

For the South African Police Service

2003/2004

PLANNING INFORMATION

Defective Service

Programme 5: Training

Services

Programme 1: Administration

Programme 6

Programme 3

PLANNING INFORMATION

for the South African Police Service

2003/2004

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**FOREWORD BY THE
NATIONAL
COMMISSIONER OF
THE SOUTH AFRICAN
POLICE SERVICE**

**National Commissioner
J S Selebi**

The success of the SAPS Strategic Plan 2002 to 2005 will be determined by how effectively we as members of the Service implement this Plan. Implementation of the Strategic Plan lies primarily in the hands of the managers at all levels of the Service, who implement this Plan on my behalf. The Strategic Plan provides the broad, strategic direction that the SAPS intends pursuing. The Planning Information for 2003 / 2004 provides a more specific indication of the priorities (such as to eradicate the proliferation of firearms for use and availability in crime and violence in South Africa) that have been identified and the manner in which our performance on these priorities will be measured. This guideline on the Planning Information for 2003 / 2004 has been developed to assist all managers in implementing the SAPS Strategic Plan.

It is imperative to me that managers are aware of the importance of effective implementation of our priorities, and that they have the necessary tools to assist them. It is also essential that there is a definite link between the priorities that my Management Forum and I have identified for 2003 / 2004 and the plans that are developed and implemented in the SAPS.

This guideline is for all managers and can be used at all levels of the Service and will assist managers in developing their operational plans and monitoring and evaluating these plans.

The challenge for the SA Police Service lies in the need for continued, radical improvement in the quality of service delivery to all communities in South Africa. The tide has turned. Let us build a people's contract for a safe and secure South Africa.

National Commissioner J S Selebi

THE SOUTH AFRICAN CONSTITUTION LAYS DOWN

That the South African Police Service has a responsibility to:

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

The Vision of the South African Police Service is to :

create a safe and secure environment for all 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 or security of any community;
- ensure criminals are brought to justice; and
- participate in efforts to address the root causes of crime.

The values held by 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
- co-operate with the community, all levels of Government and other role players.



South African Police Service Code of Conduct

We, as Police Officials of the South African Police Service commit ourselves to the creation of a safe and secure environment for all the people in South Africa by

*participating in endeavours to address the root causes of crime in the community;
preventing action which may threaten the safety or security of any community, and
investigating criminal conduct which has endangered the safety or security of the community and bringing the perpetrators thereof to justice.*

In realization of the aforesaid commitment, we shall at all times -

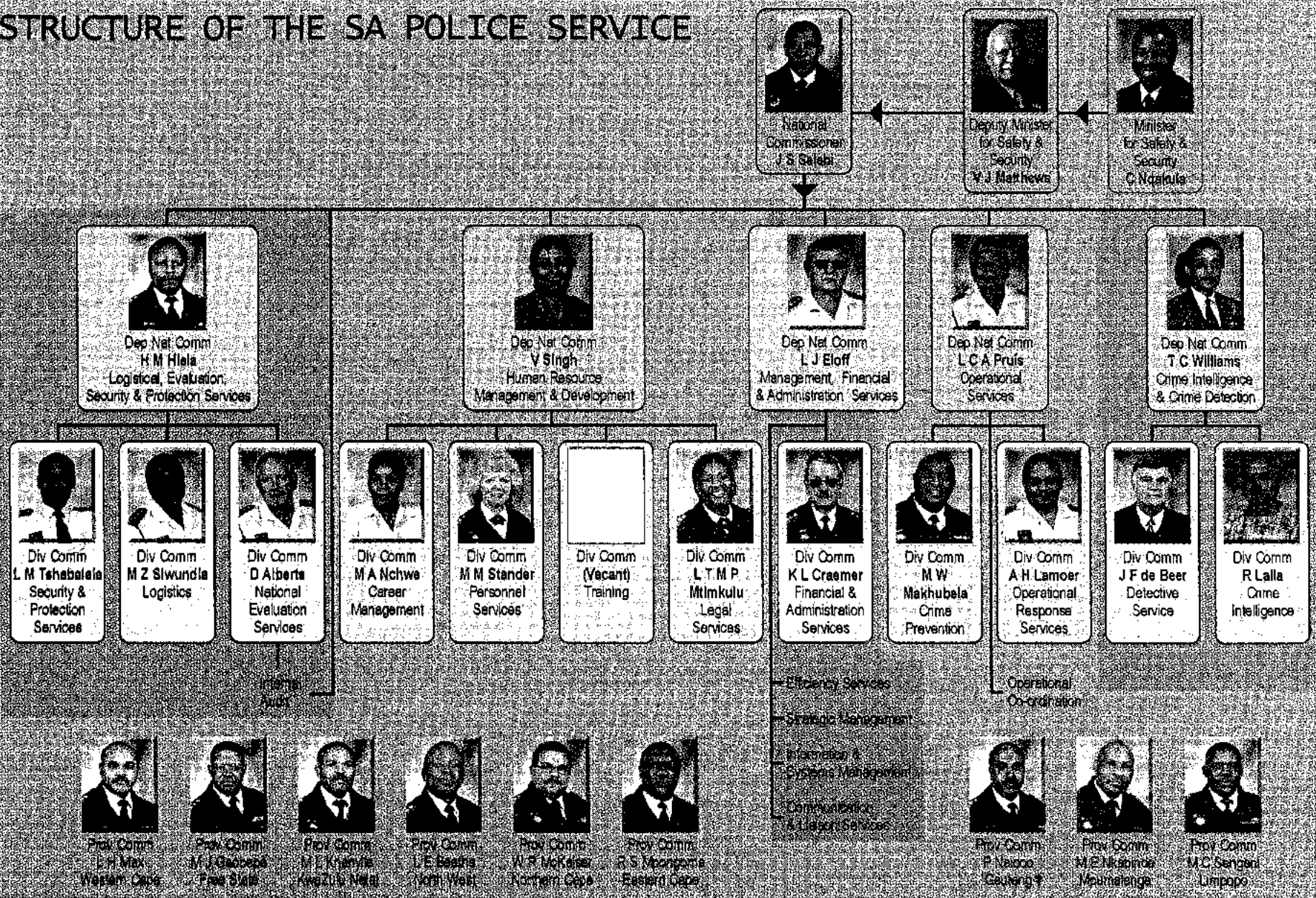
*uphold the Constitution and the law;
be guided by the needs of the community;
give full recognition to the needs of the South African Police Service as employer, and
co-operate with the community, government at every level and all other related role-players.*

