



ANNUAL
PERFORMANCE PLAN
for the
SOUTH AFRICAN
POLICE SERVICE
2008 / 2009



RP35/2008

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the South African Police Service
2008 / 2009
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2008 / 2009
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1. INTRODUCTION

The Police Service Act, 1995 (Act No 68 of 1995) requires the National Commissioner to develop a one-year plan, setting out the priorities and objectives of policing for the forthcoming financial year. The Annual Performance Plan for the South African Police Service for 2008 / 2009 has been developed in accordance with the Police Service Act, 1995 (Act No 68 of 1995) and is an extension of the South African Police Service (SAPS) Strategic Plan 2005 to 2010. The Strategic Plan 2005 to 2010 provides the strategic direction of the SAPS for a five-year period while the Annual Performance Plan, extrapolated from the Strategic Plan 2005 to 2010, indicates the priorities and objectives that the SAPS will focus on during a particular financial year. The Annual Performance Plan for the SAPS for 2008 / 2009 therefore extends the policing priorities and objectives within the strategic direction provided by the Strategic Plan 2005 to 2010. This is also in line with the Treasury Regulations 2005, as subparagraph 5.2.2(d) stipulates that the Strategic Plan must include, inter alia, measurable objectives, expected outcomes, programme outputs, indicators and targets in respect of the Department's programmes.



2. DEPARTMENTAL PROGRAMMES

The objects of policing in terms of the Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996) require the SAPS to –

- prevent crime;
- combat crime;
- investigate crime;
- maintain public order;
- protect and secure the inhabitants of the Republic and their property; and
- to uphold and enforce the law.

The objects of policing inform the Department's key departmental programmes, otherwise referred to as the financial programme structure. The five financial programmes that comprise of the financial programme structure are described by a specific purpose and, with the exception of the Administration Programme, an objective that describes the intended impact of the programme. The financial programmes are also subdivided into sub-programmes that collectively address the programme purpose and objective. The financial programmes, purposes, objectives and sub-programmes are:

2.1 Programme 1 **Administration**

Purpose: Develop departmental policy and manage the department, including providing administrative support.

The Administration Programme regulates the overall management of the Department and provides centralised support services such as IT, capital works and property management costs. It also provides for training of personnel and employer contributions to medical aid benefits.

The Administration Programme comprises of the following sub-programmes:

- Minister;
- Deputy Minister;

- Management;
- Corporate Services; and
- Property Management.

2.2 Programme 2 **Visible Policing**

Purpose: Enable police stations to institute and preserve safety and security, and provide for specialised interventions and the policing of South Africa's borderlines.

Objective: Discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crimes.

The Visible Policing Programme comprises of the following three sub-programmes:

- Crime Prevention provides for basic crime prevention, and visible policing services vested at police stations including at community service centres.
- Borderline Security, providing for the policing of borderlines.
- Specialised Interventions comprises the air wing, special task force and crime combating capacity, among others.

2.3 Programme 3 **Detective Services**

Purpose: Enable the investigative work of the South African Police Service, including providing support to investigators in terms of forensic evidence and the Criminal Record Centre.

Objective: Contribute to the successful prosecution of crime, by investigating, gathering and analysing evidence, and thus increasing the priority crimes detection rate.

The Detective Services programme comprises three sub-programmes:

- Crime Investigations accommodates detectives at police stations who investigate crimes of a general nature, as well as serious crime and organised crime.
- Criminal Record Centre manages criminal records.
- Forensic Science Laboratory provides specialised, technical analysis in support to investigators in respect of evidence.

2.4 Programme 4 **Crime Intelligence**

Purpose: Manage crime intelligence and analyse crime information, and provide technical support for investigations and crime prevention operations.

Objective: Contribute to the neutralisation of crime by gathering, collating and analysing intelligence information that leads to an actionable policing activity.

The Crime Intelligence programme comprises two sub-programmes:

- Crime Intelligence Operations, providing for intelligence-based crime investigations.
- Intelligence and Information Management provides for the analysis of crime intelligence patterns to facilitate crime detection, in support of crime prevention and crime investigation.

2.5 Programme 5 **Protection and Security Services**

Purpose: Provide a protection and security service to all identified dignitaries and government interests.

Objective: Minimise security violations by protecting foreign and local prominent people and securing strategic interests.

The Protection and Security Services programme comprises of six sub-programmes:

- VIP Protection Services provides for the protection while in transit of the President, Deputy President, former Presidents, and their spouses and other identified VIPs.
- Static and Mobile Security, is for protecting other local and foreign VIP's, the places in which all VIP's, including those related to the President and Deputy President, are present, as well as valuable Government cargo.
- Ports of Entry Security provides for security at ports of entry and exit such as border posts, airports and harbours.
- Rail Police provides for security in the railway environment.
- Government Security Regulator provides for security regulation and the administration relating to national key points and strategic installations.
- Operational Support provides for administrative support and operational readiness, including personnel development.



3. STRATEGIC DIRECTION

The Department's Strategic Plan for 2005 to 2010 lays down four key strategic priorities for the medium term, namely:

- Combat organised crime, focussing on drug and firearm trafficking, vehicle theft and hijacking, commercial crime, and corruption.
- Combat serious and violent crimes via strategies to: counter the proliferation of firearms, improve safety and security in high-crime areas, combat crimes such as taxi and gang violence and faction fighting, and maintain security at major public events, among others. These crimes have since been categorised as contact crimes, which relate to social-fabric crimes and violent organised crimes.
- Combat crimes against women and children focusing on rape, domestic violence, assault and child abuse.
- Improve basic service delivery by the SAPS.

There are two key organisational priorities that enable these operational priorities, namely: human resource management and budget and resource management.

Government departments are clustered into groups comprising of departments with similar sectoral challenges, in order to promote integrated governance. The Department of Safety and Security is an integral part of the Justice, Crime Prevention and Security (JCPS) Cluster, with the aim to reinforce the rule of law and enhance national security.

The Government's Programme of Action was introduced during the President's State of the Nation Address in 2003, and was envisaged for a period of ten years. The Programme of Action reflects the decisions of Cabinet Lekgotla as well as undertakings given by the President's State of the Nation Address with the purpose to improve government mechanisms to ensure safety and security, eradicate poverty and to improve the living conditions of the people through improved service delivery. The Programme of Action priorities in relation to the SAPS are; crime reduction, including crime prevention and public safety; focussing on contact crime by, inter alia, the development of social crime prevention reduction programmes; integrated law enforcement operations and partnerships with organs of civil society and communities; addressing

organized crime; improving the effectiveness of the integrated justice system; improving the levels of national security by, inter alia, managing an overarching strategy on border security; and develop and implement safety and security measures for the 2009 general elections as well as for the 2009 FIFA Confederation Cup and the 2010 Soccer World Cup.

The Apex Priorities, set to enhance government's existing policies and to further improve development in the country, were announced in 2007 after all Programme of Action priorities were reviewed to establish actual progress. This process led to the identification of the 'priorities of priorities' (Apex priorities) within clusters to ensure fast-tracked implementation of Government Programme of Action priorities. During 2008, the Apex priorities were integrated into the Programme of Action. The broad Apex priorities in relation to the SAPS are; the implementation of special crime combating and security initiatives and to intensify partnerships in the fight of crime.

The JCPS priorities were taken into account during the formulation of the Department's strategic priorities as per the Strategic Plan 2005 to 2010 and consequently, priorities that emanate from the Government's Programme of Action and the Apex Priorities are addressed by the priorities and objectives reflected in the Annual Performance Plan for 2008 / 2009.

Performance information (service delivery indicators) as contained in the 2008 Estimates of National Expenditure (ENE) has been improved in an effort to increase focus on the most relevant indicators of the Department. In terms of the 2008 ENE guidelines, an average of ten indicators per vote has been recommended for inclusion in the 2008 ENE. The SAPS has therefore considered the measurable objectives for each programme, sub programme and current output indicators contained in the 2007 ENE and the Planning Information for 2007 / 2008, to identify the most useful and relevant key indicators. The following key performance indicators have been included in the 2008 ENE:

- Detection rate for contact- and property-related crimes.
- Conviction rate for contact-and property-related crimes.
- Percentage of previous conviction reports generated within 30 days.
- Percentage of exhibits analyzed within 35 days.
- Rate of reduction of contact- and property-related crimes.
- Percentage of security breaches in relation to security provided.
- Number of partnerships to prevent contact- and property related crimes.
- Number of police actions for contact crimes, property-related crimes and crimes dependent on police action for detection.

The above indicators are addressed in paragraph 5 (Strategic Priorities).



4. IMPLEMENTATION OF STRATEGIC DIRECTION

The strategic priorities, together with outputs, service delivery indicators and targets are arranged within the financial programme structure as depicted in par. 5, and together constitute the Annual Performance Plan for 2008 / 2009. It is important to note that the strategic priorities cut across the financial programme structure and, therefore, each priority impacts on the functions to be performed within each of the respective financial programmes.

All Divisions, Provinces and Stations must compile operational plans / performance agreements and Performance Enhancement Process (PEP) plans in support of the implementation of the strategic priorities. The operational plan will reflect the priorities applicable to a Division, Province or Station and the performance agreements and PEP plans of individual members will contain the planning detail required to address the implementation of the priorities. The collective impact of the operational plans and the performance agreements and PEP plans is to facilitate the implementation of the priorities, but operational plans, performance agreements and PEP plans serve different purposes. Operational plans are aimed at organisational performance, while performance agreements and PEP plans target individual performance in support of enhanced organisational performance. A generic station operational plan has been developed as well as assessment criteria which serve as guidelines when stations compile their operational plans.

Quarterly reporting, built into the process, facilitates effective performance monitoring and provides for corrective action, where necessary, whilst Annual Reports measure the final outcome of performance against the set objectives.

The Strategic priorities for 2008 / 2009 as depicted in the tables below will be pursued by the SAPS.

