

**ON A JOURNEY TO A SAFER SOUTH AFRICA**

*Creating a safe and secure, crime free environment, that is conducive for social & economic stability, supporting a better life for all.*



# **2017/2018 Annual Report Hearing**

**South African Police Service**

**9 to 10 October 2018**

*#Patriotic & Selfless Service*



- Section 1: SAPS Audit Committee Report on 2017/2018 AGSA Audit Outcomes
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# **Section 1:**

## **SAPS Audit Committee Report on 2017/2018 AGSA Audit Outcomes**



- Audit Committee Responsibility
- Areas of Concern (Effectiveness of Internal Control)
  - Performance Information Management
  - Risk Management
  - Combined Assurance
  - Procurement and Contract Management
  - Asset Management
  - Leadership Stability
  - Quality of In-Year Monitoring
  - Annual Financial Statement
- Work of Internal Audit
- Auditor General's Report
- Way Forward



- The Audit Committee reports that it has complied with its responsibilities arising from Section 38(1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13.
- The Audit Committee also reports that it has adopted appropriate and formal terms of reference as its Audit Committee Charter and has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.



## ▪ **Performance Information Management**

- The performance management system in its current form, does not provide sufficient assurance as to the accuracy and completeness of performance information and remain a concern.
- Furthermore, consequence management need to be taken to the next level, in order to insure accountability.
- Management has embarked on an extensive exercise to install a culture of ownership at all levels and the Audit Committee will follow the progress through regular interaction with the Division, responsible for the oversight and monitoring.

## ▪ Risk Management

- More work has been done, such as the development of the ERM Strategy, approved risk management policy, annual ERM implementation plan, to get risk management processes within SAPS to be at a level that will set risk management at the right standing within the organisation.
- However, there are still number of critical issues that still requires the attention and concerted effort from management particularly the Accounting Officer, such as capacity building (i.e. in terms of the human resource and infrastructure) within ERM environment and Enterprise Risk Management Committee members at National and Provincial level.
- The attendance of risk management committee meetings by the senior management and Composition of the Enterprise Risk Management Committee to ensure compliance with requirements King IV and other best practices.



### ▪ **Combined Assurance**

- During the course of the 2016/2017, as well as the 2017/2018 financial years, the process of implementing a fully-fledged combined assurance model as envisaged by the National Treasury and which should include certain a risk principles, was delayed.
- This was due to certain changes within leadership, where the responsible persons involved, within this process, were rotated to other areas where they were needed. Except for Internal Audit and certain Management Interventions, other management assurance provider's efforts were not engaged.
- In a meeting with the current Accounting Officer on 1 August 2018, a resolution was concluded to refine the process further and to this end the required resources and systems would be advanced.



### ▪ **Procurement and Contract Management**

- The department's system of internal controls in respect of its procurement processes, though adequately designed, was not effective to prevent and/or detect instances of non-compliance with supply chain management prescripts.
- This resulted in significant irregular and fruitless expenditure being identified by internal and external audit, which was also in addition to that already disclosed by management.
- Findings raised by the auditors indicate that ineffective contract management poses a significant risk to the department.



### ▪ **Asset Management**

- The Audit Committee is concerned that, despite the efforts of management issues reported by external audit and internal audit in prior years had not been fully and satisfactorily addressed.
- This resulted in assets being one of the items that were qualified by the external auditor.
- Management has, however, provided assurance that effective corrective action will be implemented in respect of all internal control weaknesses, and the Audit Committee will continue to monitor these going forward.



## ▪ **Leadership Stability**

- The Department experienced a continued change in top management over the past two years. This was especially the case with the position of the National Commissioner, who is also the Accounting Officer. This situation also led to the restructuring of other top management positions.
- The absence of the Chief Financial Officer due to internal processes had a definite impact on the preparation for year end and finalisation of the audit process.
- Management is the key component of internal control and governance. The Accounting Officer has changed thrice in SAPS during the period under review. The change of Accounting Officers also had the effect on top management as it will change as well. This would also impact on the institutional memory.
- This led to ineffective monitoring of the implementation of action plans to address identified internal control deficiencies.
- This constant changes resulted in consequence management not being fully implemented.



### ▪ **In-Year Management Reports**

- The Department has reported quarterly to National Treasury as required by the PFMA. In addition to all audit committee meetings the department has presented quarterly reports for review and or consideration.

### ▪ **Annual Financial Statements**

- We have reviewed the annual financial statements prepared by the department and recommended the statements for audit.



- The Internal Audit Component has scheduled to performed the following audits for 2018/2019 to assist the Department improve its internal control system:
  - An audit of performance information in Divisions, Provinces and Stations.
  - An audit of computer assets including network assets and software.
  - Movable assets including biological assets.
  - Contract management and Procurement of goods and services
  - Management of Irregular, Fruitless and Wasteful Expenditures.
  - Follow-up on SCOPA, PCoP, IPID recommendations.
  - Annual and Interim Financial Statements
- Management should develop adequate action plans to address issues raised by Internal Audit.



- We have reviewed the department's implementation plan for audit issues raised in the previous year and although we are satisfied that most of the findings were included in the action plans the level of success in preventing repeat findings was not achieved.
- This was mainly attributed to the fact that the department did not perform a proper root cause analyses of the underlying cause that led to the internal and external audit finding.
- Furthermore timely follow-up to monitor adherence to the plan was absent in many instances.



- Appointment of full time members to Audit Steering Committees at an appropriate executive level.
- Request for National Treasury to allocate a representative to the Audit Committee.
- The disciplinary hearing of the CFO should be finalised as soon as possible in order to bring about stability as far as financial internal control in concern.
- Audit Committee awaits final internal audit reports on contract management and procurement.



- Finalise the appointment contracts of all the members of the Audit Committee.
- Finalise the orientation workshop as agreed to between AGSA and the Accounting Officer.
  - This should take place before the start of 2018/2019 financial year audit.
- Arrange a follow up meeting with National Treasury in order to agree on the way forward on current term contract based on special operational needs of SAPS.
- Table a status report on the Network Assets project which was suppose to have been completed by 30 September 2018.
  - This should include feedback on the countrywide physical verification and update of the Action Request Service by Sizwe IT Group.



- Annual Financial Statements and appropriate schedules should be tabled regularly to the Audit Committee in addition to current management reports.
- Monitor the implementation of the Performance Management and Development System (consequence management) as required by the Department of Public Service and Administration (DPSA Circular 15 of 2017) implementation date of 1 April 2018.
- The leadership of risk management should be capacitated with adequate resources.
- Recommend an independent review of high level contracts prior to approval.

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# **Section 2:**

# **AGSA Audit of the SAPS's Annual Financial Statements**



- The SAPS's 2017/2018 Annual Financial Statements (AFS) were qualified on two aspects, namely:
  - Irregular expenditure.
  - Immovable tangible capital assets (network and hosting assets).



## ▪ **Basis for the qualification:**

□ **The SAPS did not include certain of the required information on irregular expenditure in Note 24** to the AFS, as required by section 40(3)(i) of the Public Finance Management Act (PFMA).

- Payments made in contravention of the supply chain management requirements were not adequately and completely disclosed, resulting in irregular expenditure being understated by R 968 million (2016-17: R284 million).

□ In addition, **the SAPS did not evaluate the audit population for similar instances of non-compliance** based on the factors as communicated.

- Consequently, the AGSA was unable to determine the full extent of the irregular expenditure as it was impractical to do so due to management not re-visiting the population to quantify the extent of the irregular expenditure.



- Irregular expenditure is defined in section 1 of the, PFMA as:  
***“Expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including –***
  - a) this Act; or***
  - b) the State Tender Board Act, 1968 (Act No. 86 of 19682), or any regulations made in terms of that Act; or***
  - c) any provincial legislation providing for procurement procedures in that provincial government.”***
- Section 1 of the PFMA includes any regulations and instructions issued in terms of Sections 69, 76, 85 or 91.
- Value was received with the incurrance of the expenditure.



- **R 968m** was reported by the AGSA as **irregular expenditure**, having been understated in Note 24 to the 2017/2018 AFS.
- Included in the **R 968m** are the following:
  - **R 279m**, that was condoned by the SAPS's Bid Adjudication Committee (BAC) in 2015/2016, relating to:
    - A SITA tender and contract
    - A contract between the SAPS and a service provider
    - The AGSA's viewpoint is that the SAPS's BAC is not the relevant authority to condone the irregular expenditure
  - **R 617,1m**, where SITA effected procurement and made payments directly to suppliers , following the SAPS having paid SITA. (SITA to consider possible irregularity)
  - **R 70,9m** discovered by both the SAPS and the AGSA as possible irregular expenditure.
    - This is was incurred in 2016/2017 and 2017/2018 and is under investigation.
    - Due process is being followed (as per National Treasury Guideline on Irregular Expenditure).
    - 28 cases are being investigated to confirm amounts and irregularity.
    - Included are specific term contracts where clarity on interpretation of the Treasury Guidelines was required.