In order to achieve a safe and secure environment for all the people of South Africa we undertake to -

*with integrity, render a responsible and effective service of high quality which is accessible to every person and continuously strive towards improving this service;
utilize all the available resources responsibly, efficiently and cost effectively to maximize their use;
develop our own skills and participate in the development of our fellow members 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 impartially, courteously, honestly, respectfully, transparently and in an accountable manner;
exercise the powers conferred upon us in a responsible and controlled manner; and
work actively towards preventing any form of corruption and to bring the perpetrators thereof to justice.*

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STRUCTURE OF THE SA POLICE SERVICE



INTRODUCTION

The Department of Safety and Security has reviewed its strategic priorities in terms of prevailing crime information, socio-economic conditions and trends and applicable government policy. This resulted in the development and implementation of the SAPS Strategic Plan for 2002 to 2005. The Strategic Plan provides the broad departmental objectives for this three-year period thereby informing and directing the budgetary and planning processes within the Police Service. The Strategic Plan is linked to the budgetary process within the context of the Medium-Term Expenditure Framework (MTEF). The Public Finance Management Act, and the Treasury Regulations have guided the strategic management process undertaken by this department and have therefore formed the basis of the development of the SAPS Strategic Plan. The Strategic Plan was implemented as from 1 April 2002.

The Planning Information for 2003 to 2004 does not involve a major change in direction for the SAPS. The information emanates from the Strategic Plan 2002 to 2005, with emphasis put on certain priorities, in response to factors which impact on policing, such as information on crime, the President's State of the Nation Address and the Budget Speech of the Minister of Finance.

As part of the Government's budgetary reform process, service delivery measures were introduced in 2002 and were integrated into the SAPS Strategic Plan. These measures were refined further and linked to specific outputs and measurable objectives for the Planning Information 2003 to 2004.

The National Treasury requires Departments to regularly monitor (on a quarterly basis) their service delivery measures, which facilitates a focus on performance against budget. Departments are also required to submit Annual Reports, measuring performance of the past financial year. The SAPS Strategic Plan 2002 to 2005 and the relevant Planning Information form the basis of the Annual Reports and Quarterly Reports.

The priorities as contained in the Planning Information for 2003 / 2004 cut across all departmental programmes and objectives in the SAPS. Each priority has implications for functions to be performed in the various departmental programmes and departmental objectives. Managers at all levels are required to use Operational Plans to implement the SAPS Strategic Plan, using the Planning Information for 2003 / 2004 as a guideline when determining local priorities.

PLANNING INFORMATION FOR 2003/2004

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to] ¹	Target
Programme 1: Administration	Minister Deputy Minister Management Services Corporate Services	To exercise control over and manage the Service in terms of structures, resources, development, administration and operations.	<p>Human Resource Management</p> <ul style="list-style-type: none"> ▪ Optimising the utilization of personnel, including the restructuring of specialised units. ▪ Developing and implementing policies on human resources, e.g. policy on Aids. ▪ Developing human resources. ▪ Elimination of unfair discrimination and promotion of Employment Equity, e.g. implementing affirmative action and eliminate racism. ▪ Institutionalising performance management, e.g. job descriptions, performance enhancement process and career planning. ▪ Developing performance standards, e.g. competency profiles. ▪ Implementing the Employee Assistance Programme (EAP). ▪ Developing compensation management, e.g. service benefits. ▪ Labour and Industrial relations, e.g. grievance and discipline management. ▪ Improving the morale of members. 	Resource distribution Human resource development	<p>Implementation of the Resource Establishment Plan and Resolution 7/2002. [National, Provincial and Area]</p> <p>Number of appointments, training courses and promotions within each grade of each occupational category, in respect of historically disadvantaged persons. [National, Provincial and Area]</p>	<p>Redistribution of resources at local level, especially at priority stations</p> <p>Realisation of projected targets (numeric and non-numeric) on appointments, training development, and promotion</p>

¹ The heading "Level Applicable to" in the Service Delivery Indicator (SDI) column, indicates the level at which the SDI must be addressed. The SDI must therefore be included in the Operational Plan of that level.

