

Annual
Performance
Plan 2009/2010

South African
Police Service





**The Annual Performance Plan
of the South African Police Service 2009/2010**
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Design and layout:
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SAPS Corporate Image*

SAPS Website:
www.saps.gov.za

RP Number:
23/2009

ISBN Number:
978-0-621-38473-4

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 anything that may threaten the safety or security of any community;
- investigate any crimes that threaten the safety and security of any community; and
- ensure criminals 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;
- use our resources in the best way possible;
- develop the skills of all members through equal opportunity; and
- cooperate with the community, all levels of Government and other 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 the 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.

Contents

1.	Introduction	1
2.	Departmental programmes	2
3.	Strategic direction	5
4.	Implementation of strategic direction	7
5.	Strategic priorities for 2009/2010	8
6.	Implementation strategies	19
7.	Implementation guidelines	22
7.1	Terminology used in the Annual Performance Plan for 2009/2010	22
7.2	Description of terms	23
7.3	Explanation and application of service delivery indicators	24
7.3.1	Programme 1: Administration	24
7.3.2	Programme 2: Visible Policing	26
7.3.3	Programme 3: Detective Services	34
7.3.4	Programme 4: Crime Intelligence	42
7.3.5	Programme 5: Protection and Security Services	43

1. Introduction

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 2009/2010 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 2005 to 2010. The purpose of the SAPS Strategic Plan 2005 to 2010 is to direct strategic and operational planning within the SAPS for a five-year period, while the Annual Performance Plan, extrapolated from the Strategic Plan 2005 to 2010, 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 2009/2010 therefore extends the policing priorities and objectives within the strategic direction provided by the Strategic Plan 2005 to 2010. This is also in line with Treasury Regulations 2005, subparagraph 5.2.2 (d) which stipulates that the Performance Plan must include measurable objectives, expected outcomes, programme outputs, service delivery indicators and targets in respect of the Department's programmes.

To ensure effective management, including planning, budgeting and implementation, performance information will be monitored through quarterly reports in accordance with Treasury Regulation 5.3 of 2005 and section 27 (4) of the Public Finance Management Act.



2. Departmental programmes

The objects of policing in terms of the Constitution of the Republic of South African, 1996 (Act No. 108 of 1996) are to –

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

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

2.1 Programme 1: Administration

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

The Administration programme regulates the overall management of the Department and provides centralised support services such as 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

2.2 Programme 2: Visible Policing

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

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

The Visible Policing programme comprises 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.

2.3 Programme 3: Detective Services

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

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

The Detective Services programme comprises three sub-programmes:

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

2.4 Programme 4: Crime Intelligence

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

Objective: Contribute to the 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.

2.5 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 six sub-programmes:

- VIP Protection Services provides for the protection while in transit of the President, Deputy President, former Presidents, and their spouses, and other identified VIPs.
- Static and Mobile Security provides for the protection of 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 and Exit 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.



3. Strategic Direction

3.1 SAPS Strategic Plan for 2005 to 2010

The key policy documents governing policing are section 205 of the Constitution, the South African Police Service Act, 1995 (Act No. 68 of 1995), and the White Paper for Safety and Security, 1998 which advocates a dual approach to safety and security, namely a reactive and a proactive approach. The National Crime Prevention Strategy was adopted in 1996 to implement crime prevention initiatives. The National Crime Combating Strategy was adopted in 2000 to stabilise and normalise crime over a ten-year period. These documents were taken into consideration in the development of the SAPS's Strategic Plan for 2005 to 2010.

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

- Combating organised crime, focusing on drug and firearm trafficking, vehicle theft and hijacking, commercial crime, and corruption.
- Combating serious and violent crimes by adopting strategies aimed at -
 - countering the proliferation of firearms,
 - improving safety and security in high-crime areas,
 - combating crimes such as taxi and gang violence and faction fighting, and
 - maintaining security at major public events, among other venues.
- Combating crimes against women and children focusing on rape, domestic violence, assault and child abuse.
- Improving basic service delivery by the SAPS.

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

3.2 Justice, Crime Prevention and Security Cluster (JCPS)

Government departments have been clustered into groups comprising departments with similar sectoral challenges, in order to promote integrated governance. The Department for Safety and Security is an integral part of the Justice, Crime Prevention and Security (JCPS) Cluster, which coordinates interdepartmental crime prevention and security initiatives across the integrated justice system. The broad JCPS Cluster priorities in relation to the SAPS are:

- Crime Prevention and Public Safety
- Organised crime
- Improving the effectiveness of the Integrated Justice System
- Upholding national security

- Matters outstanding from the Truth and Reconciliation Commission (TRC)
- Big events, which includes safety and security measures for the 2009 Confederations Cup, the 2009 general elections and the 2010 FIFA World Cup

JCPS priorities are revised annually by the sub-structures of the JCPS Cluster, namely the Joint Operational and Intelligence Structure (JOINTS), the IJS Development Committee and the Border Control Coordinating Committee (BCOCC), based on the January Lekgotla and the President's State of the Nation Address. Proposals/changes to the priorities are submitted to the Policy and Advisory Services Unit (PCAS) at the Presidency which is responsible for drawing up the Government Programme of Action (PoA). The PoA priorities in relation to the SAPS are as follows:

- Crime prevention and public safety, which includes the implementation of crime reduction programmes, partnerships with organs of civil society communities, integrated law enforcement operations and special crime-combating and security initiatives
- Combating organised crime, which includes proposals on restructuring the state entities responsible for combating organised crime and introducing interventions against organised crime and corruption
- Improving the effectiveness of the Criminal Justice System, including JCPS transformation and modernisation projects, IJS programmes, the improvement of the functioning of courts and the management of awaiting-trial detainees
- Upholding national security, which includes border control and security
- Matters outstanding from the TRC
- Big events

In 2007, the PoA priorities were reviewed, which led to the identification of the Apex (top) priorities to ensure the fast-tracked implementation of PoA priorities. The following APEX priorities form part of the JCPS priorities, as well as the PoA priorities:

- Building partnerships against crime, including communication
- Implementing special crime-combating and security initiatives
- Implementing the results of the criminal justice system review

3.3 Estimates of National Expenditure (ENE)

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. Information on performance (service delivery indicators), as contained in the 2009 Estimates of National Expenditure (ENE), includes the most relevant indicators for measuring the Department's performance and hence its spending patterns.

The JCPS priorities, inclusive of those priorities that emanate from the Government's Programme of Action, the Apex priorities and performance indicators in the ENE, are addressed by the priorities and objectives reflected in the Annual Performance Plan for 2009/2010 paragraph 5 (Strategic Priorities).

4. Implementation of Strategic Direction

The strategic priorities, together with outputs, service delivery indicators and targets are arranged within the financial programme structure as depicted in paragraph 5, and together constitute the Annual Performance Plan for 2009/2010. It is important to note that the strategic priorities cut across the financial programme structure and, therefore, each priority impacts on the functions to be performed within each of the respective financial programmes.

All divisions, provinces and stations are required to compile performance plans (operational plans) which are aligned to and support the strategic priorities of the SAPS. These performance plans also serve as performance agreements or Performance Enhancement Process (PEP) plans for relevant personnel. Generic provincial and station performance plans have been developed and serve as a guide in compiling performance plans for individual Provincial- and Station Commissioners.