- Note 24 reflects possible irregular expenditure of R799,3m. (The Treasury Guideline on Irregular Expenditure allows for the discovery of possible irregular expenditure by the AGSA).
- R 617,1m relates to contracts and procurement done by SITA on behalf of the SAPS.
- The AGSA's finding states that the information contained in the primary note on irregular expenditure is understated by the full R 968m, hence the qualification.
- The SAPS treated these expenditures as possible irregular expenditure.
- The AGSA requires an assessment of the full audit population (all contracts where instances of similar nature might exist) and disclosure thereof in the Note.



- Due to the fact that SAPS and the AGSA could not reach an agreement on the interpretation of Treasury Guidelines pertaining to irregular expenditure, a meeting took place with National Treasury, the SAPS, the SAPS Audit Committee and the AGSA, on 6 September 2018 to obtain clarity on:
  - National Treasury Instruction Note dated 31 May 2011 on Enhancing Compliance Monitoring and Improving Transparency and Accountability in Supply Chain Management , with reference to paragraph 3.9: **Management of expansions or variation of orders against the original contract;** and
  - National Treasury practice note 4 of 2008/2009, with reference to paragraph 3: **Relevant Authority that is empowered to condone irregular expenditure.**



- Par 3.9.1 allows an accounting officer to **expand or vary orders against the original contract.**
- Par 3.9.3. states that accounting officers must ensure that contracts are **not varied by more than 15% or R15 million (including VAT)** for all other goods and or services of the original contract value.
- Par 3.9.4 provides for **deviation in excess of the prescribed thresholds and that it will only be allowed in exceptional cases**, subject to prior written approval from the relevant treasury.
- Par 3.9.5 then indicates that par 3.9.3 is **not applicable to transversal term contracts facilitated by the relevant treasuries** and specific term contracts, as in such contracts, orders are placed as and when commodities are required and that, at the time of awarding the contract, the required quantities are not known.
- SAPS applied par 3.9.5 in these instances, National Treasury's viewpoint is that it still requires National Treasury's approval.



- **SITA contracts awarded relating to R 617,1m** (SITA is required to confirm the irregularity):
  - Maintenance of ROFIN, Spheron and Nikon.
  - Maintenance and technical support related to the Firearm Permit System.
  - Payments were made by SITA to suppliers.
- **SITA procured R279.9m** but the contract was between the SAPS and the supplier.
  - The SAPS made direct payments to supplier.
  - An extension of the contract approved by SAPS Technology Management BAC and condoned by the SAPS's BAC as relevant authority (delegated authority).
  - The AGSA finding states that National Treasury should condone.
- **R70,9m comprises other contracts where either the contract value or quantities were exceeded as per original contract**
  - The SAPS applied National Treasury Practice Note par 3.9.5.



- The AGSA was unable to obtain **sufficient and appropriate audit evidence** to substantiate that **other fixed structures within immovable tangible capital assets were completely disclosed** in Note 31 to the AFS.
- The **processes that produced the Asset Register were not reliable**.
- Furthermore, the **process of compiling the Asset Register** with items which related to current year, was **still ongoing at the date of the AGSA's report**.
- The AGSA was unable confirm the **completeness of these assets by alternative means**.
- Consequently, **the AGSA was unable to determine whether any adjustments were necessary to immovable tangible assets**, stated at R3,232 billion (2017/2016: R3,116 billion) in Note 31 to the AFS.



- The **SAPS disclosed Immovable Tangible Capital Assets** (other fixed structures) as detailed in the Asset Register: Hosting and Network Assets on 31 May 2018 to the value of R1,7 billion.
- An **Asset Register, Asset Verification Project Plan, Asset Verification Process document and Framework for Disclosure of Tangible Assets**, were submitted to the AGSA for audit.
- Irrespective of the efforts and progress made by the SAPS and SITA since the 2017 Audit, the **AGSA is of the view** that the register reflecting network and hosting assets, transferred to SITA on inception in 2001, are **assets procured by SITA directly but were not completely disclosed**.



- The SAPS transferred all of its network and hosting assets to SITA.
- The SAPS reported on end-user equipment (desktops, laptops, printers) as per business agreement and will continue to do so.
- The AGSA requires the SAPS to disclose all network assets.
- SITA took ownership of network and hosting equipment transferred on inception as well as assets procured on SAPS behalf.
  - SITA reported on these assets in their AFS annually until 2006.
- SITA removed these assets from their asset register.
- Subsequent to that, assets were still procured by SITA on the SAPS's behalf but not disclosed in the asset register of SITA's AFS.
- During the period 2014/15 to 2016/17, assets were procured directly by the SAPS using the SITA contracts and subsequently installed and maintained by SITA.
- When performing an audit at SITA during 2016/17, the AGSA raised the issue of ownership and non-disclosure of these assets with SITA in February 2017

# Action Plan to Address the AGSA Finding on Immovable Tangible Assets (1)



- Joint Asset Verification Project Plan between the SAPS and SITA.
  - SITA has stratified the sites that need to be considered for the verification and divided them into three categories.
  - Switching centres and sites with assets with 100 items and above were verified by SITA with support from Sizwe (SITA appointed service provider).
  - Sites with less than 100 items were analysed by comparing the assets on the Action Request for Service System (ARS) with assets that are accessible on the Network Monitoring System (NMS).
  - The results of the fixed asset verification were captured on the ARS and signed off.
  - Significant movements (mostly additions) to the ARS, due to new equipment being bought and installed, had to be taken into account.
  - Apart from the physical fixed asset verification, values had to be attached to the assets.



- Weekly monitoring meetings of the SITA/SAPS Asset Verification Project, AGSA kept informed.
- Asset Verification Process document.
- Project Team meeting (May 2018) - Asset Register approved for disclosure in the SAPS 2017/2018 AFS.
- SAPS has to disclose in their AFS and not SITA.
- The Asset Register for Network Infrastructure was disclosed in the SAPS's AFS – 31 May 2018
  - 73 245 assets valued at R1,708 billion .
  - Detailed register accompanied the AFS.
- Several meetings were arranged in order to assist the AGSA.



- The following documents were provided to the AGSA in support of the Asset Register:
  - Asset Verification Project Plan
  - Asset Verification Process Document
  - Framework for Disclosure of Network Infrastructure in the AFS for
- Meeting with SITA (Business Executive, Senior Manager and other Managers of the AGSA).
- AGSA raised a finding on completeness of the Register (12 cases from the total population of 73 245).
  - 6 of the 12 items are part of a bigger asset and have no individual value.
  - 3 of the items were confirmed on the asset register by using the serial number or the Web number on the asset register
  - Items 10 and 12 on the sample provided by the AGSA had such limited information that management could not confirm the asset from the register due to a lack of information.
  - From the sample provided, 1 asset (switch) was found to be not on the register. The ARS System however confirmed existence of the asset
- Asset registers are updated regularly throughout a financial year.



- The SAPS is required to produce an asset register (as at a given reporting date for a specific reporting period).
  - Updates to the ARS do not necessarily implicate incompleteness.
  - Important to note the reason for continuous updates on the network infrastructure.
  - Basis for opinion refers to no reliance on systems that produced the information.
  - Outcome of AGSA System analysis.
  - Both systems accessed were confirmed to be SITA systems.
  - No finding raised in order to allow for comments by SITA as custodian of system.
  - Reliability of the systems generating the information.
  - The Network Management System (NMS) is a verification tool.
  - Risk of completeness.
  - The SAPS will with the assistance of SITA seek further technical advice.

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# **Section 3:**

# **2017/2018 Annual Financial**

# **Statements**





- 99.8% of funds expended.
- Virement for all programmes are well within the PFMA limitation of 8%.
- **Compensation of Employees** actual spending for the period comprises 101,4% of allocated budget.
  - R1,465 billion removed from SAPS 2017/18 compensation budget during previous MTEF.
  - Higher than anticipated salary increases as signed in the PSCBC (Budget increased nominally with 6,7% whilst 7,3% cost of living salary adjustments were paid for levels 1 – 12 in all Departments as approved in the PSCBC.)