5. STRATEGIC PRIORITIES 2008 / 2009

KEY DEPARTMENTAL PROGRAMME 1: ADMINISTRATION

PURPOSE: DEVELOP DEPARTMENTAL POLICY AND MANAGE THE DEPARTMENT, INCLUDING PROVIDING ADMINISTRATIVE SUPPORT

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Minister	Human Resource Management			
Deputy Minister	<ul style="list-style-type: none"> Inform staffing of personnel by developing and maintaining an annual HR Plan for the 2008 / 2009 financial year 	An annual HR Plan for 2008 / 2009	Development of an annual HR Plan for the 2008 / 2009 financial year	Develop an annual HR Plan for the 2008 / 2009 financial year by 2008-05-31
Management	<ul style="list-style-type: none"> Ensuring continued implementation and / or maintenance of Employment Equity (EE) within the Service 	Maintain a minimum Employment Equity ratio within the Service	Percentage EE ratio of the workforce	Maintained EE ratios of 75 / 25
Corporate Services	<ul style="list-style-type: none"> Optimising personnel utilisation by entrenching performance management systems. 	Service employees utilised performance management systems.	Percentage of employees using the performance management systems.	95% of employees utilised the performance management systems.
Property Management	<ul style="list-style-type: none"> Developing Human Resources 	Provision of needs based training	Percentage of training provided in terms of the Training Provisioning Plan (TPP).	90% of Operational Training provided for in the TPP. 80% of Support Training provided for in the TPP. 90% of Management and Leadership Development Training provided for in the TPP. 95% of Entry Level Training provided for in the TPP.
	<ul style="list-style-type: none"> Institutionalising a Professional Service Ethos. 	Finalize reported disciplinary cases against members	Number of reported disciplinary cases finalised	Finalise 70% of reported disciplinary cases within 60 calendar days (new Regulations only)

KEY DEPARTMENTAL PROGRAMME 1: ADMINISTRATION

PURPOSE: DEVELOP DEPARTMENTAL POLICY AND MANAGE THE DEPARTMENT, INCLUDING PROVIDING ADMINISTRATIVE SUPPORT

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
	<ul style="list-style-type: none"> Reduction of civil claims instituted against the Service 	Establish mechanisms for the downward management of successful civil claims against the Service	Ratio of number of successful civil claims vs personnel strength of the Service	Decreased by 5% the ratio of number of successful civil claims vs. personnel strength of the Service (to be measured over the next 3-5 years)
	<ul style="list-style-type: none"> Optimising the occupational health and wellness of employees 	Provided support (proactive and reactive) to members where support was requested	Percentage of employees reached during reactive and proactive EAS programmes	<p>Provide support in 100% of instances where requests for support from members and their families occurred (reactive)</p> <p>Exposed 30% of SAPS personnel establishment to proactive EAS interventions</p>
	<ul style="list-style-type: none"> Reorganising the SAPS to enhance service delivery 	Redesigned functional, organisational and post structures (MTEF allocation 2008 / 2009) of the SAPS	Finalise and approve SAPS structures	Finalise organisational structures, functional analysis and post structures for all divisions, provinces and stations by 2009-03-31
	<p>Budget and Resource Management</p> <ul style="list-style-type: none"> Optimising the balance between personnel and operational expenditure Optimising the application of physical resources 	<p>Return on investment</p> <p>Management of Supply Chain</p>	<p>Personnel and resource expenditure versus operational expenditure</p> <p>Implementation of capital investment, asset management and maintenance plan.</p>	<p>Maintain expenditure ratio at 73/27% for compensation / operational expenditure</p> <p>To be benchmarked over the next two years.</p>
	<p>Basic Service Delivery¹ Improving basic service delivery by</p> <ul style="list-style-type: none"> implementation of a Service Delivery Improvement Programme (SDIP), including the developing and implementing of Service Delivery Improvement Plans and Service Delivery Charters 	Improved Service Delivery	Extent of the implementation of the SDIP	Established Service Delivery Improvement Plans and Charters at all divisional-, and provincial offices and at the 169 High Contact Crime Stations by 31 March 2009.

¹ Please note that this Priority has been included under this financial programme but is applicable to all financial programmes and sub-programmes.

KEY DEPARTMENTAL PROGRAMME 1: ADMINISTRATION**PURPOSE: DEVELOP DEPARTMENTAL POLICY AND MANAGE THE DEPARTMENT, INCLUDING PROVIDING ADMINISTRATIVE SUPPORT**

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
	Risk Management <ul style="list-style-type: none"> ▪ implementation of risk management ▪ Implementation of the Corruption and Fraud Prevention Plan 		<p>Extent of the implementation of Risk Management</p> <p>Extent of the implementation of the Corruption and Fraud Prevention Plan</p> <p>Number of cases (charges) of corruption against police officials in terms of the Combating of Corrupt Activities Act (Act 12 of 2004) in relation to the personnel strength of the SAPS</p>	<p>Established Risk Management at all Divisional and Provincial offices and the 169 High Contact Crime Stations by 31 March 2009.</p> <p>Integration of Corruption and Fraud Prevention Plan into operational plans at all levels by March 2009.</p> <p>To be benchmarked in 2008 / 2009</p>

KEY DEPARTMENTAL PROGRAMME 2: VISIBLE POLICING

PURPOSE: ENABLE POLICE STATIONS TO INSTITUTE AND PRESERVE SAFETY AND SECURITY, AND PROVIDE FOR SPECIALISED INTERVENTIONS AND THE POLICING OF SOUTH AFRICA'S BORDERLINES

KEY DEPARTMENTAL OBJECTIVE: DISCOURAGE ALL CRIMES BY PROVIDING A PROACTIVE AND RESPONSIVE POLICING SERVICE THAT WILL REDUCE THE LEVELS OF PRIORITY CRIMES

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Crime Prevention	<p>To provide a proactive and reactive policing service relating to :</p> <ul style="list-style-type: none"> ▪ Social fabric – related contact crimes <ul style="list-style-type: none"> · Murder and attempted murder. · Rape and attempted rape. · Assault GBH. · Common assault. · Indecent assault. ▪ Violent Organized Contact Crime <ul style="list-style-type: none"> · Murder and attempted murder. · Carjacking. · Truck jacking. · Robbery at residential premises (house robbery). · Robbery at business premises (business robbery). · Cash-In-Transit (CIT) robbery. · Bank robbery. · Other aggravated robberies not mentioned above, which are mainly aggravated robberies occurring in the streets and other public open spaces. ▪ Property-related crimes <ul style="list-style-type: none"> · Housebreaking (all). · Theft of motor vehicles. · Theft out of/from motor vehicles. · Shoplifting. · Other theft. · Stock theft. 	Visible crime deterrence	<p>Number of partnerships to prevent contact- and property-related crimes</p> <p>Number of police actions for contact crimes, property-related crimes and crimes dependent on police action for detection.</p> <p>Number of High Contact Crime Stations where Sector Policing is implemented</p> <p>Rate of reduction of contact crimes</p> <p>Number of:</p> <ul style="list-style-type: none"> ▪ Escapes from police custody. ▪ Attacks on police officials ▪ Killing of police officials. ▪ Acts of violence against the farming community 	<p>Initiatives established at the 169 High Contact Crime Stations and other stations²</p> <p>Actions undertaken at the 169 High Contact Crime Stations and other stations</p> <p>Recovery of 85% stolen/lost firearms</p> <p>Recovery of 46% stolen/robbed vehicles</p> <p>Maintain/increase quantity of drugs seized</p> <p>Sector Policing implemented at 169 High Contact Crime Stations</p> <p>Contact crimes to be reduced by 7 - 10% per annum</p> <p>Decrease in 2008 / 2009</p>

² Partnerships will depend on the occurrence of crime in a particular area.

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SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Border Line Security	<ul style="list-style-type: none"> ▪ Crimes dependent on police action for detection <ul style="list-style-type: none"> · Illegal possession of firearms. · Drug related crime. · Driving under the influence of alcohol and drugs. ▪ Corruption (See Strategy and implementation guidelines) <p>To secure border lines by focusing on arrest and seizures in respect of :</p> <ul style="list-style-type: none"> ▪ Criminal organizations involved in crimes relating to drugs, firearms, vehicles, human trafficking, human organ trafficking, prostitution, endangered species, precious metal and stones and non-ferrous metals. ▪ Corruption. ▪ Stock theft. ▪ Marine life resources. ▪ Illegal firearms, drugs, stolen vehicles and illegal goods. ▪ Illegal smuggling and trafficking in humans. 	Deterrence of illegal activities at borderlines	Extent of crime at South Africa's land, sea and air borderlines	Maintain or increase ³
Specialised Interventions	<p>To provide a rapid response capability for intervening in extreme situations where normal policing is ineffective, including the following –</p> <ul style="list-style-type: none"> ▪ Combating public violence. ▪ Stabilizing serious and violent crime incidents. ▪ Public gatherings. ▪ Rendering specialized operational support (including the National Intervention Units, Air Wing and Special Task Force). 	Neutralise dangerous and potentially dangerous situations	<p>Number of interventions in medium-risk operations</p> <p>Number of interventions in high-risk operations</p>	<p>Maintained or increase⁴</p> <p>Maintained or increase⁵</p>

3 – 5 These cannot be measured as a proportion of the total incidents of the crime because for example illegal firearms, stolen vehicles, drugs and goods that move both in and out of the country illegally can not be determined. The number of interventions in respect of high and medium risk operations are subjected to various circumstances and can therefore also not be determined.

KEY DEPARTMENTAL PROGRAMME 3: DETECTIVE SERVICES

PURPOSE: ENABLE THE INVESTIGATIVE WORK OF THE SAPS, INCLUDING PROVIDING SUPPORT TO INVESTIGATORS IN TERMS OF FORENSIC EVIDENCE AND THE CRIMINAL RECORD CENTRE

KEY DEPARTMENTAL OBJECTIVE: CONTRIBUTE TO THE SUCCESSFUL PROSECUTION OF CRIME, BY INVESTIGATING, GATHERING AND ANALYSING EVIDENCE, AND THUS INCREASING THE PRIORITY CRIMES DETECTION RATE

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Crime Investigations	<p>To investigate, gather and analyse all related evidence relating to:</p> <ul style="list-style-type: none"> ▪ Social fabric – related contact crimes <ul style="list-style-type: none"> · Murder and attempted murder. · Rape and attempted rape. · Assault GBH. · Common assault. · Indecent assault. ▪ Violent Organized Contact Crime <ul style="list-style-type: none"> · Murder and attempted murder. · Carjacking. · Truck jacking. · Robbery at residential premises (house robbery). · Robbery at business premises (business robbery). · Cash-In-Transit (CIT) robbery. · Bank robbery. · Other aggravated robberies not mentioned above, which are mainly aggravated robberies occurring in the streets and other public open spaces. ▪ Property-related crimes <ul style="list-style-type: none"> · Housebreaking (all). · Theft of motor vehicles. · Theft out of/from motor vehicles. · Shoplifting. · Other theft. · Stock theft. ▪ Crimes dependent on police action for detection <ul style="list-style-type: none"> · Illegal possession of firearms. · Drug related crime. · Driving under the influence of alcohol and drugs. ▪ Corruption (See Strategy and implementation guidelines) ▪ Commercial Crime 	Crimes investigated	<p>Percentage of contact crime in respect of:</p> <p>Charges (cases) to court Detection rate Conviction rate Undetected</p> <p>Percentage of contact-related crime in respect of:</p> <p>Charges (cases) to court Detection rate Conviction rate Undetected</p> <p>Percentage of property-related crime in respect of:</p> <p>Charges (cases) to court Detection rate Conviction rate Undetected</p> <p>Percentage of crimes heavily dependent on police action for detection in respect of:</p> <p>Charges (cases) to court Detection rate Conviction rate</p> <p>Percentage of other serious crime in respect of:</p> <p>Charges (cases) to court Detection rate Conviction rate Undetected</p>	<p>39%</p> <p>53%</p> <p>19%</p> <p>To be benchmarked in 2008 / 2009</p> <p>29%</p> <p>44%</p> <p>16%</p> <p>To be benchmarked in 2008 / 2009</p> <p>11%</p> <p>15%</p> <p>13%</p> <p>To be benchmarked in 2008 / 2009</p> <p>93%</p> <p>94%</p> <p>17%</p> <p>25%</p> <p>36%</p> <p>26%</p> <p>To be benchmarked in 2008 / 2009</p>