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Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
			<p>Budget and Resource Management</p> <ul style="list-style-type: none"> ▪ Optimising the balance between personnel and operational expenditure. ▪ Optimising the application of physical resources. <p>Improve basic Service Delivery by focussing on Reg. 14 of the South African Police Service Employment Regulations.</p>	<p>Optimised budget and resources</p> <p>Professional service ethos</p>	<p>Personnel numbers and spending versus operational expenditure [National]</p> <p>Number of complaints against members, disciplinary actions, criminal and civil cases, as well as absenteeism rate. [All levels]</p>	<p>Maintain expenditure ratio at 78/22% for personnel and operational expenditures</p> <p>Reduce incidence</p>
<p>Programme 2: Crime Prevention</p>	<p>Visible Policing, Specialized Visible Policing</p>	<p>To provide a proactive policing service to discourage the occurrence of all crimes, especially Serious and Violent Crimes, Organised Crimes and Crimes against Woman and Children.</p>	<p>Organised crime To address organized crime by focusing on -</p> <ul style="list-style-type: none"> ▪ criminal organizations involved in crimes relating to drugs, firearms and vehicles; ▪ corruption; and ▪ commercial crime. 	<p>Safety and security</p>	<p>Firearms recovered relative to firearms stolen [All levels]</p> <p>Vehicles recovered relative to vehicles stolen [All levels]</p> <p>Value and quantity of drugs seized [All levels]</p>	<p>To be bench marked</p> <p>To be bench marked</p> <p>To be bench marked</p>

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
			<p>Serious and violent crime To address Serious and violent crime by focusing 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 hi-jackings; ■ crime combating strategies developed for identified high crime areas; ■ intergroup violence, taxi and train violence, gang violence and faction fighting in identified flashpoint areas; ■ urban terrorism; and ■ the policing of major events including the general election in 2004 and municipal election in 2005. 		<p>Implementation of Service Integrity Framework (Corruption) [All levels]</p> <p>The rate of incidence of crimes that police action can prevent:</p> <ul style="list-style-type: none"> - Robbery with aggravating circumstances. - Other types of robbery. - Burglary – business (including attempts). - Burglary – residential (including attempts). - Stock theft. - Theft of motor vehicles and motorcycles. - Theft out of/from motor vehicles. <p>[All levels]</p>	<p>Implementation throughout the Service by 2004 / 2005</p> <p>Reduction rate in 2003/2004</p>

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
					<p>The rate of incidence of crimes that are dependent on police action for detection:</p> <ul style="list-style-type: none"> - Illegal possession of firearms and ammunition. - Drug- related crime. - Driving under the influence of alcohol or drugs. <p>[All levels]</p>	Increase rate in 2003/2004
					<p>The rate of incidence of crimes that are mostly dependent on partnerships for prevention:</p> <ul style="list-style-type: none"> - Murder - Attempted murder - Rape - Assault GBH - Common Assault - Shoplifting - Other theft - Commercial crime <p>[All levels]</p>	Reduction rate in 2003/2004

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Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
			<p>Crimes against women and children To address crime against women and children by focusing on -</p> <ul style="list-style-type: none"> ■ rape; ■ domestic violence; ■ assault; and ■ child abuse. 	Visible crime deterrence	Extent of implementing the Firearm Strategy [All levels]	Implemented at all police stations by 2004 / 2005
					Extent of sector policing [All levels]	Established at 145 Crackdown stations by 2004/2005
					Extent of Victim Friendly Facilities [All levels]	Established at 128 stations by 2004/2005
					Extent of initiatives to combat crimes, with the focus on serious and violent crimes and crimes against women and children [All levels]	To be bench marked
			<p>Improve basic Service Delivery by focussing on Reg. 14 of the South African Police Service Employment Regulations.</p>		Percentage of customers who are satisfied with the SAPS. [National]	To be bench marked