- Spending on **Goods and Services** comprised 94,8% of allocated budget (Items >R5000 are classified as capital).
  - Criminal Justice System implementation spending was lower than planned
  - Lower spending on property leases
  - Lower spending on communication costs (Vodacom transversal contract and Telkom billing method)
- **Transfers and subsidies** comprised 113,2% of allocated budget due to increased payments towards retirement benefits and civil claim environment.
- **Payments for Capital Assets** comprised 88,9 % of allocated budget
  - Buildings and Infrastructure lower than expected
  - Capacity building items procured e.g. vehicles, information technology, etc.



## ■ Programme 1: Administration

- Underspending of 0,73% due to decreased spending on the implementation of the Criminal Justice System 7 Point Plan.
- Capital Works building projects could not utilise available funding.
- Shift of funding from perceived under-performing projects to compensation of employees.
- Budget reductions on compensation of employees, higher than planned cost-of-living increases and housing rental allowance extended to members occupying official state accommodation, contributed towards the compensation pressures.

## ■ Programme 2: Visible Policing

- Net underspending as a result of lower spending on goods and services (Public Works).
- National Treasury's approval was obtained to shift funding from under-performing projects to compensation of employees.
- Budget reductions on compensation of employees, higher than planned cost-of-living increases and housing rental allowance extended to members occupying official state accommodation.
- Underspending was marginal i.e. 0,35%.



## ▪ **Programme 3: Detective Services**

- Net overspending of 0,57% due to increased spending levels on compensation of employees.
- National Treasury's approval was obtained to shift funding from under-performing projects to compensation of employees.
- Budget reductions on compensation of employees, higher than planned cost-of-living increases and housing rental allowance extended to members occupying official state accommodation, contributed towards the compensation pressures.

## ▪ **Programme 4: Crime Intelligence**

- Net overspending of R158,7 million (4,48%), due to increased spending on compensation of employees and additional investment in transport assets.
- National Treasury's approval was obtained to shift funding from under-performing projects to compensation of employees.
- Budget reductions on compensation of employees, higher than planned cost-of-living increases and housing rental allowance extended to members occupying official state accommodation, contributed towards the compensation pressures.



## ■ Programme 5: Protection and Security Services

- Net overspending of 1,10%, as a result of increased spending on compensation of employees.
- Compensation of employees contributes to a weight of 89%.
- National Treasury's approval was obtained to shift funding from under-performing projects to compensation of employees.
- Budget reductions on compensation of employees, higher than planned cost-of-living increases and housing rental allowance extended to members occupying official state accommodation, contributed towards the compensation pressures.



- Revenue collected for the National Revenue Fund during the year was R677,686 million (Note 2):
  - Sale of goods and services produced by the Department (mainly firearm licenses, accident reports, rent for official accommodation, commission on insurance fees collected, etc.) was R325,005 million.
  - Sale of scrap and other used goods was R8,129 million.
  - Fines, penalties and forfeits were R31,354 million.
  - Interest received via corporate banks was R1,366 million.
  - Sale of capital assets was R160,439 million.
  - Transactions in assets and liabilities were R151,393 million (mainly recovery of debt).

# Voted Funds and Departmental Payments (Appropriation statement)

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Programmes	Actual 2016/17 R'000	Total voted 2017/18 R'000	Virement R'000	Virement as a % of voted funds	Actual 2017/18 R'000	% Actual 2017/18
Administration	17 715 067	18 636 413	(136 340)	(0.73%)	18 441 973	99.00%
Visible Policing	40 612 409	44 100 008	(153 713)	(0.35%)	43 932 665	99.65%
Detective Services	16 723 126	17 670 597	100 435	0.57%	17 686 682	100.09%
Crime Intelligence	3 387 920	3 546 032	158 755	4.48%	3 704 787	104.48%
Protection and Security Services	2 546 314	2 808 078	30 863	1.10%	2 838 941	101.10%
<b>TOTAL</b>	<b>80 984 836</b>	<b>86 761 128</b>	<b>-</b>	<b>-</b>	<b>86 605 048</b>	<b>99.8%</b>

**Spending according to programme thresholds. Well below 8% variance**



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2018 R'000	% Spend
Ministry	63 397	67 231	106.0%
Management	76 725	47 328	61.7%
Corporate Services	18 371 618	18 202 741	99.1%
Civilian Secretariat	124 673	124 673	100.0%
<b>TOTAL</b>	<b>18 636 413</b>	<b>18 441 973</b>	<b>99.0%</b>

- Increased spending on Panel of Experts within ministry environment.
- Spending on Management was lower as Acting National Commissioners' and support staffs' remuneration vested against divisions of origin.
- Corporate Services includes:
  - Human Resource Management including :
    - Human Resource Development – R2,4 billion.
    - Personnel Management R1,4 billion.
  - Technology Management Services – R2,8 billion.
  - Supply Chain Management – R3,7 billion of which capital works are R565 million.
  - Financial Services – R 998,5 million.
  - Medical Support – R245,8 million (Injury On Duty treatment, Health Risk Manager).
  - Full amount transferred to Civilian Secretariat (R124,673 million).



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2018 R'000	% Spend
Crime Prevention	34 350 973	34 101 436	99.3%
Border Security	1 961 840	1 923 630	98.1%
Specialised Interventions	3 873 859	4 117 893	106.3%
Facilities (Leases, Municipal, Accommodation charges)	3 913 336	3 789 706	96.8%
<b>TOTAL</b>	<b>44 100 008</b>	<b>43 932 665</b>	<b>99.6%</b>

### Expenditure drivers:

- Crime Prevention including Police Station environment (R29 billion), Mounted Units (R125 million), Dog Units (R789 million), Railway (R1,071 billion), 10111 Centres (R1,096 billion) and Detainees meals and medical (R255 million).
- Border security (R1,9 billion).
- Specialised Interventions including Task Force (R73 million), Public Order Policing (R2,7 billion) additional R241 million, Tactical Response Teams (R335 million) and Air Wing (R237 million).
- Facilities includes: Leases (R1,3 billion), Municipal services (R1,1 billion), Maintenance and Property rates (R1,3 billion).



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2018 R'000	% Spend
Crime Investigations	11 991 548	12 091 956	100.8%
Criminal Record Centre	2 441 693	2 359 167	96.6%
Forensic Science Laboratory	1 708 521	1 682 740	98.5%
Specialised Investigations	1 528 835	1 552 819	101.6%
<b>TOTAL</b>	<b>17 670 597</b>	<b>17 686 682</b>	<b>100.1%</b>

## Expenditure drivers:

- Crime Investigations (R12,1 billion) includes General Investigations (R9,9 billion), Family Violence and Child Protection Units (R961 million), Vehicle Theft Units (R497 million) and Stock Theft Units (R547 million).
- Forensic Science Laboratory and Criminal Record Centre including CJS expenditure (R4,0 billion).
- Specialised Investigations through the enhancement of DPCI functions (organised, commercial, etc.) (R1,5 billion) DPCI exclusive amount was utilised to the fullest extent.



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2018 R'000	% Spend
Crime Intelligence Operations	1 441 130	1 499 111	104.0%
Intelligence and Information Management	2 104 902	2 205 676	104.8%
<b>TOTAL</b>	<b>3 546 032</b>	<b>3 704 787</b>	<b>104.5%</b>

### Expenditure drivers:

- Compensation is 90,9% of the total budget.
- Equipment and operational expenses including fuel and oil, vehicles, maintenance of fleet and telecommunication comprising the rest.
- Additional investments were embarked upon in terms of capital purchases to support intelligence functions
- The Secret Service Account is not part of Vote 23 (Police).



Subprogrammes	Adjusted Estimates R'000	Actual 31 March 2018 R'000	% Spend
VIP Protection Services	1 406 967	1 472 776	104.7%
Static Security	997 932	1 026 589	102.9%
Government Security Regulator	132 931	91 794	69.1%
Operational Support	270 248	247 782	91.7%
<b>TOTAL</b>	<b>2 808 078</b>	<b>2 838 941</b>	<b>101.1%</b>

## Expenditure drivers:

- VIP Protection Services provides for the protection while in transit of the President, Deputy President, former Presidents, and their spouses, and other identified VIPs.
- Static Protection provides for the protection of sites and residences of identified VIPs.
- Significant overtime and subsistence/travel expenditures.
- Restructuring arrangements impacted on Government Security Regulator

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# **Section 4:**

## **Programme Performance & Management Actions to address AGSA Audit Findings**

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# **Section 4.1:**

## **Programme Performance Overview**



To regulate the overall management of the Department & provide centralised support services.

01

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

02

Contribute to the successful prosecution of crime, by investigating, gathering & analysing evidence, thereby increasing the detection rate of priority crime.

03

- To gather, correlate, coordinate and analyse intelligence.
- To institute counter-intelligence measures.
- To facilitate international capability to reduce transnational crime.
- To supply crime intelligence reports relating to national strategic intelligence to NICOC.