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SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Crime Investigations	<p>To investigate, gather and analyse all related evidence relating to:</p> <ul style="list-style-type: none"> ▪ Social fabric – related contact crimes <ul style="list-style-type: none"> · Murder and attempted murder. · Rape and attempted rape. · Assault GBH. · Common assault. · Indecent assault. ▪ Violent Organized Contact Crime <ul style="list-style-type: none"> · Murder and attempted murder. · Carjacking. · Truck jacking. · Robbery at residential premises (house robbery). · Robbery at business premises (business robbery). · Cash-In-Transit (CIT) robbery. · Bank robbery. · Other aggravated robberies not mentioned above, which are mainly aggravated robberies occurring in the streets and other public open spaces. ▪ Property-related crimes <ul style="list-style-type: none"> · Housebreaking (all). · Theft of motor vehicles. · Theft out of/from motor vehicles. · Shoplifting. · Other theft. · Stock theft. ▪ Crimes dependent on police action for detection <ul style="list-style-type: none"> · Illegal possession of firearms. · Drug related crime. · Driving under the influence of alcohol and drugs. ▪ Corruption (See Strategy and implementation guidelines) ▪ Commercial Crime 	Crimes investigated	<p>Percentage of all serious crimes combined in respect of:</p> <p>Charges (cases) to court Detection rate Conviction rate</p> <p>Percentage of commercial crime charges in respect of: Charges (cases) to court Detection rate Conviction rate</p> <p>Undetected</p> <p>Percentage of organised crime related cases to court</p> <p>Percentage charges (cases) to court of sexual offences and assaults against women (18 years and above) [Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault, common assault, kidnapping and abduction]</p> <p>Detection rate of sexual offences and assaults against women (18 years and above) [Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault, common assault, kidnapping and abduction]</p> <p>Percentage charges (cases) to court of sexual offences and assaults against children (under 18 years)[Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault, common assault, kidnapping and abduction]</p>	<p>32%</p> <p>42%</p> <p>14%</p> <p>24%</p> <p>36%</p> <p>To be benchmarked in 2008 / 2009</p> <p>To be benchmarked in 2008 / 2009</p> <p>25%</p> <p>40%</p> <p>42%</p> <p>30%</p>

KEY DEPARTMENTAL PROGRAMME 3: DETECTIVE SERVICES

PURPOSE: ENABLE THE INVESTIGATIVE WORK OF THE SAPS, INCLUDING PROVIDING SUPPORT TO INVESTIGATORS IN TERMS OF FORENSIC EVIDENCE AND THE CRIMINAL RECORD CENTRE

KEY DEPARTMENTAL OBJECTIVE: CONTRIBUTE TO THE SUCCESSFUL PROSECUTION OF CRIME, BY INVESTIGATING, GATHERING AND ANALYSING EVIDENCE, AND THUS INCREASING THE PRIORITY CRIMES DETECTION RATE

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Criminal Record Centre	To provide fingerprint evidence relating to violent organized crime, social fabric crimes, property-related and commercial crimes and crimes dependent on police action for detection in respect of : <ul style="list-style-type: none"> ▪ crime scene management; ▪ evidence management; ▪ evidence presentation in court; and ▪ The provision of criminal history information. 	Fingerprint identification	Detection rate of sexual offences and assaults against children (under 18 years)[Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault, common assault, kidnapping and abduction]	40%
			Detection rate regarding charges (cases) of corruption against police officials in terms of the Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)	To be benchmarked in 2008 / 2009
			Conviction rate regarding charges (cases) of corruption against police officials in terms of the Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)	To be benchmarked in 2008 / 2009
			Percentage of offenders' previous conviction reports generated within 30 days.	5% within 30 days.
Forensic Science Laboratory	To provide forensic evidence relating to violent organized crime, social fabric crimes, property-related and commercial crimes and crimes dependent on police action for detection in respect of : <ul style="list-style-type: none"> ▪ Crime scene management. ▪ Evidence management. ▪ Evidence presentation in court. ▪ An explosive response. 	Forensic evidence	Percentage of exhibits analysed within 35 days	92% analysed within 35 days.

KEY DEPARTMENTAL PROGRAMME 4: CRIME INTELLIGENCE

PURPOSE: MANAGE CRIME INTELLIGENCE AND ANALYSE CRIME INFORMATION, AND PROVIDE TECHNICAL SUPPORT FOR INVESTIGATIONS AND CRIME PREVENTION OPERATIONS

KEY DEPARTMENTAL OBJECTIVE: CONTRIBUTE TO THE NEUTRALIZATION OF CRIME BY GATHERING, COLLATING AND ANALYSING INTELLIGENCE INFORMATION THAT LEADS TO AN ACTIONABLE POLICING ACTIVITY

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Crime Intelligence Operations	<p>To conduct crime intelligence operations relating to :</p> <ul style="list-style-type: none"> ▪ Social fabric – related contact crimes <ul style="list-style-type: none"> · Murder and attempted murder. · Rape and attempted rape. · Assault GBH. · Common assault. · Indecent assault. ▪ Violent Organized Contact Crime <ul style="list-style-type: none"> · Murder and attempted murder. · Carjacking. · Truck jacking. · Robbery at residential premises (house robbery). · Robbery at business premises (business robbery). · Cash-In-Transit (CIT) robbery. · Bank robbery. · Other aggravated robberies not mentioned above, which are mainly aggravated robberies occurring in the streets and other public open spaces. ▪ Property-related crimes <ul style="list-style-type: none"> · Housebreaking (all). · Theft of motor vehicles. · Theft out of/from motor vehicles. · Shoplifting. · Other theft. · Stock theft. ▪ Crimes dependent on police action for detection <ul style="list-style-type: none"> · Illegal possession of firearms. · Drug related crime. · Driving under the influence of alcohol and drugs. ▪ Corruption (See Strategy and implementation guidelines) ▪ Commercial Crime 	Neutralised threats	Number of operations conducted to neutralise crime threats ⁶	Maintain or increase ⁷

⁶ Crime Intelligence operations with regard to Social fabric-related contact crimes are usually only conducted in cases where serial murderers, serial rapists and pedophiles are involved.

⁷ The type of threat will determine the frequency of operations conducted.

KEY DEPARTMENTAL PROGRAMME 4: CRIME INTELLIGENCE

PURPOSE: MANAGE CRIME INTELLIGENCE AND ANALYSE CRIME INFORMATION, AND PROVIDE TECHNICAL SUPPORT FOR INVESTIGATIONS AND CRIME PREVENTION OPERATIONS

KEY DEPARTMENTAL OBJECTIVE: CONTRIBUTE TO THE NEUTRALIZATION OF CRIME BY GATHERING, COLLATING AND ANALYSING INTELLIGENCE INFORMATION THAT LEADS TO AN ACTIONABLE POLICING ACTIVITY

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Intelligence & information management	To gather, collate and analyse intelligence relating to : <ul style="list-style-type: none"> ▪ Social fabric – related contact crimes <ul style="list-style-type: none"> · Murder and attempted murder. · Rape and attempted rape. · Assault GBH. · Common assault. · Indecent assault. ▪ Violent Organized Contact Crime <ul style="list-style-type: none"> · Murder and attempted murder. · Carjacking. · Truck jacking. · Robbery at residential premises (house robbery). · Robbery at business premises (business robbery). · Cash-In-Transit (CIT) robbery. · Bank robbery. · Other aggravated robberies not mentioned above, which are mainly aggravated robberies occurring in the streets and other public open spaces. ▪ Property-related crimes <ul style="list-style-type: none"> · Housebreaking (all). · Theft of motor vehicles. · Theft out of/from motor vehicles. · Shoplifting. · Other theft. · Stock theft. ▪ Crimes dependent on police action for detection <ul style="list-style-type: none"> · Illegal possession of firearms. · Drug related crime. · Driving under the influence of alcohol and drugs. ▪ Corruption (See Strategy and implementation guidelines) ▪ Commercial Crime 	Crime intelligence products	Number of crime intelligence products	Maintain or increase ⁸

⁸ The type of threat will determine the frequency of intelligence products (reports) generated.

KEY DEPARTMENTAL PROGRAMME 5: PROTECTION AND SECURITY SERVICES**PURPOSE: PROVIDE PROTECTION AND SECURITY SERVICE TO ALL IDENTIFIED DIGNITARIES AND GOVERNMENT INTERESTS****KEY DEPARTMENTAL OBJECTIVE: MINIMIZE SECURITY VIOLATIONS BY PROTECTING FOREIGN AND LOCAL PROMINENT PEOPLE AND SECURING STRATEGIC INTERESTS**

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
VIP Protection Services	The protection of the President, Deputy President, former Presidents and other VIP's whilst in transit	Protection of all identified VIP's while in transit	Percentage of Security breaches in relation to security provided	Maintain or decrease
Static & Mobile	The protection of VIP's and their property, as well as valuable cargo	Static protection of all identified VIP's and their property including those related to the President and Deputy President Protection of valuable cargo	Percentage of security breaches in relation to security provided Safe delivery rate of valuable cargo	Maintain or decrease 98-99% delivery
Ports of Entry Security	To police and secure ports of entry and exit by focusing on arrest and seizures in respect of : <ul style="list-style-type: none"> ▪ Criminal organizations involved in crimes relating to drugs, firearms, vehicles, human trafficking, human organ trafficking, prostitution, endangered species, precious metal and stones and non ferrous metals. ▪ Corruption. ▪ Stock theft. ▪ Marine life resources. ▪ Illegal firearms, drugs, stolen vehicles and illegal goods. ▪ Illegal smuggling and trafficking in humans. ▪ Prevention and combating of transnational crimes 	Security and policing at ports of entry and exit	The extent of crimes at Ports of Entry and Exit	Maintain or increase ⁹
Railway Police	To secure railways by focussing on arrest and seizures relating to: <ul style="list-style-type: none"> ▪ Social fabric – related contact crimes <ul style="list-style-type: none"> · Murder and attempted murder. · Rape and attempted rape. · Assault GBH. · Common assault. · Indecent assault. 	Crime prevention and combating in the rail environment	Priority crime rate in the railway environment.	Maintain or decrease in 2008 / 2009

⁹ This indicator cannot be measured as a proportion of the total incidence of the crime because the extent of illegal firearms, stolen vehicles, drugs and goods that move both in and out of the country illegally cannot be determined.

