;

✓ To respond to requests within the time frames set out in the Vade Mecum;

✓ To abide by the vision and mission of the South African Police Service;

✓ To ensure accountability and the effective use of the human, logistical and financial resources allocated to Interpol NCB Pretoria;

✓ To render of an efficient and effective investigative support service to all recognized national and international law enforcement agencies and other government departments involved in combating crime or countering the effects of committed crimes;

✓ The dissemination of information obtained from international sources to all the national and international law enforcement agencies and government departments involved;

✓ To serve as a link between the South African Police Service and all the recognised national and international law enforcement agencies and other government departments involved in the investigation of criminal activities;

✓ To coordinate the flow of information and intelligence between Interpol NCB Pretoria, other Interpol offices, the sub-regional bureau in Harare, Zimbabwe, the Interpol General-Secretariat in Lyon, France, the South African Police Service, other government departments and all other law enforcement agencies and;

✓ To administer and manage the activities of the SAPS-LO's based in various countries (Personal interview: Director M. F. Abdul-Kader and Senior Superintendent R. J. Taylor: 2002-2004).

4.3.4 Institutional links

Interpol NCB Pretoria, by virtue of the nature of its work, has to liaise with the South African Police Service and other institutions at national and international level with a view to providing a centralised nodal point for the exchange of information and requests of investigative support received from within and outside the borders of the Republic of South Africa. These institutions may be on an international, regional or national level.

- **International organisations**

Interpol NCB Pretoria sometimes has to liaise with various international organisations. An example of such an organisation is the United Nations.

- **Embassies and consulates**

Owing to the multifarious activities performed by Interpol NCB Pretoria, regular contact with the various police, legal, military attachés of foreign countries based within the Republic of South Africa is vital in order to address and combat crime and criminal activity that has an international dimension.

- **Regional**

❖ **Southern African Regional Economic Development Community**

The heads of Southern African Economic Development Community (SADC) signed the Protocol on Illicit Drug Trafficking in August 1996. The role of Interpol NCB Pretoria is to assist in the concerted efforts that are being made to combat organized crime, drug trafficking, corruption and money laundering, as not all members of the SADC countries are members of the Southern African Regional Police Chiefs Cooperation Organisation.

❖ **Southern African Regional Police Chiefs Cooperation Organisation**

The Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) was established to promote cooperation among the police agencies in the SADC countries. There is a direct line of communication between Interpol NCB Pretoria and SARPCCO as the officer and country secretariat assigned to liaise with the SARPCCO countries is based at Interpol NCB Pretoria. This assists in coordinating the various activities and initiatives of Interpol member countries, the Interpol General Secretariat and SARPCCO (Personal interview: Superintendent G. V. Du Plessis).

• **National**

Interpol NCB Pretoria maintains a close working relationship with various other ministries within the government. Examples of these ministries are Foreign Affairs, Home Affairs and Justice. Although Interpol NCB Pretoria is primarily a policing agency, it may be requested to liaise with any ministry. The nature and extent of the liaison is determined by nature of the request and what the protocol procedures demand.

Other than, the various government ministries Interpol NCB Pretoria may also have to liaise with other institutions. This includes any institution that will assist in tracing witnesses and wanted fugitives and obtaining information that can be used as evidence within the judicial systems in this country and abroad. Examples of such institutions include financial institutions, cultural institutions and hospitality associations (Personal interview: Senior Superintendent R. J. Taylor and Superintendent A. S. Van Deventer: 2002).

4.3.5 Interpol NCB Pretoria and the South African Police Service

The most important task entrusted to Interpol NCB Pretoria, is that it serves as a link between the South African Police Service and all other international law enforcement agencies. Notwithstanding all other bilateral agreements and legislation, Interpol NCB Pretoria relies, on a close working relationship with all divisions of the South African Police Service.

4.3.6 Investigative assistance

Interpol NCB Pretoria is able to render investigative assistance to all investigative components of the South African Police Service. It is however, of utmost that before availing themselves of the services rendered by Interpol NCB Pretoria, that the investigation officers of the South African Police Service must note the following:

❑ The crime or alleged crime must have an international link or dimension.

❑ The investigation officer of the South African Police Service must have made every possible attempt to trace and arrest the fugitive within the borders of South Africa. This includes placing the fugitive on the Movement Control System of the Department of Home Affairs, ensuring that a warrant of arrest, official form number "J50", has been issued by the South African judicial authorities and that the Directorate of Public Prosecutions has issued a certificate stating that application will be made for the extradition of the subject should he or she be traced to a foreign country.

❑ The fugitive must have committed the crime in South Africa and have fled to a foreign country.

❑ Interpol NCB Pretoria must be informed of the arrest of any foreign national. This arrest will then be reported to the Interpol office of the country in question. The arrest must be followed up with a written report. Interpol NCB Pretoria who will then check on the relevant databases in order to determine whether the subject is wanted for other crimes within Interpol or whether the subject has a criminal record or not. Interpol NCB Pretoria will then inform the relevant office of the outcome of their investigation. The information required by Interpol NCB Pretoria is as follows:

➢ Full first and last names of the accused.

➢ Date of birth.

➢ Country of origin.

➢ Passport number and any other relevant official number.

➢ All information relevant to offence committed. This includes nature of injuries, weight of narcotics, whether the subject acted alone and or was part of a group.

➢ Date of arrest.

Specific request directed to Interpol NCB Pretoria i.e. verification of passport particulars, ascertaining whether the subject is wanted by policing authorities elsewhere in the world, determining whether the subject has a criminal record. (Official circular 38/4/2/1/1: Arrest of foreign citizens in the Republic of South Africa. 2002: South African Police Service: Pretoria).

❏ There must be sufficient proof that the person who has been listed as "wanted" or "missing" by the South African Police Service has indeed left the Republic of South Africa.

❏ Witnesses from foreign countries who are required to give evidence in South African courts must be summonsed via Interpol NCB Pretoria. It is imperative that the summons to testify in court is forwarded to the Office in good time so as to allow the police officers of the foreign country to have the summons ratified by their judicial authorities and to serve the summons on the witness. This will also enable them to confirm whether the witness will be able to testify on the date of the trial and allow the witness to make arrangements in respect of travel documents and accommodation. Details such as the payment of witness fees and accommodation must be included in the covering letter.

❏ Interpol NCB Pretoria is the only office within the South African Police Service who may deal with the policing aspects of extraditions to and from South Africa. All requests in this regard must be directed to the Office for processing (Personal interview: Senior Superintendent R. J. Taylor).