The generic performance plans contain minimum standards for measuring the implementation of the strategic priorities. The generic performance plans focus largely on collective outputs required of personnel at station and provincial level. These collective outputs generally equate to organisational performance. Provincial- and Station Commissioners are accountable for the achievement of collective outputs. In support of the generic performance plans, action/business/project plans must also be compiled which contain the planning detail required to address the implementation of strategic priorities.

Although generic performance plans are not provided for Divisional Commissioners, their performance plans are also aligned to the strategic priorities of the organisation. The Divisional Commissioners are therefore also accountable for the collective outputs of personnel within the division which in turn links organisational performance to that of individual performance.

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

The strategic priorities of the SAPS for 2009/2010 are set out in the tables below.

5. Strategic priorities for 2009/2010

Key Departmental Programme 1: Administration

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

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Minister Deputy Minister Management	Maintaining a minimum level of personnel in relation to the approved establishment.	Maintained a minimum number of employees to provide a policing service.	Percentage of personnel in terms of the approved establishment.	Maintain a minimum workforce of 95% in terms of the approved establishment.
Corporate Services Property Management	Developing Human Resources.	Provision of needs-based training.	Percentage of training provided in terms of the Training Provisioning Plan (TPP).	80% of training provided for in the TPP.
	Optimising the balance between personnel and operational expenditure.	Return on investment.	Compensation expenditure versus operational expenditure.	Maintain expenditure ratio of not more than 73/27% for compensation/operational expenditure.
	Optimising the management of physical resources.	Management of Supply Chain.	Implementation of capital investment, asset management and maintenance plan.	80% of the planned for assets procured and distributed. Planned capital investments and maintenance projects will be benchmarked over the next two financial years.

Key Departmental Programme 2: Visible Policing

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

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

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Crime Prevention	<p>To provide a proactive and reactive policing service relating to:</p> <p>Contact crime</p> <ul style="list-style-type: none"> • Murder and attempted murder • Sexual offences (rape, attempted rape and indecent assault) • Assault GBH • Common Assault • Aggravated robbery <ul style="list-style-type: none"> ➢ Carjacking ➢ Truck-jacking ➢ Robbery at residential premises ➢ Robbery at business premises ➢ Bank robbery ➢ Cash-in-transit robbery • Other robbery <p>Contact-related crimes</p> <ul style="list-style-type: none"> • Arson • Malicious damage to property <p>Property-related and other serious crime</p> <ul style="list-style-type: none"> • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of/from motor vehicles • Commercial crime • Shoplifting • Other theft. • Stock theft. <p>Crimes dependent on police action for detection</p> <ul style="list-style-type: none"> • Illegal possession of firearms. • Drug-related crime. • Driving under the influence of alcohol and drugs. 	Visible crime deterrence.	Number and type of partnerships to prevent contact- and property-related crimes.	Initiatives established at the 169 high-contact crime stations and other priority stations.
			Police actions conducted to prevent contact- and property-related crimes and crimes dependent on police action for detection.	<p>Actions undertaken at the 169 high-contact crime stations and other priority stations.</p> <p>Recovery of 85% stolen/lost firearms in 2009/2010.</p> <p>Recovery of 46% stolen/robbed vehicles in 2009/2010.</p> <p>Increase the recovery of cannabis relative to the baseline figure of 200 000 kg in 2009/2010.</p>
			Rate of reduction of contact crimes.	Contact crimes reduced by 7% in 2009/2010.
			Number of escapes from police custody.	Decrease the number of incidents of escapes from police custody relative to the baseline figure of 700 incidents in 2009/2010.

Key Departmental Programme 2: Visible Policing continues...

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Borderline Security	<p>To secure borderlines by focusing on arrest and seizures in respect of:</p> <ul style="list-style-type: none"> • Criminal organisations involved in crimes relating to drugs, firearms, vehicles, human trafficking, human organ trafficking, prostitution, endangered species, precious metal and stones and non-ferrous metals. • Corruption. • Stock Theft • Marine life resources. • Illegal firearms, illegal drugs, stolen vehicles and illegal goods. • Illegal smuggling and trafficking in humans. • Prevention and combating of transnational crimes 	Deterrence of illegal activities at borderlines.	Extent of cross-border crime at South Africa's land, sea and air borderlines.	<p>Increase the recovery of stolen vehicles relative to the baseline figure of 208 in 2009/2010.</p> <p>Increase the recovery of illegal firearms relative to the baseline figure of 120 in 2009/2010.</p> <p>Increase the recovery of cannabis relative to the baseline figure of 65 000 kg in 2009/2010.</p> <p>Increase the number of arrests for illegal firearms, stolen vehicles, illegal drugs, illegal goods, human smuggling and trafficking, undocumented persons and illegal cross-border movement relative to the baseline figure of 25 000 arrests in 2009/2010.</p>
Specialised Interventions	<p>To provide a rapid response capability for intervening in extreme situations where normal policing is ineffective, including the following-</p> <ul style="list-style-type: none"> • Combating public violence • Stabilising incidents involving serious and violent crime • Public gatherings • Rendering specialised support (including the National Intervention Units, Air Wing and the Special Task Force) 	Neutralise dangerous and potentially dangerous situations.	Number of interventions in medium-risk operations.	Maintain the number of arrests for crowd-related incidents including strikes, marches and public gatherings relative to the baseline figure of 4000 arrests in 2009/2010.
			Number of interventions in medium to high-risk and high-risk operations.	Maintain the number of medium to high-risk and high-risk operations relative to the baseline figure of 130 operations in 2009/2010.

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.

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

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Crime Investigations	<p>To investigate, gather and analyse evidence relating to:</p> <p>Contact crime</p> <ul style="list-style-type: none"> • Murder and attempted murder • Sexual offences (rape, attempted rape and indecent assault) • Assault GBH • Common assault • Aggravated robbery <ul style="list-style-type: none"> ➢ Carjacking ➢ Truck-jacking ➢ Robbery at residential premises ➢ Robbery at business premises ➢ Bank robbery ➢ Cash-in-transit robbery • Other robbery <p>Contact-related crimes</p> <ul style="list-style-type: none"> • Arson • Malicious damage to property <p>Property-related and other serious crime</p> <ul style="list-style-type: none"> • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of/from motor vehicles • Commercial crime • Shoplifting • Other theft • Stock theft <p>Crimes dependent on police action for detection</p> <ul style="list-style-type: none"> • Illegal possession of firearms • Drug-related crime • Driving under the influence of alcohol and drugs 	Crimes investigated.	Percentage of charges (cases) to court for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection and other serious crime.	33% for 2009/2010.
			Detection rate for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection and other serious crime.	43% for 2009/2010.
			Conviction rate for contact crimes, contact-related crimes, property-related crime, crimes dependent on police action for detection and other serious crime.	15% for 2009/2010.

Key Departmental Programme 3: Detective Services continues...