KEY DEPARTMENTAL PROGRAMME 5: PROTECTION AND SECURITY SERVICES

PURPOSE: PROVIDE PROTECTION AND SECURITY SERVICE TO ALL IDENTIFIED DIGNITARIES AND GOVERNMENT INTERESTS

KEY DEPARTMENTAL OBJECTIVE: MINIMIZE SECURITY VIOLATIONS BY PROTECTING FOREIGN AND LOCAL PROMINENT PEOPLE AND SECURING STRATEGIC INTERESTS

SUB-PROGRAMME	PRIORITIES	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET
Government Security Regulator	<ul style="list-style-type: none"> ▪ Violent Organized Contact Crime <ul style="list-style-type: none"> · Murder and attempted murder. · Carjacking. · Truck jacking. · Robbery at residential premises (house robbery). · Robbery at business premises (business robbery). · Cash-In-Transit (CIT) robbery. · Bank robbery. · Other aggravated robberies not mentioned above, which are mainly aggravated robberies occurring in the streets and other public open spaces. ▪ Property-related crimes <ul style="list-style-type: none"> · Housebreaking (all). · Theft of motor vehicles. · Theft out of/from motor vehicles. · Shoplifting. · Other theft. · Stock theft. ▪ Crimes dependent on police action for detection <ul style="list-style-type: none"> · Illegal possession of firearms. · Drug related crime. · Driving under the influence of alcohol and drugs. ▪ Corruption (See Strategy and implementation guidelines) 	Institutionalise security of National Key Points and Strategic Installations	Extent of compliance with institutional framework (see explanation paragraph 7.4.5 (f))	To be benchmarked in 2008 / 2009

6. IMPLEMENTATION STRATEGIES

The Implementation Strategies that have been devised by the SAPS have the purpose of facilitating the implementation of specific priority issues in the SAPS Strategic Plan for 2005 to 2010 and the Annual Performance Plan for the SAPS for 2008 / 2009.

The focus regarding the implementation of these strategies has, over the past two years, ensured that an adequate policy framework is in place to guide and structure the implementation of these strategies. These policy frameworks have been established and the focus has therefore changed from that of policy development at national level, to actual implementation, at divisional and provincial levels, but particularly at station level. This implies that every Divisional Commissioner, Provincial Commissioner and Station Commissioner will have specific obligations in respect of each of these strategies during 2008 / 2009.

The Implementation Strategies that will require implementation are:

- the SAPS Risk Management Strategy;
- the Service Delivery Improvement Programme;
- the Corruption and Fraud Prevention Plan;
- the SAPS Prevention of Police Attacks and Murders Strategy; and
- the Information Technology Strategy.

The relevant documentation in respect of all the above strategies will be placed on the SAPS Intranet under Strategic Management for easy access at all Divisions, Provinces and Stations.

6.1 The SAPS Risk Management Strategy

The SAPS Risk Management Strategy has been fully developed and comprises Risk Management policy procedure and implementation guidelines. During the 2008 / 2009 financial year the focus regarding the implementation of risk management in the SAPS will extend to include the 169 High Contact Crime Stations and the Divisional and Provincial offices.

The national Strategic Management Component will continue to assist

with the implementation of risk management through the conducting of risk assessments. However, personnel from all Divisions and Provinces have been trained to conduct the required risk assessments within their Divisions or Provinces.

Provincial Commissioners and Divisional Commissioners as well as Station Commissioners from the 169 High Contact Crime Stations are therefore required to ensure that risk assessments have been conducted and that risk registers are in place for the 2008 / 2009 financial year.

6.2 The Service Delivery Improvement Programme (SDIP).

The SAPS's Service Delivery Improvement Programme (Batho Pele) has been developed in response to the requirements of the Public Service Regulations of 2004, the SAPS's Employment Regulations, and relevant Government policy, including the White Paper on the Transformation of the Public Service and the White Paper on Transforming Public Service Delivery.

A draft National Instruction on the SDIP, and implementation guidelines required for the development of Service Delivery Improvement Plans and Service Delivery Charters at all levels, have been developed by the National Strategic Management Component.

Personnel at Divisional and Provincial levels have also been provided with the skills required to facilitate the development and compilation of Service Delivery Improvement Plans and Service Delivery Charters.

6.3 The Corruption and Fraud Prevention Plan

The Corruption and Fraud Prevention Plan has been revised in line with recent development in the public sector's fight against corruption and fraud. The revised plan provides a clear indication of the responsibilities that individual divisions, and all provinces and stations have in terms of combating corruption and fraud.

The responsibilities of Provincial and Station Commissioners were clearly communicated in Head Office circular 3/3/9 dated 19 September 2007, titled "SAPS Corruption and Fraud Prevention Plan: Implementing the Corruption and Fraud Prevention Plan at Provincial and Station levels". This has been included in the Corruption and Fraud Prevention Plan.

Divisional Commissioners, Provincial Commissioners and Station Commissioners must ensure that they comply with the implementation requirements of the Corruption and Fraud Prevention Plan, as supported by Head Office circular 3/3/9 dated 19 September 2007 and to include the issue of corruption and fraud within their risk assessments to accurately determine the status of the problem within their jurisdiction and the measures that must be put into place to address the risk.

6.4 The Prevention of Police Attacks and Murders Strategy

The Prevention of Police Attacks and Murders Strategy focus on the reduction of the incidence of attacks on and the murder of police officials. The Strategy has three key objectives, namely:

- Ensure that SAPS personnel members are adequately equipped to perform operational duties, including the so-called critical items of equipment.
- Ensure that SAPS personnel members are adequately trained in the appropriated operational techniques, as provided by the SAPS's Training Division.

- Ensure that the relevant policies and procedures, that govern the equipment used by personnel in performing operational duties, and the manner in which those duties are performed, are adhered to.

6.5 The Information Technology Strategy

The SAPS Information and Technology Plan (ITP), which portrays the SAPS Information Systems and Information Communication (IS/ICT) requirements and strategic intent is a long term strategy which defines 55 possible logical business systems for electronic automation and enhancements. About 200 IS/ICT strategic initiatives were identified, scheduled and costed.

The SAPS IS/ICT Resources Strategy, in support of SAPS strategies and priorities, provides strategic guidance by means of three IS/ICT strategic priorities, e.g. Sustainability, Advancement and Executability as well as a number of IT related capabilities aimed at supporting and enabling the SAPS strategies and priorities.

The Strategy has three key priorities, namely-

- To sustain the current Information Systems and Information Communication Technologies which also includes the renewal and regular enhancement of outdated IS/ICT and the expansion to accommodate natural growth in capacity.
- To improve, expand, develop, enhance and upgrade the IS/ICT resource capabilities.
- To procure and implement the IS/ICT resources.

The focus for 2008 / 2009 will be to address 3 organizational and operational concerns, namely-

- the prevention of loss docket,
- more efficient control of vehicles, and
- more efficient control over firearms.

The SAPS will upgrade the network and hosting services, replace outdated computer equipment and implement various systems including the Firearm Control System to address the issuing of firearm permits to SAPS members, the Electronic Vehicle Monitoring for Command and Control System (AVL System) to ensure that SAPS vehicles are effectively dispatched, the scanning of case docket to prevent lost, sold or stolen docket (E-Docket), the National Photo Image System (NPIS) which captures video images for the Integrated Justice System for exhibit/identity management purposes, and the Crime Intelligence Information System (INKWAZI).



7. IMPLEMENTATION GUIDELINES

7.1 Introduction

The 2005 Accounting Officer's Guide to the Public Finance Management Act 1999, (Act 1 of 1999) establishes the need for operational plans at all levels, linked to individual performance mechanisms, to facilitate the implementation of the strategic plan. The Annual Performance Plan for the SAPS for 2008 / 2009 provides managers at all levels with a clear indication of the priorities that must be implemented during the 2008 / 2009 financial year, within the context of the Strategic Plan 2005 to 2010. Operational plans supported by SMS performance agreements and PEP plans, which are developed at national divisions and within all provinces and stations must be aligned in terms of the terminology used, the general approach taken to implementation and the format of the operational plans.

The purpose of this chapter of the Plan is therefore to provide a guideline in respect of the developing, implementation and monitoring and evaluation of operational plans at all levels, as well as an understanding of the measurement tools to be used in order to measure the performance of all plans.

7.2 Terminology used in the Annual Performance Plan 2008 / 2009

The following terms are used in the strategic plan, annual performance plan and operational plans:

- Key departmental objective.
- Purpose.
- Key departmental programmes.
- Sub-programmes.
- Priorities.
- Output.
- Outcomes.
- Service delivery indicators.
- Targets.

Managers at all levels must ensure that the terminology referred to in the Annual Performance Plan for the SAPS for 2008 / 2009, and described in this guideline, must be kept in mind when operational plans are being developed at all levels.

7.3 Description of terms

Key Departmental Objective

Each financial programme is linked to a specific objective. A key departmental objective specifies how the Department expects to contribute towards meeting the key output or results that frame the Department's priorities over the medium term.

Purpose

The broad purpose of the key departmental programme is described.

Key Departmental Programmes

The departmental programmes are the financial programmes of the SAPS. The departmental programme structure reflected in the Annual Performance Plan for the SAPS for 2008 / 2009 contains five programmes, namely Administration, Visible Policing, Detective Services, Crime Intelligence and Protection and Security Services.

Sub-programmes

The financial programmes are sub-divided into sub-programmes to facilitate the allocation of funds to, and measurement of specific functional capacities. The priorities are applicable to each of the sub-programmes identified in respect of each financial programme.

Priorities

Priorities are specific issues on which the Department must focus and should not be regarded as an action plan or action steps. The priorities contained in the Annual Performance Plan for the SAPS for 2008 / 2009 emanate from the Strategic Plan 2005 to 2010, the JCPS Cluster priorities, the President's State of the Nation Address, the Estimates of National Expenditure (ENE), the Budget Speech of the Minister of Finance and various other Government policies.

Output

An output is the final goods and services produced or delivered by the Department to communities that are external to the Department. Output can be defined as the "what" that the Department delivers or provides, contributing towards meeting the results that the Department wants to achieve, and must be measurable.

Outcomes

An outcome is the final result of outputs. The broad outcomes of the SAPS are-

- to reduce contact crimes by between 7 – 10% annually;
- to improve the detection rate and increase the number of cases sent to court which will lead to a conviction; and
- to restore public confidence in the SAPS, and to create a feeling of safety amongst the general public.