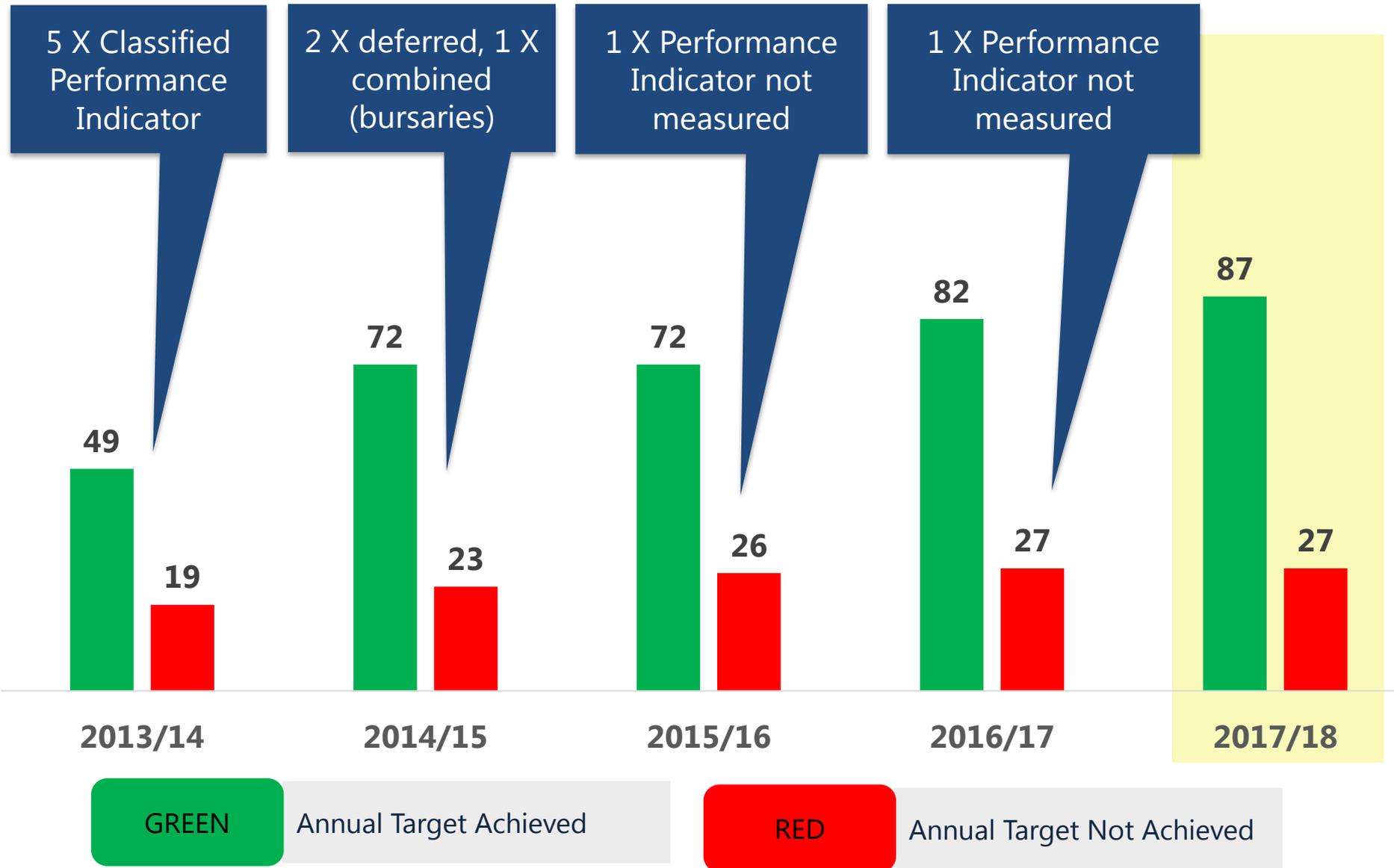
04

Minimise security violations by protecting foreign & local prominent people & securing strategic interests.

05

# PERFORMANCE OVERVIEW

## Overall Performance per financial year

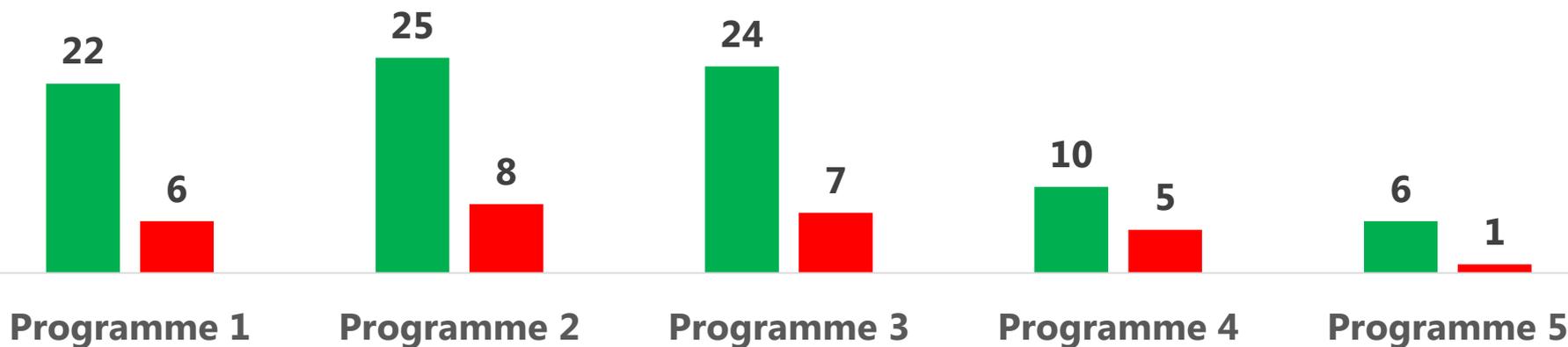




### Overview



### Breakdown Per Financial Programme



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# **Sub Section 4.2:**

## **Programme 1: Administration**

# PROGRAMME 1: ADMINISTRATION

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



## Strategic Objectives Annual Targets

### Percentage of filled posts in terms of the approved establishment

 Annual Target	 Actual Performance	 Deviation 
Maintain a minimum workforce of 98%, in terms of the approved establishment (193 431)	99,93%, in terms of the approved target of 193 431 (the establishment of the SAPS was 193 297, on 31 March 2018).	1,9 3%

#### Comments

- All entry-level trainees and Public Service Act posts, were filled as planned.
- A total number of 348 members were re-enlisted.



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

 Annual Target	 Actual Performance	 Deviation 
96,5%	98,87%. A total of 77 843 learners attended training and 76 962 or 98,87% were declared competent upon completion of their training.	2,37 %

### Comments

- Learners were subjected to remedial training and reassessments were conducted.



## Percentage of disciplinary cases finalised

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
90% of disciplinary cases finalised within 60 calendar days	90,91% (1 761 from a total of 1 937 disciplinary cases finalised within 60 calendar days). A total of 134 cases were still pending within 60 calendar days.	0,91 %
<b>Comments</b> <ul style="list-style-type: none"><li>▪ Workshops were conducted with disciplinary officials.</li><li>▪ Continuous consultation with Heads: Personnel Management at provincial level.</li></ul>		



**Percentage of planned police facility projects completed as per the SAPS infrastructure development plan in respect of: Capital Works**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
80% (133)	81,95% (109 from a total of 133) of planned capital works completed.	1,95 %

**Comments**

- Introduction of turnaround strategy to fast-track project implementation.



## Percentage of planned police facility projects completed as per the SAPS infrastructure development plan in respect of: Planned Maintenance

 Annual Target	 Actual Performance	 Deviation 
80% (120)	76,67% (92 from a total of 120) of planned maintenance completed.	-3,33%

- Reasons for deviation**
- Poor performance by appointed service providers.
  - Non-response from service providers for commodities.
  - Inclement weather.



## Ratio of personnel to vehicles

 Annual Target	 Actual Performance	 Deviation 
<p>Maintain a ratio of 4.51:1 personnel to vehicles</p>	<p>The ratio at the end of March 2018, was 3.99:1, based on 48 337 motor vehicles and 193 297 personnel.</p>	<p>0.5 2:1</p>

**Comments**

- An improvement of requisite resources.
- Sufficient vehicles were available for the number of personnel in the SAPS.



