Annual Performance Plan

2010/2011

South African Police Service

Contents

Foreword by the Minister of Police

The South African Police Service is one of the vital cogs in ensuring that the Government's vision of the developmental state is achieved. Without the stability and the sense of safety and security, this vision would flounder. The Department of Police takes this onerous responsibility fully cognisant of its vital importance in delivering on the electoral mandate. The war against crime and corruption must be intensified and citizens need to know that we have claimed the country, street by street, back from the criminals. Our communities also expect nothing less from us. It is this expectation therefore that guides the short and medium-term planning of the Department, so as to ensure that management and personnel at all levels are focused towards achieving this objective. This Annual Performance Plan for the Department for 2010/11, in addition to the changes that have taken place within the Department, provides a clear indication of our commitment to achieving this objective. The Annual Performance Plan can therefore be considered as the blueprint that will guide policing during the next year linked to the strategic direction determined by the Department for 2010 - 2014.

Minister of Police
EN Mthethwa

The role played by the Police is crucial to the success or failure of any country. We as the Department of Police function within a country which, despite the significant progress that has been made since 1994, still bears the scars of an approach to policing that was designed to oppress rather than support the majority of our people. There is no doubt that this approach has changed. However, further change is required in order to secure the committed involvement of all citizens in fighting crime. Community involvement is not limited to the citizens of the country, it includes all spheres of Government and all sectors of society in the contribution they can and should make in fighting crime. The principle of community involvement is therefore central to the success of this plan and underlies all the Department's priorities and objectives.

All Government departments must ensure that their plans are in line with Cabinet's strategic imperatives and priorities and much currency is being placed by the new administration on performance measurement and monitoring. The Department of Police is no exception. It must deliver effectively and efficiently. To achieve this, the Department needs to formulate performance plans, allocate resources to the implementation of those plans, and monitor and report the results in line with the direction provided by the Annual Performance Plan. The results of performance are essential to focus the attention of the public and oversight bodies on whether or not the Department is achieving its set priorities by comparing its performance against its budget and in so doing, to alert managers to areas where corrective action is required. I will therefore hold the Police accountable for their performance in terms of this Annual Performance Plan. Where there are failures, this shall be pointed out but with the hand of close collaboration and support in the execution of this plan.

The onus lies on every member of this Department, irrespective of the job or level they are at, to focus their efforts and the Department's resources on the implementation of this Annual Performance Plan for 2010/11. This will be a challenging year for the Department, but with a dynamic leadership, committed management, dedicated and professional members and a mobilized, involved community, it will be a year that will stand out as being one of the most historic and momentous years in the life of our young democracy. We shall succeed but only if we work together. There is no other alternative.

Hon. EN Mthethwa, MP
Minister of Police

Introduction by the National Commissioner of the South African Police Service

The Annual Performance Plan for the Department of Police for 2010/11 is the first Annual Plan that I have presided over as National Commissioner. This Plan seeks to do two things; the first is to build on the achievements of the past through continually focusing and refining performance. The second is to set the platform for new developments within the Police during the forthcoming year, which will provide a focus on professionalism, discipline, command and control within the framework of priorities set out in this plan.

The Strategic Plan for 2010 - 2014 provides the broad, strategic direction that, facilitated by myself and guided by the Minister, will direct this Department's actions for the following four years. The Annual Performance Plan is inextricably linked to the Strategic Plan and provides the annual focus for the first year of the medium-term direction provided by the Strategic Plan. This plan indicates what the Department's strategic priorities are, the issues that will be addressed during the forthcoming year, and also the results we plan to achieve in terms of these priorities.

National Commissioner
BH Cele

The effective implementation of this plan is fundamental to the success of the Police in delivering on the instructions of the President, the Minister of Police and Government, and the expectations of the millions of ordinary South Africans who look to us for safety and security. The increasingly vigorous assessment of the performance of the Police in line with its Annual Performance Plan will emanate from various sectors of Government and society, but not more so than from my office. Provincial Commissioners, Divisional Commissioners and Station Commanders are required to develop and implement performance plans in line with the direction provided by the Annual Performance Plan. These performance plans will be used to direct the focus of all the resources under their command. It is, however, important to understand that the success of these plans, and therefore the success of the Annual Performance Plan, is reliant on the day-to-day activities of every single member of this Department. Management, whether they be operational or support, must therefore ensure that the performance plans of every individual are linked to the plans of the Provinces, Divisions and Stations. Members must, in turn, ensure that they take responsibility for implementing their individual plans and in so doing, contribute directly to the performance of the Department.

I urge every member of this Department to contemplate and never underestimate the size of the responsibility we have to the people of this country. As National Commissioner of Police, I have clear expectations of the management and personnel of this Department. A new vigor and commitment is required, together we will focus our energies on the accountable implementation of the Annual Performance Plan, and in so doing we will act always with disciplined, professional and dignified integrity, characteristics which I expect to become hallmarks of this Department and its members.

National Commissioner
BH Cele

Vision, Mission and Value Statement

The Vision of the South African Police Service is to –

- create a safe and secure environment for all the people in South Africa

The Mission of the South African Police Service is to –

- prevent and combat anything that may threaten the safety and security of any community;

- investigate all crimes that threaten the safety and security of any community;

- ensure offenders are brought to justice; and

- participate in efforts to address the root causes of crime.

The values of the South African Police Service are to –

- protect everyone's rights and to be impartial, respectful, open and accountable to the community;

- use the powers given to us in a responsible way;

- provide a responsible, effective and high-quality service with honesty and integrity;

- evaluate our service continuously and make every effort to improve on it;

- ensure the effective, efficient and economic use of resources;

- develop the skills of all members through equal opportunity; and

- cooperate with all communities, all spheres of Government and other relevant role-players.

Code of Conduct

I commit myself to creating a safe and secure environment for all people in South Africa by –

- participating in endeavours aimed at addressing the cause of crime;

- preventing all acts which may threaten the safety or security of any community;

- investigating criminal conduct which endangers the safety or security of any community; and

- bringing the perpetrators to justice.

In carrying out this commitment, I shall at all times –

- uphold the Constitution and the law;

- take into account the needs of the community;

- recognise the needs of the South African Police Service as my employer; and

- cooperate with all interested parties in the community and the Government at every level.

In order to achieve a safe and secure environment for all the people of South Africa, I undertake to –

- act with integrity in rendering an effective service of a high standard which is accessible to everybody, and continuously strive towards improving this service;

- utilise all available resources responsibly, efficiently and cost-effectively to optimise their use;

- develop my own skills and contribute towards the development of those of my colleagues to ensure equal opportunities for all;

- contribute to the reconstruction and development of, and reconciliation in our country;

- uphold and protect the fundamental rights of every person;

- act in a manner that is impartial, courteous, honest, respectful, transparent and accountable;

- exercise the powers conferred upon me in a responsible and controlled manner; and

- work towards preventing any form of corruption and to bring the perpetrators thereof to justice.

1. Background

Section 11 (2) (a) of the South African 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 following financial year. The Annual Performance Plan for the South African Police Service for 2010/11 has been developed in accordance with the South African Police Service Act, 1995 (Act No. 68 of 1995) and is an extension of the South African Police Service Strategic Plan for 2010 - 2014. The purpose of the SAPS Strategic Plan 2010 - 2014 is to direct strategic and operational planning within the Department for a four-year period (electoral period), while the Annual Performance Plan, extrapolated from the Strategic Plan 2010 - 2014, provides a clear indication of the strategic priorities within the context of the prevailing financial year, the measurable objectives and targets associated with the priorities, and guidelines for the implementation of the one-year focus. The Annual Performance Plan for the SAPS for 2010/11 therefore extends the policing priorities and objectives within the strategic direction provided by the Strategic Plan 2010 - 2014. This is also in line with Treasury Regulations 2007, subparagraph 5.2.2 (d) which stipulates that the Performance Plan must include measurable objectives, expected outcomes, programme outputs, performance indicators and targets in respect of the Department's programmes.