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
Programme 3: Operational Response Services	Border policing Public Order Policing	<p>To police South Africa's ports of entry and exit to prevent drug trafficking and the illegal trade of goods and people.</p> <p>To manage public gatherings in order to control incidents of unrest and disorderly crowds.</p>	<p>Organised crime To address organized crime by focusing on-</p> <ul style="list-style-type: none"> ■ criminal organizations involved in crimes relating to drugs, firearms and vehicles; ■ corruption; and ■ commercial crime. <p>Serious and violent crime To address serious and violent crime by focusing 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 hi-jackings; ■ crime combating strategies developed for identified high- crime areas; ■ intergroup violence, taxi and train violence, gang violence, and faction fighting in identified flashpoint areas; ■ urban terrorism; and ■ the policing of major events including the general election in 2004 and municipal elections in 2005. 	Deterrence of illegal activities at ports of entry and exit	<p>Number of illegal firearms recovered at ports of entry and exit [National, Provincial, Area and Ports of Entry / Exit]</p> <p>Number of stolen vehicles recovered at ports of entry and exit [National, Provincial, Area and Ports of Entry / Exit]</p> <p>Value of drugs seized at ports of entry and exit [National, Provincial, Area and Ports of Entry / Exit]</p> <p>Value of illegal goods recovered at ports of entry and exit [National, Provincial, Area and Ports of Entry / Exit]</p>	<p>Maintain or increase in 2003/04</p> <p>Maintain or increase in 2003/04</p> <p>Maintain or increase in 2003/04</p> <p>Maintain or increase in 2003/04</p>

2003/2004

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
			<p>Crimes against women and children To address crime against women and children by focusing on -</p> <ul style="list-style-type: none"> ▪ rape; ▪ domestic violence; ▪ assault; and ▪ child abuse. <p>Improve basic Service Delivery by focussing on Reg. 14 of the South African Police Service Employment Regulations.</p>	<p>Peaceful demonstrations</p> <p>Successful high risk operations</p>	<p>Number of arrests at ports of entry and exit for firearms, vehicles, drugs, goods and human smuggling [National, Provincial, Area and Ports of Entry / Exit]</p> <p>Percentage of gatherings managed peacefully [All levels]</p> <p>Number of high risk operations [National, Provincial and Area]</p>	<p>Maintain or increase in 2003/04</p> <p>To be bench marked</p> <p>Maintain or increase in 2003/04</p>
<p>Programme 4: Detective Service</p>	<p>General Investigations</p> <p>Organised Crime</p> <p>Commercial Crime</p> <p>Criminal Record Centre</p>	<p>To investigate crimes and gather all related evidence required by the prosecuting authority in order to redress crime.</p>	<p>Organised crime To address organized crime by focusing on-</p> <ul style="list-style-type: none"> ▪ criminal organizations involved in crimes relating to drugs, firearms and vehicles; ▪ corruption; and ▪ commercial crime. 	<p>Organised crime investigation</p> <p>Commercial crime investigation</p>	<p>Percentage of syndicates referred to court relative to those investigated [National and Provincial]</p> <p>Percentage of commercial crime cases to court [All levels]</p>	<p>To be bench marked</p> <p>To be bench marked</p>

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
	Forensic Science Laboratory				Commercial crime detection rate [All levels]	To be bench marked
					Commercial crime disposal rate [All levels]	To be bench marked
					Percentage of corruption cases against members to court in relation to cases reported [All levels]	To be bench marked
			<p>Serious and violent crime To address serious and violent crime by focusing 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 hi-jackings; ▪ crime combating strategies developed for identified high-crime areas; ▪ intergroup violence, taxi and train violence, gang violence, and faction fighting in identified flashpoint areas; ▪ urban terrorism; and ▪ the policing of major events including the general election in 2004 and municipal elections in 2005. 	General crime investigation (including crimes investigated by serious and violent crime components/units)	Percentage of cases to court for serious crimes ² (SAP6: col 3 / [(col 1+2) + (col 4+6+7)] X 100 [All levels]	To be bench marked
					Serious crime detection rate SAP6: col 3+4+6 / (col 1+2) - col 7 x 100 [All levels]	To be bench marked
					Serious crime disposal rate SAP6: col 3+4+5+6 / (col 1+2) - col 7x100 [All levels]	To be bench marked

² Serious crimes refer to the 20 priority crimes monitored by national CIMC.

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
			<p>Crimes against women and children To address crime against women and children by focusing on -</p> <ul style="list-style-type: none"> ■ rape; ■ domestic violence; ■ assault; and ■ child abuse. 		<p>Number of cases finalised in court (convictions) for crimes against children under 18 years and for crimes against adults (18 years and older) [All levels]</p>	To be bench marked
					<p>Years imprisonment for crimes against children under 18 years and for crimes against adults (18 years and older) [All levels]</p>	To be bench marked
					<p>Fines imposed for crimes against children under 18 years and for crimes against adults (18 years and older) [All levels]</p>	To be bench marked
			<p><i>Improve basic Service Delivery by focussing on Reg. 14 of the South African Police Service Employment Regulations.</i></p>	Fingerprint identification	<p>Number of reports of offender's previous convictions generated in 40 days [National and Provincial]</p>	To be bench marked