Service Delivery Indicators

Service Delivery Indicators are indications of how the “what” will be measured (monitored and evaluated) in terms of progress/performance (level of achievement) regarding the output. It encompasses one or more of the following dimensions of performance:

- The quantity, volume, or level of output or services to be delivered.
- The quality at which the output is to be delivered.
- The timeliness or timing required for delivery of the output.
- The cost of supplying the output.

The service delivery indicator, the relevant baseline and the target determined in respect of each service delivery indicator constitute the service standard in respect of a specific priority (otherwise referred to as a service).

Targets

A target is the setting of a realistic standard of output delivery. The setting of targets is a complex matter, especially within the Department of Safety and Security, where services of a non-tangible nature are provided. When setting targets, consideration should be given to historical and, if possible, forecast information that is related to the final service rendered. The targets reflected in the Annual Performance Plan for the SAPS for 2008 / 2009 are applicable on national level, whilst provincial and station specific targets must be developed, based on previous targets, keeping the national targets in consideration.

7.4 Explanation and application of Service Delivery Indicators

The following explanation of the service delivery indicators as contained in the Annual Performance Plan for the SAPS for 2008 / 2009 provides an overview of the content of each indicator, i.e. what it is supposed to measure. It will become clear from the content that reporting in terms of statistics only, is insufficient. The majority of the indicators must be explained/described in terms of the quantity or quality.

Please note that the “Reporting Responsibility” referred to under each service delivery indicator refers to the particular functional capacity within the SAPS which is responsible for gathering, reporting and maintaining the information relevant to the indicator on a quarterly basis.

7.4.1 PROGRAMME 1: Administration

Statistics and information on Human Resources Management and Budgetary and Resources Management must be provided in terms of Regulation III J.3 of the Public Service Regulations, 2004. This information is not reported on as part of a Province or Division’s Quarterly Report. However, it must form part of the Annual Report and must be maintained on a quarterly basis for the purpose of Parliamentary and other enquiries. Additional human resources indicators have been developed and described in Programme 1 of the Annual Performance Plan for 2008 / 2009. These indicators must be reported on separately on a quarterly and annual basis.

- (a) **Development of a Human Resource (HR) Plan for the 2008 / 2009 financial year**
The HR Plan for the 2008 / 2009 financial year focuses on the allocation of personnel in accordance with the short-term (one year) needs and priorities of the SAPS. Reporting will take place after the 1st quarter of the 2008 / 2009 financial year by utilising the PERSAL/PERSAP systems.
- (b) **Percentage Employment Equity ratio of the workforce**
The SAPS remains committed to the principles of Employment Equity. Progress and adherence is monitored quarterly by utilising the PERSAL/PERSAP systems.
- (c) **Percentage of employees using the performance management systems**
This indicator will be monitored by utilising PERSAP functions 2.34 and 2.36. However, auditing of captured information within provinces and divisions will be required to confirm actual performance. A six-monthly report will be provided to monitor progress in this regard.
- (d) **Percentage of training provided in terms of the Training Provisioning Plan (TPP)**
Percentages are to be calculated by measuring the cumulative "actual number of planned beneficiaries certified competent" against the cumulative "actual number of planned beneficiaries in attendance" for each of the different categories.

Operational Training includes all training interventions directed towards functional personnel for the primary purpose of performing operational policing duties and consists of Crime Prevention Courses, Detective Courses, Crime Intelligence Courses, Forensic Science Courses, Operational Response Courses and Protection and Security Courses.

Support Training includes all training interventions directed towards personnel (including functional personnel) for the primary purpose of performing support service and related functions and consists of Computer Courses, Financial and Administration Courses, ETD Practitioner Courses, HR Related Courses, etc.

Management Development Training includes all training interventions directed towards developing and maintaining the management and leadership capacity (including support managers) of the SAPS and consists of the Internal Administration Efficiency Programme, Officer's Learning Programme, Emerging Leadership Programme (ELP), and the Executive Development Programme.

Entry Level Training refers to the basic training of entry level constables in the SAPS.

The following tables will be provided as a requirement for the SAPS Annual Report:

- Skills Development against the occupational categories, gender and race.
- Training needs identified per occupational category, race and gender.
- Training provided against the occupational categories, gender and race.

The Workplace Skills Plan (WSP) provides an indication of what the actual individual training

needs are within the organisation, whereas the Training Provisioning Plan (TPP) provides an indication of what needs can be met with available resources. The provided targets take into account cancellations and withdrawals. A six-monthly report will be produced to monitor progress.

(e) Number of reported disciplinary cases finalised

This indicator will be monitored by utilising monthly returns and PERSAL function 4.12.1. The aim is to finalise all disciplinary cases within 60 calendar days in accordance with the new SAPS Discipline Regulations. In many cases inhibiting factors impact on this (e.g. postponement due to unavailability of personnel on the day of the hearing), therefore a target of only 70% of reported cases has been set. Reporting will take place on a quarterly basis.

(f) Ratio of number of successful civil claims vs. personnel strength of the Service

This indicator focuses on one of the consequences of unprofessional (undisciplined or illegal) conduct, namely civil claims against the Service. The output is to establish mechanisms for the downward management of successful civil claims against the Service. Actual performance on this indicator has to be measured over the long-term, namely 3-5 years. This is because a civil claim may be lodged against the SAPS up to three years after the incident that gave rise to the claim. Civil claims are furthermore only finalised one-to-two years after being lodged. The effect of any interventions in a particular financial year, are therefore likely to become visible in the second or third year after the intervention.

The personnel strength of the SAPS is also included in the measurement of the indicator as an increase in the fixed establishment increases the risk of actions that could lead to civil claims.

The Division: Legal Services has the responsibility of identifying trends and to initiate interventions to address actions leading to civil claims. However, a multi-disciplinary approach is required to develop and implement interventions. Six-monthly feedback on this indicator will focus on identified trends, developed and implemented interventions, as well as a comparison with the benchmark figure obtained at the end of the 2007 / 2008 financial year.

(g) Percentage of employees reached during reactive and proactive EAS programmes

Internal registers are utilised to record requests for support from members within the SAPS. Information is consolidated monthly in relation to requests received and the type of support provided. EAS activities are however not only reactive, proactive programmes are also being provided to support and guide members. Feedback on reactive and proactive activities will take place on a quarterly basis.

(h) Finalise and approve SAPS structures

The availability of approved organisational structures, accompanying functional analysis and post structures for divisions, provinces and stations will serve as an indicator of performance. In addition, the information must be captured on PERSAL in respect of

approved post structures. Once the mentioned structures have been approved, the actual placement of personnel can commence. Progress reports will be submitted on a quarterly basis.

Reporting Responsibility

Personnel Services, Career Management, Legal Services and Training at national and provincial levels and Human Resource Management within provinces are responsible for gathering and collating this information.

(i) Implementation of Capital investment, Asset Management and Maintenance Plan

Within the framework of the Department's Estimates of National Expenditure (ENE), Supply Chain Management must report on capital investment, asset management and maintenance within the department on an annual basis.

Capital Investment

- Building projects such as police stations and laboratories that are currently in progress and when they are expected to be completed.
- Plans to close down or down-grade any current facilities.
- The current maintenance backlog and how the department plans to deal with such over the Medium Term Expenditure Framework (MTEF) period.
- Developments relating to the above that are expected to impact on the department's current expenditure.

Asset Management

- Details as to how asset holdings have changed over the period under review, including information on disposals, scrapping and loss due to theft.
- Measures taken to ensure that the department's asset register remained up-to-date.
- The current state of the department's capital stock, such as arms and ammunition, vehicles and bullet-proof vests.
- Processes in place for the tendering of projects.

Maintenance Plan

- How the actual expenditure compares to what the department planned to spend on maintenance such as spending on accommodation, training facilities, office accommodation, units and police cells.
- Whether the expenditure is more or less than the property industry norms.
- Progress made in addressing the maintenance backlog.

The above indicators will be benchmarked over the next two financial years.

Reporting Responsibility

Supply Chain Management on national level is responsible for gathering and collating this information. Provincial Supply Chain Management must liaise with national Supply Chain

Management to confirm the information regarding capital investment, asset management and maintenance applicable to the province.

(j) **Extent of implementation of the Service Delivery Improvement Programme (SDIP)**

The “Improving of Service Delivery to all Communities” is a national policing priority and must be included in operational plans and performance plans at all levels.

The SAPS SDIP includes the following:

- The development and implementation of Service Delivery Improvement Plans and Service Delivery Charters by Provincial offices, Divisional offices and all Stations.
- Improving the functioning of front and back offices in order to improve effectiveness and efficiency.
- Participation by the Service in national Batho Pele initiatives.

Service Delivery Improvement Plans must be developed at Provincial, Divisional and Station levels, within the priority “Improving of Service Delivery to all Communities”, and must address the implementation of the Batho Pele principles. The guideline on the compiling of Service Delivery Improvement plans should be used to assist in the development of Service Delivery Improvement plans at all levels. The guideline is available on the SAPS Intranet under Strategic Management.

Provincial, Divisional and Station Commissioners (and any office directed by the aforementioned) must compile a Service Delivery Charter as part of their operational plan.

The Service Delivery Charter must be published as an addendum to the operational plan, in addition to being communicated both internally and externally. The guideline on the developing of the Service Delivery Charter should be utilised to facilitate the compiling of Service Delivery Charters at all levels. The guideline is available on the SAPS Intranet under Strategic Management.

The Performance Chart must be used to set, monitor and evaluate service standards, where applicable. The indicators provided by the Performance Chart must be used as service standards at station level.

The improving of the functioning of Provincial and Divisional offices and Stations will be performed by the respective Divisional Commissioners who are responsible for compiling policies, procedures and standards, within specific functional capacities, such as effective performance management systems, organizational structures, work processes and procedures, technological aids and conditions of service, for application within provinces. Participation by the Service in national Batho Pele initiatives will be coordinated from the national office by Communication and Liaison Services.

Reporting Responsibility

Strategic Management is responsible for facilitating the development of the Service Delivery Improvement Plans and Service Delivery Charters at all levels, in addition to the providing of monitoring and evaluation information in this regard. Information on service standards for

provinces must be derived from the Operational Plan. Service Delivery Improvement Plans and Service Delivery Charters must be developed by all Divisions, Provincial Offices and stations during 2008 / 2009.

(k) Extent of Implementation of Risk Management

Risk Management must be extended throughout the SAPS with management at all levels assuming responsibility for the managing of risks in their respective environments.

Provincial-, Divisional-, and Station Commissioners are responsible for:

- Managing the risk management process.
- Designating or appointing a functionary within their office who will be responsible for facilitating the risk management process in conjunction with the strategic management process, including the development of a risk register and coordinating risk assurance (risk reporting) in respect of the risk register.
- Ensuring the optimal involvement of all personnel and other relevant role players in the risk management process.
- Ensuring that the risk management, and specifically risk assurance in respect of the risk register is a fixed point on the agenda of every Management meeting.
- Submitting written, quarterly progress reports on the risk assurance.
- Ensuring that risk management, within the context of the strategic management framework, is cascaded within the SMS performance agreements or PEP plans of all personnel.