2. Strategic Direction for the Annual Performance Plan 2010/2011

2.1 Strategic priorities for 2010/11

Emanating from the Medium-Term Strategic Framework (MTSF) (2009-2014), the Medium-Term Budget Policy Statement, 2009, the President's State of the Nation Address, 2010, the Justice Crime Prevention and Security (JCPS) Cluster priorities and the SAPS' Strategic Plan 2010-2014, the Department will focus on the following: [1]

2.1.1 Crime Prevention

- Reduction of contact crime levels including the "trio crimes" [2] and crimes against women and children

- Substance abuse as a contributing factor to the violent nature of crime

- Measurable increase in the visibility of SAPS personnel members through police actions

- Ensure the implementation of an intelligence-driven, integrated, comprehensive crime prevention strategy

- Reduction of illegal firearms

2.1.2 Crime perception management

- Mobilization of the community in the fight against crime

- Building a positive image of the SAPS

- Victim Empowerment Programme

- Annual victim survey

2.1.3 Effectiveness and integration of border management

- Improving regional cooperation

- Contribute to the establishing of a Border Management Agency

2.1.4 Policing incidents of a public disorder or security nature

- Provide a rapid response capability for intervening in dangerous and potentially dangerous situations

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[1]   Refer to the SAPS Strategic Plan 2010-2014 for a detailed explanation of the Strategic Priorities
[2]   TRIO crimes include house robbery, business robbery and hijacking

2.1.5 Combating corruption

- The prevention, detection and investigation of corruption in the SAPS

- Complying with legislative obligations, i.e. the Prevention and Combating of Corrupt Activities Act

- Managing perceived and actual levels of corruption

- Coordinated anti-corruption operations across Criminal Justice System (CJS)

2.1.6 Investigation of crime

- Effective investigation of reported crime, with a focus on the detection rate and court-ready dockets

- Coordinated focus on apprehending and charging known criminals (across provincial boundaries)

- The further capacitating of the Directorate of Priority Crime Investigations (DPCI)

- Securing the identity and status of citizens

- Prioritise operations against perpetrators of identity theft

- Focus on national priority crimes, including organised crime, commercial crime, drugs, people smuggling, human trafficking, cyber crime and corruption

- Cyber crime policy developed

- The improving of the CJS

- Arrest and investigation process

- Intelligence utilization

- Coordination of delivery of quality and professional services

- Improve capacity/professionalism of Detectives

2.1.7 Support to the Investigation of Crime

- Improve forensic services and fingerprints

- The collection of evidence

- Improving the procedures for the updating of records of criminals

- Extend the capacity of the Criminal Record and Forensic Science Services Division

2.1.8 Crime Intelligence

- Provide actionable intelligence on crime priorities and to enable prosecutions

- Focus intelligence operations against syndicates involved in drug and people smuggling and human trafficking

- Capacitate crime intelligence

- Improve capacity and resource intelligence operations against crime syndicates

- Enhance the analysis capacity to improve the quality of threat assessments

- Improve coordination between crime intelligence and operational Divisions

2.1.9 Human Capital Development

- Skills development and the retention of skills

- Focused recruitment of personnel

- Health and wellness of the SAPS' employees

- Transformation, including racial discrimination, employment and gender equity

2.1.10 Budget and Resource Management

- Improving infrastructure

- The building of new police stations/offices and the renovation (refurbishing) of existing stations/offices

- Victim Support facilities

- Enhancing of asset management

- Critical items, including vehicles and light bullet-resistant vests.

2.1.11 Enhancing Information Systems and Information Communications Technology (IS/ICT)

- Development of IS/ICT, including integration of systems across the JCPS Cluster, including inter alia:

  ➤ Single, coordinated management of continuum of criminal justice and performance across the CJS

  ➤ A system to be developed to ensure records and data on corruption crimes across the CJS

  ➤ The developing of a database of victims across CJS

➤ A database that enables convictions and sentences related to identity theft

➤ The establishing of an integrated systems approach to combating cyber crime

These priorities are specifically addressed in paragraph three: "Performance measures for 2010/2011" and the various strategies contained in the SAPS Strategic Plan 2010-2014, for example, the Anti-Corruption strategy, the Medium-Term Human Resource Management Plan and the Information and CommunicationsTechnology Plan.

2.2 Estimates of National Expenditure (ENE) 2010

The Estimates of National Expenditure (ENE) is a tool to enhance the accountability of the executive to Parliament and civil society, and to allow for the review and monitoring of Government's service delivery and spending plans. By providing information that links service delivery to budgets, the ENE deepens the quality of trusteeship over public funds allocated for Government programmes.

The ENE reflects the Departmental programmes/sub-programmes, based on the objects of policing in terms of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), which are to prevent, combat and investigate crime; maintain public order; protect and secure the inhabitants of the Republic and their property; and uphold and enforce the law.

There are five financial programmes that comprise the financial programme structure. These are characterised by a specific purpose and an objective that describes the intended impact of the programme. The financial programmes, their purpose, objectives and sub-programmes are:

Programme 1: Administration

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

Objective: To regulate the overall management of the Department and provide centralised support services.

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

The Administration Programme comprises the following sub-programmes:

● Minister

● Deputy Minister

● Management

● Corporate Services

● Property Management

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

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

● Crime Prevention provides for basic crime prevention and visible policing services rendered at police stations, including at community service centres.

● Borderline Security provides for the policing of borderlines.

● Specialised interventions comprise the Air Wing, the Special Task Force and the crime-combating capacity, among others.

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, thereby increasing the detection rate of priority crimes.

The Detective Services Programme comprises four sub-programmes:

● Crime Investigations accommodates detectives at police stations, who investigate crimes of a general nature.

● Specialised Investigations provides for the prevention, combating and investigation of national priority offences including the investigation of organised crime syndicates, serious and violent crime, commercial crime and corruption.

● The Criminal Record Centre provides for an effective and credible Criminal Record Centre/Local Criminal Record Centre service in respect of crime scene management/processing and the provision of criminal history and related information.

● The Forensic Science Laboratory funds forensic science laboratories, which provide specialised technical analysis and support to investigators regarding evidence.

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 neutralising of crime by gathering, collating and analysing intelligence that leads to an actionable policing activity.

The Crime Intelligence Programme comprises two sub-programmes:

● Crime Intelligence Operations provides for intelligence-based crime investigations.

● Intelligence and Information Management provides for the analysis of crime intelligence patterns that will

facilitate crime detection, in support of crime prevention and crime investigation.

Programme 5: Protection and Security Services

Purpose: Provide protection and security services 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 five 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 VIPs; the places in which all VIPs, including persons related to the President and the Deputy President are present; and valuable Government cargo.

● Ports of Entry Security provides for security at ports of entry and exit, such as border posts, airports and harbours.

● The Rail Police provides for security in the railway environment.

● The Government Security Regulator provides for security regulations, evaluations and the administration of national key points and strategic installations.

For each of these financial programmes, specific outputs, performance indicators together with baselines and targets have been developed in accordance with the "Framework for Management Programme Performance Information", issued by National Treasury, May 2007, and this constitutes the Annual Performance Plan for 2010/11.

It is important to note that a selection of these performance indicators are included in the ENE 2010, since the ENE 2010 focuses on selected, quantitative and trendable indicators as prescribed by National Treasury (preparation of the ENE 2010, Treasury Guidelines, November 2009).

3. Performance measures for 2010/2011

Key Departmental Programme 1: Administration

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

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Minister Deputy Minister Management Corporate Services Property Management	To regulate the overall management of the department and provide centralised support services relating to the: • Maintenance of a minimum level of personnel in relation to the approved establishment • Development of human resources • Optimisation in maintaining the balance between personnel and operational expenditure • Optimisation in the management of physical resources • Development (within the SAPS and between relevant departments), sustainability and implementation of Information Systems and Information and Communication Technology (IS/ICT) • Development, monitoring and implementation of policy, and to measure the effectiveness and efficiency of the SAPS	Maintain a minimum number of employees to provide a policing service	Percentage of personnel in terms of the approved establishment	A minimum workforce of 90% in terms of the approved establishment	Maintain a minimum workforce of 95% in terms of the approved establishment
		Provision of needs-based training	Percentage of learners declared competent upon completion of their training in terms of the Training Provisioning Plan (TPP)	To be determined [3]	80% of learners declared competent after completion of their training in 2010/11
		Return on investment	Compensation expenditure versus operational expenditure	73/27%	Maintain the expenditure ratio of not more than 73/27% for compensation/ operational expenditure
		Management of supply chain	Percentage of capital investment, asset management and maintenance plan completed	19 358 bullet-resistant vests planned for	100% bullet-resistant vests planned for to be distributed
				A ratio of 4.51:1 personnel to vehicles	Maintain/improve on the ratio of personnel to vehicles
				• 11 newly re-established police stations • 10 new police stations • 11 repaired and upgraded police stations • 10 re-established police stations **A total of 42 police stations** [4]	Not less than 95% of police station projects completed in 2010/11
		Management of IS/ICT	Percentage of planned development (within the SAPS and between relevant departments), sustainability and implementation of systems	A baseline for the percentage of IS/ICT projects completed will be determined	70% of IS/ICT projects completed in 2010/11 [5]

[3]   This indicator focuses on competency, and not on the attendance of members

[4]   For an explanation of the terminology, see paragraph 5.1 (Capital Investment, Asset Management and Maintenance plan)

[5]   This target is dependent on the negotiations and the award of tenders and contracts and technological changes

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.