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Crime Investigations	<p>To investigate, gather and analyse evidence relating to:</p> <p>Contact crime</p> <ul style="list-style-type: none"> • Murder and attempted murder. • Sexual offences (rape, attempted rape and indecent assault) • Assault GBH • Common assault • Aggravated robbery <ul style="list-style-type: none"> ➢ Carjacking ➢ Truck-jacking ➢ Robbery at residential premises ➢ Robbery at business premises ➢ Bank robbery ➢ Cash-in-transit robbery • Other robbery <p>Contact-related crimes</p> <ul style="list-style-type: none"> • Arson • Malicious damage to property <p>Property-related and other serious crime</p> <ul style="list-style-type: none"> • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of/from motor vehicles • Commercial crime • Shoplifting • Other theft • Stock theft <p>Crimes dependent on police action for detection</p> <ul style="list-style-type: none"> • Illegal possession of firearms • Drug-related crime • Driving under the influence of alcohol and drugs 	Crimes investigated.	Percentage of commercial crime charges in respect of:	
			Charges (cases) to court	25% for 2009/2010.
			Detection rate	37% for 2009/2010.
			Conviction rate	35% for 2009/2010.
			Percentage of organised crime-related cases referred to court (% Organised Crime Project Investigations (OCPI) successfully terminated).	25% for 2009/2010.
			Conviction rate	11% for 2009/2010.
			Percentage charges (cases) to court for crimes against women (18 years and above) (Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault).	40% for 2009/2010.
			Detection rate for crimes against women (18 years and above) (Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault).	42% for 2009/2010.

Key Departmental Programme 3: Detective Services continues...

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Crime Investigations	<p>To investigate, gather and analyse evidence relating to:</p> <p>Contact crime</p> <ul style="list-style-type: none"> • Murder and attempted murder • Sexual offences (rape, attempted rape and indecent assault) • Assault GBH • Common assault • Aggravated robbery <ul style="list-style-type: none"> ➢ Carjacking ➢ Truck-jacking ➢ Robbery at residential premises ➢ Robbery at business premises ➢ Bank robbery ➢ Cash-in-transit robbery • Other robbery <p>Contact-related crimes</p> <ul style="list-style-type: none"> • Arson • Malicious damage to property <p>Property-related and other serious crime</p> <ul style="list-style-type: none"> • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of/from motor vehicles • Commercial crime • Shoplifting • Other theft • Stock theft <p>Crimes dependent on police action for detection</p> <ul style="list-style-type: none"> • Illegal possession of firearms • Drug-related crime • Driving under the influence of alcohol and drugs 	Crimes investigated.	Percentage charges (cases) to court for crimes against children (under 18 years) (Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault).	30% for 2009/2010.
			Detection rate for crimes against children (under 18 years) (Murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault).	40% for 2009/2010.
			Conviction rate regarding charges (cases) of corruption against police officials in relation to cases reported.	To be benchmarked in 2009/2010.

Key Departmental Programme 3: Detective Services continues...

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Criminal Record Centre	<p>To provide fingerprint evidence relating to contact crime, property-related crimes, crimes dependent on police action for detection and commercial crime in respect of:</p> <ul style="list-style-type: none"> • Crime scene management • Evidence management • Presentation of evidence in court • Providing information on crime history 	Fingerprint identification.	Percentage of offenders' previous conviction reports generated within 30 days.	85% generated within 30 days in 2009/2010.
Forensic Science Laboratory	<p>To provide forensic evidence relating to contact crime, property-related crime, crimes dependent on police action for detection and commercial crime in respect of:</p> <ul style="list-style-type: none"> • Crime scene management • Evidence management • Explosive response, evidence presentation in court 	Forensic evidence.	Percentage of exhibits analysed within 35 days.	92% analysed within 35 days in 2009/2010.



Key Departmental Programme 4: Crime Intelligence

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

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

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Crime Intelligence operations	<p>To conduct crime intelligence operations/ investigations relating to:</p> <p>Contact crime</p> <ul style="list-style-type: none"> • Murder and attempted murder • Sexual offences (rape, attempted rape and indecent assault) • Assault GBH • Common assault • Aggravated robbery <ul style="list-style-type: none"> ➢ Carjacking ➢ Truck-jacking ➢ Robbery at residential premises ➢ Robbery at business premises ➢ Bank robbery ➢ Cash-in-transit robbery • Other robbery. <p>Contact-related crimes</p> <ul style="list-style-type: none"> • Arson • Malicious damage to property <p>Property-related and other serious crime</p> <ul style="list-style-type: none"> • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of/from motor vehicles • Commercial crime • Shoplifting • Other theft • Stock theft <p>Crimes dependent on police action for detection</p> <ul style="list-style-type: none"> • Illegal possession of firearms • Drug-related crime • Driving under the influence of alcohol and drugs 	Infiltration/ penetration and collection on identified threats.	Number of operations/ investigations conducted.	Maintain/increase the number of operations/ investigations conducted relative to the baseline figure of 19 000 operations/ investigations in 2009/2010.

Key Departmental Programme 4: Crime Intelligence continues...

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Intelligence and information management	<p>To gather, collate and analyse intelligence products relating to:</p> <p>Contact crime</p> <ul style="list-style-type: none"> • Murder and attempted murder • Sexual offences (rape, attempted rape and indecent assault) • Assault GBH • Common assault • Aggravated robbery <ul style="list-style-type: none"> ➢ Carjacking ➢ Truck-jacking ➢ Robbery at residential premises ➢ Robbery at business premises ➢ Bank robbery ➢ Cash-in-transit robbery • Other robbery <p>Contact-related crimes</p> <ul style="list-style-type: none"> • Arson • Malicious damage to property <p>Property-related and other serious crime</p> <ul style="list-style-type: none"> • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of/from motor vehicles • Commercial crime • Shoplifting • Other theft • Stock theft <p>Crimes dependent on police action for detection</p> <ul style="list-style-type: none"> • Illegal possession of firearms • Drug-related crime • Driving under the influence of alcohol and drugs 	Crime intelligence products.	Number of crime intelligence products.	Maintain/increase crime intelligence products relative to the baseline figure of 85 000 products in 2009/2010.

Key Departmental Programme 5: Protection and Security Services

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

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

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
VIP Protection Services	The protection of the President, 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.	98-99% protection provided without security breaches in 2009/2010.
Static and Mobile	The protection of VIPs and their property, as well as valuable cargo.	Static protection of all identified VIPs and their property, including persons related to the President and Deputy President.	Percentage of security breaches in relation to security provided.	98-99% protection provided without security breaches in 2009/2010.
		Protection of valuable cargo.	Safe delivery rate of valuable cargo.	98-99% safe delivery in 2009/2010.
Ports of Entry Security	<p>To police and secure ports of entry and exit by focusing on arrest and seizures in respect of:</p> <ul style="list-style-type: none"> • Criminal organisations involved in crimes relating to drugs, firearms, vehicles, human trafficking, human organ trafficking, prostitution, endangered species, precious metal and stones and non-ferrous metals • Corruption • Stock theft • Marine life resources • Illegal firearms, illegal drugs, stolen vehicles and illegal goods • Illegal smuggling and trafficking in humans • Prevention and combating of transnational crimes 	Security and policing at ports of entry and exit.	The extent of crimes at Ports of Entry and Exit.	<p>Increase the recovery of stolen vehicles relative to the baseline figure of 500 in 2009/2010.</p> <p>Increase the recovery of illegal firearms relative to the baseline figure of 400 in 2009/2010.</p> <p>Increase the recovery of cannabis relative to the baseline figure of 80 000kg in 2009/2010.</p> <p>Increase the number of arrests for illegal firearms, stolen vehicles, illegal drugs, illegal goods, human smuggling and trafficking and undocumented persons relative to the baseline figure of 40 000 arrests in 2009/2010.</p>

Key Departmental Programme 5: Protection and Security Services continues...

