

Planning Information
for the SA Police Service
2005 - 2006



The Planning Information for the SA Police Service
2005 -2006

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2005 -2006
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CONTENTS

Introduction	5
Strategic Priorities	5
Priorities and Programmes	6
Planning Information 2005 / 2006	7
Implementation Guidelines	23
Introduction	23
Terminology Used in the Planning Information	24
Description of terms	24
Explanation of Indicators	26
Programme 1 : Administration	26
Programme 2 : Visible Policing	26
Programme 3 : Detective Services	33
Programme 4 : Crime Intelligence	36
Programme 5 : Protection and Security Services	37
Conclusion	38

1. INTRODUCTION

The Police Service Act, 1995 (Act No 68 of 1995) requires the National Commissioner to develop a plan, setting out the priorities and objectives of policing for the following financial year. The Planning Information for 2005/2006 serves as the Annual Plan of the National Commissioner in this regard. This is also in line with Treasury Regulations 2002, subparagraph 5.2.2(d) which stipulates that the Strategic Plan must include inter alia, measurable objectives, expected outcomes, programme outputs, indicators and targets of the institution's programmes.

2. STRATEGIC PRIORITIES

The Department's Strategic Plan for 2005-2010 lays down four key strategy priorities for the medium term:

- Combat organised crime, focussing on drug and firearm trafficking, vehicle theft and hijacking, commercial crime, and corruption among public officials.
- Combat serious and violent crimes via strategies to: counter the proliferation of firearms, improve safety and security in high-crime areas, combat crimes such as taxi and gang violence and faction fighting, and maintain security at major public events, among others.
- Reduce the incidence of crimes against women and children and improve the investigation and prosecution of these crimes.
- Improve the services provided by the SAPS in general.

Key organisational priorities underpin these priorities are human resources and budget management.

3. PRIORITIES AND PROGRAMMES

The objectives of policing in terms of the Constitution of the Republic of South Africa, 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
- to uphold and enforce the law.

The objectives of policing inform the Department's key departmental programmes, otherwise referred to as the financial programme structure, which are as follows:

3.1 Programme 1: Administration

Purpose: Provide for developing departmental policy and managing the department, including administrative support.

3.2 Programme 2: Visible Policing

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

3.3 Programme 3: Detective Services

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

3.4 Programme 4: Crime Intelligence

Purpose: Provide for the management of crime intelligence and the analysis of crime information and provide technical support for crime prevention operations and for investigations.

3.5 Programme 5: Protection and Security Services

Purpose: Provide a protection and security service to all identified dignitaries and securing strategic areas.

The strategic priorities, together with outputs, service delivery indicators and targets are contained within the respective financial programmes in the table below as planning information for 2005/2006. It is important to note that the priorities cut

across the financial programme structure and, therefore, each priority has implications for functions to be performed within the respective programmes (see annexure A for an explanation of the indicators). Operational plans, performance agreements and PEP documents are the means of ensuring that these functions are performed within the various Divisions / Provinces. Quarterly reporting, built into the process, facilitates effective performance monitoring and provides for corrective action, where necessary, whilst Annual Reports measures the final outcome on performance against the set objectives.

4. PLANNING INFORMATION FOR 2005 - 2006

Key Departmental Programme 1 : Administration				
Key Departmental Objective: To provide for the development of departmental policy and management of the department, including administrative support				
Sub-programme	Priorities	Output	Measure/Indicator	Target
Minister	<u>Human Resources Management</u>			
Deputy Minister	<ul style="list-style-type: none"> Optimising Personnel Utilisation 	Provision of human resources in terms of the HR Plan for 2005/2006	Maintaining a minimum workforce in terms of the HR Plan	Maintain a minimum workforce of 85% of the total workforce
Management Services				
Corporate Services	<ul style="list-style-type: none"> Developing Human Resources Implement Employment Equity 	Provision of needs based training Manage employment equity closer to the national targets with every workforce movement	Training provided in terms of the Workplace Skills Plan Improve the employment equity targets with every workforce movement	70% training provided in terms of the Workplace Skills Plan Increase Employment Equity beyond 75/25 in i.t.o. race and 75/25 i.t.o. gender

Key Departmental Programme 1 : Administration

Key Departmental Objective:

To provide for the development of departmental policy and management of the department, including administrative support