The management forums at divisional, provincial and station levels will be responsible for managing the application of risk management, in conjunction with the operational plan at these levels. The management forums at all levels will also deal with risk assurance on at least a quarterly basis.

The Risk Management process will comprise the following elements:

- Risk Identification.
- Risk Assessment.
- Determining Control Measures.
- Risk Assurance (Risk Reporting).

Risk management must be dealt with within the strategic management process, including the individual performance management process, and not be managed as a separate process.

The national risk register must be used to direct the national internal audit capacity.

The guidelines on the implementation of Risk Management should be used to facilitate the application of Risk Management at all levels. The guideline is available on the SAPS Intranet under Strategic Management. The focus regarding Risk Management during 2008 / 2009 will be on the establishment of Risk Management at all Divisions, Provincial Offices and High Contact Crime stations.

Regulation 3.2.1 of the National Treasury Regulations: 2005 indicate that a department's Risk

Management Strategy must incorporate a Corruption and Fraud Prevention Plan. The SAPS Corruption and Fraud Prevention Plan highlights specific activities that must be performed at national, provincial and station levels. Divisions, provinces and stations must ensure that the actions highlighted for implementation at their level are included in their operational plans. The Corruption and Fraud Prevention Plan, containing the activities that must be addressed, is available on the SAPS Intranet under Strategic Management.

Reporting Responsibility

Strategic Management is responsible for facilitating the integration of the activities required by respective Divisions, Provinces and Stations into the relevant operational plan, in addition to the providing of monitoring and evaluation information in this regard.

(l) Number of cases (charges) of corruption against police officials in terms of the Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)

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

Any person who, directly or indirectly-

- Accepts or agrees or offers to accept any gratification from any other person, whether for the benefit of himself or herself or for the benefit of another person; or
- Gives or agrees or offers to give to any other person any gratification, whether for the benefit of that person or for the benefit of another person, in order to act, personally or by influencing another person to act in a manner-
 - that amounts to the-
 - illegal, dishonest, unauthorised, incomplete or biased; or
 - misuse the selling of information or material acquired in the course of the exercise, carrying out or performance of any powers, duties or functions arising out of a constitutional, statutory, contractual or any other legal obligation
 - that amounts to-
 - the abuse of the position of authority;
 - a breach of trust; or
 - the violation of a legal duty or a set of rules;
 - designed to achieve an unjustified result; or
 - that amounts to any unauthorised or improper inducement to do or not to do anything, is guilty of the offence of corruption.

As part of the SAPS' implementation of the Corruption and Fraud Prevention Plan, cases of corruption against police officials in terms of the above Act must be monitored and evaluated against the personnel strength of the SAPS.

Reporting Responsibility

The Service Integrity Intelligence Centre (SIIC) within the National Crime Intelligence Division is responsible for gathering, interpreting and disseminating information relating to the charging of SAPS personnel members with corruption (or any other crime).

7.4.2 PROGRAMME 2: Visible Policing

(a) Number of partnerships to prevent contact- and property-related crimes

The indicator relates to partnerships established to address contact-related and property-related crimes and crimes affecting the social fabric of society. This entails the type of partnership, the purpose and the types of crimes being addressed by them. Partnerships can include Business against Crime, the Consumer Goods Council, Petroleum Industry, Banking Council, NGO's, Local Government, School Boards, Community Police Forums, the recruitment of reservists and social crime prevention initiatives. In establishing partnerships, the focus must be on the 169 High Contact Crime stations. A partnership can be defined as a relationship arising from an agreement between at least two persons, in terms of which each contributes towards a joint project embarked upon to achieve a common objective. Each partner contributes in one or many ways in accordance with the partnership agreement.

Reporting Responsibility

Visible Policing is responsible for gathering information in this regard on a quarterly and annual basis. Provincial offices are required to ensure a database of information in this regard. The Visible Policing Division will consolidate this information.

(b) Number of police actions for contact crimes, property-related crimes and crimes dependent on police action for detection

This indicator relates to actions taken to address contact crimes, property-related crimes and crimes dependent on police action for detection and includes the following:

(i) Actions taken to address contact crimes, property-related crimes and crimes dependent on police action for detection

This involves the type of actions such as roadblocks, cordon and searches and patrols set up with the purpose of enhancing visibility as well as seizures/recoveries pertaining to goods and arrests made in terms of priority crimes.

(ii) Firearms recovered relative to firearms stolen / lost

This involves the number of firearms recovered measured against the number of firearms reported as stolen or lost. A national minimum target of recovering 85% of all stolen firearms has been determined. It also entails the recovery of firearms during day-to-day operations, the destruction of redundant and obsolete firearms and the implementation of the Firearms Control Act, 2000 (Act No 60 of 2000). It is important to note that cancellation figure (recoveries) per province is calculated by adding all the cancellations in a specific province, therefore if a firearm is circulated as stolen or lost in one province and the firearm is recovered in another province the cancellation is calculated for the province where the firearm has been cancelled.

(iii) Vehicles recovered relative to vehicles stolen

This entails the number of vehicles recovered, measured against the number of vehicles reported stolen or robbed, expressed as a percentage. A national minimum target of 46% has been determined. The total number of vehicles reported as stolen by means of theft or robbery is retrieved from the Vehicle Circulation System by using the crime committed from date. The date used is calculated from the Crime Administration System (CAS) (the Vehicle Circulation System is now integrated with the CAS).

Please note the cancellation figure (recovering) per province is calculated by adding all the cancellations in a specific province, therefore if a vehicle is circulated as stolen or robbed in one province and the vehicle is recovered in another province, the cancellation is calculated for the province where the vehicle has been cancelled.

(iv) Value and quantity of drugs seized

This entails the type of drugs seized and the street value and quantity of the respective drugs. Drugs received from station level are, with the exception of cannabis, analysed at the Forensic Science Laboratory, in order to provide an accurate value of the substance. Average monetary (rand) values of the various drugs will be made available by Strategic Management.

In establishing preventive actions, the focus must be on the 169 High Contact Crime stations.

Reporting Responsibility

Visible Policing is responsible for gathering information in this regard on a quarterly and annual basis. The Visible Policing Division will consolidate the information as described in paragraphs (i) to (iv) above. Regarding information on crime prevention operations, the Operational Planning and Monitoring System (which forms part of the Global Access Control System) must be utilised. Information on stolen/lost and recovered firearms must be retrieved from the Firearms Registration System and the day-to-day recoveries from the Operational Planning and Monitoring System. Information pertaining to the recovery of stolen/robbed vehicles must be recovered from the Vehicle Circulation System, situated at Detective Services at national level. Information on drugs (with the exception of cannabis) must be obtained from the Division: Criminal Record and Forensic Science Services. Information on cannabis must be obtained from the Operational Planning and Monitoring System.

(c) Extent of sector policing

Sector policing is a policing model which focuses on the geographical division of a police station precinct into smaller manageable sectors, based on the geographical constraints, the composition and diversity of communities and specific interests and needs of the community. The aim of a Sector commander is to mobilise the community and other role players in the sector through practical problem-solving initiatives/targeted intervention programmes to improve relationships between the community and the police and to identify the policing needs of the sector. Furthermore, the sector commander in partnership with the community will then deal with the causes of crime and the factors that contribute to crime with the goal to bring about effective and creative crime prevention by launching intelligence driven crime prevention projects in partnership with the local community. The extent of the implementation of sector policing refers to the number of stations where sector policing has been implemented within a province and should be expressed as a percentage of the total number of stations. The implementation of sector policing at station level has been viewed as either fully implemented or not implemented. The implementation is based on the appointment of a Sector Commander and the establishment of a Sector Crime Forum for each sector – all relevant operational components, namely Visible Policing, Crime Intelligence and Detectives personnel are deployed in the respective sectors. Not

implemented – no Sector Commander appointed and no Sector Crime Forum established for each sector. The focus of the implementation should be on the 169 High Contact Crime Stations.

Reporting Responsibility

Visible Policing is responsible for gathering information in this regard on a quarterly and annual basis. Provincial offices are required to ensure a database of all related information. The Visible Policing Division will consolidate this information.

(d) The rate of reduction of contact crimes

The priority crimes include the following crimes: contact crimes, contact-related crimes, crimes dependent on police action for detection and property-related crimes.

Contact crimes (Crimes against the person)

Contact crimes (crimes against the person) refer to crimes involving physical contact between the victim and the perpetrator and include the following:

- murder;
- attempted murder;
- rape and attempted rape;
- indecent assault;
- assault GBH;
- common assault;
- aggravated robbery;
- other robbery.

A number of these contact crimes are social or domestic in nature and occur in social environments (e.g. the privacy of residences) which are usually outside the reach of conventional policing. Detailed docket, geographical and timeline analysis of the contact crimes confirm that social contact crime accounts for at least two thirds of all contact crime cases and are strongly linked to specific social behavioural patterns which inter alia involve alcohol and other substance abuse. These crimes usually occur between people knowing each other e.g. friends, acquaintances and family members (varying between 59.4% for attempted murders and 89.1% for assault GBH).

From the above it is clear that when reference is made to socially motivated contact crime (social fabric-related contact crime), this includes rape, assault (GBH, common and indecent), murder and attempted murder. If the figures for these crimes are added together, these will provide an idea of the extent and distribution of socially motivated contact crime. However, it should be noted that not all of the crimes broadly described as socially motivated crime, especially the attempted murders and murders, are social in nature. A large contribution to murders and attempted murders is made by aggravated robbery and then inter-group conflict (e.g. gang fights taxi-related violence and clan conflict).

The second largest generator of contact crimes, particularly attempted murder and murder, is robbery aggravated (victims are killed and seriously injured during aggravated

robberies). In more than 70.0% of aggravated robberies, firearms are used. Almost three quarters (72.7%) of all aggravated robberies are street/public robberies which mainly occur in CBD areas where ordinary people are robbed of their money or other valuables at gun or knifepoint.

Aggravated robberies include the following subcategories of robbery:

- Carjacking.
- Truckjacking.
- Robbery at residential premises (house robbery).
- Robbery at business premises (business robbery).
- Cash-in-Transit (CIT) robbery.
- Bank robbery.
- Other aggravated robberies not mentioned above, which are mainly aggravated robberies occurring in the streets and other public open spaces.

When reference is made to violent organised crime - as was done repeatedly by the Minister for Safety and Security and MEC's since July 2006, this refers to most of the cases under the first six subcategories above (carjacking, truck jacking, robbery at residential premises, robbery at business premises, CIT robbery and bank robbery). To measure the extent of violent organised crime, these six sub tendencies of aggravated robbery have to be added together.