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Crime Prevention	To discourage all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crimes relating to: **More policeable crime: [6]** • Aggravated robbery → Carjacking → Truck-hijacking → Bank robbery → Robbery of cash in transit → Robbery at residential premises → Robbery at business premises • Common robbery • Other aggravated robbery • Housebreaking and unlawful intrusion (residential and non-residential) • Theft of motor vehicles and motorcycles • Theft out of or from motor vehicles • Stock theft • Malicious damage to property (All of the above include attempts) **Contact crime** which occurs as a result of more policeable crime: • Murder and attempted murder • Sexual offences **Crimes dependent on police action for detection:** • Illegal possession of firearms and ammunition • Drug-related crime • Driving under the influence of alcohol and drugs	Visible crime deterrence	Number of police stations rendering a victim friendly service to victims of rape, sexual offences and abuse	802 police stations currently rendering victim friendly services	An additional 79 police stations rendering a victim friendly service in 2010/11
			Number of crime prevention actions conducted by police stations focusing on: • legal and illegal firearms • illegal drugs • stolen/robbed vehicles	On average 17 710 actions conducted over the period 2006/07 to 2008/09	Conduct a minimum of 25 000 crime prevention actions in 2010/11
			Rate of all serious crime, contact crimes and trio crimes	2,1 million charges in 2008/09	All serious crime to be reduced by between 1 to 1.8% by 2010/11
				1 407 contact crimes per 100 000 of the population in 2008/09	Contact crimes reduced to 1288 per 100 000 of the population by 2010/11
				97,1 trio crimes per 100 000 of the population in 2008/09	Trio crimes reduced to 90 per 100 000 of the population by 2010/11
			Number of escapes from police custody	On average 762 incidents over the period 2006/07 to 2008/09	Decrease the number of incidents of escapes from police custody by 50% in 2010/11

[6]   The objectives described in the tables emphasise those crimes that are "more policeable", which means crimes that the police can do something about through crime prevention actions. Although not specifically mentioned, the so-called "less-policeable" crimes, or social contact crime cannot be ignored and can be prevented through partnerships.

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Borderline Security	To secure borderlines by focusing on arrests and seizures in respect of the following prioritised crime: • Criminal organisations involved in crimes relating to firearms, vehicles, drugs and illegal goods • Violations in terms of the Immigration Act • Corruption • Marine life resources • Precious metals and stones • Illegal smuggling and trafficking of humans	Deterrence of illegal activities at borderlines	Number of policing actions at borderlines focusing on prioritised crime	On average 225 policing actions conducted in 2008/09	Conduct a minimum of 350 policing actions in 2010/11
Specialised Interventions	To provide a rapid response capability for intervening in dangerous and potentially dangerous situations where normal policing is ineffective, including the following: • Serious and violent crime incidents • Public gatherings and marches • Hostage situations	Stabilise dangerous and potentially dangerous situations	Number of medium to high-risk incidents stablised	80 to 90% of incidents stabilised from 2006/07 to 2008/09	Stabilise 95% incidents in 2010/11

Key Departmental 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.

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Crime Investigations	To contribute to the successful prosecution of offenders, by investigating, gathering and analysing evidence, thereby increasing the detection rate and court ready case dockets of priority crimes, relating to: **More policeable crime:** [7] • Aggravated robbery → Carjacking → Truck-hijacking → Bank robbery → Robbery of cash in transit → Robbery at residential premises → Robbery at business premises • Common robbery • Other aggravated robbery • Housebreaking and unlawful intrusion (residential and non-residential) • Theft of motor vehicles and motorcycles • Theft out of or from motor vehicles • Stock theft [9] • Malicious damage to property (All of the above include attempts) **Contact crime** which occurs as a result of more policeable crime: • Murder and attempted murder • Sexual offences **Crimes dependent on police action for detection:** • Illegal possession of firearms and ammunition • Drug-related crime • Driving under the influence of alcohol and drugs	Crimes investigated	Detection rate for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection and other serious crime	On average 42.86% detected over the period 2006/07 to 2008/09	Detection rate of between 43 - 60% in 2010/11
			Percentage of court ready case dockets for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection and other serious crime	To be determined [8]	To be determined
			Detection rate for crimes against women (18 years and above)[7]. [Murder, attempted murder, all sexual offences, common assault and assault GBH]	On average 67.47% detected over the period 2007/08 to 2008/09	Detection rate of between 68 - 75% in 2010/11
			Percentage of court ready case dockets for crimes against women (18 years and above)[7]. [Murder, attempted murder, all sexual offences, common assault and assault GBH]	To be determined	To be determined
			Detection rate for crimes against children (under 18 years)[7]. [Murder, attempted murder, all sexual offences, common assault and assault GBH]	On average 75.14% detected over the period 2007/08 to 2008/09	Detection rate of between 76 - 80% in 2010/11
			Percentage of court ready case dockets for crimes against children (under 18 years)[7]. [Murder, attempted murder, all sexual offences, common assault and assault GBH]	To be determined	To be determined

[7] The objectives described in the tables emphasise those crimes that are "more policeable", which means crimes that the police can do something about. The so-called "less-policeable" crimes, or social contact crime are dependent on other role-players to prevent it from happening, but these crimes must still be investigated and form part of the overall picture of the detection rate and court ready dockets

[8] To be determined in collaboration with the National Prosecuting Authority

[9] Specialised units will be established to address stock theft and crimes against women and children

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Specialised Investigations	To contribute to the successful prosecution of offenders, by investigating, gathering and analysing evidence, thereby increasing the detection rate and court ready case dockets of priority crimes, relating to: **Corruption** Investigation of corruption related charges in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) **Commercial Crime** To investigate, gather and analyse evidence relating to: • Fraud, forgery and uttering, • Theft such as theft of trust money or funds • The enforcement of fifty-four (54) Acts of Parliament, including the Companies Act, 1973, the Close Corporation Act, 1984 and the Banks Act, 1990 **Organised crime** [10] To identify, investigate and terminate Organised Crime Projects relating to: • Illegal drugs and substances • Smuggling and trading in counterfeit goods • The plundering of mineral and marine resources • Smuggling firearms • Human and child trafficking • Car and truck hijacking • Aggravated robberies • Cable theft • Money laundering and fraud	Crimes investigated	Percentage of court ready case dockets for charges of corruption in relation to cases reported	To be determined	To be determined
			Detection rate for commercial crime-related charges	Detected 16 922 (38.69%) charges in 2008/09	Detection rate of between 40 - 50% in 2010/11
			Percentage of court ready case dockets for commercial crime-related charges	11 668 (26.68%) court ready charges in 2008/09	Court ready cases of between 30 - 40% in 2010/11
			Percentage of registered organised crime project investigations (OCPI) successfully terminated	40% of projects successfully terminated in 2008/09	Successfully terminate 50% of registered projects investigated in 2010/11
Criminal Record Centre	To provide fingerprint evidence relating to contact crime, property-related crimes, crimes dependent on police action and commercial crime in respect of: • Crime scene management • Evidence management • Presentation of evidence in court • Providing information on crime history	Fingerprint identification	Percentage of previous conviction reports generated within 30 days	On average 75,25% reports generated within 30 days for 2008/09	76% offender's previous conviction reports for crime-related fingerprints generated within 30 days in 2010/11 [11]
Forensic Science Laboratory	To provide forensic evidence relating to contact crime, property-related crimes, crimes dependent on police action and commercial crime in respect of: • Crime scene management • Evidence management • Explosive response • Presentation of evidence in court	Forensic evidence	Percentage of exhibits analysed by forensic analysts within 35 days	On average 179 705 (91.73%) exhibits analysed within 35 days over the period 2006/07 to 2008/09	92% entries received by the forensic analyst, analysed within 35 days in 2010/11

[10]   Provincial war rooms will be established in Kwa-Zulu Natal and the Western Cape to support with the investigation and prevention of violent, organised crime

[11]   Dependent on the upgrading of systems

Key Departmental Programme 4: Crime Intelligence

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

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target

Crime Intelligence Operations	To contribute to the neutralising of crime by gathering, collating and analysing intelligence that leads to an actionable policing activity relating to:
	
	Contact crime:
	• Murder and attempted murder
	• Sexual offences
	• Aggravated robbery
	  → Carjacking
	  → Truck-hijacking
	  → Bank robbery
	  → Robbery of cash-in-transit
	  → Robbery at residential premises
	  → Robbery at business premises
	  → Other aggravated robbery
	
	Property-related and other serious crime:
	• Housebreaking (residential and non-residential)
	• Theft of motor vehicles
	• Theft out of or from motor vehicles
	• Commercial crime
	• Stock theft
	• Other theft
	• Precious metals and stones
	• Corruption
	
	Crimes dependent on police action for detection:
	• Illegal possession of firearms
	• Drug-related crime
	
	Security intelligence-related crime:
	• Counter terrorism (e.g. rightwing and religious extremism)
	• Border security-related matters
	• Public stability
	• VIP security
	• Taxi violence
	• Intergroup violence
	• Major events
	• Counter intelligence investigations relating to:
	  → Police corruption
	  → Security vetting
	  → Institutional intelligence
		Crime Intelligence projects/ operations/ investigations	Number of cluster and ad hoc actionable intelligence operations on contact crime reductions	8 103 cluster operations and 6 559 ad hoc operations in 2008/09	Maintain/increase the number of operations/ investigations relative to the baseline figures of 8 103 cluster operations and 6 559 ad hoc operations in 2010/11