4.3.7 Foreign visits

❏ Any member or delegation of the South African Police Service who undertakes a visit to any foreign country, must inform Interpol NCB Pretoria before undertaking the visit as should the need arise in respect of additional work having to be conducted in the country or a member of the police delegation needs to be contacted urgently, the local Interpol office may be requested to do so on behalf of the South African Police Service. Interpol NCB Pretoria will issue a certificate or letter to the leader of the delegation that must be presented when the person concerned applies for a visa. Interpol NCB Pretoria will inform the relevant country of the intended visit. The following information must be included in the report which must be forwarded to Interpol NCB Pretoria:

✓ Full details of the reason for the official visit to the foreign country.

✓ The number of members of the South African Police Service who will be visiting the foreign country, and their names, ranks and "Persal" numbers.

✓ The exact date and place of departure from South Africa, the exact date and place of arrival in the foreign country, the exact date of departure from the foreign country and the expected date of arrival in South Africa.

✓ The mode of transport that will be used. If the intended transport is a government motor vehicle, the make, model, South African Police Service number and registration number of the vehicle must be supplied.

✓ Should members of the South African Police Service be escorting a foreign national back to his or her country of origin, the full particulars of the members concerned, the foreign national, details of the mode of transport that will be used and all the requisite documentation relating to the removal and transport of the person, i.e. documentation for the deportation, extradition or repatriation of the person must be in the possession of the senior member of the escorting team.

✓ Should members of the South African Police Service out of necessity have to take their official firearms into a foreign country, the serial numbers, calibres, makes, types, number of firearms and the number of rounds of ammunition must be included in the information note so that the necessary authorization from the country in question can be obtained prior to the actual visit taking place. *It is important that approval be received before such firearms are taken into the country concerned. Should the members opt to take their firearms into the country concerned without receiving the necessary authorization from the country, they may be arrested for being in possession of unlicensed firearms and or for violating legislation of the country concerned.* (Personal interview: Inspector M. Smit: 2002).

4.3.8 General

❑ Interpol NCB Pretoria does not work directly with members of the public and members of the South African Police Service are requested not to refer members of the public to the Office. The reason for this is because, should members of the public be referred directly to Interpol, it will negate the purpose of having police stations and in many instances, irrelevant requests will be directed to this Office.

❑ When persons, who at the request of another country, have been placed on the Movement Control System by Interpol NCB Pretoria are traced or have left the country without being apprehended, the

members of Interpol NCB Pretoria who are on stand-by must be contacted immediately as this will enable them to inform the Interpol office that requested the placement of the person on the system of the movement and also the country for which the person is destined, accordingly.

❑ When persons who have been placed on the Movement Control System, by any Interpol country, pass through any of the border posts, the movement must be reported to the member on standby for Interpol NCB Pretoria. Depending on the type of notice, the Interpol member on standby will inform the relevant country of the movement of persons sought and of the relevant actions taken by the South African Police Service. The type of notice will determine the nature of action to be taken by the South African Police Service.

❑ Should a crime have been committed in a foreign country and it is reported to a police station in South Africa, only the statement of the complainant is required and not the South African Police Service case docket. This statement must give the full details of the crime committed and the descriptions of any suspects or property involved. The statement will then be forwarded to the police agency in the relevant country. A summary of the incident and what is required of the relevant Interpol office such as whether the matter has only been reported for insurance purposes only and that a reference number is required from the foreign policing agency.

❑ Interpol NCB Pretoria assists in the reciprocal coordination and conveying of compassionate messages.

❑ Invitations to attend various training programs and conferences by member countries, the Sub Regional Bureau, the Interpol Secretariat General and private institutions are regularly directed to this Office. Depending on the nature and contents of the invitation, these are redirected to the relevant division within the South African Police Service in order that the appropriate candidate may be nominated to attend. Any member of the South African Police Service may attend these conferences provided that the content or matters to be discussed at the conference is relevant to the member's working environment.

❑ Interpol NCB Pretoria has a twenty-four hour answering service and members are on standby day and night (Personal interview: Inspector M. Smit: 2002).

4.3.9 The Interpol Notice System

One of the most important functions of Interpol is to assist member countries in communicating critical crime-related information to each other by using the Interpol Notice System. It may thus be stated that these notices assist the law enforcement agencies of member countries to exchange information in respect of unidentified bodies, missing persons, persons wanted for the commission of serious crimes and criminal modus operandi. In addition to this, notices may be used to seek persons wanted for the gross violation of human rights.

Each notice gives full details of the individual concerned. In the case of red notices, the warrant of arrest or court order that specifically requests the tracing and arrest of an individual with the view of extradition is included. It is important that the Interpol notice is not merely seen as a "wanted" or "missing persons" poster.

The Interpol Notice System is one of the most important investigation aids available to Interpol member countries as it contains two comprehensive sources of information. Firstly, that information in respect of the identification of the subject is included. This may vary from identity particulars, physical description, photographs and fingerprints if available, to other relevant information such as occupation, languages spoken and particulars of identity and travel documents of the subject and secondly information regarding judicial matters. The includes information such as the offence for which the person has been charged, references to the relevant legislation under which the charge is made or the conviction obtained, the maximum penalty has been or may be imposed, references of the arrest or sentence imposed by a court and details of the countries from which the requesting country will seek the subject's extradition.

These Interpol notices are identified by means of the relevant colours that are placed in the upper right-hand corner of the notice. These notices are:

Red Notice: Seeks the arrest and apprehension of wanted fugitives all over the world for whom a warrant of arrest has been issued and for whom extradition will be sought as soon as they are arrested.

Blue Notice: Seeks information of subjects who have committed criminal offences. This includes information pertaining to the subject's identity and criminal background. These notices are used to trace internationally wanted subjects all over the world whose extradition may be sought. The information requested is used for monitoring the movements of international criminals, including persons who are sought as witnesses to various crimes.

Green Notice: Provides information on career criminals who have committed or are likely to commit offences in several countries. This includes habitual offenders, child molesters and persons involved in pornography.

Black Notice: Provides information on unidentified dead bodies or deceased persons whose identities are unknown.

Yellow Notice: Provides information on missing or lost persons, including the parental abduction of children and children listed as "missing".

Orange Notice: Provides information and images of objects, materials and or other threats that would be of concern to security officials at the world's institutions and organisations.

It ought to be borne in mind that Interpol's General Secretariat in Lyon, France has been empowered the Organisation's General Assembly to refuse the issue of a Red Notice when it is satisfied that the notice does not contain all the information required to formulate a valid request for provisional arrest or that the issuing of the red notice may infringe upon Article 3 of the Vade Mecum in that it is strictly forbidden for Interpol to undertake any intervention or participate in activities of a political, religious, military or racial nature. The person who has been placed on a Red Notice should be considered innocent until proven guilty (http://www.interpol.int/Public/Wanted/Default.asp).