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Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
				Forensic evidence	Percentage of exhibits analysed in 35 days [National and Provincial]	92 per cent in 2003/04
Programme 5: Crime Intelligence	Intelligence and Information Management Crime Intelligence Operations	To gather, collate and analyze intelligence / information to generate reports that contribute to the neutralization of crime threats	<p>Organised crime To address organized crime by focusing on-</p> <ul style="list-style-type: none"> ▪ criminal organizations involved in crimes relating to drugs, firearms and vehicles; ▪ corruption; and ▪ commercial crime. <p>Serious and violent crime To address serious and violent crime by focusing 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 hi-jackings; ▪ crime combating strategies developed for identified high-crime areas; ▪ intergroup violence, taxi and train violence, gang violence, and faction fighting in identified flashpoint areas; ▪ urban terrorism; and ▪ the policing of major events including the general election in 2004 and municipal elections in 2005. 	Crime intelligence products Neutralize threats	<p>Number of reports generated [All levels, excluding those relating to Organised Crime, which is done at National and Provincial levels]</p> <p>Percentage of reports generated which were utilized to positively neutralize threats [All levels, excluding those relating to Organised Crime, which is done at National and Provincial levels]</p>	<p>Maintain or increase in 2003/04</p> <p>To be bench marked in 2003/04</p>

Key Departmental Programmes	Sub-Programmes	Key Departmental Objective	Priorities	Output	Service Delivery Indicator [Level Applicable to]	Target
			<p>Crimes against women and children To address crime against women and children by focusing on -</p> <ul style="list-style-type: none"> ▪ rape; ▪ domestic violence; ▪ assault; and ▪ child abuse. <p><i>Improve basic Service Delivery by focussing on Reg. 14 of the South African Police Service Employment Regulations.</i></p>			
<p>Programme 6: Protection Services</p>	<p>Presidential Protection Unit</p> <p>Static and In-transit Protection</p>	<p>To protect foreign and local prominent people in order to prevent security breaches</p>	<p>The protection of Very Important Persons and their property</p> <p><i>Improve basic Service Delivery by focussing on Reg. 14 of the South African Police Service Employment Regulations.</i></p>	<p>Protection of the President, Deputy President and former presidents.</p> <p>Protection of prominent people</p>	<p>Security breaches as a percentage of protection provided. [National and relevant Provinces]</p> <p>Number of complaints lodged by prominent people [National and relevant Provinces]</p>	<p>Zero</p> <p>Zero</p>

IMPLEMENTATION GUIDELINES

GETTING THE TERMINOLOGY RIGHT

Measuring service delivery and performance introduces managers to a wide range of new concepts and tools. The terminology that is used and the implementation of the tools vary widely. "Getting the Terminology Right" is therefore essential and will enhance consistency in service delivery, performance measurement and planning across the SAPS.

Service delivery and performance information in the Planning Information 2003 to 2004 focuses on five key terms.

These are:

- Departmental Programmes.
- Departmental Objectives.
- Priorities.
- Output.
- Service Delivery Indicator.
- Targets.

Managers must ensure that the terminology referred to in the Planning Information 2003 / 2004 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 Key Departmental Programme or Key Departmental Objective while these terms will be used in provincial and divisional plans.

A brief description of each term will help clarify understanding regarding the concepts and tools of service delivery and performance measurement.

KEY DEPARTMENTAL PROGRAMMES

The Departmental Programmes are the financial programmes of the SAPS. The departmental programme structure reflected in the Planning Information for 2003 / 2004, differs from that used in the Planning Information for 2002 / 2003. An additional financial programme has been added in that the Detective Service and Crime Intelligence Programme has been separated into two financial programmes, i.e. Financial Programme 4: Detective Services and Financial programme 5: Crime Intelligence.

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 outputs or results that frame the department's priorities over the medium term.

The point of departure adopted in determining the key departmental objectives and programmes was based on the objects of the South African Police Service (SAPS) as provided by section 205 of the Constitution of the Republic of South

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Africa, 1996, which determines the powers, functions and duties of the Police. The objects (which also serve as the purpose of the financial programmes) of the SAPS are-

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

PRIORITIES

Priorities are specific issues on which the Department must focus and must not be regarded as an action plan or action steps. The priorities contained in the Planning Information for 2003 to 2004 emanate from the strategic direction as described in the Strategic Plan 2002 to 2005, the Justice Crime Prevention and Security Cluster (JCPS) 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.

OUTPUTS

Outputs are the final goods and services produced or delivered by the Department to communities that are external to the

department. Outputs 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 an indication of "what" will be measured (monitored) in terms of progress / performance (level of achievement) regarding the outputs.

It encompass one or more of the following dimensions of performance-

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

TARGETS

A target is the setting of a realistic standard of output delivery. The setting of targets is a complex and difficult issue 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. When this is applied to, for example, crime statistics, historical data of 68 months (1 Jan 1997 – 30 Sept 2002) was calculated, to be used as standards for target setting. The standard deviations for specific crimes were calculated from the averages. A standard deviation is normally expressed within certain limits, called the upper and lower limits. In this instance the upper limit is of importance (called the critical value), because if the upper limit exceeds its value, it means that in terms of the measurement of crime, a specific crime is on the increase (except of those crimes which are dependant on police action for detection).