## Percentage of identified Information Communication Technology (ICT) Infrastructure deliverables achieved

 Annual Target	 Actual Performance	 Deviation 
95%	88% of identified ICT infrastructure sites modernised, implemented and maintained.	-7%

### Reason for deviation

- Unavailability of the SITA contracts to address the National Network Upgrade Programme (NNUP) requirements.
- The pending outcome of the litigation case for the Eastern Cape Terrestrial Trunked Radio (TETRA), which is impacting on the further roll-out of TETRA.
- Hosting Services experienced challenges with the procurement processes within SITA.



## Percentage of prioritised Information System (IS) Solutions deliverables achieved

 Annual Target	 Actual Performance	 Deviation 
80%	83% of prioritised IS Solutions developed, implemented and maintained within the SAPS.	3%

### Comments

- Continuous performance monitoring and evaluation mechanisms.



## Percentage of IS/ICT governance deliverables achieved

 Annual Target	 Actual Performance	 Deviation 
80%	86% of IS/ICT governance approved, implemented and improved within the SAPS.	6%
<b>Comments</b> <ul style="list-style-type: none"><li>Continuous performance monitoring and evaluation mechanisms.</li></ul>		



## Percentage of legitimate invoices paid

 Annual Target	 Actual Performance	 Deviation 
99% paid within 30 days	99,72% (1 539 271 from a total of 1 543 569 invoices were paid within 30 days).	0,72%
<b>Comments</b> <ul style="list-style-type: none"><li>Compliance to prescripts relating to the payment of legitimate invoices.</li></ul>		



**Percentage reduction in material audit findings issued by the Auditor-General of South Africa**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>50%</p>	<p>Increased, by 35,71%, from 56, in 2016/2017 to 76, in 2017/2018.</p>	<p>85,7 1%</p>

**Reasons for deviation**

- There was an increase in the number of performance indicators audited, from 34 performance indicators across two financial programmes, in 2016/2017 to 42 performance indicators across three financial programmes, in 2017/2018.



## Programme Performance Indicators and Annual Targets

**Percentage of vacant funded posts filled within the prescribed time frame from the date of advertisement**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>90% of vacant, funded posts to be filled within six months from the date of advertisement</p>	<p>100% (674 from a total of 674) vacant funded posts were filled within six months. A total of 141 posts were pending within the six months from the date of advertisement.</p>	<p>10%</p>

### Comments

- Monitoring processes were strengthened.
- Progress with regard to the filling of posts was discussed at several Human Resource Committee meetings.
- Continuous consultation at provincial and divisional offices.



## Percentage of finalised service terminations submitted to Government Pensions Administration Agency (GPAA) within 60 working days from date after the employee's exit from the service

 Annual Target	 Actual Performance	 Deviation 
65% finalised service terminations submitted to GPAA within 60 working days from date after the employee's exit from the service	78,15% (3 973 from a total of 5 084).	13,15%

### Comments

- Monitoring of outstanding cases.
- Provincial and divisional visits, focusing on stations/units. Weekly early warning reports, with regard to turnaround times and cases due to expire.
- Regular consultation with GPAA, with regard to challenging cases.



## Percentage of people with disabilities employed in relation to the total workforce

 Annual Target	 Actual Performance	 Deviation 
2% of members with disability employed, in relation to the total workforce	1,31%. 2 528 from a total of 193 297.	-0,69%

### Reasons for deviation

- The nature of the inherent physical requirements of policing hamper the appointment of people with disabilities in operational posts, which comprise the majority of SAPS posts.



## Percentage of learners declared competent upon completion of their training in the following prioritised areas: Training relating to Public Order Policing

 Annual Target	 Actual Performance	 Deviation 
96,5% (6 770)	99,73%. A total number of 7 405 learners were trained and 7 385 were declared competent.	3,23%

**Comments**

- Learners were subjected to remedial training and reassessments were conducted.



Percentage of learners declared competent upon completion of their training in the following prioritised areas: Training relating to crimes against women and children

 Annual Target	 Actual Performance	 Deviation 
96,5% (9 480)	99,66%. A total number of 11 007 learners were trained and 10 970 were declared competent. .	3,16%

### Comments

- Learners were subjected to remedial training and reassessments were conducted.



## Percentage of learners declared competent upon completion of their training in the following prioritised areas: Training relating to crime investigations

 Annual Target	 Actual Performance	 Deviation 
96,5% (6 562)	99,21%. A total number of 8 857 learners were trained and 8 787 were declared competent.	2,71%
<b>Comments</b> <ul style="list-style-type: none"><li>Learners were subjected to remedial training and reassessments were conducted.</li></ul>		



## Percentage of learners declared competent upon completion of their training in the following prioritised areas: Training relating to Forensic Science Investigations

 Annual Target	 Actual Performance	 Deviation 
96,5% (10 061)	99,04%. A total number of 10 584 learners were trained and 10 482 were declared competent.	2,54%

### Comments

- Learners were subjected to remedial training and reassessments were conducted.



**Percentage of operational personnel declared competent in the modules: Legal principles and the use of firearms: Handgun**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>92%</p>	<p>95,78% (A total number of 114 389 from a total of 119 424 operational personnel were declared competent).</p>	<p>3,78%</p>

**Comments**

- Ongoing efforts of the Department to comply with the provisions of the Firearms Control Act (Act 60 of 2000), in terms of firearm competency of operational members.



 Annual Target	 Actual Performance	 Deviation 
Increase by 10% to 936	A total number of 1 009 internships were undertaken	73
<b>Comments</b> <ul style="list-style-type: none"><li>▪ The availability of additional funds.</li></ul>		



## Percentage of Independent Police Investigative Directorate (IPID) recommendations initiated

 Annual Target	 Actual Performance	 Deviation 
100% initiated within 30 days of receipt	99,57% (from a total of 734 Recommendations received from IPID, 695 were implemented. 23 recommendations were not initiated, due to service terminations. 13 recommendations were still pending within the 30 calendar days.	-0,43%

**Reasons for deviation**

- Delay in the initiation of recommendations, due to changes in leadership..



## Percentage of Independent Police Investigative Directorate (IPID) related disciplinary cases finalised

 Annual Target	 Actual Performance	 Deviation 
90% finalised within 60 calendar days	85,08% (154 from a total of 181). A total number of 11 cases were still pending within 60 calendar days.	-4,92%

### Reasons for deviation

- Continuous postponement, due to the unavailability of role players.
- Continuous postponement, due to the changing of functionaries.



Number of new mobile contact points distributed

 Annual Target	 Actual Performance	 Deviation 
14	15 new mobile contact points distributed.	1

**Comments**

- An additional vehicle, built as a prototype CSC, was also distributed to address the demand.



**Number of detention facilities maintenance completed**

 **Annual Target**

3 devolved police stations for repairs and renovations

 **Actual Performance**

3 devolved police station detention facilities repaired and renovated.

 **Deviation**

-



## Percentage of operational vehicles available for policing in relation to the total vehicle fleet

 Annual Target	 Actual Performance	 Deviation 
85% from a total of 41 281 operational vehicles	86,34% (41 734 from a total of 48 337 operational vehicles).	1,34%

**Comments**

- A total number of 6 603 vehicles were booked in for repairs or services, at the end of March 2018.



## Percentage of firearms and bullet-resistant vests distributed in relation to the demand: Firearms



### Annual Target

100% of 3 000 firearms procured and 15 132 Bullet-resistant Vests (BRV) to be distributed, in relation to the demand



### Actual Performance

A total of 3 000 or 100% firearms were procured, as planned. 100% or 2 638 firearms were distributed, in relation to the demand.



### Deviation

-



**Percentage of firearms and bullet-resistant vests distributed in relation to the demand: Bullet Resistant Vests**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>100% of 3 000 firearms procured and 15 132 Bullet-resistant Vests (BRV) to be distributed, in relation to the demand</p>	<p>A total of 15 132 or 100% BRVs were procured, as planned. 100% or 15 808 BRV's were distributed, in relation to the demand.</p>	<p>-</p>

**Comments**

- An additional 676 BRVs were issued from the buffer stock.



## Percentage of audits completed in terms of the approved Internal Audit Plan

 Annual Target	 Actual Performance	 Deviation 
100% (250)	100% (236 from a total of 236 planned audits were completed).	-

**Comments**

- Approval was granted to defer 14 audits. As a result, these audits were discounted from the target, however, an additional 24 audits were completed.