Sub-programme	Priorities	Output	Service Delivery Indicator	Target
Railway Police	<p>To prevent and combat crime in the railway environment by focusing on arrest and seizures relating to:</p> <p>Contact crime</p> <ul style="list-style-type: none"> • Murder and attempted murder • Sexual offences (rape, attempted rape and indecent assault) • Assault GBH • Common assault • Aggravated robbery <ul style="list-style-type: none"> ➢ Carjacking ➢ Truck-jacking ➢ Robbery at residential premises ➢ Robbery at business premises ➢ Bank robbery ➢ Cash-in-transit robbery • Other robbery <p>Contact-related crimes</p> <ul style="list-style-type: none"> • Arson • Malicious damage to property <p>Property-related and other serious crime</p> <ul style="list-style-type: none"> • Housebreaking (residential and non-residential) • Theft of motor vehicles • Theft out of/from motor vehicles • Commercial crime • Shoplifting • Other theft • Stock theft <p>Crimes dependent on police action for detection</p> <ul style="list-style-type: none"> • Illegal possession of firearms • Drug-related crime • Driving under the influence of alcohol and drugs 	Crime prevention and combating in the rail environment.	<p>Priority crime rate in the railway environment.</p> <p>Number of arrests in the railway environment.</p>	<p>Contact crimes reduced by 7% in 2009/2010.</p> <p>Increase the number of priority crime arrests in the railway environment relative to the baseline figure of 2500 arrests in 2009/2010.</p>
Government Security Regulator	Regulating physical security in the government sector and strategic installations	Institutionalised security of National Key Points and strategic installations.	Degree of compliance with institutional framework (see explanation in paragraph 7.3.5 (f)).	<p>50% from a total of 265 identified strategic installations appraised by 31 March 2010.</p> <p>All national key points (156) evaluated in 2009/2010.</p>

6. Implementation strategies

The purpose of the various implementation strategies developed by the SAPS is to focus on implementation in respect of specific organisational priorities. The SAPS has developed the following implementation strategies: the Service Delivery Improvement Programme, the Risk Management Strategy, the Corruption and Fraud Prevention Plan, the Information Technology Strategy and the Prevention of Attacks on and Murders of Police Officials Strategy.

Despite the fact that the implementation strategies which the SAPS have developed are to expressly facilitate focused implementation, this implementation has been slow to materialise at most organisational levels within the SAPS. The office of the Auditor General is concentrating increasingly on effective implementation of stated organisational priorities and objectives and has, during 2008/2009 conducted audits on a number of the strategies. These audits have confirmed the inconsistent implementation of the strategies. The implementation strategies described clearly what steps should be taken by who within the SAPS in addressing the particular priority issue. The divisions and provinces are therefore required to place considerable emphasis on implementing the strategies effectively at their level and, in the case of the provincial offices, ensuring effective implementation at station level.

6.1 The Service Delivery Improvement Programme (SDIP)

The Service Delivery Improvement Programme (SDIP) of the SAPS requires that divisional, provincial and station commissioners develop and implement Batho Pele Action plans and service delivery charters in support of the implementation of the Batho Pele principles.

6.2 The SAPS Risk Management Strategy

The SAPS has to develop and implement an effective system of risk management in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999) and the Treasury Regulations, 2005.

The SAPS Enterprise Risk Management Framework and the Risk Management National Instruction 1 of 2009 have been approved by the National Commissioner. The approach that is required in terms of risk management at all organisational levels is described in National Instruction 1 of 2009 as:

- The developing of an organisational risk register for the SAPS containing risks that are applicable to all organisational levels. The national Strategic Management Component will indicate which risks are applicable to whom at divisional and provincial levels and require the inclusion of these organisational risks in the risk registers of divisions and provinces. The stations will address these organisational risks through the Station Commissioner's Performance Plan.
- The developing of risk registers by divisions and provinces every two years. Divisions and provinces should therefore conduct a new risk assessment if their risk register is older than two years.

In 2009/2010 divisions and provinces will be held accountable for the effective managing of their risk registers.

6.3 The Corruption and Fraud Prevention Plan

The purpose of the SAPS Corruption and Fraud Prevention Plan is to educate all SAPS employees and the public at large on the nature and consequences of corruption; what action can be taken to expose corruption and fraud in the SAPS; and to provide a clear indication of the measures that the SAPS will implement to address corruption and fraud within its ranks. Based on the Prevention and Combating of Corrupt Activities Act, 2004 (Act No.12 of 2004), the Corruption and Fraud Prevention Plan was revised in 2007 and contains inter alia specific implementation guidelines at national, provincial and station levels. These guidelines must be implemented in 2009/2010 and will be subject to monitoring from the national office. The Corruption and Fraud Prevention Plan for 2009/2010 must therefore be considered by the relevant divisions and provinces when performance plans (operational plans) are compiled. The Corruption and Fraud Prevention Plan is available on the Strategic Management intranet webpage for download.

6.4 Prevention of Attacks on and Murders of Police Officials Strategy

The purpose of the Prevention of Attacks on and Murders of Police Officials Strategy is to eradicate attacks on and the killing of SAPS police officials. The Strategy provides a clear indication of the measures that the SAPS have to implement to address attacks on and murders of police officials. The Prevention of Attacks on and Murders of Police Officials Strategy will be revised during 2009/2010. The Strategy will continue to focus on the following three objectives:

- SAPS personnel members must be adequately equipped with critical items to perform operational duties.
- SAPS personnel members must have received the prescribed official training to enable them to better perform key operational functions.
- Managers, and in particular front-line supervisors, e.g. station commissioners, shift commanders and CSC commanders, must ensure that the relevant operational procedures are adhered to, e.g. search and seizure and detention management.

6.5 The SAPS Information Systems and Information Communication Technology Resources Strategy

The SAPS Information and Technology Plan (ITP), which sets out the SAPS Information, Applications Systems and Information Communication (IS/ICT) requirements and strategic intent, provides for a competitive edge in combating crime. This long-term strategic plan defines 55 possible logical business systems for electronic automation and enhancements. About 200 IS/ICT strategic initiatives were identified, scheduled and costed.

These initiatives will ensure improved police service delivery to the community and streamlined, expeditious and cost-effective back-end administration and decision-making.

The following SAPS IS/ICT priorities direct the planning and execution of its IS/ICT resources:

- **Sustainability** focuses on ensuring service continuation of all current IS/ICT. It includes the governance and modernising of existing IS/ICT assets.
- **Advancement** focuses on procuring new IS/ICT capabilities.

- **Execute-ability** focuses on IS/ICT service delivery, in particular the IS/ICT Service Delivery Improvement Programme and Risk Management.