Members of the South African Police Service who may have to use the notices mentioned above i.e. who are of the opinion that they possess information that must be circulated, must complete the relevant notice in English and forward the information to Interpol NCB Pretoria. The completed notice will then be forwarded to Interpol's Head Office in Lyon, France for international circulation. Copies of these notices are available at Interpol NCB Pretoria (http://www.interpol.int/Public/ICPO/FactSheets/FS200105.asp).

4.3.10 Internal directives

The Executive Director of Interpol NCB Pretoria, reports directly to the Divisional Commissioner: Crime Intelligence.

The Executive Director of Interpol NCB Pretoria acts on behalf of the Divisional Commissioner: Crime Intelligence to ensure that all directives and instructions issued by the office of the National Commissioner and the Divisional Commissioner: Crime Intelligence in respect of all investigations are adhered to.

The Executive Director of Interpol NCB Pretoria is responsible for managing and coordinating the activities of this Office by meticulously planning, managing and implementing the strategies that fall within the parameters of

46

policy statements and instructions as issued by the Crime Intelligence and the South African Police Service.

Apart form the above the Executive Director is responsible for the following:

- ✓ Managing and controlling Interpol NCB Pretoria, including the effective administration and allocation of the financial and logistical resources allocated to this Office.

- ✓ Ensuring that all agreements and resolutions are carried out and that legislation is complied with.

- ✓ Ensuring that all requests directed to Interpol NCB Pretoria, are promptly attended to and addressed within the time frames as stipulated by IPSG.

- ✓ Regular monitoring and evaluation of work carried out by Interpol NCB Pretoria.

- ✓ Managing the dissemination of information received by Interpol NCB Pretoria to the relevant components.

- ✓ Coordinating and monitoring the projects that are being undertaken by Interpol NCB Pretoria.

- ✓ Ensuring that all the correct diplomatic channels are followed and that the protocols in respect of the various investigations coordinated by Interpol NCB Pretoria are adhered to.

- ✓ Ensuring that all possible steps regarding the apprehension of internationally wanted fugitives are taken.

- ✓ Ensuring that the necessary assistance is rendered to foreign law enforcement officers visiting South Africa on investigation.

- ✓ The monitoring and reporting of all successful investigations conducted by Interpol NCB Pretoria.

- ✓ Ensuring that the standard of work rendered by the various case officers is evaluated by means of monthly and quarterly audit inspections.

- ✓ The annual updating of the approved policy document and informing all relevant role players of any amendments made in respect thereof (Personal interview: Director M. F. Abdul-Kader and Senior Superintendent R. J. Taylor: 2002).

47

4.3.11 Deployment of Interpol NCB Pretoria

Members of Interpol NCB Pretoria shall not be utilized to perform duties other than those demanded by their specific function. The exception to this shall apply to in cases of emergencies and only after consultation with the Divisional Commissioner: Crime Intelligence. Interpol NCB Pretoria shall not be closed, except upon consultation with the National Commissioner of the South African Police Service and the Divisional Commissioner: Crime Intelligence.

4.3.12 Human resource management

- **Appointment of personnel at Interpol NCB Pretoria**

- ❖ **Police officials**

The Division: Career Management shall assist members in drafting career plans to enable them to enhance their career prospects within the South African Police Service. After completing his or her basic training, a member must complete at least one year of functional policing before he or she can be considered for transfer to Interpol NCB Pretoria.

Although the nature of the work at Interpol NCB Pretoria is mainly administrative, it is imperative that candidates have an investigative background as most of the work revolves around the investigative aspects of crime. Candidates need not to have been stationed at formally recognized investigation units but before applying for posts at must be able to submit proof of their investigative experience.

The following are the minimum criteria that potential candidates must adhere to before being considered for appointment to the Interpol NCB Pretoria:

- ✓ A valid driver's license and the ability to drive a motor vehicle.

- ✓ The ability to speak at least two of the official languages, one of which must be English.

- ✓ Successful completion of the Detective Learning Programme.

- ✓ Must have a security clearance of at least top secret and should the potential candidate not have such a clearance level must be willing to undergo such vetting process.

✓ Must be willing to attend training programmes, courses, seminars, workshops, meetings and conferences and must be able to make presentations to Interpol or any other institution requiring such information.

✓ Must be willing to present lectures to various organisations from time to time, on the operational strategies of Interpol NCB Pretoria (Personal interview: Director M. F. Abdul-Kader and Senior Superintendent R. J. Taylor).

❖ **Civilian personnel**

The Division: Personnel Management appoints civilian personnel to Interpol NCB Pretoria.

4.3.13 Training

Staff stationed at Interpol NCB Pretoria, shall be trained as follows:

✓ Participation in all training programmes shall be determined by national instructions, the Executive Director of Interpol NCB: Pretoria, and the various training components of the South African Police Service.

✓ Personnel of Interpol NCB Pretoria may participate in training programmes launched by institutions outside the South Africa Police Service, depending on the nature of the programme and the availability of funds.

✓ In-service training shall be provided as and when deemed necessary by the Executive Director of Interpol NCB Pretoria and other officers of the South African Police Service (Personal interview: Senior Superintendent R. J. Taylor).

4.3.14 Attendance of conferences/training programmes presented outside the Republic of South Africa

Attendance by members of Interpol NCB: Pretoria at conferences or training programmes presented outside South Africa shall be left to the discretion of the Executive Director and the Divisional Commissioner: Crime Intelligence.

Interpol's Head Office in Lyon, France forwards a list of all conferences to be hosted for each year. It is impossible to attend all the conferences hosted by Interpol; therefore, only the conferences that relate to specific or important issues can be attended.

All persons employed by the South African Police Service (both police and civilian personnel) who attend any conference or who receive any training presented outside South Africa must draft an information note in respect of the conference or training received and if need be, forward copies of all material received to Interpol NCB Pretoria. This in turn will be circulated by Interpol NCB Pretoria to all divisions of the South African Police Service for their information. Copies of the training material will be placed in the archives at Interpol NCB Pretoria.

4.3.15 Structure of Interpol NCB Pretoria

Interpol NCB Pretoria is divided into two subsections, namely an Operational and an International Liaison Section.

- **International Liaison Section**

This subsection deals with international liaison in that it arranges meetings with the attaches of the various international agencies directly involved in law enforcement in the Republic of South Africa. This subsection also oversees the coordination of official visits to the Republic of South Africa by members of foreign law enforcement agencies who of necessity have to conduct investigations in South Africa. The various Desks at Interpol NCB Pretoria do the actual coordination of such visits and there is close liaison between the components of the South African Police Service and those of foreign law enforcement agencies.