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Intelligence and information management	To contribute to the neutralising of crime by gathering, collating and analysing intelligence that leads to an actionable policing activity relating to: **Contact crime:** • Murder and attempted murder • Sexual offences • Aggravated robbery → Carjacking → Truck-hijacking → Bank robbery → Robbery of cash-in-transit → Robbery at residential premises → Robbery at business premises → Other aggravated robbery **Property-related and other serious crime:** • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of or from motor vehicles • Commercial crime • Stock theft • Other theft • Precious metals and stones • Corruption **Crimes dependent on police action for detection:** • Illegal possession of firearms • Drug-related crime **Security intelligence-related crime:** • Counter terrorism (e.g. rightwing and religious extremism) • Border security-related matters • Public stability • VIP security • Taxi violence • Intergroup violence • Major events • Counter intelligence within the SAPS	Crime Intelligence products	Number of crime intelligence products relating to: Operational analysis reports: • Profiles • Analysis reports • Communication analysis reports • Communication interception analysis reports Research and statistical reports: • Research reports • Statistical reports • Station and cluster intelligence reports	62 500 operational analysis reports during 2008/09 78 000 research, statistical, station and cluster intelligence reports during 2008/09	Maintain/increase the number of: Operational analysis reports relative to the baseline figures of 62 500 operational analysis reports in 2010/11[12] 78 000 research, statistical and station and cluster intelligence reports in 2010/11 [13]

Key Departmental Programme 5: Protection and Security Services

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

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
VIP Protection Service	To minimise security violations by protecting the President, the Deputy President, former Presidents and other VIPs while in transit	Protection of all identified VIPs while in transit	Percentage of security breaches in relation to security provided	98%	100% protection provided without security breaches in 2010/11
Static and Mobile	To minimise security violations of VIPs and their property, and other identified government buildings, as well as valuable cargo	Static protection of all identified VIPs, their property, and other government buildings, including persons related to the President and Deputy President	Percentage of security breaches in relation to security provided	98%	100% protection provided without security breaches in 2010/11
		Protection of valuable cargo	Percentage of safe delivery of valuable cargo	98%	100% safe delivery in 2010/11
Ports of Entry Security	To secure ports of entry by focusing on arrests and seizures in respect of: • Criminal organisations involved in crimes relating to firearms, vehicles, drugs and illegal goods • Violations in terms of the Immigration Act • Corruption • Marine life resources • Precious metals and stones • Illegal smuggling and trafficking of humans	Security and policing at ports of entry	Number of planned crime prevention and combating actions for enhancing the national security and territorial integrity by focusing on: • illegal firearms • illegal goods and drugs • stolen/robbed vehicles • illegal migration • movement of wanted suspects in and out of the country	On average 2 380 planned policing actions conducted in 2008/09	Conduct a minimum of 3 848 planned actions at ports of entry in 2010/11

Sub-programme	Objective	Output	Performance Indicator	Baseline	Target
Railway Police	To prevent and combat crime in the railway environment by focusing on arrests relating to: **More policeable crime:** • Aggravated robbery → Carjacking → Truck-hijacking → Bank robbery → Robbery of cash in transit → Robbery at residential premises → Robbery at business premises • Common robbery • Other aggravated robbery • Housebreaking and unlawful intrusion (residential and non-residential) • Theft of motor vehicles and motorcycles • Theft out of or from motor vehicles • Stock theft • Malicious damage to property (All of the above include attempts) **Contact crime** which occurs as a result of more policeable crime: • Murder and attempted murder • Sexual offences **Crimes dependent on police action for detection:** • Illegal possession of firearms and ammunition • Drug-related crime • Driving under the influence of alcohol and drugs	Crime prevention and combating in the railway environment	Rate of contact crime in the railway environment	3 333 contact crimes reported in 2008/09 (including trio crimes)	Reduce by 8.5% by 2010/11
Government Security Regulator	To regulate physical security in the government sector and strategic installations	Secured National Key Points and strategic installations	Degree of compliance with institutional framework	On average 186 strategic installations appraised over the period 2007/08 and 2008/09	50% from a total of 207 identified strategic installations appraised by 31 March 2011
				On average 151 National Key Points evaluated over the period 2007/08 and 2008/09	All National Key Points (165) evaluated in 2010/11

4. Implementation of the Annual Performance Plan for 2010/11

All divisions, provinces, clusters and stations must compile performance plans (operational plans) which are aligned to and support the Annual Performance Plan for 2010/11. These performance plans also serve as performance agreements or Performance Enhancement Process (PEP) plans for relevant personnel.

In support of the performance plans, action plans must also be compiled which contain the planning detail required to address the implementation of the Annual Performance Plan.

The targets reflected in the Annual Performance Plan for the SAPS for 2010/2011 are applicable nationally. Provincial and station-specific targets must also be developed, based on previous targets and keeping the national targets in mind.

Managers at all levels must ensure that the terminology referred to in the Annual Performance Plan 2010/11, and described in this guideline, must be kept in mind when performance plans (operational plans) are being developed at all levels.

4.1 Managing performance information

National legislation places the responsibility for targeting performance and managing performance information with accounting officers. In terms of Section 27 (4) of the Public Finance Management Act, 1999, accounting officers must submit "measurable objectives" with their draft budgets to Parliament. In terms of Section 40 (1) and (3), accounting officers must submit information on Departments' achievements against their predetermined objectives in the annual report. Furthermore, in Section 38 (1) (b), accounting officers of Departments are responsible for the transparent, effective, efficient, and economical use of resources of the Department.

Performance information is the key to effective management, including planning, budgeting, implementation, monitoring and reporting. It indicates how well a Department is meeting its aims and objectives, and which policies and processes are working. It also facilitates effective accountability, enabling legislators, members of public and other interested parties to track progress, to identify scope for improvement and to better understand the issues involved. The Department of Police delivers an essential service to the community. To ensure that service delivery is efficient and economical, the Department is required to formulate strategic plans and annual performance plans, allocate resources to the implementation of these plans, and monitor and report the results. These results are essential for focusing the attention of the public and oversight bodies on whether or not the Department is delivering value for money, by comparing its performance against its budget and service delivery plans, and to alert managers to areas where corrective action is required. Performance information also plays a growing role in budget allocations and is being used to monitor service delivery. This means that performance information must be accurate, appropriate and timely.

The monitoring and evaluation of performance information is important and is uniquely oriented towards providing the Department with the ability to assess the quantity, quality and impact of services rendered against its objectives set in strategic and performance plans. Monitoring and evaluation processes assist the Department in evaluating its performance and identifying the factors that contribute to its service delivery outcomes. It provides the Department with the ability to draw causal connections between the choice of policy priorities, the resourcing of those policy priorities, the programmes designed to implement them, the services actually delivered and its ultimate impact on communities. To ensure effective management,

performance information is monitored through quarterly reports in accordance with Treasury Regulation 5.3 of 2007.

Responsibilities in terms of National Treasury's Framework for Managing Performance Information

● The accounting officer is accountable for establishing and maintaining the systems to manage performance information.

● Line managers are accountable for establishing and maintaining the performance information processes and systems within their areas of responsibility and to use performance information to make decisions.

● All officials responsible for capturing, collating and verifying performance data relating to their activities are accountable for the correctness of captured data. The integrity of the Department's overall performance depends on how conscientiously these responsibilities are fulfilled.

The information relating to the performance against predetermined objectives is subject to audit by the Auditor-General in terms of Section 20 (2) (c) of the Public Audit Act, 2004 (Act No. 25 of 2004). This encompass the assessment of overall and detailed internal controls relating to the management of and reporting on performance information; assessment of the relevant systems to collect, monitor and report performance information; evaluation of reported performance information; comparing reported performance information to relevant source documentation and conducting substantive procedures to ensure valid, accurate and complete performance reporting.

4.2 Terminology used in the Annual Performance Plan 2010/11

Managers at all levels must ensure that the terminology referred to in the Annual Performance Plan 2010/11, as described in this guideline, must be kept in mind when performance plans (operational plans) are being developed at all levels.

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 key departmental programmes are the financial programmes of the SAPS. The departmental programme structure reflected in the Annual Performance Plan 2010/11 contains five programmes, namely Administration, Visible Policing, Detective Service, Crime Intelligence and Protection and Security Services.

Sub-programmes

The financial programmes are subdivided into sub-programmes to facilitate the allocation of funds and the measurement of performance indicators applicable to a specific sub-programme only.

Priorities

Priorities are specific matters on which the Department must focus for a specific period of time. The priorities contained in the Annual Performance Plan 2010/11 emanate from the Strategic Plan 2010 to 2014, the JCPS Cluster priorities, the President's State of the Nation Address, the 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. 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.

Outcome

Outcomes are medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. The outcomes should relate to a departments strategic goals and objectives set out in its plans.

Performance Indicators

Performance 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.