It can be accepted that some aggravated robberies are highly organised (e.g. most CIT and bank robberies, as well as truck- and carjacking), while some are committed by groups which may not be organised criminal groups in the strict sense of the word (e.g. most house and business robberies) and still others are committed by one to three/four individuals (e.g. mostly street robberies).

Highly organised crime will, inter alia, subscribe to the following criteria:

- It involves several people linked in a businesslike structure with a clear profit motive.
- Each of the above members will fulfil specialized functions (a high degree of division of labour).
- Use of corruption/blackmail to get the assistance of police, justice officials, home affairs officials and employees of targeted companies.
- Money laundering (usually through the acquisition of expensive vehicles, property and jewellery) is involved.

Partly organised crime may meet some of the above criteria, while a few individuals acting together for criminal purposes may not subscribe to any of these.

Contact-related crimes

Contact-related crimes cover arson and malicious damage to property. These crimes are closely associated with all kinds of assault and inter-group (or even intra-group) violent

conflict, e.g. taxi-related violence and clan feuds. An example of this is a bar fight during which the furniture, liquor bottles and glasses are broken and customers' clothes torn and damaged. As a result, various assault and damage to property complaints may be laid, possibly even at various police stations serving the areas in which the different customers involved reside.

Crimes dependent on police action for detection

Crimes dependent on police action for detection include -

- illegal possession of firearms;
- drug-related crime; and
- driving under the influence of alcohol and drugs.

The above crimes are usually not reported to the police by members of the public. These crimes are detected primarily as a result of police actions such as roadblocks and searches. An increase in these crimes may actually indicate that the police are more active, whereas a decrease may indicate that they are less active. There can also be other explanations for decreases and increases observed in relation to these crimes. Decreases may result from a change in strategy among gun and drug runners, e.g. to avoid roadblocks, an actual decrease in these phenomena or because of the impact which initiatives such as the Arrive Alive campaign has had on people.

Reporting Responsibility

Crime Information Management of the Division Crime Intelligence is responsible for gathering this information on a quarterly and annual basis. This information is obtained from the National Crime Information Analysis Centre.

Property-related crimes

Property-related and commercial crime include -

- all housebreaking;
- theft of motor vehicles;
- theft out of/from motor vehicles;
- commercial crime;
- shoplifting;
- other theft; and
- stock theft.

These crimes can be prevented by means of police actions to enhance visibility and partnerships between the SAPS, businesses and the community.

Reporting Responsibility

Crime Information Management of the Division Crime Intelligence is responsible for gathering this information on a quarterly and annual basis. This information is obtained from the National Crime Information Analysis Centre.

(e) Escapes from police custody

The number of escapes from police custody, the number of escapees who escaped during these incidents, those that were re-arrested and the number of detainees in SAPS custody compared to these kinds of incidents during previous financial years must be provided.

Reporting Responsibility

Crime Information Management of the Division Crime Intelligence is responsible for gathering this information and must be obtained from the National Crime Information Analysis Centre.

(f) Attacks on and killing (murder) of police officials

The number of attacks on members of the SAPS, as well as members' murdered while on and off duty must be provided.

Reporting Responsibility

Crime Information Management of the Division Crime Intelligence is responsible for gathering this information and must be obtained from the National Crime Information Analysis Centre.

(g) Number of acts of violence against the farming community

This indicator pertains to incidents involving acts of violence against and murders of members of the farming community. According to analysis done by the National Crime Information Analysis Centre of the SAPS more than 90.0% of the acts of violence against the farming community are linked to robbery.

Reporting Responsibility

Crime Information Management of the Division Crime Intelligence is responsible for gathering this information and must be obtained from the National Crime Information Analysis Centre.

(h) The extent of crime at South Africa's land, sea and air borderlines

This indicator entails the number of illegal firearms recovered at borderlines, the number of vehicles recovered, the value and quantity of drugs seized, and the value of illegal goods (e.g. fake items) and human smuggling. Furthermore, the indicator includes the number of arrests for illegal firearms, stolen vehicles, drugs, illegal goods, human smuggling and trafficking (reported separately). The indicator is quantitative in nature and is aimed at providing results of functions performed at borderlines.

Reporting Responsibility

The Visible Policing Division will consolidate information with regard to borderlines.

(i) Number of interventions in medium-risk operations

The indicator focuses on medium-risk operations that cannot be dealt with efficiently by ordinary members of the SAPS such as -

- combating of public violence (including strikes, marches and public gatherings);

- request for assistance for big events; and
- stabilising of serious crime incidents (including taxi violence, cash-in-transit robberies, armed robberies, gang related crimes, serious crimes against the farming community and faction fights).

Reporting Responsibility

The Visible Policing Division will consolidate relevant information.

(j) Number of interventions in high-risk operations

The indicator focuses on high-risk operations that cannot be dealt with efficiently by ordinary members of the SAPS such as -

- handling of hostage situations;
- handling of urban and rural terror; and
- rendering of specialized policing services to neighbouring countries (including deployment of SAPS members on peacekeeping missions and cross-border operations).

Reporting Responsibility

The Visible Policing Division will consolidate relevant information.

7.4.3 PROGRAMME 3: Detective Services

(a) Percentage of charges (cases to court) for contact crimes, contact-related crimes, property-related crimes, crimes heavily dependent on police action for detection, and other serious crimes

The indicator measures charges taken to court, divided by cases reported and carried forward, expressed as a percentage. An average target of 39% for cases referred to court for contact crimes, 29% contact-related crimes, 11% for property-related crimes, 93% for crimes heavily dependent on police action for detection, and 25% for other serious crime has been determined. In addition to these targets, individual targets have been set for contact crimes, property-related crimes and crimes heavily dependent on police action cases to court respectively. The information must be provided according to the following crime categories and targets:

Contact crimes

- | | |
|--|-----|
| ■ Murder | 23% |
| ■ Attempted murder | 31% |
| ■ Robbery with aggravating circumstances | 10% |
| ■ Common robbery | 24% |
| ■ Assault GBH | 56% |
| ■ Common assault | 43% |
| ■ Rape | 42% |

Contact-related crimes

- Arson 21%
- Malicious damage to property 28%

Property-related crimes

- Burglary at residential premises 14%
- Burglary at non-residential premises 13%
- Theft of motor vehicles & motor cycles 4%
- Theft out of/from motor vehicles & motor cycles 6%
- Stock theft 10%

Crimes heavily dependent on police action for detection

- Illegal possession of firearms and ammunition 81%
- Drug-related crime 95%
- Driving whilst under the influence of alcohol or Drugs 94%

Other serious crimes

- Theft (other) 16%
- Fraud 22%
- Shoplifting 96%

(b) Detection rate for contact crimes, contact-related crimes, property-related crimes, crimes heavily dependent on police action for detection, and other serious crimes

The detection rate is the ability to solve cases and is determined by calculating the total number of cases that were disposed of as referred to court, withdrawn and unfounded, divided by cases reported and carried forward, expressed as a percentage. An average target of 53% for the detection rate for contact crimes, 44% for contact-related crimes, 15% for property-related crimes, 94% for crimes heavily dependent on police action for detection and 36% for other serious crimes has been determined. In addition to these targets, individual targets have been set for contact crimes, property-related crimes and crimes heavily dependent on police action for the detection rate respectively. The information must be provided according to the following crime categories and targets:

Contact crimes

- Murder 28%
- Attempted murder 42%
- Robbery with aggravating circumstances 12%
- Common robbery 31%
- Assault GBH 72%
- Common assault 69%
- Rape 55%

Contact-related crimes

- | | |
|--------------------------------|-----|
| ■ Arson | 37% |
| ■ Malicious damage to property | 44% |

Property-related crimes

- | | |
|---|-----|
| ■ Burglary at residential premises | 19% |
| ■ Burglary at non-residential premises | 17% |
| ■ Theft of motor vehicles & motor cycles | 6% |
| ■ Theft out of/from motor vehicles & motor cycles | 10% |
| ■ Stock theft | 27% |

Crimes heavily dependent on police action for detection

- | | |
|--|-----|
| ■ Illegal possession of firearms and ammunition | 86% |
| ■ Drug-related crime | 96% |
| ■ Driving whilst under the influence of alcohol or Drugs | 50% |

Other serious crimes

- | | |
|-----------------|-----|
| ■ Theft (other) | 27% |
| ■ Fraud | 34% |
| ■ Shoplifting | 97% |

With regard to the detection rate, note must be taken regarding the closing of case dockets as described in SO (G) 325. All cases which cannot be brought before court must be closed under one of the following headings:

- Undetected
- Withdrawn
- Unfounded

Undetected

Cases which cannot be brought before court must be closed either as undetected, withdrawn or unfounded. A docket is closed as "undetected" if it is evident in the docket that:

- a crime has been committed;
- the culprit is unknown; and
- can therefore not be traced.

If a complainant who reported a case cannot later be traced, the docket shall always be closed as "Undetected – complainant not traced". This manner of closing shall be sustained through affidavits by witnesses (neighbours, etc).

Withdrawn

A docket is "withdrawn" if it is evident that:

- a crime has been committed;
- the perpetrator is known but prosecution is not to be instituted for some or other well-founded reasons.

When there is a prima facie proof that the accused has committed the crime, the case cannot be withdrawn merely because of the opinion that prosecution is not advisable.

Unfounded

A docket is close as “unfounded” when it is evident from the investigation that no offence has been committed. For example when it is alleged that goods have been stolen and investigation proof that these goods had only been misplaced, such a docket shall be closed under this heading.

(c) Conviction rate for contact crimes, contact-related crimes, property-related crimes, crimes heavily dependent on police action for detection, and other serious crimes

As a result of a request from the Portfolio Committee on Safety and Security, the SAPS has to include the measuring of conviction rates. The conviction rate is measured by adding up the number of charges resulting in a guilty verdict and charges concluded by other means and divide it by the number of charges that were referred to court and the charges previously outstanding in court.