Official visits and investigations conducted by members of the South African Police Service in foreign countries are also co-ordinated by this subsection.

South African Police Service liaison officers are based in the following countries: Mozambique, Namibia, Swaziland, Lesotho, Nigeria, Brazil and the United Kingdom. These officers have to render an effective service delivery in respect of international crime related liaison and intelligence to the South African Police Service. The administration and monitoring of the activities of these liaison officers is also one of the primary responsibilities of this subsection (Personal interview: M.A. Gebser: Chief Personnel Officer: 2002).

This subsection is also responsible for managing the following functions at Interpol NCB Pretoria:

50

❖ **Intelligence Desk**

The duties and functions of this Desk comprise both functional and administrative responsibilities.

➢ **Functional responsibilities**

✓ To disseminate all intelligence gathered between the South African Police Service and the Interpol Secretary-General to those components that may receive such intelligence.

✓ To coordinate the projects and operations initiated by the Interpol Secretary-General in Lyon, France and the Interpol sub regional Bureau in Harare, Zimbabwe.

✓ To disseminate all information and intelligence generated by the South African Police Service to Interpol's Secretary-General, Interpol sub regional Bureau, Harare, Zimbabwe, and other Interpol offices.

✓ To ensure that all information and intelligence, generated from outside the South African Police Service is captured on the relevant databases of the South African Police Service. The nature of the intelligence and or information will determine the database to be utilised.

✓ To oversee the information technology component of Interpol NCB Pretoria.

➢ **Administrative responsibilities**

Apart from these functional duties responsibilities, the supervisor of the Intelligence Desk also has to fulfil the following administrative duties:

✓ Ensuring that all relevant information as received in respect of the various Interpol notices is either placed on or removed from the Movement Control System.

✓ Ensuring that all relevant information is captured on the Individual and Structure Information System of the South African Police Service that is received from foreign sources.

✓ Ensuring that the current information technology equipment is optimally utilised and maintained. Serving as the nodal point for the following crimes:

51

- ❑ International terrorism and crimes against the State.

- ❑ Crimes involving the international illegal trade in and of the by-products of fauna and flora.

- ❑ All international environmental crimes.

- ❑ The circulation of internationally stolen works of art.

✓ Ensuring that all instructions issued by the Executive Director of Interpol NCB: Pretoria in respect of administrative functions and office management are carried out (Personal interview: Senior Superintendent R.J. Taylor and Inspector M. Smit: 2002).

❖ **Distribution Desk**

The responsibilities of the supervisor of the Distribution Desk are as follows:

✓ Receiving all new matters referred to Interpol NCB Pretoria. Upon receiving the new matter, the following shall be complied with:

- ❑ The nature of the request ought to be perused in order to ascertain whether this is indeed an Interpol-related matter. If not, this request must be returned to the addressee.

- ❑ If the matter is a request for the following information, then it will be dealt with at the Distribution Desk on the relevant country file and <u>not</u> assigned to a case officer:

  - ➢ Criminal background checks, (accompanied with or without fingerprints of the subject).

  - ➢ Movement Control System checks.

  - ➢ Validity checks in respect of South African citizenship, South African identity numbers, and South African passports.

  - ➢ Determining ownership of firearms in South Africa.

  - ➢ Disseminating information to other units of the South African Police Service and other government departments.

▫ Should a request be received that requires additional investigative liaison, a new case will be registered on the Interpol NCB Pretoria CAS system. The new case will then be handed of the Head: International Investigation Liaison, for allocation to a case officer.

✓ The distribution of all correspondence received about matters currently being investigated by Interpol NCB Pretoria to the Head: International Investigation Liaison for the necessary attention.

✓ Ensuring that <u>no duplicate</u> cases are opened.

✓ Matters that are of high importance are brought to the attention of the Executive Director, Interpol NCB Pretoria or in his absence, the deputy director Interpol NCB Pretoria or the standby duty officer (Personal interview: Senior Superintendent R.J. Taylor: 2002).

❖ **South African Regional Police Chiefs Co-Operation Organisation Desk**

The functional responsibility of this Desk is to coordinate and plan all SARPCCO activities involving the South African Police Service.

The duties of the staff assigned to the SARPCCO Desk are as follows:

✓ Liaison with components within the South African Police Service regarding activities that involve the various SARPCCO countries.

✓ Liaison with the representatives of all the SARPCCO countries.

✓ Ensuring that all resolutions are disseminated to the Divisional and Provincial Commissioners and National Component Heads of the South African Police Service.

✓ Ensuring that members of the South African Police Service carry out SARPCCO resolutions and amendments to current resolutions adopted during SARPCCO conferences.

✓ Coordinating official visits by SARPCCO delegations to the Republic of South Africa.

✓ That all instructions issued by the Executive Director of Interpol NCB Pretoria in respect of administrative functions and office management are complied with (Personal interview: Superintendent G. V. Du Plessis: 2002).

53

- **International investigation liaison**

❖ This subsection is divided into five sections referred to as "Desks", namely Organised Crime, Extraditions, Vehicle, Economic and General Crimes "Desks" with a commissioned officer assigned to each. Although all case officers assigned to Interpol NCB Pretoria deals all matters reported to the component, it is the responsibility of the officer in charge of the "Desk" to ensure that the relevant mandate is adhered to at all times.

❖ **Organised Crime Desk**

This Desk is responsible for the liaison with various units of the South African Police Service, government departments, various other law enforcement agencies in the Republic of South Africa, other South African agencies, foreign law enforcement agencies and foreign state departments in respect of the following:

- ❑ All organised crime-related matters that involve the arrest and the compilation of "ROCCISS" messages in respect of foreigners arrested in South Africa for any organised crime-related offence.

- ❑ The reporting of such arrests to the relevant Interpol offices.

- ❑ The submission of annual statistics on organised crime-related offences.

- ❑ The reporting of major organised crimes-related offences involving South African citizens within the Republic of South Africa.

- ❑ The circulation of identified potential international narcotics couriers, leaving the Republic of South Africa, to the relevant Interpol offices in the countries in question.

- ❑ Assisting investigation officers in tracing and arresting fugitives wanted by the South African Police Service and foreign law enforcement agencies, within and outside the Republic of South Africa.

- ❑ Assisting investigating officers of the South African Police Service and foreign law enforcement agencies in obtaining evidence and information related to the duties assigned to this Desk.

- ❑ Assisting with and coordinating efforts to trace witnesses required in South African courts.

❑ The compilation of reports on offences relating to the duties performed by this Desk.

❑ Gathering and dissemination of all information relating to the activities of this Desk, to the South African Police Service, other law enforcement agencies in South Africa and abroad.

❑ Facilitation of projects initiated by SARPCCO and Interpol regarding the activities of this Desk.