**Percentage of approved management interventions executed**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b>
100% (270)	100% (270 management Interventions executed).	-

# PROGRAMME 1: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (1)

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PERFORMANCE INDICATOR	MANAGEMENT ACTION
<b>Percentage of Independent Police Investigative Directorate (IPID) recommendations initiated</b>	<ul style="list-style-type: none"><li>• Sensitise all relevant senior managers of the imperatives of the IPID Act, 2011 (Act No 1 of 2011).</li><li>• Strengthen monitoring systems.</li></ul>
<b>Percentage of Independent Police Investigative Directorate (IPID)-related disciplinary cases finalised</b>	<ul style="list-style-type: none"><li>• Communicate expectations and performance shortcomings.</li><li>• Visit the Provincial and Divisional Human Resource Management Practitioners and conduct inspections.</li><li>• Provide performance feedback.</li><li>• Strengthen monitoring systems.</li></ul>
<b>Percentage of planned police facility projects completed, as per the SAPS Infrastructure Development Plan, in respect of planned maintenance.</b>	<ul style="list-style-type: none"><li>• The implementation and activation of an intervention/contingency plan for planned maintenance.</li></ul>

# PROGRAMME 1: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (2)



PERFORMANCE INDICATOR	MANAGEMENT ACTION
<b>Percentage of ICT Infrastructure deliverables achieved</b>	<ul style="list-style-type: none"><li>• The SITA contract for the WAN and LAN has been established, for 2018/2019, for the National Network Modernisation Programme.</li><li>• The SAPS Legal Services was requested to resolve the contractual legal issues, regarding the Eastern Cape TETRA.</li><li>• Reallocate equipment to identified priority sites, where proper infrastructure is in place for microwave links.</li><li>• The supplier was appointed, in March 2018, to deliver and install the required solution for the Audio Visual Establishment and Modernisation Programme.</li><li>• A Requirement Plan has been submitted to the SITA for the procurement of solutions, for 2018/2019, to eliminate delays in the procurement process for Hosting Services Modernisation.</li></ul>



PERFORMANCE INDICATOR	MANAGEMENT ACTION
<b>Percentage of people with disabilities employed, in relation to the total workforce</b>	<ul style="list-style-type: none"><li>• A portion of the posts allocated for new appointments are dedicated to people with a disability.</li><li>• SAPS Senior Management Service Personnel are sensitised and made aware of the disability challenge on an ongoing basis, during visits to business units and at top management meetings, forums and performance review sessions.</li><li>• The SAPS is forming partnerships on an ongoing basis with external institutions, which have a pool of people with disabilities available for employment.</li></ul>

## **ON A JOURNEY TO A SAFER SOUTH AFRICA**

*Creating a safe and secure, crime free environment, that is conducive for social & economic stability, supporting a better life for all.*



# **Sub Section 4.3: Programme 2: Visible Policing**

## PROGRAMME 2: VISIBLE POLICING

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

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### Strategic Objectives Annual Targets

#### Number of reported serious crime

 Annual Target	 Actual Performance	 Deviation 
Reduce by 3,14% to 1 704 885	Reported serious crime decreased by 4,3%, from 1 745 385, in 2016/2017, to 1 670 574, in 2017/2018.	34 311

#### Comments

- Operation Fiela Reclaim II was launched, to address problematic crimes and to enhance and intensify crime prevention operations.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



## Number of reported contact crime

 Annual Target	 Actual Performance	 Deviation 
Reduce by 3,14% to 596 001	Reported contact crime decreased by 1,1%, from 609 413, in 2016/2017, to 602 697, in 2017/2018.	-6 696

### Reasons for deviation

- Increased targeted awareness campaigns and other interventions.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



## Number of reported crimes against women

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Reduce by 8,16% to 168 894</p>	<p>Reported crimes against women increased by 2,7%, from 172 961, in 2016/2017, to 177 620, in 2017/2018.</p>	<p>-8 726</p>

**Reasons for deviation**

- Increased targeted awareness campaigns and other interventions resulted in an increase in reported crimes.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



## Number of reported crimes against children

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Reduce by 2,00% to 41 841</p>	<p>Reported crimes against children decreased by 0,7%, from 43 842, in 2016/2017, to 43 540, in 2017/2018.</p>	<p>-1 699</p>

**Reasons for deviation**

- Increased targeted awareness campaigns and other interventions resulted in an increase in reported crimes.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



**Number of reported contact-related crime**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Reduce by 3,13% to 119 585</p>	<p>Reported contact related Crime decreased by 4,4%, from 121 424, in 2016/2017, to 116 086, in 2017/2018</p>	<p>3 499</p>

**Comments**

- Increased policing actions.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



**Number of reported property-related crime**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Reduce by 3,14% to 530 149</p>	<p>Reported property related Crime decreased by 6%, from 543 597, in 2016/2017, to 511 122, in 2017/2018.</p>	<p>19 027</p>

**Comments**

- Increased policing actions.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



## Number of reported other serious crime

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Reduce by 3,14% to 459 150</p>	<p>Reported other serious crime decreased by 6,4%, from 470 951, in 2016/2017, to 440 669, in 2017/2018.</p>	<p>18 481</p>

### Comments

- Increased policing actions.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



Percentage of police stations compliant with the set criteria applicable to the rendering of a victim-friendly service

 **Annual Target**

100%

 **Actual Performance**

100% (1 146 from a total of 1 146).

 **Deviation**

-



## Percentage of functional Community Policing Forums (CPFs) implemented at police stations according to set guidelines

 Annual Target	 Actual Performance	 Deviation 
99%	99,48% (1 140 from a total of 1 146 police stations) have functional CPFs, as per the set guidelines.	0,48%

### Comments

- Boetsap, Kubusiedrift and Mokopong Police Stations have no community in the policing area, only seasonal workers.
- Partial implementation of the required criteria, by some of the police stations.



## Percentage of crowd management incidents policed/stabilised

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b>
100%	100% (14 393) of crowd management incidents policed/stabilised	-



## Percentage of police incidents of a security nature which are not deemed to be "normal crime" stabilised

 Annual Target	 Actual Performance	 Deviation
100%	100% (2 629) incidents of a security nature, which are not deemed to be "normal crime" stabilised.	-



Percentage of safe delivery of valuable and/or dangerous cargo in relation to the number of cargo protection provided



## Annual Target

100% protection provided without security breaches



## Actual Performance

100% protection was provided to 206 cargos with no security breaches.



## Deviation

-



## Programme Performance Indicators and Annual Targets

**Number of reported crimes for unlawful possession of and dealing in drugs**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Increase by 29,28% to 371 986</p>	<p>Reported crimes for unlawful possession and dealing in drugs increased by 10,5%, from 292 689, in 2016/2017, to 323 547, in 2017/2018.</p>	<p>-48 439</p>

**Reasons for deviation**

- Despite the fact that the target was not achieved, there was an increase in the number of crimes detected, as a result of police actions in drug hotspot areas, in 2017/2018, compared to 2016/2017.
- Refer to the additional publication "Annual Crime Report, 2017/2018".



## Number of stolen/lost and illegal firearms recovered

 Annual Target	 Actual Performance	 Deviation 
Increase by 1% to 5 297	18 592 stolen/lost and illegal firearms were recovered, an increase of 7,72% compared to 17 260, recovered in 2016/2017.	13 295

### Comments

- The continuation on the improved circulation of firearms and the issuing of weapon registration numbers for confiscated firearms that were in evidence stores.



## Number of SAPS-owned firearms reported as stolen/lost

 Annual Target	 Actual Performance	 Deviation 
Reduce by 5% to 670	800 SAPS-owned firearms were reported stolen/lost, an increase of 5,26%.	-130

**Reasons for deviation**

- Increasing attacks on SAPS members.
- Non-compliance of prescripts by some of the members.



## Number of identifiable stolen/lost SAPS firearms recovered

 Annual Target	 Actual Performance	 Deviation 
Increase by 10% to 129	358 SAPS-owned firearms were recovered.	229

### Comments

- The continuation on the improved circulation of firearms and the issuing of weapon registration numbers for confiscated firearms that were in the evidence stores.



## Number of stolen/lost vehicles recovered

 Annual Target	 Actual Performance	 Deviation 
Maintain the number of stolen/robbed vehicles recovered at 36 548	27 747 vehicles were recovered, including 22 093 identified vehicles, 5 499 unidentified vehicles and 155 vehicles recovered during cross-border operations.	-8 801

### Reasons for deviation

- Inadequate intelligence.
- Porous borders.
- The repatriation of stolen/robbed vehicles recovered from other countries is complicated by inadequate international cooperation and coordination and different legislative prescripts.



## Percentage of escapes from police custody versus arrested persons and charged

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Not exceeding 0,061%</p>	<p>785 persons escaped from police custody. The 785 escapees represent 0,054% of the 1 467 217 persons arrested and charged, during 2017/2018.</p>	<p>0,007%</p>

### Comments

- The enhancement of the implementation of control measures, such as the implementation of the Detention Management Strategy, including the development of a National Plan to prevent escapes, resulted in the achievement.
- Disciplinary cases are registered for each escape incident, against members who did not comply with the detention management prescripts.