An average target of 19% for the conviction rate for contact crimes, 16% for contact-related crimes, 13% for property-related crimes, 17% for crimes heavily dependent on police action for detection and 26% for other serious crimes has been determined. In addition to these targets, individual targets have been set for contact crimes, property-related crimes and crimes heavily dependent on police action for detection for the conviction rate respectively. The information must be provided according to the following crime categories and targets:

Contact crimes

■ Murder	13%
■ Attempted murder	12%
■ Robbery with aggravating circumstances	10%
■ Common robbery	15%
■ Assault GBH	23%
■ Common assault	28%
■ Rape	9%

Contact-related crimes

■ Arson	13%
■ Malicious damage to property	23%

Property-related crimes

■ Burglary at residential premises	24%
■ Burglary at non-residential premises	26%
■ Theft of motor vehicles & motor cycles	13%
■ Theft out of/from motor vehicles & motor cycles	23%
■ Stock theft	24%

Crimes heavily dependent on police action for detection

■	Illegal possession of firearms and ammunition	16%
■	Drug-related crime	50%
■	Driving whilst under the influence of alcohol or Drugs	22%

Other serious crimes

■	Theft (other)	23%
■	Shoplifting	50%

Reporting Responsibility

Detective Services is responsible for gathering the relevant information pertaining to charges to court, detection rate and conviction rate for contact crimes, property-related crimes and crimes heavily dependent on police action for detection. The information must be obtained from the Crime Management Information System at the Detective Services Division. The Performance Chart calculates the information automatically and Detective Services are therefore urged to utilize the Performance Chart.

(d) Percentage of commercial crime charges to court

Commercial crime refers to-

- fraud, forgery and uttering;
- theft such as theft of trust money or funds that have been manipulated to such an extent that the services of a chartered accountant are required; and
- the enforcement of fifty-four (54) Acts of Parliament, including the Companies Act, 1973, the Close Corporation Act, 1984 and the Banks Act, 1990.

The number of commercial related charges taken to court, divided by cases reported and carried forward, expressed as a percentage must be determined. An average target of 24 % for commercial crime charges taken to court has been determined.

(e) Detection rate of commercial crime

The detection rate is the ability to solve cases and is determined by calculating the total number of commercial related charges that were disposed of as referred to court, withdrawn and unfounded, divided by cases reported and carried forward, expressed as a percentage. An average target of 36% for the detection rate for commercial crimes has been determined.

(f) Conviction rate of commercial crime

The conviction rate for commercial related crimes is measured by adding up the number of charges resulting in a guilty verdict and charges concluded by other means and divides it by the number of charges that were referred to court and the charges previously outstanding in court. The target for the conviction rate for commercial related crimes will be benchmarked in 2008 / 2009.

Reporting Responsibility

Detective Services is responsible for gathering the relevant information pertaining to charges to court, detection rate and conviction rate for commercial crime. The information must be

obtained from the Crime Management Information System and information generated by the Commercial Component at the Detective Services Division.

(g) Percentage of undetected cases for priority crimes in respect of contact crimes, contact-related crimes, property-related crimes, other serious crimes and commercial crime

As indicated above, a docket is closed as “undetected” if it is evident in the docket that a crime has been committed; the culprit is unknown and can therefore not be traced. The SAPS has decided to measure undetected cases for 2008 / 2009. The target for undetected cases for priority crimes in respect of contact crimes, contact-related crimes, property-related crimes, other serious crimes and commercial crime will be benchmarked in 2008 / 2009.

Reporting Responsibility

Detective Services is responsible for gathering the relevant information pertaining to undetected charges for contact crimes, property-related crimes, and commercial crime. The information must be obtained from the Crime Management Information System at the Detective Services Division.

(h) Percentage of organised crime related charges referred to court.

The indicator refers to-

- Organized Crime Threat Analysis (OCTA) Projects, which suggest the possible existence of a criminal group/s involved in crime or a variety of crimes (based on crime pattern analysis).
- The identification of the existence of a criminal group/s.
- The registration of a project/s called Organized Crime Project Investigation (OCPI) for investigation.

Special focus must be placed on violent organised crime, which refers to carjacking, truckjacking, robbery at residential premises, robbery at business premises, CIT robbery and bank robbery.

The organised crime related charges taken to court must be expressed as a percentage of the total number of projects registered for investigation. A target of 25% for organized crime charges referred to court has been determined.

Reporting Responsibility

Detective Services at national and provincial levels is responsible for gathering the relevant information.

(i) Percentage of charges (cases) to court for sexual offences and assaults against women (18 years and above), including murder, attempted murder, rape, assault GBH, indecent assault, common assault, kidnapping and abduction

The calculation for percentage of charges to court for crimes committed against women is similar to that used for general investigations. A target of 40% has been determined in this regard.

- (j) **Detection rate of sexual offences and assaults against women (18 years and above), including murder, attempted murder, rape, assault GBH, indecent assault, common assault, kidnapping and abduction**
The calculation of the detection rate for crimes committed against women is similar to that used for general investigations. A national target of 42% for the detection rate of these offences has been set for 2008 / 2009.
- (k) **Percentage of charges (cases) to court for sexual offences and assaults against children (under 18 years), including murder, attempted murder, rape, assault GBH, indecent assault, common assault, kidnapping and abduction**
The calculation for the percentage of charges to court for crimes committed against children is similar to that used for general investigations. A target of 30% has been determined in this regard for 2007 / 2008.
- (l) **Detection rate of sexual offences and assaults against children (under 18 years), including murder, attempted murder, rape, assault GBH, indecent assault, common assault, kidnapping and abduction**
The calculation of the detection rate for crimes committed against children is similar to that used for general investigations. A national target of 40% for the detection rate of these offences has been set for 2008 / 2009.

Reporting Responsibility

The information pertaining to charges to court and the detection rate for women (18 years and above) and children (under 18 years) must be obtained from the Crime Management Information System at the Detective Services Division.

- (m) **Detection rate regarding charges (cases) of corruption against police officials in terms of the Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)**
The detection rate is the ability to solve cases and is determined by calculating the total number of cases that were disposed of as referred to court, withdrawn and unfounded, divided by cases reported and carried forward, expressed as a percentage. The target for the detection rate regarding charges (cases) of corruption against police officials will be benchmarked in 2008 / 2009.
- (n) **Conviction rate regarding charges (cases) of corruption against police officials in terms of the Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)**
The conviction rate is measured by adding up the number of charges resulting in a guilty verdict and charges concluded by other means and divide it by the number of charges that were referred to court and the charges previously outstanding in court.
The target for the conviction rate regarding charges (cases) of corruption against police officials will be benchmarked in 2008 / 2009.

Reporting responsibility

The information pertaining to the detection rate and conviction rate for charges of corruption against police officials must be obtained from the Crime Management Information System at the Detective Services Division.

(o) **Time taken to generate reports of offenders' previous convictions**

The indicator refers to fingerprint searches performed (SAPS 76) for previous convictions and the issuing of a SAPS 69 (previous convictions). A target of 85% of offenders previous conviction reports generated within 30 days has been set for 2008 / 2009.

Reporting Responsibility

The Criminal Record and Forensic Science Services Division are responsible for gathering the information.

(p) **Percentage of exhibits analysed within 35 days**

The indicator refers to entries completed (i.e. through DNA analysis) expressed as a percentage of the total number of entries received (an entry is a receipt of exhibit material). A target of 92% entries completed within 35 days has been determined for 2008 / 2009.

Reporting Responsibility

The Criminal Record and Forensic Science Services Division are responsible for gathering the information.

7.4.4 PROGRAMME 4: Crime Intelligence

(a) **Number of operations conducted to neutralize crime threats.**

Crime Intelligence engages in three different types of operations:

- Intelligence Operations refers to operations undertaken solely by Crime Intelligence to gather information/intelligence to better understand a situation.
- Court Operations are operations undertaken by crime intelligence together with Detective Services to generate intelligence/information which will be converted for use in court of law.
- Ad-Hoc Operations are initiated by other components within the SAPS using intelligence/information supplied by Crime Intelligence.

These operations focus on violent organized crime, serious crimes and crimes against women and children as well as other operations addressing issues such as property crimes, elections, smuggling and attacks on police officials.

(b) **Number of crime intelligence products**

Intelligence and information products refer to:

■ **Strategic Intelligence and Information Reports**

Products developed and provided to the Minister for Safety and Security, the National Commissioner, the Presidency and political decision makers at national and provincial levels.

■ **Tactical Intelligence and Information Reports**

Tactical information is provided to guide operational units to specific locations where suspects and property linked to crimes such as illegal drug dealing, the possession of firearms, various types of robberies, and commerce-related crimes were arrested and property seized.

- **Crime Prevention Intelligence and Information Reports**
Crime prevention intelligence and information reports are forwarded to operational units for the purpose of preventing the perpetration of certain criminal acts.
- **Information Reports**
These reports are provided to Provincial and Divisional Commissioners for decision-making on the identification of crime prone areas, the deployment of resources to address crime in identified areas, and the identification of organized crime related risks.

Reporting Responsibility

Crime Intelligence at national level is responsible for gathering information on crime intelligence operations and crime intelligence products.

7.4.5 PROGRAMME 5: Protection & Security Services

- (a) **Percentage of security breaches in relation to security provided (in transit)**
This indicator applies to the VIP Protection Services, protecting the President, Deputy President, former Presidents and other identified VIP's whilst in transit.
- (b) **Percentage of security breaches in relation to security provided (static)**
This indicator applies to the static security, i.e. protecting VIPs and their property including those related to the President and Deputy President as well as other local and foreign VIP's.
- (c) **Safe delivery rate of valuable cargo**
This indicator applies to mobile security, regarding the protecting of valuable cargo. A target of 98 - 99% has been set for 2008 / 2009.



(d) The extent of crime at Ports of Entry and Exit

This indicator entails the number of illegal firearms recovered at ports of entry and exit, the number of vehicles recovered, the value and quantity of drugs seized, and the value of illegal goods (e.g. fake items) and human smuggling. Furthermore, the indicator includes the number of arrests for illegal firearms, stolen vehicles, drugs, illegal goods, human smuggling and trafficking (reported separately). The indicator is quantitative in nature and is aimed at providing results of functions performed at borderlines.

(e) Priority crime rate in the railway environment

This indicator relates to contact- and property crimes committed and the number of arrests made in the railway environment. A database on the occurrence of these crimes within the railway environment has been developed to measure crime trends in different locations within the railway environment.

(f) Extent of compliance with institutional framework

This indicator implies the:

- number of key points evaluated in compliance with the National Key Points Act;
- number of strategic installations appraised;
- number of Institutional Security structures created (the establishment of relevant structures pertaining to physical security related matters); and
- extent to which standards for physical security are set to sustain physical security in the strategic installations and national key points environments.

Reporting Responsibility

Protection and Security Services is responsible for gathering information relating to the above indicators on a quarterly and annual basis and will be measured only at national level.



8. CONCLUSION

The Annual Performance Plan of the SAPS 2008 / 2009 is the National Commissioner's one-year plan for policing in South Africa. The Plan has been compiled to communicate the National Commissioner's 1-year priorities to clients and for use as a planning guideline at all levels in SAPS. Provincial-, Divisional-, and Station Commissioners will select those elements of the Plan that are relevant to them, add their own priorities and service delivery indicators and provide this information as a guideline to those levels that fall under their jurisdiction.

The successful implementation of the Plan is reliant on the compiling of relevant operational plans at all levels and the linking of these operational plans with the mechanisms put in place to manage individual performance.





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