Sub-programme	Priorities	Output	Measure/Indicator	Target
	<ul style="list-style-type: none"> Institutionalise Performance Management Institutionalizing a Professional Service Ethos Institutionalizing Employee Assistance Services (EAS) Institutionalise Legal advice and support 	<p>Ensure the utilisation of the Performance Management Systems</p> <p>Finalise and reduce outstanding disciplinary cases against members</p> <p>Rendering of effective proactive and reactive spiritual, psychological and social work service to all members and their families.</p> <p>Provision of legal advice and support.</p>	<p>% of employees using the performance management systems</p> <p>Reduce the number of outstanding disciplinary cases against members in relation to the number of cases outstanding from previous years</p> <p>% of requests where assistance was provided to members and their families (reactive)</p> <p>% of Service members reached via proactive EAS</p> <p>% of requests where appropriate advice and support was provided</p>	<p>90% of employees utilised the performance systems i.t.o. the prescripts</p> <p>Finalised 70% of outstanding cases</p> <p>Support provided in at least 70% of instances where requests for support from members and their families occurred (within the domain of the EAS)</p> <p>At least 20% of all Service members exposed to proactive EAS per annum</p> <p>100% of all legitimate requests for legal advice were provided</p>

Key Departmental Programme 1 : Administration				
Key Departmental Objective: To provide for the development of departmental policy and management of the department, including administrative support				
Sub-programme	Priorities	Output	Measure/Indicator	Target
	<u>Budget and Resources Management</u> <ul style="list-style-type: none"> • Optimising the balance between personnel and operational expenditure • Optimising the application of physical resources <u>Improve basic Service Delivery¹</u> <ul style="list-style-type: none"> • Developing service delivery charters; and • setting service standards 	Return on investment	Personnel and resource expenditure vs operational expenditure	Maintain expenditure ratio at 75/25% for personnel/operational expenditure

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

Key Departmental Programme 2 : Visible Policing

Key Departmental Objective:

To discourage all crimes, through providing a proactive and responsive policing service that will prevent the priority crimes rate from increasing

Sub-programme	Priorities	Output	Measure/Indicator	Target
Crime Prevention	<p>Organised Crime To address organised crime through the provisioning of a proactive and responsive policing service relating to -</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; corruption; and commercial crime. <p>Serious and Violent Crime To address serious and violent crime through the provisioning of a proactive and responsive policing service relating to -</p> <ul style="list-style-type: none"> the proliferation of firearms and the impact this has on the incidence of murder, armed robbery, farm attacks, heists and vehicle hijacking. 	Visible crime deterrence	<p>Extent of crime prevention initiatives (proactive partnerships).</p> <p>Extent of preventive actions.</p> <p>Firearms recovered relative to firearms stolen.</p> <p>Vehicles recovered relative to vehicles stolen</p> <p>Value and quantity of drugs seized.</p>	<p>Established at the 169 High Contact Crime Stations in 2005/06</p> <p>Undertaken at the 169 High Contact Crime Stations in 2005/06</p> <p>80% in 2005/06</p> <p>46% in 2005/06</p> <p>Maintain or increase in 2005/06</p>

Key Departmental Programme 2 : Visible Policing

Key Departmental Objective:

To discourage all crimes, through providing a proactive and responsive policing service that will prevent the priority crimes rate from increasing

Sub-programme	Priorities	Output	Measure/Indicator	Target
	<ul style="list-style-type: none"> • intergroup violence, taxi and train violence, gang violence and faction fighting; • urban terrorism and crimes against the State; • the policing of major events. <p><u>Crimes against Women and Children</u> To address crimes against women and children through the provisioning of a proactive and responsive policing service relating to -</p> <ul style="list-style-type: none"> • rape; • domestic violence; • assault; and • child abuse. 		<p>Extent of Sector Policing.</p> <p>The Priority Crime rate including Contact Crimes (per 100 000 of the population).</p> <p>Number of-</p> <ul style="list-style-type: none"> • attacks on police officials; • killing of police officials; and • escapes from police custody. 	<p>Established at 169 High Contact Crime Stations in 2005/06</p> <p>Contact crimes to be reduced by 7% annually</p> <p>Property and commercial crimes to be decreased</p> <p>Crimes dependant on Police action for detection to be increased</p> <p>Decrease in 2005/06</p>
Border Policing	<p><u>Organised Crime</u> To address organised crime by focussing on arrest and seizures in respect of -</p>	Deterrence of illegal activities at ports of entry & exit	Number of illegal firearms recovered at ports of entry and exit/borderline	Maintain or increase in 2005/06

Key Departmental Programme 2 : Visible Policing

Key Departmental Objective:

To discourage all crimes, through providing a proactive and responsive policing service that will prevent the priority crimes rate from increasing