## Percentage of applications for firearm licences finalised within 90 days

 Annual Target	 Actual Performance	 Deviation 
90% of applications finalised within 90 working days	78,41% (80 920 from a total of 103 205 finalised).	-11,59%
<b>Reasons for deviation</b> <ul style="list-style-type: none"><li>An increase in the volume of new firearm applications.</li></ul>		



## Average national police reaction time to Alpha complaints

 Annual Target	 Actual Performance	 Deviation 
19:05 minutes	17:11 minutes	1:54 minutes
<b>Comments</b> <ul style="list-style-type: none"><li>▪ Daily, weekly, monthly and quarterly monitoring, through time analysis reports.</li></ul>		



## Average national police reaction time to Bravo complaints

 Annual Target	 Actual Performance	 Deviation 
24:33 minutes	20:42 minutes	3:51 minutes
<b>Comments</b> <ul style="list-style-type: none"><li>▪ Daily, weekly, monthly and quarterly monitoring, through time analysis reports.</li></ul>		



## Average national police reaction time to Charlie complaints

 Annual Target	 Actual Performance	 Deviation 
21:45 minutes	18:47 minutes	2:58 minutes
<b>Comments</b> <ul style="list-style-type: none"><li>▪ Daily, weekly, monthly and quarterly monitoring, through time analysis reports.</li></ul>		



## Percentage of identified police stations where sector policing has been implemented according to the set implementation criteria

 Annual Target	 Actual Performance	 Deviation 
95%	99,66% (872 from a total of 875 identified police stations).	4,66%
<b>Comments</b> <ul style="list-style-type: none"><li>Enhanced implementation of monitoring and control measures.</li></ul>		



**Number of rural and rural/urban mixed police stations implementing the set criteria of the four pillars of the Rural Safety Strategy**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>A total of 888 of 888 identified police stations have implemented the set criteria of the Rural Safety Strategy.</p>	<p>827 from a total of 888 police stations classified as either rural or rural/urban mixed police stations.</p>	<p>-61</p>

**Reasons for deviation**

- Eight urban police stations that were classified as rural/ urban police stations cannot implement the Strategy (Batho, Kopanong, Mangaung, Meloding, Tumahole, Alexandra Road, Phoenix and Town Hill Police Stations).
- Partial implementation of the required criteria, by some of the police stations.



## Number of community outreach campaigns conducted

 Annual Target	 Actual Performance	 Deviation 
65	A total of 88 community outreach campaigns were conducted (24 national and 64 provincial).	23
<b>Comments</b> <ul style="list-style-type: none"><li>Emerging priorities resulted in the achievement.</li></ul>		



## Number of schools identified for implementation of the School Safety Programme

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>1 250</p>	<p>The School Safety Programme was implemented at 1 249 identified schools.</p>	<p>-</p>

### Comments

- One school in KwaZulu-Natal, namely; Khulabebuka Secondary School, closed after it has been identified as a priority school. As a result, the School Safety Programme could not be implemented at this school. As a result, this school was discounted from the planned target.



## Percentage of crime-related hits reacted to as a result of the Movement Control System (MCS) and Enhanced Movement Control System (EMCS) screening on wanted persons/ circulated stolen or robbed vehicles

 Annual Target	 Actual Performance	 Deviation
<p>100% Reaction to hits (wanted persons)</p> <p>100% Reaction to hits (stolen or robbed vehicles)</p>	<p>Reacted to 100% crime-related hits, as a result of MCS/ EMCS screening of 2 879 wanted persons.</p> <p>Reacted to 100% crime-related hits, as a result of MCS/ EMCS screening on 3 661 circulated stolen/robbed vehicles.</p>	<p>-</p> <p>-</p>



**Percentage of profiled vehicles/containers and cargo consignment searched for illicit drugs, firearms, stolen/robbed vehicles, consignment, smuggled persons and counterfeit goods/contraband**

 Annual Target	 Actual Performance	 Deviation
100% Vehicles	100% (10 587) of profiled vehicles searched.	-
100% Containers	100% (7 317) of profiled containers searched.	-
100% Cargo	100% (3 521) of profiled cargo searched.	-



## Percentage of medium to high- risk incidents responded to, in relation to requests received by the following units:

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b>
100% National Intervention Unit	100% (2 407) incidents responded to, in relation to requests received.	-
100% Special Task Force	100% (222) incidents responded to, in relation to requests received.	-



## Percentage of peaceful crowd management incidents policed

 Annual Target	 Actual Performance	 Deviation
100%	100% (10 853) peaceful crowd management incidents policed.	-



## Percentage of unrest crowd management incidents stabilised

 Annual Target	 Actual Performance	 Deviation
100%	100% (3 540) unrest crowd management incidents stabilised.	-



Percentage of safe delivery of valuable and/or dangerous cargo, in relation to the number of cargo protection provided

 Annual Target	 Actual Performance	 Deviation
100%	100% protection was provided to 206 cargos with no security breaches	-

## PROGRAMME 2: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (1)

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### PERFORMANCE INDICATOR

### MANAGEMENT ACTION

**Number of reported contact crime, number of reported crimes against women and number of reported crimes against children.**

- A year plan has been compiled for implementation, in 2018/2019, to visit the top 30 underperforming police stations, whereby interventions will be conducted, from 16 April 2018, to assist these police stations with the alignment of operational plans with the CPA and the CTA, to curb crimes.

**Number of crimes reported for unlawful possession of and dealing in drugs.**

- An action plan was developed and will be rolled out to all provinces, to intensify operations in the recovery of drugs. Operation Fiela II Reclaim, is also executed to address drug-related crimes.

## PROGRAMME 2: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (2)

120



PERFORMANCE INDICATOR	MANAGEMENT ACTION
<b>Number of SAPS-owned firearms reported as stolen/lost.</b>	<ul style="list-style-type: none"><li>• A plan to intensify a monitoring mechanism will be developed on losses and theft of SAPS-owned firearms, through the support of the Firearm Permit System. A reporting format for analysis will also be developed.</li><li>• Management Interventions will be tasked to conduct research, to determine the reason for the increase in SAPS-owned firearms, which are reported as stolen/lost.</li></ul>
<b>Number of stolen/robbed vehicles recovered.</b>	<ul style="list-style-type: none"><li>• The Clearance Project, as per Head Offices letters 42/1/1 and 3/1/5/1/234, dated 6 September 2016, will be re-emphasised, to ensure that vehicles are identified, cancelled and handed to lawful owners, which would positively impact on the recovery rate. Provincial offices were mandated, in 2017/2018, in terms of Head Office letters 26/2/2 over 3/1/5/1/233, dated 6 September 2017 and 6 November 2017, to initiate multidisciplinary operations.</li><li>• Management Interventions will conduct research to determine possible reasons for the decline in the recovery rate, as well as to look at operational police methodologies that can be constructively implemented to improve the recovery rate of vehicles.</li></ul>

## PROGRAMME 2: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (3)

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PERFORMANCE INDICATOR	MANAGEMENT ACTION
<p><b>Percentage of applications for new firearm licenses, finalised within 90 working days.</b></p>	<ul style="list-style-type: none"> <li>• SOP/directives to be finalised and circulated to Designated Firearm Officials to give guidance on the proper completion of an application. Revision of checklists, with regard to the completion of firearm applications.</li> <li>• Review of the process flow, in relation to the processing of firearm applications. The TMS Division will create an additional function on the Enhance Firearms Register System, to address incomplete firearm applications that impact negatively on the 90 days finalisation period.</li> </ul>
<p><b>Number of rural and rural/urban mixed police stations implementing the set criteria of the four pillars of the Rural Safety Strategy</b></p>	<ul style="list-style-type: none"> <li>• The Visible Policing Division conducted workshops with Rural Safety Coordinators on provincial, cluster and police station levels, at police stations in poor performing provinces, in collaboration with Management Interventions, to improve the implementation of the Rural Safety Strategy.</li> <li>• Review of the Rural Safety Strategy.</li> <li>• Correct classification of police stations as urban, rural and</li> </ul>

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# **Sub Section 4.4:**

## **Programme 3: Detective Service**

# PROGRAMME 3: DETECTIVE SERVICE

To contribute to the successful prosecution of offenders by investigating, gathering and analysing evidence



## Strategic Objectives Annual Targets

### Detection rate for serious crime

 Annual Target	 Actual Performance	 Deviation 
37%	Detection rate of 35,97% (747 890 from a total of 2 079 300) for serious crime.	-1,03%

#### Reasons for deviation

- Potential witnesses in violent-related cases are reluctant to come forward because of fear of victimisation.
- The late reporting of crime compromises proper crime scene management and forensic leads.
- Technology and products offered by financial institutions are enabling perpetrators to enter into faceless and paperless transactions with victims, making it more difficult to detect.