The standard value is the value that will decrease if the number of crimes dropped below the critical value. Only after the critical values for specific crimes for a specific financial year (2002/2003) have been compared with the original values, can realistic targets been set for a new financial year.

The standards and critical values nationally for specific crimes for the financial year 2003/2004 are as follows:

Attempted murder	2457	3056
Robbery with aggravating circumstances	8259	11496
Other robbery	6348	9310
Rape	4334	5468
Assault GBH	21030	27834
Common assault	19218	25270
Housebreaking-Business	7469	8647
Housebreaking-Residential	23764	28287
Stock-theft	3500	3979
Shoplifting	5501	6225
Theft of motor vehicles	8424	9547
Theft out of/from motor vehicles	16054	18263
Other thefts	41473	54481
Arson	785	1051
Malicious damage to property	11317	13431
All fraud	5283	6284
Drug related crime	3791	4908
Driving under the influence of alcohol or drugs	2116	2994
Illegal possession of firearms or ammunition	1223	1567

Please note the definitions of the following terms used in the table above:
 Crime Categories – the 20 priority crimes monitored by national CIMC.
 Standard – the averages of the crimes over a 68 month period.
 Critical value – the average \pm 1,96 standard deviation from the mean.

CRIME CATEGORIES	STANDARD (AVERAGES)	CRITICAL VALUE (UPPER LIMIT)
Murder	1908	2420

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The information indicated as "to be benchmarked" will be computed in a similar fashion.

EXPLANATION AND APPLICATION OF INDICATORS

The following explanation of the indicators as contained in the Planning Information for 2003/2004 provides an overview of the content of each indicator, i.e. what it is suppose 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 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.

PROGRAMME 1: ADMINISTRATION

1. Implementation of the Resource Establishment Plan and Resolution 7 of 2002.
2. Number of appointments, training courses and promotions within each grade of each occupational category, in respect of historically disadvantaged persons.
3. Personnel numbers and spending versus operational expenditure.
4. Number of complaints against members, disciplinary actions, criminal and civil cases, as well as absenteeism rate.

Statistics and information pertaining to Human Resource Management and Budget and Resource Management must be provided in terms of the South African Police Service Employment Regulations, 2000, of which the above indicators are examples. The information has to be presented in a specific format as indicated in the document: "Guidelines for the Preparation of 2002 Annual Reports of Departments". This information is not reported on as part of a Province or Division's Quarterly Report. It must, however, form

part of the Annual Report and must be maintained on a quarterly basis for the purposes of parliamentary and other enquiries.

Reporting Responsibility

Personnel Services, Career Management and Training at national level and Human Resource Management at provincial and area levels, and the Station Commissioner at station level. Finance and Administration Services at national level is responsible for gathering information on Budget and Resource Management.

PROGRAMME 2: CRIME PREVENTION

1. Crimes that the police can prevent

- Robbery with aggravating circumstances.
- Housebreaking at residential premises.
- Housebreaking at business premises.
- Other robbery.
- Stock-theft.
- Theft of motor vehicles.
- Theft out of/from vehicles.

These crimes are labeled as more policeable crimes because they can to a certain extent be deterred and thus prevented by an increase in conventional policing (e.g. visible patrols at the right time and place, the deployment of plain clothed police officers, roadblocks, police warnings to the public, stop and search actions, cordon and search operations). The monitoring of the decreases and increases in these crimes will consequently serve as a fair measurement of the success achieved by conventional policing on its own.

These are the crimes that have been identified as national priorities in this regard. The Crime Threat Analysis at each level will determine the priority crimes for that level.

Reporting Responsibility

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

This information is obtained from the Crime Management Information System.

2. Crimes dependent on police action for detection

- 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 come to light primarily as a result of police action like 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, a real decrease in these phenomena or because of the impact which an initiative like 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 Crime Management Information System.

3. Crimes that are mostly dependent on partnerships for prevention

- Murder.
- Attempted murder.
- Rape.
- Assault GBH.
- Common Assault.
- Shoplifting.
- Other theft.
- Commercial crime.

These crimes are 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.

Shoplifting, other theft and commercial crime were added to these crimes for the following reasons:

- Shoplifting is a crime that is policed by the security staff and systems of the shops. Security staff or staff in the businesses mostly arrest shoplifters, who are then handed over to the police.
- Commercial crime (like shoplifting) is usually identified and even investigated up to a point by the company that then reports the crime to the police.
- Other theft is a variety of crimes that can include anything from a towel in a hotel room, to an aircraft engine at an airbase, however, these are mostly smaller, less expensive items. In most cases people report these thefts for insurance claim purposes only and in many cases these claims may be fraudulent. The property was never stolen, but lost by the complainant.

Reporting Responsibility

Crime Intelligence is responsible for gathering this information on a quarterly and annual basis. This information is obtained from the Crime Management Information System.