Sub-programme	Priorities	Output	Measure/Indicator	Target
	<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; corruption; and commercial crime. <p><u>Serious and Violent Crime</u> To address serious and violent crime by focussing on arrest and recovery in respect of -</p> <ul style="list-style-type: none"> illegal firearms, drugs, stolen vehicles and illegal goods <p><u>Crimes against Women and Children</u> To address crimes against women & children by focussing on arrest in respect of -</p> <ul style="list-style-type: none"> illegal smuggling and trafficking in humans 		<p>Number of stolen vehicles recovered at ports of entry and exit/borderline</p> <p>Value and quantity of drugs seized at ports of entry and exit/borderline</p> <p>Value of illegal goods recovered at ports of entry and exit/borderline.</p> <p>Number of arrests at ports of entry and exit/borderline for:</p> <ul style="list-style-type: none"> - Illegal firearms - Stolen vehicles - Drugs - Illegal goods - Human smuggling/trafficking 	<p>Maintain or increase in 2005/06</p> <p>Maintain or increase in 2005/06</p> <p>Maintain or increase in 2005/06</p> <p>Maintain or increase in 2005/06</p>

Key Departmental Programme 2 : Visible Policing

Key Departmental Objective:

To discourage all crimes, through providing a proactive and responsive policing service that will prevent the priority crimes rate from increasing

Sub-programme	Priorities	Output	Measure/Indicator	Target
Specialised Interventions	<p>To address organized crime, serious and violent crime and crimes against women and children by providing 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 (National Intervention Unit); • stabilizing serious and violent crime incidents (National Intervention Unit and Area Crime Combating Units); • police public gatherings (Area Crime Combating Units); • rendering specialised operational support (National Intervention Unit and Area Crime Combating Units, Air Wing and Special Task Force); and • handling high-risk operations (Special Task Force). 	Neutralise dangerous and potentially dangerous situations	<p>Number of arrests and seizures for violent, public, collective actions. (Including the rendering of specialised operational support)</p> <p>Number of arrests for high risk operations.</p>	<p>Maintained or increased in 2005/2006</p> <p>Maintained or increased in 2005/2006</p>

Key Departmental Programme 3 : Detective Services

Key Departmental Objective:

To contribute to the successful prosecution of crime by investigating and gathering all related evidence, thereby preventing the priority crimes detection rate from decreasing

Sub-programme	Priorities	Output	Measure/Indicator	Target
General Investigations	To address organized crime, serious and violent crime and crimes against women and children by investigating and gathering all related evidence in respect of the 20 Priority Crimes.	General crime investigation	Percentage of charges (cases) to court. Priority Crime detection rate.	maintain or increase in 2005/06 maintain or increase in 2005/06
Specialised Investigations	<p>Organised Crime To address organised crime by investigating and gathering all evidence pertaining to criminal gangs involved in crimes relating to - drugs, firearms, vehicles, human trafficking, human organ trafficking, prostitution, endangered species, corruption, stock theft, marine life resources, non ferrous precious metals and precious metals.</p> <p>Commercial Crime To investigate crime and gather all related evidence required by the prosecuting authority in order to address commercial crime as well as corruption related cases.</p>	Specialized crime investigation	<p>Percentage of registered organised crime projects (threats) taken to court</p> <p>Detection rate of commercial crime.</p> <p>Percentage of commercial crimes charges to court.</p>	<p>maintain or increase in 2005/06</p> <p>maintain or increase in 2005/06</p> <p>maintain or increase in 2005/06</p>

Key Departmental Programme 3 : Detective Services

Key Departmental Objective:

To contribute to the successful prosecution of crime by investigating and gathering all related evidence, thereby preventing the priority crimes detection rate from decreasing

Sub-programme	Priorities	Output	Measure/Indicator *	Target *
	<p>Serious and Violent Crime To address serious and violent crime by investigating and gathering related evidence on the following -</p> <ul style="list-style-type: none"> the proliferation of firearms and the impact this has on the incidence of murder, armed robbery, farm attacks, heists and vehicle hijacking. intergroup violence, taxi and train violence, gang violence and faction fighting; urban terrorism and crimes against the State; the policing of major events; corruption (the investigation of cases referred to the Serious and Violent Crime Units); and the provision of professional assistance in psychologically motivated crimes. 			

* The measure/indicators as well as the targets for the investigation of serious and violent crimes are included under the sub-programme General Investigations

Key Departmental Programme 3 : Detective Services

Key Departmental Objective:

To contribute to the successful prosecution of crime by investigating and gathering all related evidence, thereby preventing the priority crimes detection rate from decreasing

Sub-programme	Priorities	Output	Measure/Indicator	Target
Criminal Record Centre	<u>Crimes Against Women and Children</u> To address crimes against women and children by investigating and gathering all related evidence on sexual offences and assaults.	Fingerprint identification	Detection rate of sexual offences and assaults against children and adults.	maintain or increase in 2005/06
	To address <u>organized crime, serious and violent crime and crimes against women and children</u> by providing - <ul style="list-style-type: none"> • crime scene management; • evidence management; • evidence presentation in court; and • the provision of criminal history information. 		Percentage charges (cases) to court of sexual offences and assaults against children and adults.	maintain or increase 2005/06.
Forensic Science Laboratory	To address <u>organized crime, serious and violent crime and crimes against women and children</u> by providing - <ul style="list-style-type: none"> • crime scene management; • evidence management; • evidence presentation in court; and • an explosives response. 	Forensic evidence	Time take to generate reports of offenders previous convictions.	Within 30 days
			Percentage of exhibits analysed within 35 days.	92% in 2005/06

Key Departmental Programme 4 : Crime Intelligence

Key Departmental Objective:

To contribute to the neutralization of crime by gathering, collating and analysing intelligence information that leads to an actionable policing activity.