Baselines

The baseline refers to the current level of performance or status quo of the performance indicator. The initial step in setting performance targets is to identify the baseline, which in most instances is the level of performance recorded in the year prior to the planning period.

Targets

The target specifies, in detail, what the end result of the performance indicator will be, if achieved. It expresses a specific level of performance that the organisation, programme or individual is aiming to achieve within a given time period.

The setting of targets is a complex matter, especially within the Department of Police, where services of a non-tangible nature are provided. When setting targets, consideration should be given to historical and, if possible, forecast information relating to the ultimate service rendered. Targets should be specific, measurable, achievable, realistic and time-bound.

Monitoring

Monitoring involves the systematic collection, analysis and reporting of performance information which aims to provide managers, decision-makers and other stakeholders with regular feedback on progress made with regard to the implementation of performance measures. Monitoring takes place through quarterly reporting, and provides an overview of the performance of the Department, based on the indicators and targets as contained in the SAPS' Annual Performance Plan.

Evaluation

Evaluation is the comparison of the actual services rendered and its impact against the agreed objectives. Evaluation takes place through annual reporting, and provides an overview of the Departments' achievements against its targets as contained in the SAPS' Annual Performance Plan.

5. Explanation of the Performance Indicators

The following explanation of the performance indicators as contained in the Annual Performance Plan 2010/11 provides an overview of the content of each indicator, i.e. what is supposed to be measured. 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 their quantity or quality.

Please note that the "reporting responsibility" referred to under each performance indicator refers to the particular functional capacity within the SAPS which is responsible for gathering, reporting and maintaining the performance information relevant to the indicator on a quarterly, six monthly and annual basis.

5.1 Key Departmental 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. Additional human resource indicators have been developed and described in Programme 1 of the Annual Performance Plan for 2010/11.

Percentage of personnel in terms of the approved establishment

Achievement of the target can only be measured at the end of the financial year (March 2011) as recruitment and filling of posts as well as personnel losses, occur continuously throughout the year. Annual reporting will monitor progress by utilising the PERSAL/PERSAP systems. Reporting in relation to the achievement of employment equity targets will be reported in the Annual Section 21 report.

Reporting responsibility

Career Management is responsible for reporting on a quarterly/annual basis.

Percentage of learners declared competent upon completion of their training in terms of the Training Provisioning Plan (TPP)

The percentage is calculated by measuring the cumulative "actual number of learners trained certified as competent" against the cumulative "actual number of learners who attended training". Competence in respect of learners attending learning programmes refer to learners who achieved or met the requirements according to the assessment criteria of the specific learning outcomes as specified in the learning programme.

Training provided in terms of the TPP includes the following:

Operational Training, which includes all training interventions aimed at functional employees for the primary purpose of performing operational policing duties and consists of Crime Prevention, Detective, Crime Intelligence, Forensic Science, Operational Response and Protection and Security courses.

Support Training, which includes all training interventions aimed at employees (including functional employees) for the primary purpose of performing support service and related functions and consists of computer, financial and administration, ETD Practitioner courses and courses relating to Human Resources.

Management Development Training, which includes all training interventions aimed at developing and maintaining the management and leadership capacity (including support managers) of the SAPS and consists of the Basic Management Learning Programme (BMLP), Junior Management Learning Programme (JMLP), Middle Management Learning Programme (MMLP) and the Executive Development Programme (EDP).

Entry-level Training refers to the basic training of entry-level Constables in the SAPS.

Information is obtained from the Training Administration System.

Reporting responsibility

The Division Training is responsible for reporting on a quarterly/annual basis.

Compensation expenditure versus operational expenditure

This indicator entails the ratio expressed as a percentage between the total amounts spent on all compensation expenditure compared to the total amount spent on all operational expenditure during the financial year. Progress reports will be submitted on a quarterly and annual basis. Information is obtained from the POLFIN System.

Reporting responsibility

Financial and Administration Services is responsible for reporting on a quarterly/annual basis.

Percentage of Capital Investment, Asset Management and Maintenance Plan Completed

Capital Investment and Maintenance Plan

● The Capital Works Programme and Maintenance Programme of the SAPS include the following (the SAPS Strategic Plan for 2010 - 2014 provides the location of these stations):

➤ **New Police Stations** - police stations that are constructed in suburbs; townships; towns; cities and rural areas where no police stations existed previously.

➤ **Re-established Police Stations** - existing police stations that are replaced by new structures on its existing site.

➤ **Newly re-established Police Stations** - existing police stations that are replaced by new structures on a new site.

➤ **Repaired and Upgraded (including new structures) Police Stations** - existing police stations that are extensively repaired and upgraded, which includes additional accommodation.

Asset Management

The focus in terms of asset management will be on the procurement and distribution of vehicles and bullet-resistant vests.

Reporting responsibility

Supply Chain Management and Financial and Administration Services are responsible for reporting on a quarterly/annual basis.

Percentage of planned development, sustainability and implementation of systems

The purpose of the Information Systems and Information and Communication Technology (IS/ICT) Plan is to ensure the development (including systems within the SAPS and between relevant Departments), sustainability and implementation of IS/ICT in line with the constitutional, legislative and policy mandates and the strategic priorities of the SAPS.

Development is the ability to expand, develop, enhance and extend IS/ICT products and services.

Sustainability is the ability to maintain IS/ICT services and infrastructures. It ensures the maintenance and upgrading of deployed IS/ICT, including the consequential maintenance resulting from the establishment of additional IS/ICT. It also includes renewal and regular enhancement of outdated IS/ICT, as well as the necessary expansion to accommodate natural growth in capacity required.

Implementation is the ability to successfully implement and utilize IS/ICT products or services. It is a critical requirement that implies the resolution of certain key factors that could negatively influence initialization, completion or the outcome of initiatives.

Reporting responsibility

Information and Systems Management will provide this information on a quarterly/annual basis.

5.2 Key Departmental Programme 2: Visible Policing

Number of police stations rendering a victim friendly service to victims of rape, sexual offences and abuse

This indicator relates to the number of fully functional Victim Support facilities at police stations. The SAPS provides victim support services at police stations to all victims of crime (consultation, interviews and statement-taking), but specifically for victims of violent and intimate crimes such as domestic violence, sexual offences, rape, child abuse and assault.

Number of crime prevention actions conducted by police stations focusing on: legal and illegal firearms; illegal drugs; stolen/robbed vehicles

The indicator includes the following:

● Roadblocks, cordon and searches and patrols set up with the purpose of enhancing visibility, as well as seizures/recoveries made. Information is obtained from the Operational Planning and Monitoring System.

● The number of firearms recovered, measured against the number of firearms reported as stolen or lost. Information is obtained from the Firearms Registration System.

● Firearms recovered during operations, day-to-day activities and special operations might, but will not always, include the recovery of firearms that have already been reported stolen/lost. When such firearms are recovered and identified as being recovered, their status on the Firearm Registration System will be circulated as "found". It is also confirmed that a great number of firearms without serial numbers are recovered after being used in illicit activities. This creates the problem that firearms that have already been reported as stolen/lost are not identified and therefore their status is not circulated as "stolen/lost" to "found". Information on day-to-day recoveries is obtained from the Operational Planning and Monitoring System.

The cancellation figure (recoveries) per province on firearms is calculated by adding the total number of daily cancellations in that specific province. If a firearm or a vehicle 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 (recovered).

● Firearms robbed/stolen/lost from SAPS members. Information on members' firearms robbed/stolen/lost is obtained from the Provisioning Administration System.

● The implementation of the Firearms Strategy which includes firearm regulations, controls and procedures, and firearm destructions (annual reporting).

● Vehicles recovered, measured against the number of vehicles reported stolen or robbed, expressed as a percentage.

The cancellation figure (recoveries) per province is calculated by adding all the cancellations in a specific province. If a vehicle is therefore 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. The total number of vehicles reported as stolen by means of theft or robbery as well as the recoveries, is retrieved from the Circulation System, which is captured at station level.

● The quantity and type of drugs seized. Drugs received from station level are, with the exception of cannabis, analysed at the Forensic Science Laboratory. Cannabis seized during crime prevention and special operations is weighed and destroyed at station level. The following drugs have been prioritised and will be measured nationally: cannabis, mandrax, crystal meth (TIK) and cocaine. In order to provide an accurate quantity of the substance, information on drugs (with the exception of cannabis) is obtained from the Forensic Science Laboratory Administration System, maintained by the Division: Criminal Record and Forensic Science Services. Information on cannabis seized during crime prevention is obtained from the Operational Planning and Monitoring System.

Reporting responsibility

Visible Policing is responsible for gathering and consolidating the information on a quarterly/annual basis pertaining to victim support facilities, crime prevention actions, firearms, vehicles and drugs.

Rate of all serious crime, contact crimes and trio crimes

The broad categories of serious crime, including contact crime and trio crimes, contact-related crime, property-related and other serious crime, and crimes dependent on police action for detection, are discussed in Annexure A (see page 32).