❑ Liaison with SADC countries to assist the Organised Crime Desk in performing tasks, including operations carried out in SADC countries.

❑ Placement of wanted fugitives on the Movement Control System.

❑ Attendance at conferences and workshops held in South Africa and abroad on matters relating to organised crime-related matters.

❑ This Desk is responsible for presenting lectures pertaining to the crimes assigned to this Desk to the various components within the South African Police Service and to institutions outside the South African Police Service.

❑ Coordinating official investigative visits from foreign law enforcement officers, units of the South African Police Service and other government departments, to South Africa.

❑ Liaison shall take place about the nature of the visit by the officers concerned, the dates and times of arrival and departure and any extraordinary requirements deemed necessary to allow the above investigation officers to complete their investigations.

❖ **Vehicle Desk**

This Desk is responsible for the liaison with various units of the South African Police Service, government departments, various law relevant law enforcement agencies in the Republic of South Africa, other South African agencies, foreign law enforcement agencies and foreign state departments in respect of the following (Personal interview: Senior Superintendent R.J. Taylor: 2002):

❑ Facilitating the repatriation of motor vehicles to and from the Republic of South Africa.

- ❑ Assisting in tracing and determining the ownership of motor vehicles stolen inside and outside the Republic of South Africa.

- ❑ The circulation and cancellation of motor vehicles stolen from within the Republic of South Africa that may be destined for foreign countries.

- ❑ Assisting investigation officers of the South African Police Service and foreign law enforcement agencies in tracing stolen motor vehicles.

- ❑ Gathering and disseminating of motor vehicle theft-related intelligence to the relevant components of the South African Police Service and to foreign law enforcement agencies.

- ❑ Co-ordinating the issue of SARPCCO vehicle clearance certificates both within and outside the Republic of South Africa. .

- ❑ Assisting in the arrest of fugitives wanted by the South African Police Service and other law enforcement agencies.

- ❑ Facilitating projects initiated by SARPCCO and Interpol in respect of the theft of motor vehicles.

- ❑ Liaising in operations held in SADC countries to assist in the repatriation of recovered stolen motor vehicles to the relevant countries.

- ❑ Assisting in tracing witnesses wanted for court purposes.

- ❑ Assisting investigating officers of the South African Police Service and foreign law enforcement agencies in obtaining evidence and information related to the duties assigned to this Desk.

- ❑ This Desk is responsible for presenting lectures pertaining to the crimes assigned to this Desk to the various components within the South African Police Service and to institutions outside the South African Police Service.

❖ **Economic Crimes Desk**

This Desk is responsible for the liaison with various units of the South African Police Service, government departments, various law relevant law enforcement agencies in the Republic of South Africa, other South African agencies, foreign law enforcement agencies and foreign state departments in respect of the following (Personal interview: Superintendent A. S. Van Deventer: 2002):

- All economic and fraud-related crimes that have an international link.

- Tracing of offenders that have committed any fraud or economic-related offence inside or outside the Republic of South Africa.

- Delivering of lectures on crimes relating to the duties assigned to this Desk to the relevant components within the South African Police Service and agencies outside the South African Police Service.

- Assisting investigating officers in tracing and arresting fugitives wanted by the South African Police Service and foreign law enforcement agencies, within and outside the borders of South Africa.

- Rendering assistance in tracing witnesses wanted for testifying in court.

- Assisting investigating officers of the South African Police Service and foreign law enforcement agencies in obtaining evidence and information related to the duties assigned to this Desk.

- Rendering assistance in coordinating investigations into corruption within the public service that has an international link, including cases in which several law enforcement agencies are involved.

- Rendering assistance to investigating officers of the South African Police Service and foreign law enforcement agencies in performing duties assigned to this Desk.

- Gathering and dissemination of all information relating to this Desk, to the South African Police Service, other agencies and foreign law enforcement agencies.

- Facilitation of projects initiated by SARPCCO and Interpol in respect of the duties and functions performed by this Desk.

- Liaison with SADC countries to assist with operations and activities relating thereto.

- Coordination Interpol projects which are initiated by Interpol to combat commercial/economic crime.

- Gathering and dissemination of information to relevant components in South African Police Service, Interpol and institutions outside the South African Police Service.

- Formulation of strategies for policing operations carried out by the South African Police Service in conjunction with foreign law enforcement agencies.

- Drafting and publishing of warnings to the public about economic crimes and crime trends, i.e. public awareness campaigns.

- Coordinating official investigative visits from foreign law enforcement officers, units of the South African Police Service and other government departments, to South Africa.

- Coordinating activities relating to visits conducted in respect of matters relating to mutual legal assistance.

- Liaison shall take place about the nature of the visit by the officers concerned, the dates and times of arrival and departure and any extraordinary requirements deemed necessary to allow the above investigation officers to complete their investigations.

❖ **General Crimes Desk**

This Desk is responsible for coordinating the investigations that are conducted into all crimes that are not dealt with by Interpol NCB Pretoria's other Desks. This includes crimes of a general nature such as robbery, murder, rape kidnapping, abduction, Internet pornography and all crimes involving children.

This Desk is responsible for the liaison with various units of the South African Police Service, government departments, various law relevant law enforcement agencies in the Republic of South Africa, other South African agencies, foreign law enforcement agencies and foreign state departments in respect of the following (Personal interview: Captain S. Meyer and Sergeant T. Stemmet: 2002).

The duties of the staff assigned to this Desk are as follows:

- Assisting investigation officers in tracing and arresting fugitives wanted by the South African Police Service and foreign law enforcement agencies, within and outside the Republic of South Africa.

- Assisting with and coordinating efforts in complying with all relevant requests directed to this Desk.

- Assisting investigating officers of the South African Police Service and foreign law enforcement agencies in performing the duties assigned to this Desk.

58

- ❑ Attending to all enquiries about crime that are received from foreign countries and other member countries of Interpol.

- ❑ The compilation of reports on offences relating to the duties performed by this Desk.

- ❑ Gathering and dissemination of all information relating to the activities of this Desk, to the South African Police Service, other law enforcement agencies in South Africa and abroad.

- ❑ Facilitation of projects initiated by SARPCCO and Interpol regarding the activities of this Desk.

- ❑ Liaison with SADC countries to assist this Desk in performing tasks, including operations carried out in SADC countries.

- ❑ Attendance at conferences and workshops held in southern Africa and abroad on matters relating to duties assigned to this Desk.

- ❑ This Desk is responsible for presenting lectures pertaining to the crimes assigned to this Desk to the various components within the South African Police Service and to institutions outside the South African Police.

- ❑ Coordinating official investigative visits from foreign law enforcement officers, units of the South African Police Service and other government departments, to South Africa.