Sub-programme	Priorities	Output	Measure/Indicator	Target
Crime Intelligence Operations	<p><u>Organised Crime</u> To address organised crime by conducting crime intelligence operations relating to-</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; corruption; and commercial crime. <p><u>Serious and Violent Crime</u> To address serious and violent crime by conducting crime intelligence operations relating to-</p> <ul style="list-style-type: none"> the proliferation of firearms and the impact this has on the incidence of murder, armed robbery, farm attacks, heists and vehicle hijacking. intergroup violence, taxi and train violence, gang violence and faction fighting; 	Neutralised threats	Number of operations conducted to neutralise crime threats.	Maintain or increase in 2005/06

Key Departmental Programme 4 : Crime Intelligence

Key Departmental Objective:

To contribute to the neutralization of crime by gathering, collating and analysing intelligence information that leads to an actionable policing activity.

Sub-programme	Priorities	Output	Measure/Indicator	Target
Intelligence and Information Management	<ul style="list-style-type: none"> urban terrorism and crimes against the State; and the policing of major events. <p><u>Crimes against Women and Children</u> To address crimes against women and children by conducting crime intelligence operations relating to-</p> <ul style="list-style-type: none"> rape; domestic violence; assault; and child abuse. <p><u>Organised Crime</u> To address organised crime by gathering, collating and analysing intelligence information relating to-</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; corruption; and commercial crime. 	Crime intelligence products	Number and type of intelligence products.	Maintain or increase in 2005/06

Key Departmental Programme 4 : Crime Intelligence				
<p>Key Departmental Objective:</p> <p>To contribute to the neutralization of crime by gathering, collating and analysing intelligence information that leads to an actionable policing activity.</p>				
Sub-programme	Priorities	Output	Measure/Indicator	Target
	<p><u>Serious and Violent Crime</u> To address serious and violent crime by gathering, collating and analysing intelligence information relating to the proliferation of firearms and the impact this has on the incidence of murder, armed robbery, farm attacks, heists and vehicle hijacking.</p> <ul style="list-style-type: none"> • intergroup violence, taxi and train violence, gang violence and faction fighting; • urban terrorism and crimes against the State; and • the policing of major events. <p><u>Crimes against Women and Children</u> To address crimes against women and children by gathering, collating and analysing intelligence information relating to</p> <ul style="list-style-type: none"> • rape; • domestic violence; • assault; and • child abuse. 			

Key Departmental Programme 5 : Protection and Security Services				
<p>Key Departmental Objective: To minimise security violations by protecting foreign and local prominent people and securing strategic areas.</p>				
Sub-programme	Priorities	Output	Measure/Indicator	Target
VIP Protection Services	The protection of the President, Deputy President and former Presidents.	Protection of the president, deputy president and former presidents	Security breaches as a percentage of protection provided.	0% in 2005/06
Static and Mobile Security	The protection of very important persons and property.	Protection of prominent people	Number of complaints lodged by prominent people	0 in 2005/06
Ports of Entry Security	<p><u>Organised Crime</u> To address organised crime by securing ports of entry focussing on -</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; corruption; and commercial crime. <p><u>Serious and Violent Crime</u> To address serious and violent by securing ports of entry focussing on -</p> <ul style="list-style-type: none"> the proliferation of firearms and the impact this has on 	Security at ports of entry and exit	Extent of implementation of pilot projects.	Implemented at Beit Bridge border post, Johannesburg International Airport and Durban Harbour in 2005/06

Key Departmental Programme 5 : Protection and Security Services				
<p>Key Departmental Objective: To minimise security violations by protecting foreign and local prominent people and securing strategic areas.</p>				
Sub-programme	Priorities	Output	Measure/Indicator	Target
Rail Police	<p>the incidence of murder, armed robbery, farm attacks, heists and vehicle hijacking.</p> <ul style="list-style-type: none"> • intergroup violence, taxi and train violence, gang violence and faction fighting; • urban terrorism and crimes against the State; and • the policing of major events. <p><u>Crimes against Women and Children</u> To address crimes against women and children by securing ports of entry focussing on -</p> <ul style="list-style-type: none"> • rape; • domestic violence; • assault; and • child abuse. <p><u>Organised Crime</u> To address organised crime by securing railways focussing on -</p> <ul style="list-style-type: none"> • criminal organisations involved in crimes relating to drugs, firearms, vehicles, human trafficking, human 	Security at railways	Extent of implementation of pilot projects.	Implemented at Cape Town Metro Rail in 2005/2006

Key Departmental Programme 5 : Protection and Security Services

Key Departmental Objective:

To minimise security violations by protecting foreign and local prominent people and securing strategic areas.