In order to achieve these priorities SAPS will-

- upgrade network infrastructure at a further 187 priority sites as well as appropriate backbone infrastructure to the value of R400 million;
- establish ISO security standards to further enhance compliance to international standards;
- identify open source opportunities within the office automation and PC Operating System Environment;
- define a SAPS Open Source strategy;
- establish a Disaster Recovery capacity;
- establish and expand VSAT and microwave network capabilities;
- implement the SAPS Risk Management policy;
- implement the SAPS Service Delivery Improvement Programme policy;
- maintain the Active Directory and Server Architecture and continue implementation;
- continue upgrading of the SAPS switching centres;
- replace 2 000 uneconomical/outdated/old printers;
- replace 3 200 of the 8 000 Windows 2000 desktops/notebooks;
- complete the creation of the 176 clusters on PERSAL;
- establish an e-Registry capability at the office of the Minister for Safety and Security.

In addition, the SAPS will continue to implement or upgrade various systems including the Firearm Permit System (at 36 police stations), the Electronic Vehicle Monitoring for Command and Control System (AVL System) to ensure that SAPS vehicles are effectively dispatched, the scanning of case dockets to prevent lost, sold or stolen dockets (E-Docket), the National Photo Image System (NPIS) which captures video images for exhibit/identity management purposes and the Crime Intelligence Information System (INKWASI).

7. Implementation Guidelines

The purpose of this chapter of the Plan is to provide guidelines on the monitoring and evaluation of performance plans (operational plans) at all levels, as well as an understanding of the instruments that will be used to measure the performance of all plans.

7.1 Terminology used in the Annual Performance Plan for 2009/2010

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

- Key departmental objective
- Purpose
- Key departmental programmes
- Sub-programmes
- Priorities
- Output
- Service delivery indicators
- Baselines
- Targets
- Monitoring
- Evaluation

Managers at all levels must ensure that the terminology referred to in the Annual Performance Plan for the SAPS for 2009/2010, and described in this guideline, must be kept in mind when performance plans (operational plans) are being developed at all levels.

7.2 Description of Terms

Key Departmental Objective

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

Purpose

The purpose of the key departmental programme specifies the aim of a specific programme.

Key Departmental Programmes

The departmental programmes are the financial programmes of the SAPS. The departmental programme structure reflected in the Annual Performance Plan for the SAPS for 2009/2010 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 to, and the measurement of priorities 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 for the SAPS for 2009/2010 emanate from the Strategic Plan 2005 to 2010, the JCPS Cluster priorities, the President's State of the Nation Address, the Estimates of National Expenditure (ENE), the Budget Speech of the Minister of Finance and various other Government policies.

Output

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

Service Delivery Indicators

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

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

The service delivery indicator, the relevant baseline and the target determined in respect of each service delivery indicator constitute the service standard in respect of a specific priority.

Baselines

The baseline refers to the current level of performance or status quo of the service delivery 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 service delivery 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 Safety and Security, where services of a non-tangible nature are provided. When setting targets, consideration should be given to historical and, if possible, forecast information relating to the ultimate service rendered. Targets should be specific, measurable, achievable, realistic and time-bound.

The targets reflected in the Annual Performance Plan for the SAPS for 2009/2010 are applicable nationally. Provincial and station-specific targets must also be developed, based on previous targets and keeping the national targets in mind.

Monitoring

Monitoring involves collecting, analysing, and reporting data on inputs, outputs, service delivery indicators and targets. Monitoring aims to provide managers with regular feedback on progress in implementation and results and early indications of problems that need to be corrected. It usually reports on actual performance against what was planned or expected (e.g. quarterly reports).

Evaluation

Evaluation is a time-bound and periodic exercise which assesses relevance, efficiency, effectiveness, impact and sustainability (e.g. annual reports).

7.3 Explanation and application of service delivery indicators

The following explanation of the service delivery indicators as contained in the Annual Performance Plan for the SAPS for 2009/2010 provides an overview of the content of each indicator, i.e. what it 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 the quantity or quality.

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

7.3.1 Programme 1: Administration

Statistics and information on Human Resources Management and Budgetary and Resources Management must be provided in terms of Regulation III J.3 of the Public Service Regulations, 2004. This information is not reported on as part of a province or division's quarterly report. However, it must form part of the annual report and must be maintained on a quarterly basis for the purpose of Parliamentary and other enquiries. Additional human resource indicators have been developed and described in Programme 1 of the Annual Performance Plan for 2009/2010. These indicators must be reported on separately on a quarterly/six month and annual basis.

a) 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 2010)

as recruitment and filling of posts as well as personnel losses, occurs continuously throughout the year. Annual reporting will be utilised to monitor progress by utilising the PERSAL/PERSAP systems. Reporting in relation to achievement of employment equity will only be reported in the Annual Section 21 report.

b) Percentage of training provided in terms of the Training Provisioning Plan (TPP)

The percentage is calculated by measuring the cumulative "actual number of planned beneficiaries certified competent" against the cumulative "actual number of planned beneficiaries in attendance".

The *Workplace Skills Plan (WSP)* provides an indication of the actual individual training needs within the organisation, whereas the *Training Provisioning Plan (TPP)* provides an indication of the needs that can be met with the available resources.

A target of 80% of training provided in terms of the TPP has been set and will include 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 courses, Detective courses, Crime Intelligence courses, Forensic Science courses, Operational Response courses 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 courses, Financial and Administration courses, 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.

A six-monthly report must be produced to monitor progress.

c) Compensation expenditure versus operational expenditure

This indicator entails the ratio expressed as a percentage between the total amounts spent on all compensation expenditures 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.

d) Implementation of Capital Investment, Asset Management and Maintenance Plan

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

Capital Investment

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

Asset Management

The focus in terms of asset management will be on the procurement and distribution of vehicles, firearms, ammunition and bullet-proof vests. A target of 80% was set for the procurement and distribution for these assets. Reporting relevant to the following information will be benchmarked over the next two financial years:

- Details as to how asset holdings have changed over the period under review, including information on disposals, scrapping and loss due to theft.
- Measures taken to ensure that the department's asset register remained up-to-date.
- Processes in place for the tendering of projects.

Maintenance Plan

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

Reporting responsibility

Career Management, Training, Personnel Services, Financial and Administration Services and Supply Chain Management at national and provincial levels are responsible for gathering and collating this information.

7.3.2 Programme 2: Visible Policing

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

This indicator relates to partnerships established to address contact-related and property-related crimes and crimes affecting the social fabric of society. *The Minister for Safety and Security, in his speech at the Service Delivery Crime Summit in December 2008, emphasised*

the importance of strengthening private/public partnerships to ensure that they yield tangible crime reduction initiatives. The kind of partnership, as well as the purpose and the kinds of crimes being addressed by them are relevant in these initiatives. They include Business Against Crime, the Consumer Goods Council, the Petroleum Industry, the Banking Council, NGOs, local government, school boards and Community Police forums and the recruitment of reservists. They also include social crime prevention initiatives (e.g. the implementation of the Anti-Rape Strategy, the implementation of the Domestic Violence Act, Youth Crime Prevention Capacity-building programmes, the Victim Empowerment Programme and Local Crime Prevention Development programmes). In addition, sector policing was introduced in the SAPS to build partnerships with communities at local level to share crime-related information and addresses it by means of proactive strategies. Sector policing is regarded as an enabling mechanism; it organises and mobilises communities at micro level (e.g. within the boundaries of neighbourhoods or so-called sectors) in order to bring the police service closer to the community.