4. Percentage of customers who are satisfied with the SAPS

This indicator will be measured by means of an external survey. Issues for measurement include public confidence in the police, public expectations of the police, effectiveness of the service provided at police stations and the extent of police follow-up with complainants after reporting a crime.

Reporting Responsibility

National Strategic Management will facilitate this study, in consultation with the Provinces. Surveys of this nature may be performed by provinces, in the event of these provinces having sufficient funds, however, in order to standardize the approach taken in the execution of the surveys, all surveys must be consulted with the Head: Strategic Management prior to implementation.

5. Extent of victim friendly facilities

This entails the physical location of facilities to treat victims, e.g. the police station or a victim friendly facility, the kind of services provided by a specific facility, e.g. counseling, referrals, etc. and target groups, e.g. women and children.

2005/2004

Reporting Responsibility

Crime Prevention is responsible for the gathering of information in this regard on a quarterly and annual basis. Station Commissioners are required to maintain a database of information. This information will be consolidated at area, provincial and national levels.

6. Extent of initiatives to combat crimes, with the focus on serious and violent crimes and crimes against women and children

The indicator relates to initiatives taken to combat more preventable crimes and crimes dependent on partnerships for prevention. This entails the type of partnership, (e.g. neighborhood watch, local government, CCTV, anti-rape forum) and the purpose thereof.

Reporting Responsibility

Crime Prevention is responsible for the gathering of 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 at area, provincial and national levels.

7. Firearms recovered relative to firearms stolen and lost

This indicator relates to the firearm strategy. It is the number of firearms recovered measured against the number of firearms reported stolen.

Reporting Responsibility

Crime Prevention is responsible for the gathering of information in this regard on a quarterly and annual basis. The information must be retrieved from Firearm Registration Centers.

8. Vehicles recovered relative to vehicles stolen

This entails the number of vehicles recovered measured against the number of vehicles reported stolen.

Reporting Responsibility

Crime Prevention is responsible for the gathering of information in this regard on a quarterly and annual basis. The information must be retrieved from the Vehicle Registration System.

9. Value and quantity of drugs seized

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

Reporting Responsibility

Crime Prevention is responsible for the gathering of information in this regard on a quarterly and annual basis. The information must be gathered from the SAPS 13 at station level and must be consolidated at all levels.

10. 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.

Reporting Responsibility

Crime Prevention is responsible for the gathering of

information in this regard on a quarterly and annual basis. The information must be maintained at station level and must be consolidated at area, provincial and national levels.

11. Implementation of Service Integrity Framework

In line with Government's commitment to root out corruption, the Department has developed a Service Integrity Framework to enhance the levels of integrity among police officials in the SAPS, thereby reducing the incidence of corruption among police officials. This Service Integrity Framework is based on the following pillars:

- The development of a regulatory framework.
- Control over the Department's functional processes and procedures and resources.
- Integrity verification, e.g. the vetting of personnel.
- Disciplinary action instituted against members involved in corruption.
- Targeted intelligence gathering.
- Effective criminal investigations.
- The prevention of corruption.
- Coordination with external role-players.
- Protective initiatives such as whistle blowing and witness protection.

Reporting Responsibility

The national office (Strategic Management) will facilitate the implementation of the Service Integrity Framework during the course of 2003 / 2004.

12. Extent of implementing the Firearm Strategy

The aim of the Firearm Strategy is to eradicate the proliferation of firearms for use and availability in crime and violence in South Africa.

The following pillars have been developed to implement the strategy:

- Enhancement of the firearm management process, which will focus on the administration of the Firearm act.
- Reduction and management of the current state-owned Firearms, addressing *inter alia* the auditing of state-owned firearms
- Clearance of the SAPS 13 stores of redundant firearms which includes disposal of redundant firearms (both exhibits and firearms for safekeeping)
- Tracing of illegal firearms. This pillar is aimed at drawing the line between where possession of control over the firearm was lost, to where it was

retrieved and or used in crime and violence.

- Audit import / export / transit of firearms. The focus of this pillar is to develop an information system to timeously detect possible irregularities in terms of the import/export and transit of firearms in South Africa.
- Establishment of an information framework in relation to illegal and criminal use of firearms. This pillar aims to establish an information management framework for the detection of illegal firearms, the criminal use and control dysfunctions thereof.

Reporting Responsibility

The national office (Crime Prevention) will facilitate the implementation of the Firearm Strategy during the course of 2003 / 2004.

PROGRAMME 3: OPERATIONAL RESPONSE SERVICES

- 1. Number of illegal firearms recovered at ports of entry and exit.
- 2. Number of vehicles recovered at ports of entry and exit.
- 3. Value and quantity of drugs seized at ports of entry and exit.
- 4. Value of illegal goods (e.g. fake items and human smuggling) recovered at ports of entry and exit.
- 5. Number of arrests at ports of entry and exit for illegal firearms, vehicles, drugs, goods and human smuggling (reported separately).

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

Reporting Responsibility

Operational Response Services at national, provincial and area levels, and the Commander at ports of entry.