Sub-programme	Priorities	Output	Measure/Indicator	Target
	<p>organ trafficking, prostitution, endangered species, precious metal and stones;</p> <ul style="list-style-type: none"> • corruption; and • commercial crime. <p><u>Serious and Violent Crime</u> To address serious and violent by securing railways focussing on -</p> <ul style="list-style-type: none"> • the proliferation of firearms and the impact this has on the incidence of murder, armed robbery, farm attacks, heists and vehicle hijacking. • intergroup violence, taxi and train violence, gang violence and faction fighting; • urban terrorism and crimes against the State; and • the policing of major events. <p><u>Crimes against Women and Children</u> To address crimes against women and children by securing railways focussing on -</p> <ul style="list-style-type: none"> • rape; 			

Key Departmental Programme 5 : Protection and Security Services				
Key Departmental Objective: To minimise security violations by protecting foreign and local prominent people and securing strategic areas.				
Sub-programme	Priorities	Output	Measure/Indicator	Target
Government Security Regulator	<ul style="list-style-type: none"> domestic violence; assault; and child abuse. Regulate physical security in the government sector and key strategic installations	Secured government sector and key strategic installations	Percentage of compliance with physical security standards in the government sector	Compliance with physical security standards

5. IMPLEMENTATION GUIDELINES

5.1 INTRODUCTION

Public Service managers are nowadays far more aware of their responsibilities (and accountability) in terms of managing public finance, measuring public service performance, and delivering a public service to the people. Furthermore, the Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996), the Public Finance Management Act, 1999 (Act No 1 of 1999) and numerous other pieces of legislation and policies place an obligation on managers of both the Public Service and public funds to ensure that such services are enabled and delivered to the general public in a cost-effective and efficient manner.

Towards this end there is a prerequisite that the SAPS, as a public entity, develop and implement a Strategic Plan, within the context of the Medium Term Expenditure Framework, which not only guides the services it is mandated to deliver, but also stipulates its objectives, output, service standards and targets.

The whole notion of measuring service delivery and organizational performance within a budgetary framework exposes managers to a wide range of new concepts and tools. The terminologies used and the implementation of tools can vary widely.

A common understanding of the terminologies and a standardized implementing of the tools within the SAPS, are therefore essential, and will enhance consistency in service delivery, performance measurement and planning in the SAPS.

5.2 TERMINOLOGY USED IN THE PLANNING INFORMATION 2005 - 2006

Service delivery and performance information in the Planning Information 2005-2006 focuses on five key terms, namely -

- Key departmental programmes
- Key departmental objectives
- Priorities
- Output
- Service delivery indicators
- Targets

Managers must ensure that the terminology referred to in the Planning Information 2005 - 2006, and elaborated on in this guideline, are used in the Operational Plan at all levels. Certain terminology will not be used in plans at certain levels; for example, plans at area and station levels need not include the terms 'Key Departmental Programme' or 'Key Departmental Objective', although these terms will be used in provincial and divisional operational plans.

5.3 DESCRIPTION OF TERMS

5.3.1 Key Departmental Programmes

The departmental programmes are the financial programmes of the SAPS. The departmental programme structure reflected in the Planning Information for 2005-2006 contains five programmes, namely Administration, Visible Policing, Detective Service, Crime Intelligence and Protection and Security Services.

5.3.2 Key Departmental Objectives

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.

5.3.3 Priorities

Priorities are specific issues on which the Department must focus and should not be regarded as an action plan or action steps. The priorities contained in the Planning Information 2005-2006 emanate from the strategic direction, the Strategic Plan 2005-2010, 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 policy documents.

5.3.4 Output

Output are 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.

5.3.5 Performance Indicators

Performance Indicators are an indication of how the 'what' will be measured (monitored) 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

5.3.6 Targets

A target is the setting of a realistic standard of output delivery. The setting of targets is a complex and difficult matter, especially within the Department of Safety and Security, where services of a non-tangible nature are provided. When setting targets, consideration should be given to historical and, if possible, forecast information that is related to the final service rendered.

The following explanation of the indicators as contained in the Planning Information 2005/2006 provides an overview of the content of each indicator, i.e. what it is supposed to measure. It will become clear from the content that reporting in terms of statistics only is insufficient. The majority of the indicators must be explained/described in terms of the quantity or quality.