A partnership can be defined as a relationship arising from an agreement between at least two persons, in terms of which each contributes towards a joint project embarked upon to achieve a common objective. Each partner contributes in one or many ways in accordance with the partnership agreement. In establishing partnerships, the focus must be on the 169 high-contact crime stations and other identified priority stations.

Reporting responsibility

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

b) Police actions conducted to prevent contact- and property-related crimes and crimes dependent on police action for detection

This indicator relates to integrated law enforcement operations, including special operations, to address the incidence of contact and property-related crimes and crimes dependent on police action for detection, which includes firearms, vehicles and drugs. The focus must be on the 169 high-contact crime stations and other identified priority stations.

► Actions undertaken to address contact and property-related crimes and crimes dependent on police action for detection

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

► Firearms recovered relative to firearms stolen/lost

This indicator includes the following:

- The number of firearms recovered, measured against the number of firearms reported as stolen or lost. A national minimum target of 85% of all stolen firearms recovered has been determined.
- The destruction of redundant and obsolete firearms.
- Day-to-day recovery of firearms, including firearms recovered during operations, day-to-day activities and special duties, for a specific period. All firearms recovered during day-to-day activities and operations are circulated as "found" on the circulation system, even if they are not reported as stolen, e.g. firearms smuggled into South Africa. 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 circulation system will be amended to "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 are not amended from "stolen/lost" to "found".

- The implementation of the Firearm Strategy (annual reporting).

It is important to note that the cancellation figure (recoveries) per province is calculated by adding the total number of daily cancellations in that specific province. If a firearm is therefore 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).

➤ **Vehicles recovered relative to vehicles stolen/robbed**

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

Please note the cancellation figure (recovering) 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.

➤ **Value and quantity of drugs seized**

This entails the type of drugs seized and the street value and quantity of the respective drugs. Drugs received from station level are, with the exception of cannabis, analysed at the Forensic Science Laboratory, in order to provide an accurate value of the substance. Average monetary (rand) values of the various drugs will be made available by Strategic Management. The following drugs have been prioritised and will be measured nationally: cannabis, mandrax, crystal meth (TIK) and cocaine.

Reporting responsibility

Visible Policing is responsible for gathering information in this regard on a quarterly and annual basis. The Visible Policing Division consolidates the information described in paragraph (b) above. The following sources must be used:

- Information on crime prevention operations must be retrieved from the Operational Planning and Monitoring System (which forms part of the Global Access Control System).
- Information on stolen/lost and recovered firearms must be retrieved from the Firearms Registration System and the day-to-day recoveries from the Operational Planning and Monitoring System.
- Information on the recovery of stolen/robbed vehicles must be obtained from the Vehicle Circulation System, which is situated at Detective Services at national level.
- Information on drugs (with the exception of cannabis) must be obtained from the Division: Criminal Record and Forensic Science Services.

- Information on cannabis must be obtained from the Operational Planning and Monitoring System.

c) **The of reduction of contact crimes**

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

Contact crimes (Crimes against the person)

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

- Murder
- Attempted murder
- Sexual offences (rape and attempted rape and indecent assault)
- Assault GBH
- Common assault
- Aggravated robbery
- Other robbery

A number of these contact crimes are social or domestic in nature and occur in social environments (e.g. the privacy of residences), which are usually beyond the reach of conventional policing. Detailed docket, geographical and time-line analyses of the contact crimes confirm that social contact crime accounts for at least two-thirds of all contact crime cases and are linked to specific social behavioural patterns which involve alcohol and other substance abuse, among other things. These crimes usually occur between people knowing each other, e.g. friends, acquaintances and family members (varying between 59,4% for attempted murders and 89,1% for assault GBH).

From the above it is clear that when reference is made to socially motivated contact crime (social fabric-related contact crime), this includes sexual assault, assault GBH and common assault, murder and attempted murder. Adding the figures for these crimes 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, especially the attempted murders and murders, are of a social nature. A large contribution to murders and attempted murders is made by aggravated robbery and inter-group conflict (e.g. gang fights, taxi-related violence and clan conflict).

With regard to the categories of sexual offences, the Criminal Law, Sexual Offences and Related Matters Amendment Act, 2007 (Act No. 32 of 2007), was 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 when crime statistics were provided, 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 assault are now 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 or older ("flashing")
- Section 11 (CAS subcode 23709): Engaging the sexual services of persons 18 years or older
- Section 12 (CAS subcode 23710): Incest
- Section 13 (CAS subcode 23711): Bestiality
- Section 14 (CAS subcode 23712): Sexual act 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

The second largest generator of contact crimes, particularly attempted murder and murder, is aggravated robbery (victims are sometimes killed and seriously injured during aggravated robberies). In more than 70,0% of aggravated robberies, firearms are used. In 2007/2008 two-thirds (66%) of all aggravated robberies were street/public robberies which mainly occurred in CBD areas where people were robbed of their money or other valuables at gun or knife-point.

The remaining third (34%) of aggravated robberies include the following subcategories of robbery:

- Robberies at residential premises (house robbery)
- Carjacking
- Robberies at business premises (business robbery)

(The above three subcategories, which account for 32,5% of all aggravated robbery, are often referred to as the TRIO crimes).

- Truck-jacking
- Cash-in-transit (CIT) robberies
- Bank robberies

The Minister for Minister for Safety and Security and MECs has repeatedly referred to violent organised crime since July 2006. This refers to most of the cases under the six subcategories above (robbery at residential premises, carjacking, robbery at business premises, truck jacking, CIT robbery and bank robbery). To measure the extent of violent organised crime, these six manifestations of aggravated robbery have to be added.

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 groups 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/four individuals (e.g. mostly street robberies).

Highly organised crime meets the following criteria, among others:

- It involves several people who are linked in a structure resembling a business which has a clear profit motive.
- Each of the above members performs specialised functions (i.e. there is a high degree of division of labour).
- Corruption/blackmail is used to get the assistance of the police, Justice officials, Home Affairs officials and employees of targeted companies.
- Money laundering (usually through the acquisition of expensive vehicles, property and jewellery) is involved.

Partly organised crime may meet some of the above criteria, while a few individuals acting together for criminal purposes may not be described by any of them.

Contact-related crimes

Contact-related crimes cover arson and malicious damage to property. These crimes are closely associated with all kinds of assault and inter-group (or even intra-group) violent conflict, e.g. taxi-related violence and clan feuds. An example of this is a bar fight during which the furniture, liquor bottles and glasses are broken and customers' clothes torn and damaged. As a result, various assault and damage to property complaints may be laid, possibly even at various police stations serving the areas in which the various customers involved reside.

Crimes dependent on police action for detection

Crimes dependent on police action for detection include -

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

These crimes are usually not reported to the police by members of the public. They are detected primarily as a result of police actions such as roadblocks and searches. An increase in these crimes may actually indicate that the police are more active, whereas a decrease may indicate that they are less active. There could also be other explanations for decreases and increases observed in relation to these crimes. Decreases may result from a change in strategy among gun and drug runners, e.g. to avoid roadblocks, an actual decrease in these

phenomena or because of the impact of initiatives such as the Arrive Alive campaign.

Property-related and other serious crimes

Property-related and other serious crime include -

- 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.