- ❑ Liaison shall take place about the nature of the visit by the officers concerned, the dates and times of arrival and departure and any extraordinary requirements deemed necessary to allow the above investigation officers to complete their investigations.

❖ **Extradition Desk**

This Desk deals exclusively with the coordination and compilation of cases dealing with extraditions to and from the Republic of South Africa (Personal interview: Captain N. Mendes: 2002).

The duties of the staff assigned to the Extradition Desk are as follows:

- ❑ Liaison with the different units of the South African Police Service, South African government departments, other national and foreign law enforcement agencies and foreign state departments in order to facilitate extraditions.

- Rendering of assistance to investigating officers attached to foreign law enforcement agencies in tracing and arresting fugitives wanted by the South African Police Service and the foreign law enforcement agencies in question, South Africa and abroad.

- Compiling reports on the relevant extraditions or deportations.

- Conducting the relevant enquiries when a wanted person has entered the country.

- Perusal of formal requests for extradition in conjunction with the relevant prosecuting authority and ensuring that the reports comply with the legal requirements to allow the investigating officers to effect the arrest and deportations and or extraditions.

- Rendering of assistance to investigating officers of the South African Police Service and foreign law enforcement agencies in the performance of the functions and duties of this Desk.

- This Desk is also responsible for delivering lectures on extraditions to the various components of the South African Police Service and to institutions outside the South African Police Service.

- Gathering and dissemination of all information relevant to this Desk, to the South African Police Service, other government departments as well as other national and foreign law enforcement agencies.

- Coordinating official investigative visits from foreign law enforcement officers, units of the South African Police Service and other government departments, to South Africa.

- Liaison shall take place about the nature of the visit by the officers concerned, the dates and times of arrival and departure and any extraordinary requirements deemed necessary to allow the above investigation officers to complete their investigations.

4.3.16 South African Police Service Liaison Officers

Members of the South Africa Police Service may apply to serve as liaison officers in identified countries abroad.

Regardless of their previous appointment or post, all selected liaison officers will serve under the command of the Divisional Commissioner: Crime Intelligence and in particular under the command and control of the Executive Director: Interpol National Central Bureau Pretoria.

While serving abroad, the liaison officer will fall under the direct control of the Head of the Mission in the country concerned as this person is the senior person within the Mission and may at times, request the liaison officer to assist in certain tasks at the Mission (Personal interview: Senior Superintendent R.J. Taylor: 2004).

- **Definition of a Liaison Officer**

A liaison officer is defined as a member of the South African Police Service and who has for a specified period of time, been assigned to represent the South African Police Service in a foreign country in order to correlate and disseminate tactical and strategic intelligence in respect of criminal activity that may impact upon the well being of the Republic of South Africa.

- **Purpose of posting**

The purpose of the posting of a liaison officer within a country is to liaise with local, regional and foreign law enforcement agencies based within the country and surrounding regions in order to gather tactical and strategic intelligence. The areas of primary concern should be any area of criminal activity that is defined as posing either a direct or an indirect threat to the well being of the Republic of South Africa (Personal interview: Senior Superintendent R.J. Taylor: 2004).

- **Objectives of liaison officers in foreign countries**

The main objective of a liaison officer in a foreign country is to ensure effective liaison with foreign policing agencies in respect of the effective gathering and management of crime intelligence. The need for the collection of intelligence is three fold. These are:

➤ To prevent and combat crime;

➤ To formulate and implement strategic decisions in respect of national security at national level;

➤ To coordinate visits to and from South Africa and

➤ To ensure a high standard of service delivery (Personal interview: Senior Superintendent E. Kadwa and Captain M.A. Dunlop).

- **Mandate of liaison officers**

The liaison officer is responsible for the gathering, management, use and dissemination of all information relating to the security of the Republic of South Africa (Personal interview: Senior Superintendent E. Kadwa: 2004).

- **Functioning of the liaison officers**

➢ National level

The Executive Director of Interpol NCB Pretoria is accountable to the Divisional Commissioner: Crime Intelligence, who is in turn accountable to the National Commissioner of the South African Police Service and / or the designated Deputy National Commissioner of the South African Police Service for the effective functioning of the liaison officer.

The liaison officer acts on behalf of the National Commissioner in respect of international liaison matters abroad.

It is the responsibility of the Executive Director: Interpol NCB Pretoria to create a singular standard whereby all liaison officers operate and to ensure that these standards are complied with (Personal interview: Senior Superintendent R. J Taylor, Senior Superintendent E. Kadwa, Superintendent G. J. W. Rogers and Captain M. A. Dunlop: 2004).

- **Operational responsibilities of a liaison officer**

➢ To establish and maintain close liaison with host country law enforcement agencies and foreign liaison officers based within the host country with the intention of mutual exchange of intelligence in respect of matters that may impact on the host country and countries of the liaison officers.

➢ To report all incident involving South African nationals to Interpol NCB Pretoria or if in a matter of urgency, to any applicable unit within the South African Police Service in order to address the matter. A copy of the incident must however be forwarded to Interpol NCB Pretoria. This report must contain as much information as possible.

➢ In close liaison with the host country, to debrief any South African national detained in the host country with the purpose of obtaining information that may be of use to both the host country and South Africa.

➢ In close liaison with the host country, to monitor the movements of any crime syndicate and or their associates or associated networks that has links within both the host country and South Africa.

62

➤ To facilitate and, if necessary coordinate, any visits between the host country and South Africa.

➤ To assist official visits by other liaison officers based in the host country to South Africa.

➤ To coordinate and facilitate all requests directed to the liaison officer by either agencies based within the host country, or from other liaison officers within the host country or from South Africa.

➤ To advise the High Commissioner on all criminal or other matters that are of concern to the well being or security of the Republic of South Africa and to maintain a cordial working relationship with all staff members attached to the Mission.

➤ To update the South African Police Service in respect of new training methodology, technology and or best practises in the field of policing within the host country.

➤ To liaise with the liaison officers and law enforcement agencies based in neighbouring countries with the purpose of exchanging information or intelligence that may be of mutual benefit (Personal interview: Senior Superintendent E. Kadwa, Superintendent J. Van Aarde and Captain M.A. Dunlop).

- **Administrative responsibilities of a liaison officer**

  ❖ Financial

  ✓ The submission of an annual budget for the effective running of the respective liaison office.

  ✓ Liaison officers wishing to attend various conventions, training programs or conferences must submit a motivated report together with an expenditure account to the executive Director: Interpol NCB Pretoria prior to the event taking place so as to allow the necessary financial authority to be obtained in respect of the funds.