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

6. EXPLANATION AND APPLICATION OF INDICATORS

6.1 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, 2001. This information is not reported on as part of a Province or Division’s Quarterly Report. However, it must form part of the Annual Report and must be maintained on a quarterly basis for the purpose of Parliamentary and other enquiries. Additional human resources indicators have been developed and described in Programme 1 of the Planning Information 2005/2006. These indicators must be reported on separately on a quarterly - and annual basis.

Reporting Responsibility

Personnel Services, Career Management and Training at national level and Human Resources Management at provincial and area levels, and the station commissioner at station level. Financial and Administration Services at national level is responsible for gathering information on Budgetary issues.

6.2 PROGRAMME 2: VISIBLE POLICING

6.2.1 Extent of proactive partnerships (public and private)

The indicator relates to partnerships established to address serious and violent crimes. This entails the type of partnership, (e.g. Business Against Crime, Anti-rape Forum), the purpose and the types of crimes being addressed by them. In establishing partnerships, the focus must be on the priority and presidential stations, including the 169 high crime stations.

Reporting Responsibility

Crime Prevention is responsible for gathering information in this regard on a quarterly and annual basis. Station commissioners are required to maintain a

database of information in this regard. This information will be consolidated by Crime Prevention at national level.

6.2.2 Extent of preventative actions

This indicator relates to actions taken to address serious and violent crimes. This entails actions such as road blocks, cordon searches and patrols set up with the purpose to enhance visibility.

Reporting Responsibility

Crime Prevention is responsible for gathering information in this regard on a quarterly and annual basis. Station commissioners are required to maintain a database of all crime-related information. This information will be consolidated by Crime Prevention at national level.

6.2.3 Firearms recovered relative to firearms stolen and lost

This indicator relates to the Firearms Strategy, and involves the number of firearms recovered measured against the number of firearms reported stolen. A national minimum target of recovering 80% of all stolen and lost firearms has been determined.

Reporting Responsibility

Crime Prevention is responsible for gathering information in this regard on a quarterly and annual basis. The information must be retrieved from the Firearms Registration Centre, situated at Crime Prevention at national level.

6.2.4 Vehicles recovered relative to vehicles stolen

This entails the number of vehicles recovered, measured against the number of vehicles reported stolen. A national minimum target of 46% has been determined.

Reporting Responsibility

Detective Services is responsible for gathering information in this regard on a quarterly and annual basis. The information must be recovered from the Vehicle Registration System, situated at Detective Services at national level.

6.2.5 Value and quantity of drugs seized

This indicator measures the type of drugs seized, together with their quantity and street value. The Division: Detective Services has average monetary (rand) values of the various narcotics available.

Reporting Responsibility

Crime Prevention is responsible for gathering information in this regard on a quarterly and annual basis. The information must be obtained from Detective Services at national level. (Narcotics received from station level are, with the exception of cannabis, analysed at the Forensic Science Laboratory, in order to provide an accurate value and quantity of the substance.)

6.2.6 Extent of sector policing

This indicator entails identifying high crime within a sector comprising one or more CAS blocks. (If CAS blocks do not exist, the manual system must be used.) The extent of the implementation of sector policing refers to the number of sectors in which sector policing has been implemented within a station area (in terms of the five different phases) and should be expressed as a percentage of the total number of sectors. The implementation of sector policing should lead to a decrease in the number of serious and violent crimes within each sector. The focus of the implementation should be on the presidential and the priority stations including the 169 high contact crime stations.

Reporting Responsibility

Crime Prevention is responsible for gathering information in this regard on a quarterly and annual basis. The information must be maintained at station level and will be consolidated by Crime Prevention at national level.

6.2.7 The Priority Crime rate (per 100 000 of the population) for National, Priority Crimes

6.2.7.1 Contact crimes (Crimes against the person)

Contact crimes (or crimes against the person) refer to physical contact between the victim and the perpetrator and include -

- murder;
- attempted murder;
- Rape and attempted rape;
- assault GBH;

- common assault
- aggravated robbery;
- other robbery.

These crimes account for 40% of the serious crime reported in South Africa. They are considered the most important crimes in South Africa because they tend to -

- directly threaten life and limb;
- cause trauma and post-traumatic stress (also among police officers);
- negatively affect whole families (loss of breadwinners);
- project an extremely negative image abroad;
- inhibit confidence, investment and tourism;
- promote the so-called brain drain and associated loss of skills;
- provoke vigilantism; and
- affect the psychological profile of the population.

Some of these crimes are also mainly social or domestic in nature and occur in social surroundings (e.g. the privacy of residences), which are usually outside the reach of conventional policing. To prevent such crimes, the causes and conditions of these crimes should be addressed. These can usually only be addressed by establishing strong partnerships between the community, community organizations, government departments (at all levels) and the SAPS.

According to a Cabinet Lekgotla decision taken in January 2004, the levels of contact crimes must be reduced by between 7% and 10% annually over the next ten years. A reduction of 7% of the total numbers of each of these contact crimes should be considered as the ideal.