Reporting responsibility

Crime Information Management of the Crime Intelligence Division is responsible for reporting this information on a quarterly and annual basis. The information is obtained from the Crime Research and Statistics component of Crime Intelligence.

d) Number of escapes from police custody

The number of escapes from police custody, the number of escapees who escaped during these incidents, escapees who were rearrested and the number of detainees in SAPS custody compared to these kinds of incidents during previous financial years must be provided. An analysis of the circumstances under which these incidents took place must also be provided.

Reporting responsibility

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

e) The extent of cross-border crime at South Africa's land, sea and air borderlines

Policing the areas along the borderlines refers to the policing/prevention of any movement across the borderlines, as well as any criminal activity taking place along/next to the borderlines. The indicator entails the number of illegal firearms recovered at borderlines, the number of stolen vehicles recovered, the value and quantity of illegal drugs seized, and the value of illegal goods and human smuggling and trafficking. Furthermore, the indicator includes the number of arrests for illegal firearms, stolen vehicles, illegal drugs, illegal goods, human smuggling and trafficking, undocumented persons and illegal cross-border movement (reported separately).

Reporting responsibility

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

f) Number of interventions in medium-risk operations

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

- crowd management, including strikes, marches and public gatherings, and
- requests for assistance at big events.

This indicator entails the number of arrests made for crowd-related incidents and the involvement of the SAPS in various major events.

Reporting responsibility

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

g) Number of interventions in medium to high-risk and high-risk operations

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

- 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 policing services to neighbouring countries (including the deployment of SAPS members on peacekeeping missions and cross-border operations).
- rendering specialised operational support in operations conducted by specialised units including hostage release operations, urban and rural terror incidents.

This indicator measures the number of serious crime incidents attended to. The kind of incidents attended to, as well as the number of arrests made must be listed.

Regarding the rendering of specialised policing services, an account must be provided of external deployments (the number of members deployed and the kind of assistance provided).

Operations conducted by specialised units include the number of operations conducted, as well as seizures and arrests.

Reporting responsibility

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

7.3.3 Programme 3: Detective Services

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

The indicator measures charges taken to court, divided by cases reported and carried forward, expressed as a percentage. Average targets of 40% for cases referred to court for contact crimes, 30% for contact-related crimes, 12% for property-related crimes, 94% for crimes dependent on police action for detection, and 26% for other serious crime have been determined. An average target of 33% has been set for charges taken to court for all these crimes combined. The target for sexual offences needs to be benchmarked following the promulgation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007) on 16 December 2007.

In addition to these targets, individual targets have been set for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection and other serious criminal cases to court respectively. The information must be provided according to the following crime categories and targets:

Contact crimes

● Murder	24%
● Attempted murder	32%
● Sexual offences (rape, attempted rape and indecent assault)	To be benchmarked in 2009/2010
● Aggravated robbery	11%
● Common robbery	25%
● Assault GBH	56%
● Common assault	44%

Contact-related crimes

● Arson	22%
● Malicious damage to property	29%

Property-related crimes

● Burglary at residential premises	15%
● Burglary at non-residential premises	14%
● Theft of motor vehicles	5%
● Theft out of/from motor vehicles	7%

- Stock theft 11%

Other serious crimes

- Theft (other) 17%
- Fraud 23%
- Shoplifting 97%

Crimes dependent on police action for detection

- Illegal possession of firearms and ammunition 82%
- Drug-related crime 96%
- Driving while under the influence of alcohol or drugs 95%

b) 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 cases and is determined by calculating the total number of cases that were disposed of as referred to court, withdrawn and unfounded, divided by cases reported and carried forward, expressed as a percentage. Average targets of 54% for the detection rate for contact crimes, 45% for contact-related crimes, 16% for property-related crimes, 95% for crimes dependent on police action and 37% for other serious crimes have been determined. An average target of 43% has been set for the detection rate for all these crimes combined. The target for sexual offences needs to be benchmarked following the promulgation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007) on 16 December 2007.

In addition to these targets, individual targets have been set for contact crimes, contact-related crimes, property-related crimes, crimes dependent on police action for detection and other serious crimes for the detection rate respectively. The information must be provided according to the following crime categories and targets:

Contact crimes

- Murder 29%
- Attempted murder 43%
- Sexual offences (rape, attempted rape and indecent assault) To be benchmarked in 2009/2010
- Robbery with aggravating circumstances 13%
- Common robbery 32%
- Assault GBH 73%

- Common assault 70%

Contact-related crimes

- Arson 38%
- Malicious damage to property 45%

Property-related crimes

- Burglary at residential premises 20%
- Burglary at non-residential premises 18%
- Theft of motor vehicles 7%
- Theft out of/from motor vehicles 11%
- Stock theft 28%

Crimes dependent on police action for detection

- Illegal possession of firearms and ammunition 87%
- Drug-related crime 97%
- Driving while under the influence of alcohol or drugs 51%

Other serious crimes

- Theft (other) 28%
- Fraud 35%
- Shoplifting 98%

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

- Undetected
- Withdrawn
- Unfounded

Undetected

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

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

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

Withdrawn

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

- a crime has been committed;
- the perpetrator is known but prosecution will not proceed for some or other well-founded reason.

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

Unfounded

A docket is close as "unfounded" when it is evident from the investigation that no offence has been committed. For example, when it is alleged that goods have been stolen and the investigation proves that the goods were merely misplaced, the docket must be closed under this heading.

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

The conviction rate is measured by adding up the number of charges resulting in a guilty verdict and charges concluded by other means and dividing it by the number of charges referred to court and the charges previously outstanding in court.

Average targets of 20% for the conviction rate for contact crimes, 17% for contact-related crimes, 14% for property-related crimes, 18% for crimes dependent on police action and 27% for other serious crimes has been determined. An average target of 15% has been set for the conviction rate for all these crimes combined. The target for the conviction rate for sexual offences needs to be benchmarked following the promulgation of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007) on 16 December 2007.

In addition to these targets, individual targets have been set for contact crimes, property-related crimes and crimes dependent on police action for the conviction rate respectively. The information must be provided according to the following crime categories and targets:

Contact crimes

● Murder	14%
● Attempted murder	13%
● Sexual offences (rape, attempted rape and indecent assault)	To be benchmarked in 2009/2010
● Robbery with aggravating circumstances	11%
● Common robbery	16%
● Assault GBH	24%
● Common assault	29%

Contact-related crimes

● Arson	14%
● Malicious damage to property	24%

Property-related crimes

● Burglary at residential premises	25%
● Burglary at non-residential premises	27%
● Theft of motor vehicles	14%
● Theft out of/from motor vehicles	24%
● Stock theft	25%

Crimes dependent on police action for detection

● Illegal possession of firearms and ammunition	17%
● Drug-related crime	51%
● Driving while under the influence of alcohol or drugs	23%

Other serious crimes

● Theft (other)	24%
● Fraud	To be benchmarked in 2009/2010
● Shoplifting	51%

Reporting responsibility

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

d) Percentage of commercial crime charges to court

Commercial crime refers to-

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

The number of commerce-related charges taken to court, divided by cases reported and carried forward, expressed as a percentage must be determined. An average target of 25 % for commercial crime charges taken to court has been determined.

e) Detection rate of commercial crime

The detection rate is the ability to solve cases and is determined by calculating the total number of cases that were disposed of as referred to court, withdrawn and unfounded, divided by cases reported and carried forward, expressed as a percentage. An average target of 37% for the detection rate for commercial crimes has been determined.

f) Conviction rate of commercial crime

The conviction rate for commerce-related charges is measured by adding up the number of charges resulting in a guilty verdict and charges concluded by other means and dividing it by the number of charges that were referred to court and the charges previously outstanding in court. An average target of 35% for the conviction rate for commerce-related charges has been determined.