Note must be taken that serious crime must be reduced by between 4-7%, contact crime by 34% and the trio crimes by 31% over the period 2010 - 2014.

Information on crime is obtained from the Crime Administration System.

Reporting responsibility

The Crime Research and Statistics component at the Crime Intelligence Division is responsible for reporting this information on a quarterly/annual basis.

Number of escapes from police custody

The indicator entails the number of escapes from police custody and the number of escapees who escaped during these incidents. A comparison with previous financial years must be provided as well as an analysis of the circumstances under which these incidents took place. Information is obtained from the escapes from police custody database, which is maintained by the Division: Visible Policing.

Reporting responsibility

Visible Policing is responsible for gathering and reporting information in this regard on a quarterly/annual basis.

Number of policing actions at borderlines focusing on prioritised crime

Policing the areas along the borderlines refers to the policing/prevention of any movement across South Africa's borderlines, as well as any criminal activity taking place along/next to the borderlines. The indicator entails the number of policing actions at borderlines, focusing on legal and illegal firearms, illegal drugs, stolen/robbed vehicles, illegal migration and illegal goods, as well as arrests/recoveries made as a result of these focused actions. Information is obtained from statistics reported to the Division: Visible Policing by the different borderline bases/units on actions undertaken on a daily basis.

Reporting responsibility

The Visible Policing Division will consolidate information on borderlines on a quarterly/annual basis.

Number of medium to high-risk incidents stabilised

The indicator focuses on medium to high-risk operations such as –

● Crowd management, including strikes, marches and public gatherings.

● Stabilising serious crime incidents, including taxi-violence, cash-in-transit robberies, armed robberies, gang-related crimes, faction fights and public violence (where such actions may potentially result in the loss of life).

● Rendering specialised operational support to operations conducted by specialised units, including hostage release operations, urban and rural terror incidents.

Performance information is obtained from the Incident Registration Information System and other manual systems.

Reporting responsibility

The Visible Policing Division will consolidate the relevant information on a quarterly/annual basis.

5.3 Key Departmental Programme 3: Detective Services

Detection rate for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection, and other serious crime

The detection rate is the ability to solve charges and is determined by calculating the total number of charges that were disposed of as referred to court or withdrawn and unfounded, divided by charges reported and carried forward, expressed as a percentage. Information on the detection rate is obtained from the Crime Management Information System (CMIS).

Percentage of court ready case dockets for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection, and other serious crime

The indicator relates to the provision of a fully investigated case docket, irrespective of whether it includes one or more charges (investigations finalised), which can be utilised by the National Prosecuting Agency (NPA) for the prosecution of an offender/s on the charges linked to the docket. Fully investigated means that there is no outstanding information which requires further investigation by a detective, and that all evidence (e.g. statements, DNA, toxicology, fingerprints, etc.) has been obtained.

The indicator is expressed as a percentage of the total number of cases not yet finalised.

Detection rate for crimes against women (18 years and above) [murder, attempted murder, all sexual offences, common assault and assault GBH]

The detection rate for crimes committed against women is calculated in the same way as general investigations. Information is obtained from an ad-hoc report generated by the Crime Administration System (CAS).

Percentage of court ready case dockets for crimes against women (18 years and above) [murder, attempted murder, all sexual offences, common assault and assault GBH]

The calculation for court ready case dockets for crimes committed against women is calculated in the same way as general investigations.

Detection rate for crimes against children (under 18 years) [murder, attempted murder, all sexual offences, assault common and assault GBH]

The detection rate is calculated in the same way as general investigations. Information is obtained from an ad-hoc report generated by the CAS.

Percentage of court ready case dockets for crimes against children (under 18 years) [murder, attempted murder, all sexual offences, assault common and assault GBH]

The calculation for court ready case dockets for crimes committed against children is calculated in the same way as general investigations.

Reporting responsibility

General Investigations at Detective Services is responsible for gathering the relevant information on court ready cases and the detection rate for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection, other serious crime as well as for crimes against women and children on a quarterly/six-month/annual basis.

Percentage of court ready case dockets for charges of corruption in relation to cases reported

The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004), provides a statutory 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 Anti-Corruption Strategy, court ready cases for corruption

against police officials in terms of the above Act must be monitored and evaluated. Information is obtained from the CAS.

Reporting responsibility

Strategic Management is responsible for gathering the relevant information on a quarterly/annual basis.

Detection rate for commercial crime-related charges

The detection rate is calculated in the same way as general investigations.

Percentage of court ready case dockets for commercial crime-related charges

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 charted accountant are required; and

- the enforcement of fifty-four Acts of Parliament including, inter alia, the Companies Act, 1973, the Close Corporation Act, 1984 and the Banks Act, 1990.

The indicator relates to the provision of a fully investigated case docket (investigation finalised), which can be utilised by the NPA for the prosecution of an offender/s on the charges linked to the docket. Fully investigated means that there is no outstanding information which requires further investigation by a detective, and that all evidence (e.g. statements, DNA, toxicology, fingerprints, etc.) has been obtained.

The indicator is expressed as a percentage of the total number of cases not finalized yet. Performance information relating to commercial crime is obtained from a manual system maintained at the Directorate for Priority Crime Investigations. The statistical information on the manual system is verified against electronic systems such as the CAS and the Business Intelligence System.

Percentage of registered organised crime project investigations (OCPI) successfully terminated

The indicator refers to-

- Organised Crime Threat Analysis (OCTA) projects, which suggest the possible existence of a criminal group or groups involved in crime or a variety of crimes (based on crime pattern analyses).

- The identification of the existence of a criminal group/groups.

- The registration of an OCPI project or projects for investigation. Organised crime follows the principle that a project investigation is only registered once the usual investigative methods have failed to address the organised criminal group and the threat it represents.

- The termination of a project entails the successful investigation of a project, resulting in the arrest of suspects.

The termination of organised crime-related projects must be expressed as a percentage of the total number of projects registered for investigation. Information must be obtained from the Organised Crime Threat Management System.

Reporting responsibility

The Directorate for Priority Crime Investigations is responsible for gathering the relevant information on commercial crime and organised crime-related issues on a quarterly/annual basis.

Percentage of previous conviction reports generated within 30 days

The indicator refers to crime-related fingerprints for previous convictions and the issuing of a previous conviction report. The indicator is calculated by taking the total number of previous conviction reports generated divided by the total amount of fingerprint forms received for the same period, expressed as a percentage. Information must be obtained from the Criminal Records System (CRIM).

Percentage of exhibits analysed by forensic analysts within 35 days

The target is measured from the date that the exhibit material was assigned to the analyst, which he/she must analyse, to the date the analyst completes the case and the result is available for court procedures by means of a report or affidavit. The indicator is calculated by taking the total amount of entries analysed by the analyst within 35 days and dividing it by the total amount of entries analysed by the analyst. Information must be obtained from the Forensic Science Laboratory Administration System.

Reporting responsibility

The Criminal Record and Forensic Science Services Division are responsible for gathering the information pertaining to the Criminal Record Centre and Forensic Science Services on a quarterly/annual basis.

5.4 Key Departmental Programme 4: Crime Intelligence

Number of cluster and ad hoc actionable intelligence operations on contact crime reductions

Cluster operations refer to police investigation and intelligence gathering techniques, which include the detection, investigation, uncovering and/or the prevention of criminal conduct. Ad hoc operations refer to police investigations, which do not form part of a registered, undercover or network operation, and which are normally initiated by other components within the SAPS. Information is obtained from a manual system maintained by the Division: Crime Intelligence.

Number of crime intelligence products relating to operational analysis reports and research and statistical reports

Operational analysis reports relate to:

● Profiles (a resume of information/intelligence gathered on a suspect to serve as an aid to the investigating officer to locate the suspect and identify him/her beyond reasonable doubt).

- Analysis reports (a factual report based on evaluated information/intelligence, which can be utilised to identify specific individuals, criminal groups, suspects or tendencies, relevant premises, contact points and methods of communication).

- Communication analysis reports (a report based on the result of the analysis of specific identified telephone/cellular phone numbers as provided by the various communication networks when subpoenaed to do so).

- Communication interception analysis reports (reports based on the result of the analysis of voice intercepted communications, intercepted text messages as well as internet service provider telecommunications).

Research and statistical reports relate to:

- Research reports (reports on findings of research done through social science methodology in an attempt to explain crime phenomena, e.g. docket analysis, interviews and Geographical Information System analysis).

- Statistical reports (descriptive reports based on crime statistics for a specific area and time period).

- Station and cluster intelligence reports (guidance reports compiled at cluster and station levels based on the spatial and time patterns of crime statistics, matrix case linkage analysis and fieldwork). These reports guide station commanders on the what, where, when, why, who and how of the incidence of crime.

Information is obtained from a manual system maintained by the Division: Crime Intelligence.

Reporting Responsibility

The Division: Crime Intelligence is responsible for gathering information relating to the above indicators on a quarterly/annual basis, and will be measured only at national level.