Reporting Responsibility

The Crime Threat Analysis at each level will determine the priority crimes for that level. Crime Intelligence is responsible for gathering this information on a quarterly and annual basis.

This information is obtained from the national Crime Information Management Centre (CIAC).

6.2.7.2 Crimes dependent on police action for detection

Crime dependent on police action for detection include:

- ☐ Illegal possession of firearms
- ☐ drug-related crime
- ☐ Driving under the influence of alcohol and drugs

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

Reporting Responsibility

Crime Intelligence is responsible for gathering this information on a quarterly and annual basis.

This information is obtained from the national CIAC.

6.2.7.3 Property-related and commercial crime

Property-related and commercial crime include -

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

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

Reporting Responsibility

Crime Intelligence is responsible for gathering this information on a quarterly and annual basis. This information is obtained from the national CIAC.

6.2.8 Escapes from police custody

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

Reporting Responsibility

Crime Intelligence is responsible for gathering this information and must be obtained from the national CIAC.

6.2.9 Attacks on and murders of police officials

The number of attacks on members of the SAPS, as well as members killed during such attacks while on and off duty must be provided.

Reporting Responsibility

Crime Intelligence is responsible for gathering this information and must be obtained from the national CIAC.

6.2.10 Number of illegal firearms recovered at ports of entry and exit/borderline.

Number of vehicles recovered at ports of entry and exit/borderline.

Value and quantity of drugs seized at ports of entry and exit/borderline.

Value of illegal goods (e.g. fake items and human smuggling) recovered at ports of entry and exit/borderline.

Number of arrests at ports of entry and exit/borderline for illegal firearms, vehicles, drugs and goods (reported separately).

These indicators are quantitative in nature and are aimed at providing results of functions performed at border posts/borderline.

Reporting Responsibility

Operational Response Services at national level, will consolidate information with regard to borderline, whilst Protection and Security Services will consolidate information with regard to ports of entry and exit.

6.2.11 The SAPS has established a National Intervention Unit which -

- intervenes in extreme situations where normal policing is ineffective;
- deals with medium-risk and high-risk operations to stabilize volatile situations; and
- renders specialized operational support to other sections, units and stations.

The National Intervention Unit is the only unit that is being deployed nationally in extreme situations. Area Crime Combating Units are, on the other hand, responsible for combating serious and violent crime, policing public gatherings, and rendering specialized operational support in the areas where they are situated.

At national level the following indicators are applicable:

- Number of arrests and seizures for violent, public and collective actions (including the rendering of specialised operational support).
The indicator relates to arrests / seizures regarding -
 - farm attacks;
 - taxi violence;
 - gang-related crimes;
 - acts of urban terrorism;
 - armed robbery;
 - cash in transit;
 - organized crime;
 - crimes against women and children; and
 - serious and violent crimes.
- Number and arrests for high-risk operations
The indicator focuses on high-risk operations that cannot be dealt with efficiently by ordinary members of the SAPS such as -
 - the handling of hostage situations;
 - the handling of urban and rural terror;

- the provision of specialized assistance to the Organized Crime Unit, the Serious and Violent Crime Unit, Crimes Against Women and Children and Crime Prevention; and
- specialized assistance for the protection of VIPs and big events.

Reporting Responsibility

Operational Response Services at national level.

6.3 PROGRAMME 3: DETECTIVE SERVICE

6.3.1 Percentage of complaints (charges) for serious crimes

Serious crimes refer to the 20 crimes that are monitored by the national CIAC. The indicator measures complaints taken to court, divided by cases reported and carried forward, expressed as a percentage. An average target of 19% for cases referred to court for the 20 crimes collectively has been determined.

Reporting Responsibility

Detective Services at national, provincial and area levels and the Station Commissioner at station level. The information must be obtained from the Crime Management Information System at national Detective Services.

6.3.2 Serious crime detection rate

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 31% for the detection rate for the 20 crimes collectively has been determined.

Reporting Responsibility

Detective Services at national, provincial and area levels and the Station Commissioner at station level. The information must be obtained from the Crime Management Information System at national Detective Services. The Performance Chart calculates this information automatically, therefore, the Detective Services are urged to utilize the Performance Chart.

6.3.3 Percentage of registered organised crime projects (threats) taken to court.

The indicator refers to organized crime projects (OCTA), regarding the identification of groups/individuals in groups, the investigation thereof as well as cases taken to court. A target of 20% for organized crime projects taken to court has been determined.

Reporting Responsibility

Detective Services at national and provincial levels. The information must be obtained from the Organized Crime Unit at national Detective Services.

6.3.4 Percentage of commercial crime complaints (charges) to court

Commercial crime refers to fraud, forgery, misappropriations, embezzlements, etc, complaints taken to court divided by cases reported and carried forward, expressed as a percentage. An average target of 21 % for commercial crime cases taken to court has been determined.