- 6. Percentage of gatherings managed peacefully

The police can't predict whether a crowd will become unruly or unmanageable. It is important to indicate what percentage of the total amount of crowds managed were peaceful, i.e. those without any incidents of unrest.

Reporting Responsibility

Operational Response Services at national level and provincial levels and the Station Commissioner.

- 7. Number of high-risk operations

A high-risk operation entails intervention from the Crime Combating Units in areas of an abnormal high crime rate or to normalize the situation in incidences of unrest. Information on the nature of incidences and the location where intervention took place must be provided.

Reporting Responsibility

Operational Response Services at national, provincial and area levels.

PROGRAMME 4: DETECTIVE SERVICE

1. Percentage of cases to court for serious crimes

Serious crimes refer to the 20 crimes that are monitored by the Crime Information Analysis Centre. (CIAC)

The indicator measures cases taken to court divided by cases reported and carried forward minus those cases that were withdrawn, unfounded and not completed, expressed as a percentage.

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.

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, minus cases not completed, expressed as a percentage.

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.

3. Serious crime disposal rate

The disposal rate looks at coping with the load of case dockets and is determined by calculating the total number of cases disposed of as referred to court, withdrawn, untraced and unfounded divided by cases reported and carried forward, minus cases not completed, expressed as a percentage.

When a percentage less than 100% is attained for the disposal rate, the difference will indicate the percentage of cases disposed of less than those reported. For example, if 50 cases were reported during a specific period and only 45 cases were disposed of during the same period, the disposal rate will be 90%. However, if 55 cases were disposed of, the disposal rate will be 110%.

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.

4. Percentage of syndicates referred to court relative to those investigated

The indicator refers to organized crime projects (OCTA), which has been referred to court expressed as a percentage of the total number of syndicates under investigation.

Reporting Responsibility

Detective Services at national and provincial levels. The information must be obtained from the Organised Crime Components/Units at the various levels.

5. Percentage of commercial crime cases to court

Commercial crime refers to fraud, forgery, misappropriations, embezzlements etc., and involves cases taken to court divided by cases reported and carried forward minus those cases that were withdrawn, unfounded and not completed, expressed as a percentage.

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.

6. Commercial crime detection rate and disposal rate

The detection and disposal rate for commercial crime cases (fraud, forgery, misappropriations, embezzlement etc.) are calculated in the same manner as the serious crime detection and disposal rates as described above.

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.

7. Percentage of corruption cases to court in relation to cases reported

Corruption cases are cases against members referred to court, which are investigated in terms of the Corruption Act, expressed as a percentage of corruption cases reported.

2005/2006

Reporting Responsibility

Detective Services at national, provincial and area levels and the Station Commissioner at station level.

- 8. Number of cases finalised in court (convictions) for crimes against children under 18 years and for crimes against adults (18 years and older)
- 9. Years imprisonment for crimes against children under 18 years and for crimes against adults (18 years and older)
- 10. Fines imposed for crimes against children under 18 years and for crimes against adults (18 years and older)

The above indicators refer to the number of cases finalized in court, years imprisonment and fines imposed for crimes against children under 18 years and for crimes against adults (18 years and older).

Reporting Responsibility

This information must be obtained from the Family Violence, Child Protection and Sexual Offence Unit (FCS) by Station Commissioners (where applicable) and the relevant Area Heads / Provincial Heads.

- 11. Number of reports of offenders' previous convictions generated in 40 days

The indicator refers to fingerprint searches performed (SAP 76) and the issuing of a SAP 69 (previous convictions) within 40 days.

Reporting Responsibility

Detective Services at national and provincial levels.

- 12. Percentage of exhibits analyzed in 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).

Reporting Responsibility

Detective Services at national and provincial levels.

PROGRAMME 5: CRIME INTELLIGENCE

1. Number of reports generated

Reports refer to, *inter alia*, informer reports, threat reports, section 127 transcriptions and other interception reports, profiles, polygraph reports and communication analysis reports, which originate from informers, desk functions or operative activities such as counter intelligence investigations or surveillance provided. A broad indication, for which purposes these reports were generated, must be provided (e.g. integrity testing, appointments, organized crime).

Reporting Responsibility

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

2. Percentage of reports generated which were utilized to positively neutralize threats

An indication must be provided in terms of the application of reports that were generated, i.e. the outcome of the reports for crime prevention and crime investigation purposes.

Reporting Responsibility

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

PROGRAMME 6: PROTECTION SERVICES

1. The indicators are self-explanatory and are applicable to the Division: Security and Protection Services and the relevant provinces in which a protection service is provided, e.g. KwaZulu Natal.

Reporting Responsibility

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

CONCLUSION

The successful implementation of this Planning Information will determine the extent of which the SAPS have achieved their objectives. This will be determined by the outcome of the services which have been rendered by the SAPS, the satisfaction of the community and their feelings of safety.

Sources

Estimates of National Expenditure 2003. National Treasury, February 2003.
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