Reporting responsibility

Detective Services is responsible for gathering the relevant information on charges to court, detection rate and conviction rate for commercial crime. The information must be generated by Commercial Crime at the Detective Services Division on a quarterly and annual basis.

g) **Percentage of organised crime-related cases referred to court and convictions**

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 Organised Crime Project Investigation (OCPI) project or projects for investigation.

The organised crime-related charges taken to court must be expressed as a percentage of the total number of projects registered for investigation. Targets have been determined of 25% and 11% for organised crime charges referred to court and the conviction rate for organised crime related cases respectively.

Reporting responsibility

Organised Crime at Detective Services at national and provincial levels is responsible for gathering the relevant information on a quarterly and annual basis.

h) **Percentage of charges (cases) to court for crimes against women (18 years and above), including murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault**

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

i) **Detection rate for crimes against women (18 years and above), including murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault**

The detection rate for crimes committed against women is calculated in the same way as for general investigations. A national target of 42% for the detection rate of these offences has been set for 2009/2010.

j) **Percentage of charges (cases) to court for crimes against children (under 18 years), including murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault**

The percentage of charges to court for crimes committed against children is calculated in the same way as for general investigations. A target of 30% has been determined in this regard.

k) **Detection rate for crimes against children (under 18 years), including murder, attempted murder, rape, attempted rape, assault GBH, indecent assault and common assault**

The detection rate is calculated in the same way as for general investigations. A national target of 40% for the detection rate of these offences has been set for 2009/2010.

Reporting responsibility

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

l) **Conviction rate regarding charges (cases) of corruption against police officials in relation to cases reported**

The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004), provides a general definition of Corruption in chapter 2, section 3 of the Act, namely:

Any person who, directly or indirectly -

- accepts or agrees or offers to accept any gratification from any other person, whether for the benefit of himself or herself or for the benefit of another person; or
- gives or agrees or offers to give to any other person any gratification, whether for the benefit of that person or for the benefit of another person, in order to act, personally or by influencing another person to act in a manner-
 - that amounts to the –
 - illegal, dishonest, unauthorised, incomplete or biased carrying out or performance of any power, duties or functions arising out of a constitutional, statutory, contractual or any other legal obligation; or
 - misuse the selling of information or material acquired in the course of the exercise
 - 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 implementation of the Corruption and Fraud Prevention Plan the following indicators must be monitored: cases of corruption, the detection rate and the conviction rate regarding cases of corruption against police officials (see paragraph 6 of the Corruption and Fraud Prevention Plan). The target for the conviction rate regarding charges for corruption against police officials will be benchmarked in 2009/2010.

Reporting responsibility

National Strategic Management will provide the information on a quarterly and annual basis.

m) **Percentage of offenders' previous conviction reports generated within 30 days**

The indicator refers to fingerprint searches performed (SAPS 76) for previous convictions and the issuing of a SAPS 69 (previous convictions). A target of 85% of offenders' previous conviction reports generated within 30 days has been set for 2009/2010.

Reporting responsibility

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

n) **Percentage of exhibits analysed by the analyst within 35 days**

The indicator refers to entries completed (i.e. through DNA analysis), expressed as a percentage of the total number of entries received (an entry is a receipt of exhibit material). A target of 92% entries completed within 35 days has been determined for 2009/2010.

Reporting responsibility

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

7.3.4 Programme 4: Crime Intelligence

a) **Number of operations/investigations conducted**

Crime Intelligence engages in the following kinds of operations/investigations:

Intelligence operations refer to operations undertaken solely by Crime Intelligence to gather information/intelligence to generate more focused operations.

Court operations are operations undertaken by crime intelligence together with Detective Services to generate intelligence/information that could be turned into evidence for use in a court of law.

Ad hoc operations are initiated by other components within the SAPS using intelligence/information supplied by Crime Intelligence.

These operations focus on violent organised crime, security intelligence, property-related crimes and crimes dependent on police action.

b) **Number of crime intelligence products**

Intelligence and information products refer to:

Strategic Intelligence/Information products

Strategic intelligence products are developed and provided to the Minister of Safety and Security, the National Commissioner, the Presidency and political decision makers at national and provincial levels.

Tactical Intelligence/Information products

Tactical intelligence products provide guidance to operational units to specific locations where suspects linked to a variety of crimes are being arrested and property seized.

Crime Prevention Intelligence/Information products

Crime prevention intelligence/information products are forwarded to operational units for the purpose of preventing the perpetration of certain criminal acts.

Information products

Information products are provided to Provincial and Divisional Commissioners for decision-making on the identification of areas susceptible to criminal activity, the appropriate deployment of resources to address crime in identified areas, and the identification of organised crime-related risks.

Reporting responsibility

Crime Intelligence at national level is responsible for gathering information on crime intelligence operations/investigations and crime intelligence products on a quarterly and annual basis.

7.3.5 Programme 5: Protection And Security Services

a) **Percentage of security breaches in relation to security provided (in transit)**

This indicator applies to the VIP Protection Services, protecting the President, the Deputy President, former presidents and other identified VIPs whilst in transit. A target of 98%-99% protection provided without security breaches has been set for 2009/2010.

b) **Percentage of security breaches in relation to security provided (static)**

This indicator applies to the static security, i.e. protecting VIPs and their property, including persons related to the President and the Deputy President, as well as other local and foreign VIPs. A target of 98%-99% protection provided, without security breaches, has been set for 2009/2010.

c) **Safe delivery rate of valuable cargo**

This indicator applies to mobile security, regarding the protecting of valuable cargo. A target of 98%-99% has been set for 2009/2010.

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

This indicator relates to any criminal activity that has taken place at ports of entry and exit (land ports, airports and sea ports) and entails the number of illegal firearms recovered, the number of stolen vehicles recovered, the value and quantity of illegal drugs seized, the value of illegal goods recovered (e.g. fake items). Furthermore, the indicator includes the number of arrests for illegal firearms, stolen vehicles, illegal drugs, illegal goods and human smuggling and trafficking (reported separately).

e) **Priority crime rate in the railway environment**

This indicator relates to contact crimes, contact-related crimes, property and other serious crimes and crimes dependent on police action committed within the railway environment and the number of arrests made. A database on the occurrence of these crimes within the railway environment has been developed by Protection and Security Services to measure crime trends in various locations within the railway environment. In conjunction with the national target set for reducing contact crimes by between 7-10%, contact crimes should also be reduced by 7% within the railway environment.

f) **Extent of compliance with institutional framework**

This indicator implies the -

- number of key points evaluated in compliance with the National Key Points Act;
- number of strategic installations appraised and security audits conducted; and
- the evaluation of compliance to minimum physical security standards.

Reporting responsibility

Protection and Security Services at national level is responsible for gathering information on the above indicators on a quarterly and annual basis.



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