Reporting Responsibility

Detective Services at national, provincial and area levels and the Station Commissioner at station level. The information must be obtained from the Crime Management Information System at national Detective Services.

6.3.5 Commercial crime detection rate

The detection for commercial crime cases (fraud, forgery, misappropriations, embezzlement, etc.) are calculated in the same manner as the serious crime detection rate described above. An average target of 32% for the commercial crime detection rate have been determined.

Reporting Responsibility

Detective Services at national, provincial and area levels and the Station Commissioner at station level. The information must be obtained from the Crime Management Information System at national Detective Services.

6.3.6 Detection rate of sexual offences and assaults against children (under 18 years) and adults (18 years and above).

Crimes against women and children are being regarded as a high priority by national government. The two indicators that can be directly linked to this priority are rape and indecent assault (although assault GBH and common

assault are also linked to this priority, it is difficult in terms of the systems to distinguish the gender of the victims). Rape and indecent assault cases will be split on the Crime Management Information System as children (under 18 years) and women (18 years and above), in order to measure the investigation process more effectively. The calculation of the detection rate will be done in a similar fashion than for general investigations. Targets of 47% for the detection rate of rape and 60% for indecent assault were set respectively for 2005/2006.

6.3.7 Percentage of charges (cases) to court for sexual offences and assaults against children and adults.

The same methodology applies for this indicator as described under detection rate of sexual offences and assaults against women and children. The calculation for percentage of charges to court for women and children will be done in a similar fashion than for general investigations.

Besides the general detectives, the Family, Violence and Child Protection and Sexual Offences (FCS) Units are responsible for investigating crimes against women and children. The FCS at national level can provide the following information on the outcome of family violence and sexual offences cases:

- ☐ Number of cases concluded in court
- ☐ Number of years' imprisonment
- ☐ Fines imposed
- ☐ Life imprisonment imposed
- ☐ Correctional service imposed for adults and children

Targets of 38% for charges to court for rape and 32% for indecent assault were set respectively for 2005/2006.

Reporting Responsibility

This information must be obtained from the Crime Management Information System at national Detective Service.

6.3.8 Time taken to generate reports of offenders' previous convictions.

The indicator refers to fingerprint searches performed (SAP 76) for previous convictions and the issuing of a SAP 69 (previous convictions) within 30 days.

Reporting Responsibility

Detective Services at national and provincial levels.

6.3.9 Percentage of entries completed within 35 days by analyst

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.

Reporting Responsibility

Detective Services at national and provincial levels.

6.4 PROGRAMME 4: CRIME INTELLIGENCE

6.4.1 Number and type of intelligence products

Intelligence and information products refer to:

- Strategic Intelligence Products
 - Products developed and provided to Cabinet, National Commissioner, Top Management, Senior Management for policy development and decision making purposes
- Operational Intelligence Products
 - Includes Alert / Early Warning Reports, Operational Analysis Reports, Crime Pattern / Spatial Analysis Reports, Profiles, Communication Analysis Charts, Presentations / Briefings to management and operational forums, and Threat/Risk Assessments.

Clients who will receive these products include :

- Operational Divisions
- Joints / NCCF forums
- Operational Units
- Other Cluster Departments

Reporting Responsibility

Crime Intelligence at national, provincial and area levels and the station commissioner at station level.

6.4.2 Number of operations conducted to neutralize crime threats.

Operations conducted by crime intelligence pursuant to its legislative mandate and focussed on priorities as encapsulated in the SAPS Strategic Plan

Operations in this regard are reported in the context of:

- Operations initiated in financial year carried over from previous financial year
- Crime category (broad as described in plan) focussed on
- Number of operations terminated on successful attainment of objectives set out in the operational planning document

Reporting Responsibility

Crime Intelligence at national, provincial and area levels and the station commissioner at station level.

6.5 PROGRAMME 5 : PROTECTION AND SECURITY SERVICES

The indicators namely number of security breaches and complaints lodged by prominent people are self-explanatory. Two additional indicators were added regarding port of entry and rail police, namely, the extent of the implementation of pilot projects. The phases of implementation of these pilot projects must be measured (in a similar fashion as sector policing). These indicators are applicable to the Division: Protection Services and the relevant provinces in which a protection service is provided. An indicator relating to the Government Security Regulator focussing on the physical security in the government sector and key strategic installations has also been developed.

Reporting Responsibility

Protection Services at national level and provincial level in respect of the relevant provinces

CONCLUSION

The successful implementation of implementation plans developed in accordance with this Planning Information, will determine the extent to which the SAPS has achieved its objectives. This will be determined, *inter alia*, by the output of the various programmes and sub-programmes, the level of satisfaction in the community, and the general feeling of safety and security that prevails in South Africa.



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