  ✓ Claims are signed and submitted to the Administration section (Finances) for processing and payment. This includes expenses in respect of rent, entertainment, medical aid, utilities and other small claims.

  ✓ The responsible management of the allocated budget and all government property issued to the Liaison Officer.

❖ Absenteeism

✓ The Head of the Mission must be informed of any absenteeism in respect of illness, vacation leave or duty.

❖ Administration

✓ Maintain registers in respect of requests directed to Interpol NCB Pretoria on behalf of other agencies or departments, requests received from Interpol NCB Pretoria, training programs, conventions, conferences attended, visits to neighbouring countries, visits to other law enforcement agencies within the country and State property issued personally to member.

✓ Submit reports in respect of any training program, conference or convention attended in the host or neighbouring country to Interpol NCB Pretoria.

✓ The submission of a bi-monthly report in respect of work rendered during the past two months. This excludes significant or high profile matters that are reported to Interpol NCB Pretoria as the need arises.

✓ The submission of a report in respect of activities of the liaison office as directed by Interpol NCB Pretoria for the information of other components of the South African Police Service.

✓ Maintaining the standards and methods as determined by Interpol NCB Pretoria in respect of work methodology.

✓ The submission of an operational plan to both the Divisional Commissioner: Crime Intelligence and to High Commissioner or Head of the Mission respect of goals and objectives envisaged for the following year.

✓ The registers in respect of the official vehicle must be maintained as though the vehicle is being used within the Republic of South Africa. This includes the monthly summary in respect kilometres travelled and fuel consumption. The vehicle is issued with diplomatic licence number plates and in certain countries additional insurance may be required. Private garages conduct all repairs and services. Petrol / fuel is purchased from private garages and has to claimed via approved procedures at the Mission.

✓ Any official items / equipment issued to a liaison office shall only be withdrawn or transferred after consultation with the Divisional Commissioner: Crime Intelligence.

✓ No portion of a budget assigned to a liaison office may be utilized for any other purpose without the explicit authorization of the Divisional Commissioner: Crime Intelligence.

❖ Media

✓ Media enquiries must be directed to the media spokesperson at the mission or if this is not possible, to the Executive Director: Interpol NCB Pretoria who in turn will direct the request to the office concerned. In matters of urgency, the matter may be directly referred to the office concerned with a copy of the report being directed to the Executive Director: Interpol NCB Pretoria for their information only (Personal interview: Senior Superintendent E. Kadwa: 2004).

- **Communication channel**

Interpol NCB Pretoria is the communication channel through which the liaison officer must work. All requests directed on behalf of other countries to other divisions of the South African Police Service or other government departments will be done by Interpol NCB Pretoria, regardless whether the request falls within their mandate or not. Progress in this regard will be reported via normal Interpol channels (Personal interview: Senior Superintendent E. Kadwa: 2004).

- **Control and evaluation of liaison officers**

    ❖ Control

Members attached to the liaison office shall not perform duties other than stated in their respective job descriptions and or demanded by their specific function unless permission has been granted by the Divisional Commissioner: Crime Intelligence. A liaison office shall not be closed or relocated except upon consultation with the Divisional Commissioner: Crime Intelligence.

    ❖ Evaluation

An initial second visit will be undertaken the various liaison officers but this will be a courtesy visit. The purpose is to determine how the liaison officer is coping within the country concerned.

The Divisional Commissioner: Crime Intelligence or his delegate shall visit each liaison office once a year on dates and time as deemed appropriate by his office.

During these inspections, the following will be carried out:

➢ Inspections in respect of all administrative work that shall include: Motor vehicle log books, filing system, registers in respect of the number of requests received from South Africa and other countries, requests directed to South African and other countries, visits to other law enforcement agencies within the country, visits to other State departments within the country, visits to neighbouring countries.

➢ Physical inspections in respect of all government property issued to the relevant liaison officer.

➢ Interviews to be conducted with all relevant role players in respect of the standard of work carried out by the Liaison Officer within the country.

➢ Inspections will be conducted in order to determine whether the relevant liaison officer is complying with the instructions in respect of the "MISS" document and other security measures as determined by the Head of the relevant mission.

➢ Interview to be conducted with the liaison officer in respect of any problems experienced.

- **General**

➢ It is important that liaison officers of the South African Police Service interact with the law enforcement agencies of the host country and the other liaison officers based within the host country to address matters of mutual concern.

➢ Furthermore it of cardinal importance that liaison officers do not only focus on one aspect of policing e.g. narcotics, as the duties and responsibilities address all aspects within the policing environment.

➢ It is of utmost importance that the liaison officer understands that, regardless of where they are posted, they are still members of the South African Police Service and are thus expected to adhere to all rules, regulations, national instructions of the South African Police Service and that they will have to comply with all instructions conveyed to them.

4.3.17 Conclusion

Since joining the International Criminal Police Organisation-Interpol, the South African Police Service has not designed or developed an all-inclusive operational policy whereby the exact nature of the services rendered by Interpol NCB Pretoria are stated. A Office of this stature has for too long been an "add on" within the policing structures with none of the previous or current commanders ever being able to or having the opportunity to formally define the operational responsibilities thereof.

The design and development of this document may be attributed to this researcher but certain information was in fact "hanging in the air" and implemented on an "ad hoc" manner in respect of the daily activities of the Office. This information has never been formally placed on paper for consideration as an operational policy for Interpol NCB Pretoria.

This office now resorts under the Divisional Commissioner: Crime Intelligence and now is the ideal time for the Executive Director of Interpol NCB Pretoria to submit a document of this nature for consideration as an operational policy. This document will not only serve as a policy document but also to explain all aspects relating to Interpol NCB Pretoria. This includes the daily activities of the Office, recruitment of both police and civilian personnel, procedures that that to be followed in respect of activating Interpol personnel, the application that have to be followed in respect of the various Interpol notices and how requests may be directed to this Office.

The implementation of an operational policy of this nature will not only increase the number of requests directed to this Office but will also ensure that all resources available to members of the South African Police Service are optimally utilised.

Chapter Five

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the research is concluded and findings and concluding remarks are made in respect of the various issues addressed in the preceding chapters. It is thus the aim of this chapter to:

- Revisit the problem statement and research hypothesis as formulated in Chapter One.

- Make recommendations based on the research findings.

- Draw conclusions regarding the research conducted in this regard.

5.2 Problem statement and research hypothesis

It is the opinion of the researcher that the research conducted in respect of this proposed operational policy document justifies the research hypothesis formulated in Chapter One. It is thus contended that:

- The operational policy developed here will structure and define the working relationship between the South African Police Service and Interpol NCB Pretoria for the first time in a formal and detailed manner.