5.5 Key Departmental Programme 5: Protection and Security Services

Percentage of security breaches in relation to security provided (protection 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. Information is obtained from a manual system maintained by the Division: Protection and Security Services.

Percentage of security breaches in relation to security provided (static protection)

This indicator applies to 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. Information is obtained from a manual system maintained by the Division: Protection and Security Services.

Percentage of safe delivery of valuable cargo

This indicator applies to mobile security, regarding the protecting of valuable cargo. Information is obtained from a manual system maintained by the Division: Protection and Security Services.

Number of planned crime prevention and combating actions for enhancing the national security and territorial integrity by focusing on: illegal firearms; illegal goods and drugs; stolen/robbed vehicles; illegal migration; movement of wanted suspects in and out of the country

This indicator relates to any criminal activity, which has taken place at ports of entry (land ports, airports and sea ports). Information is obtained from the manual ports of entry database which is maintained by the Division: Protection and Security Services.

Rate of contact crime in the railway environment

This indicator relates to contact crimes committed within the railway environment. Information is obtained from the CAS by the Division: Protection and Security Services.

Degree 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 and security audits conducted; and

- evaluation of compliance to minimum physical security standards.

Information is obtained from a manual system maintained by the Division: Protection and Security Services.

Reporting Responsibility

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

Annexure A

The priority crimes include the following broad categories of crime: contact crime; contact-related crime; property-related and other serious crime; and crime dependent on police action for detection.

Contact crime (crimes against the person)

Contact crime (crimes against the person) refers to crimes involving physical contact, usually of a violent nature, between the victims and the perpetrator(s). This broad category covers the following:

- Murder

- Attempted murder

- Sexual offences (which inter alia include rape and attempted rape as well as indecent assault)

- Assault GBH

- Common assault

- Aggravated robbery

- Other robbery

The majority of these contact crimes (excluding robberies) are social or domestic in nature and occur in social environments (e.g. the privacy of residences) which are usually beyond the reach of conventional policing. Detailed docket, geographical and timeline analyses of the contact crimes confirm that social contact crime accounts for at least two-thirds of all contact crime cases. These are linked to specific social behavioural patterns, which among other things involve alcohol and other substance abuse. The crimes usually occur between people knowing each other, e.g. friends, acquaintances and family members (varying between **60%** in the case of attempted murders and **90%** as far as assault GBH is concerned).

From the above it is clear that when reference is made to socially-motivated (or social fabric-related) contact crime, this includes sexual offences, assault GBH and common assault, murder and attempted murder. Adding the figures for these crimes together provides 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, particularly in the case of attempted murders and murders, are social in nature. A large contribution to murders and attempted murders is made by aggravated robbery and intergroup conflict (e.g. gang fights, taxi-related violence and other forms of intergroup strife).

The second most important generator of other contact crimes is aggravated robbery (although robbery as such is already a contact crime, victims are sometimes killed and/or seriously injured during aggravated robberies). Firearms are used in more than **70,0%** of aggravated robberies. During 2008/2009 approximately **60%** (**59,5%**) of all aggravated robberies were street/public robberies mainly occurring in CBD areas and mega townships when people are robbed of their money or other valuables at gun or knifepoint.

The remaining **40,0%** of aggravated robberies include the following subcategories of robbery:

- Robberies at residential premises or house robbery (**15,2%**)

- Carjacking (**12,3%**)

- Robberies at business premises or business robbery (**11,5%**)

- Truck hijacking (**1,2%**)

- Cash-in-transit (CIT) robberies (**0,3%**)

- Bank robberies (**0,1%**)

The first three subcategories above (house robbery, carjacking and business robbery) are often referred to as the TRIO crimes. This refers to most of the cases under the six subcategories above (robbery at residential premises, carjacking, robbery at business premises, truck hijacking, CIT robbery and bank robbery). To measure the extent of violent organised crime, these six manifestations 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 the hijacking of trucks and cars), while some are committed by gangs which may not be organised criminal groups in the strict sense of the word (e.g. most house and business robberies). Still others are committed by one to three or four loosely associated or opportunistic individuals (e.g. most street robberies).

Highly organised crime meets the following criteria, among others:

- It involves several people who are linked to one another in a structure resembling a business enterprise and with a clear profit motive.

- Each of the above members performs specialized functions (there is e.g. a high degree of division of labour).

- Corruption/blackmail is used to gain the assistance of police members, 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 ascribe to any of them.

The category of crime known as sexual offences derives from the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007) implemented on 16 December 2007. From that date the offences previously known as rape and indecent assault (which included attempts in both cases) and which had always been indicated as separate crime categories in the crime statistics basically became a single crime category, namely sexual offences, with different subcategories (according to different sections of the law). The main reason why it has become impossible to distinguish between rape (including attempts) and indecent assault (including attempts) since 16 December 2007, is that rape in the past basically entailed the vaginal penetration of a female by the penis of a male, but now includes vaginal, oral and anal penetration of a victim with any object. This means that male rape is now also recognised as such, while many acts with a female or male which would previously have been described as indecent assaults are now also classified as rape. Another complication is that certain sexual acts or offences that had never been classified as either rape or indecent assault have now been added to the list. Examples of these are the following:

- Section 8 (CAS subcode 23706): Compelling or causing persons 18 years or older to witness sexual offences, sexual acts or self-masturbation.

- Section 9 (CAS subcode 23707): Exposure or display of or causing exposure or display of genital organs, anus or female breasts to persons 18 years and older ("flashing").

- Section 11 (CAS subcode 23709): Engaging the sexual services of persons 18 years and older.

- Section 12 (CAS subcode 23710): Incest.

- Section 13 (CAS subcode 23711): Bestiality.

- Section 14 (CAS subcode 23712): Sexual acts with a corpse.

- Section 17 (1), (2) and (3) (CAS subcode 23725):

- **17 (1):** Trafficking in persons for sexual purposes.

- **17 (2):** Involvement in trafficking in persons for sexual purposes.

- **17 (3):** Transportation by commercial carrier of a person for sexual purposes into or out of the Republic without travel documents required for lawful entry into or departure from the country.

Contact-related crime

Contact-related crime covers arson and malicious damage to property. These crimes are closely associated with all kinds of assault and intergroup (or even intragroup) violent conflict, e.g. taxi-related violence and intergroup 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 different police stations serving the areas in which the separate customers involved reside.

Crime dependent on police action for detection

Crime dependent on police action for detection include the following categories:

- Illegal possession of firearms.

- Drug-related crime.

- Driving under the influence of alcohol and/or drugs.

These crimes are usually not reported to the police by members of the public. They are detected primarily as a result of intelligence-led 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 inter alia result from a change in strategy among gun and drugrunners, e.g. to avoid roadblocks; an actual decrease in these phenomena; or the impact of initiatives such as the Arrive Alive campaign.

Property-related and other serious crime

Property-related and other serious crimes include the following:

- Housebreaking at residential premises;

- housebreaking at non-residential premises;

- 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.

More and less policeable crime

All of the above prioritized serious crimes are not equally influenced and cannot be reduced to the same extent by conventional policing as practiced by the SAPS. That is why the **7 – 10%** contact crime reduction target determined by Government during 2004/2005 for implementation over the ten-year period from 2004/2005 to 2013/2014 was never intended to be solely an SAPS or even overall policing reduction target (e.g. also including the Metro police).

The **7 – 10%** contact crime reduction target decision stated that each category of contact crime should be reduced by **7 – 10%** per annum over the ten-year period from 2004/2005 to 2013/2014. The intention was that this RSA target towards normalization of crime should be a South African effort involving the Criminal Justice System (including the SAPS); all other relevant Government Departments (e.g. Social Development, Housing - now known as Human Settlements, Education, etc); NGOs; and the citizens themselves.

The 2008/2009 Annual Report of the SAPS did not in general reflect a particularly negative crime picture, but unfortunately indicated significant and extremely worrying increases in the incidence of the TRIO crimes. Towards the end of 2009, particularly since the release of the latter report, considerable debate arose as to whether the **7 – 10%** reduction target was realistic. This document is not intended to add to this debate, but simply to state that actually the RSA (as a country) can take comfort from the fact that significant progress was made in the reduction of contact crime since 2004/2005.

Contact crime on the whole was reduced by **-7,1%** annually during the first four years of the ten-year reduction period, meaning that the overall target was achieved. In 2008/2009 (the fifth year of targeted reduction) only a **-4,1%** reduction was achieved.

In the case of attempted murder, common robbery and common assault, average decreases of **-8,4%**; **-8,2%** and **-6,9%** were achieved during the first five years of the ten-year period, while assault GBH decreased by **-5,0%** per annum. Murder, aggravated robbery and sexual offences also decreased during

the first five years of the targeted reduction, albeit by smaller margins. Aggravated robbery decreased by **-2,7%** per annum, while murder and rape decreased by **-2,5%** and **-2,3%** per annum respectively over the first five years.