- The design, presence and dissemination of an operational policy for Interpol NCB Pretoria will increase the capacity of the South African Police Service not only in its investigative capacity but also within all spheres of policing. This includes training, humanitarian assistance and the intelligence environment.

- In addition to this, it will impact positively on service delivery within the South African Police Service in general and also to all other Interpol member countries.

From both a financial and a service delivery viewpoint, the under utilisation of any office or component within the South African Police Service is one too many. If the services of an office or component are not optimally utilised, is it necessary having such an office or component within the South African Police Service?

The presence of an all-inclusive operational policy document will contribute positively to the crime-combating investigative capacity of the South African Police Service on an international level. This is brought about the fact that all components of the South African Police Service will now know the exact nature

68

of the services are rendered by Interpol NCB Pretoria and that these services will be optimally utilised and when police officials declare that they have utilised and exhausted all resources available to them, it will indeed be so.

5.3. Research objectives revisited

The researcher attempted to illustrate the current situation in respect of the under utilisation of Interpol NCB Pretoria. In Chapter One, the researcher introduced the reader to the current situation and explained the reason for opting for this topic. The chapter furthermore deals with the hypothesis, problem statement and research methodology.

In Chapter Two, the theoretical aspects of policy analysis are discussed. The spectrum covered ranges from identifying the need for public policy to policy design to policy implementation.

In Chapter Three, the focus is on the origins of international policing, the historical developments of what eventually became known as Interpol, the admission of South Africa as a fully-fledged member of the Organisation and the advantages and disadvantages of an operational policy for Interpol NCB Pretoria.

In Chapter Four, the researcher introduces the reader to various terminologies common to persons working within the Interpol environment and proceeds to the essence of the research purpose, namely a proposed operational policy for Interpol NCB Pretoria. The proposed operational policy document is divided into two main spheres, the first sphere being directed at the operational member of the South African Police Service and the second to Interpol NCB Pretoria.

One aspect that had been emphasised throughout the research is the absence of an operational policy document for Interpol NCB Pretoria and it is the contention of the researcher that this objective has been achieved. Upon completion of this paper, Chapter Four, will in its entirety, be supplanted and forwarded to the relevant office to begin the consolidation process of converting it into a National Instruction.

5.4 Findings and motivation

There are more advantages than disadvantages in designing and implementing an operational policy for Interpol NCB Pretoria. In order to overcome and or negate the disadvantages (which are confined to the two aspects of financial and environmental), readily available resources of the South African Police Service, such as the monthly magazines, "Servamus" and "SAPS Journal", the web site, www.saps.gov.za and national circulars could be utilised.

The web page of the South African Police Service is the ideal vehicle to promote the policy document upon the approval thereof.

5.5 Recommendations

The absence of an operational policy document is detrimental to the international crime-combating capacity of the South African Police Service and this also impacts negatively on the service delivery of various units.

It is thus recommended that the proposed operational policy document be considered for implementation and that until the consolidation process has been completed, that the proposed draft operational policy document be used in its present form as an "information note" or "national circular" in order to bring the contents thereof to the attention of all members of the South African Police Service while undergoing the various training programmes until such time that a National Instruction in this regard is issued. This researcher has since developed a module titled "International Policing" that has been included in the curriculum of the "Detective Learning Program". The content thereof is similar to that of this document but it delves deeper into matters pertaining to the skills required in respect of aspects such as the operating of the various Interpol systems and extraditions.

An initial draft policy was developed by this researcher and presented to the various provincial commanders of the Detective Service. The draft or concept document has since undergone many changes. These changes include the addition of the Orange Notice as designed the General-Secretariat of Interpol, the addition of a glossary, a brief historical overview of the origins of Interpol, international policing in general, South Africa and Interpol and a sub-section dedicated to the management of the various liaison offices based abroad.

Upon the approval of this thesis, Chapter 4 in its entirety will be presented for final consideration, approval, consolidation and conversion into a National Instruction.

It is further recommended that, owing to the fact that Interpol NCB Pretoria is no longer part of the Detective Service that "road shows" are undertaken to the provincial offices of Crime Intelligence in order to conduct one-day information sessions in respect of the nature of services that Interpol NCB Pretoria is able to render to the division of Crime Intelligence.

5.6 Conclusion

One of the greatest challenges facing the South African Police Service today is the combating of crime on an international level. Although the basic principles of crime investigation have remained the same, the same cannot be said about the criminal and their modus operandi. As policing skills have advanced, so have those of the criminal.

The high unemployment rate, the lure of easy money and the false belief that the national police are too inept or unsophisticated to trace and arrest them, has enticed a number of "educated" and "street smart" people to turn to crime. Furthermore, a majority of those involved in crime are foreign nationals and the modus operandi used in the commission of certain crimes are in certain circumstances unknown within the South African context.

It is thus up to all divisions within the South African Police Service to make optimum usage of all available resources in order to combat crime at all levels. It serves no purpose the only an "informed few" units within one or two divisions of the South African Police Service are aware of the services that are rendered by Interpol NCB Pretoria.

The absence of an all-inclusive operational policy has a definite negative impact on addressing policing issues. It is inconceivable that in country such as South Africa that all criminals remain within the borders of the country or that persons reported missing does not leave the country or that cross-border or trans-national crimes are infrequent enough to be not regarded as a priority. Should all members of the South African Police Service be aware of the nature of the services rendered by Interpol NCB Pretoria and make use thereof, it will definitely add "another string to their bow" in the crime-combating environment.

The design and implementation of an all-inclusive operational policy (that will be under the guise of a National Instruction) for Interpol NCB Pretoria will be the first step in the process of optimally utilising this resource. This operational policy will ensure that all members of the South African Police Service will be aware of the component and the nature of the services rendered.

The issuing of National Instruction will however not per se mean that the workload of Interpol NCB Pretoria will dramatically increase but that more members of the Service utilise the services rendered by Interpol NCB Pretoria. The task of ensuring this will be up to the various commanders who, while conducting inspections in the various units of the South African Police Service, will have to identify situations, criminal cases and other instances where the assistance if Interpol NCB Pretoria is required.

The research conducted in this instance has once again highlighted the need for policy within the public sector. The absence of a formalised operational policy

document in this instance did not necessarily imply a total failure in respect of policing, as there are certain units that are aware of Interpol NCB Pretoria and of what assistance the component is able to render. This however, when realising that Interpol NCB Pretoria renders a service to whole of the South African Police Service, is unacceptable.

A formalised operational policy, under the guise of a National Instruction, will be to the benefit of all persons. This operational policy document will not only clearly state the exact nature of the services rendered by Interpol NCB Pretoria, or how to activate the Office but what the nature of the duties and responsibilities of the organisation known as the International Criminal Police Organisation-Interpol.

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