This means that by the middle of the **7 – 10%** ten-year reduction period three trends, namely aggravated robbery, murder and sexual offences, emerged as the categories presenting the greatest challenges to the reduction effort. An analysis of these three trends indicates the following:

The struggle to reduce sexual offences was mainly due to changes in the legislation relating to these offences which caused rape to become a much broader category of crime and added a range of other sexual offences mainly generated by police action to the previously existing categories of rape and indecent assault. This led to an increase in sexual offences which brought the average reduction down to **-2,3%** per annum.

If aggravated robbery is disaggregated into its subcategories, street/public robbery (60,0% of the total) decreased by an average of **-6,3%** per annum between 2004/2005 and 2008/2009. At the same time, the TRIO crimes (almost **40%** of all aggravated robbery) increased as follows per annum:

Crime	Average increase per annum 2004/2005 – 2008/2009
House robbery	19,4%
Business robbery	55,7%
Carjacking	1,6%
TOTAL TRIO	**15,3%**

It seems as if the SAPS, together with its Metro partners and private security providers, achieved reduction of aggravated robbery in the streets and public spaces of the CBDs, townships and suburbs. However, this apparently pushed the robbers into the more private spaces of residential and business areas, which then led to an escalation of the TRIO crimes - particularly house and business robbery.

Although only a very small proportion of victims of the TRIO crimes are fatally wounded, that proportion is growing and this exerts upward pressure on murder trends. The effect is that murders were only reduced by **-12,6%** overall during the first five years of the reduction period (that is an average reduction of **-2,5%** per annum).

The essence of the crime problem in South Africa today (2009/2010) is therefore to stop or stabilize any further increases in TRIO crimes, then to systematically reduce all aggravated robberies while at the same time trying everything possible to prevent aggravated robberies from becoming more violent. During all of this the management of perceptions and fears is of paramount importance. The reason is that, although the TRIO crimes account for only **6,9%** of all contact crime and **2,3%** of all serious priority crime, they may have an extremely detrimental impact on investment (from both international and local sources) in the country, tourism to South Africa and the entrepreneurial capacity of the Republic, which then again negatively affects South Africa's capacity to address the socio-economic conditions which underline the root causes of crime in general.

During the first years of the present decade (2000 – 2003) the concept of more and less policeable crimes was applied successfully to focus police planning and evaluation. Since ±2004 the concept was not applied, because (a) only contact crimes were prioritised and (b) a fear in management circles that crime categories considered as less policeable will eventually not receive police attention – particularly in view of the fact that most of the contact crimes are indeed less policeable crimes.

Social scientists agree that a whole range of generators and conducive factors or conditions are associated with each category of crime. Basically, these generators and conducive conditions can be grouped into (a)

the root or structural causes of crime; (b) the immediate situational factors or environment in which crimes occur; and (c) the perpetrator(s).

All crimes are in some way or another related to socio-economic factors such as unemployment, poverty and inequality, a lack of skills or education, etc. These societal factors usually develop over a prolonged period (sometimes even decades) and cannot be changed overnight. In some instances it may also take years and decades to eliminate or minimize such factors.

The immediate situational factors or environment in which crime occurs may include, amongst many other factors or conditions, a physical and social environment which makes it easier and less risky to commit a crime. If, for example, a shebeen or tavern is frequented by workers paid weekly wages on Fridays and the route from that shebeen to the area where these workers live leads through a dark piece of veld, it is actually very easy to pounce on these workers – some of them probably also being intoxicated - along that route and rob them.

An often mentioned factor which makes it easy to commit crime is the absence of policing and/or other forms of security. It is an internationally accepted fact that police visibility at the crime flashpoints during the peak times of occurrence can prevent and/or displace crime – but that such displacement will not last forever.

Policing of crime – crime combating in the broadest sense - include (a) efforts aimed at addressing the root causes or generators of crime (e.g. unemployment); (b) trying to eliminate any conducive situational factors; and (c) successfully prosecuting perpetrators of crimes that had already occurred. The latter serves the dual purpose of preventing a perpetrator from committing further crime and conveying a message to potential perpetrators that they may also be arrested and punished (deterrence).

Conventional policing usually only consists of (a) crime prevention by focusing on flashpoints of crime and peak times of occurrence in an attempt to make it difficult and highly risky for perpetrators to commit crime by means of creating police visibility and (b) detection of crime and prosecution of offenders where crimes had already been committed. Crime intelligence or information is used in both these endeavours. Information pertaining to flashpoints and peak times of occurrence (crime patterns) is used to plan prevention efforts (e.g. patrols, roadblocks, cordon–and-search operations, stop–and-search actions, etc) and identity-type intelligence (e.g. profiles, networks, etc) to support detection and eventually prosecution by turning intelligence into court-directed evidence through investigation. Sometimes classical or conventional policing relying heavily on crime intelligence or information is called intelligence-led policing.

The latest development, called problem-orientated policing, has a wider scope. Its essential characteristic is that, whereas intelligence-led policing is driven by and focused on the situational (environmental) factors and the arrest and prosecution of perpetrators, problem-orientated policing focuses on a specific crime problem in a holistic manner. The problem should be understood in all its detail and complexity. It then needs to be addressed not only by the police focusing on where and when it occurs (situational factors), but by confronting the root causes (generators) and conducive factors, the situation and the perpetrators. The root causes should not be addressed by the police, but by all relevant government departments, NGOs and the population at large. However, it should be emphasized that the latter should not occur in isolation from the police, because the police are generally much more aware of and informed about crime than the other stakeholders who need to address the root causes. The extent of cooperation and sharing of crime information between the police and the stakeholders addressing the root causes of crime will also depend on the following:

- The provider or keeper of the crime information (e.g. crime statistics)

- The analyst or researcher processing the above information.

- The extent of the research on and analysis of crime and at what levels of jurisdiction these occur.

A national police service could be keeper and generator of crime statistics and other information. If the service also researches crime at a national or even provincial level and also has a capacity to analyse the "where", "what", "how", "when", "why" and "who" aspects of crime at local and cluster level (e.g. by means of the former CIACs, now known as the CIOs at station and CIMOs at cluster level in South Africa), it is purely logical that all the other relevant government departments, NGOs, etc wishing to address the root causes of crime should have access to the crime statistics and research findings of the Police in order to properly confront the problem. It is actually also incumbent on the local station and cluster commanders to share particularly the "where", "when" and "why" aspects of crime information with local authorities and NGOs to allow them to address those factors they should attend to.

The police should, for example, not only patrol and search an open piece of veld for stolen property possibly hidden there by vagrants, but the metropolitan council has to fence in that piece of veld in such a way that vagrants cannot squat and hide stolen property there. Problem-orientated policing thus does not mean that police officers should become preachers, priests, teachers, town planners and/or welfare officers, but that if they have information relevant to crime prevention at whatever level, this should be shared with the relevant authority, department and/or NGO capable of or responsible for doing something about it.

The policeability of crime

If the police with their conventional prevention and detection approach can have a significant impact on a crime category on their own without sharing information or the cooperation of other entities, such as category of crime is called a "more policeable" crime. If the root causes and/or the situational factors need to be addressed by relevant departments, NGOs, etc on the basis of information supplied to them by the police (or another source) because conventional policing as such does not have much of an impact, the crime category or subcategory involved is called a "less policeable" crime.

Less policeable crime

On the basis of the logical deductions above and research done over the past ten to fifteen years, the majority of the crime categories below are considered as less policeable crimes.

Social Contact Crime

- Assault GBH

- Common assault

- Sexual offences

- Murder (the social subcategories)

- Attempted murder (the social subcategories)

It should be emphasized that the concept less policeable is used, not unpoliceable. The police should still focus their prevention efforts on flashpoints and peak times of occurrence associated with these crimes (e.g. specific shebeens where fights regularly occur, particularly on Friday and Saturday evenings, should be frequently visited and by-laws should be strictly applied). However, the police at a local level should try everything possible to convince their government and NGO partners to do what they could to prevent these crimes and at a national level to convince Government that the root causes should be eradicated in the long run to achieve a lasting reduction in crime. Such efforts have to be based on crime information and the

analysis of such information.

The police should also do more to reduce the withdrawal rate associated with cases of these crimes and to successfully prosecute the perpetrators in order to warn possible future perpetrators about the consequences of their deeds.

Property-related and other serious crime

- Shoplifting

- Commercial crime

- Theft: other

Most of the above crimes do not occur in spaces patrolled or regularly policed by the police. Some of these cases also occur in a hidden fashion. Many are identified and even investigated up to a point by the victims before being reported to the police. In such cases the police cannot achieve much through conventional prevention, but it remains important that the police investigate such cases properly and obtain a high detection and finalization rate of cases in the interests of future deterrence.

More policeable crime

Aggravated robbery (which includes street/public robbery; carjacking; house robbery; business robbery; truck hijacking; CIT robbery and bank robbery)

- Common robbery

- Housebreaking (residential and business)

- Theft of motor vehicle

- Theft out of from or motor vehicle

- Stock-theft

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