## Conviction rate for serious crime

 Annual Target	 Actual Performance	 Deviation 
88%	Conviction rate of 89,40% (126 924 from a total of 141 974) for serious crime.	1,4%

### Comments

- Assistance from prosecutors ensured effective investigations.
- Effective and efficient interventions and capability by detective management teams to identify poor performing investigative units, yielded positive results.



## Percentage of original previous conviction reports generated

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
95% original previous conviction reports generated within 15 calendar days	97,92% (1 185 210 from a total of 1 210 422), of original previous conviction reports, generated within 15 calendar days.	2,92%
<b>Comments</b> <ul style="list-style-type: none"><li>▪ Daily planning, monitoring and management of the workload.</li></ul>		



## Percentage reduction in case exhibits (entries) exceeding the prescribed time frame

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>Backlog not exceeding 10% of case exhibits (entries) received</p>	<p>1,12% (7 164 from a total of 639 745) case exhibits (entries) not yet finalised, exceeding the prescribed time frames.</p>	<p>8,88%</p>

### Comments

- Management exercised weekly, monthly and quarterly performance monitoring and review to ensure that the backlog is reduced.



## Percentage of Biology Deoxyribonucleic Acid (DNA) Intelligence case exhibits (entries) finalised

 Annual Target	 Actual Performance	 Deviation 
70% of DNA intelligence case exhibits (entries) processed within 63 working days	95,16% (365 593 from a total of 384 182) of Biology (DNA) intelligence case exhibits entries, finalised, within 63 working days.	25,16%

### Comments

- The business restructuring and streamlining of processes, as well as the enlistment of interns within the Biology Section, resulted in an improved turnaround time in the processing of DNA intelligence case exhibits.



## Percentage of Ballistics (IBIS) Intelligence case exhibits (entries) finalised

 Annual Target	 Actual Performance	 Deviation 
95% of Ballistics (IBIS) intelligence case exhibits (entries) finalised within 28 working days	97,29% (17 821 from a total of 18 318) Ballistics (IBIS) intelligence case exhibits (entries), finalised, within 28 working days.	2,29%

### Comments

- The upgrades performed on the IBIS, as well as the allocation of overtime, resulted in quicker processing of results.



## Percentage of trial-ready case dockets for fraud and corruption by individuals within the JCPS Cluster

 Annual Target	 Actual Performance	 Deviation
60%	74,15% (436 from a total of 588).	14,15%

### Comments

- Serious Corruption utilised the Anti- Corruption Task Team (ACTT) integrated operational model and followed the multidisciplinary approach to the latter, where investigators are given specific responsibilities with regard to the serious corruption investigations.



## Detection rate for serious commercial crime-related charges

 Annual Target	 Actual Performance	 Deviation 
80%	89,67% (52 008 from a total of 58 001).	9,67%

### Comment

- Implementation of a joint strategy between the DPCI and the NPA, to enhance investigations and prosecutions.
- Prioritisation of cases.
- Application of a multidisciplinary Investigative approach.
- Performance monitoring and evaluation.



## Percentage trial-ready case dockets rate for serious commercial crime-related charges

 Annual Target	 Actual Performance	 Deviation 
53%	70,04% (2 270 from a total of 3 241).	17,04%

### Comments

- Ensuring that investigations are properly conducted and that dockets to court are screened.
- Arrests are executed upon finalisation of investigations, rather than arresting while investigations are still pending.



## Percentage of serious organised crime projects successfully terminated

 Annual Target	 Actual Performance	 Deviation 
43%	46,67% (14 from a total of 30).	3,67%

### Comments

- The constant monitoring of projects.



## Number of trial ready case dockets for serious corruption in the private and public sector

 Annual Target	 Actual Performance	 Deviation 
18	29	11

### Comments

- Serious Corruption utilised the ACTT integrated operational model and followed the multidisciplinary approach to the latter, where investigators are given specific responsibilities with regard to the serious corruption investigations.



## Detection rate for cybercrime-related cases

 Annual Target	 Actual Performance	 Deviation 
34%	36,92% (48 from a total of 130).	2,92%

### Comments

- Prioritisation of cases.
- Performance monitoring and evaluation.



## Programme Performance Indicators and Annual Targets

### Detection rate for contact crime

 Annual Target	 Actual Performance	 Deviation 
55%	Detection rate of 51,12% (391 528 from a total of 765 846) for contact crimes.	-3,88%

#### Reasons for deviation

- Potential witnesses in violent-related cases are reluctant to come forward because of fear of victimisation.
- The late reporting of crime compromises proper crime scene management.



## Conviction rate for contact crime

 Annual Target	 Actual Performance	 Deviation 
81%	Conviction rate of 81,51% (44 754 from a total of 54 905) for contact crimes.	0,51%

### Comments

- Assistance from prosecutors ensured effective investigations.
- Effective and efficient interventions and capability by detective management teams to identify poor performing investigative units, yielded positive results.



## Detection rate for crimes committed against women 18 years and above (Murder, Attempted Murder, All Sexual Offences, Common Assault and Assault GBH)

 Annual Target	 Actual Performance	 Deviation 
75%	Detection rate of 74,29% (143 638 from a total of 193 346), for crimes committed against women 18 years and above.	-0,71%

### Reasons for deviation

- Potential witnesses in violent-related cases are reluctant to come forward because of fear of victimisation.
- The late reporting of crime compromises proper crime scene management.



**Conviction rate for crimes committed against women 18 years and above (Murder, Attempted Murder, All Sexual Offences, Common Assault and Assault GBH)**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>83%</p>	<p>Conviction rate of 84,02% (17 422 from a total of 20 735), for crimes committed against women 18 years and above.</p>	<p>1,02%</p>

**Comments**

- Assistance from prosecutors ensured effective investigations.
- Effective and efficient interventions and capability by detective management teams to identify poor performing investigative units.



## Detection rate for crimes committed against children under 18 years (Murder, Attempted Murder, All Sexual Offences, Common Assault and Assault GBH)

 Annual Target	 Actual Performance	 Deviation 
70%	Detection rate of 69,90% (38 298 from a total of 54 786), for crimes committed against children under 18 years.	-0,10%

### Reasons for deviation

- Potential witnesses in violent-related cases are reluctant to come forward because of fear of victimisation.
- Detailed statements from children, to enable the identification of perpetrators takes long, due to assessment processes to be followed.
- The late reporting of crime compromises proper crime scene management.



## Conviction rate for crimes committed against children under 18 years (Murder, Attempted Murder, All Sexual Offences, Common Assault and Assault GBH)

 Annual Target	 Actual Performance	 Deviation 
78%	Conviction rate of 81,07% (6 233 from a total of 7 688), for crimes committed against children under 18 years.	3,07%

### Comments

- Assistance from prosecutors ensured effective investigations.
- Effective and efficient interventions and capability by detective management teams, to identify poor performing investigative units.



## Detection rate for contact-related crime

 Annual Target	 Actual Performance	 Deviation 
47,10%	Detection rate of 48,06% (63 706 from a total of 132 564), for contact-related crimes.	0,96%

### Comments

- A coordinated effort is in place to deal with forensic leads in all the provinces.
- A multidisciplinary approach in planned operations to trace and arrest suspects, as well as day-to-day arrests.



## Conviction rate for contact-related crime

 Annual Target	 Actual Performance	 Deviation 
87%	Conviction rate of 85,99% (5 315 from a total of 6 181), for contact-related crimes.	-1,01%

### Reasons for deviation

- Continuous postponement of cases, resulting in witnesses losing interest to testify.
- Complainant and/ or witnesses relocate without informing the investigator of their new address.



## Detection rate for property-related crime

 Annual Target	 Actual Performance	 Deviation 
14%	Detection rate of 14,74% (92 450 from a total of 627 103), for property-related crimes.	0,74%

### Comments

- A coordinated effort is in place to deal with forensic leads in all the provinces.
- A multidisciplinary approach in planned operations to trace and arrest suspects, as well as day-to-day arrests.



## Conviction rate for property-related crime

 Annual Target	 Actual Performance	 Deviation 
88%	Conviction rate of 89,29% (16 804 from a total of 18 820), for property-related crimes.	1,29%

### Comments

- Assistance from prosecutors ensured effective investigations.
- Effective and efficient interventions and capability by detective management teams, to identify poor performing investigative units.



## Detection rate for other serious crimes

 Annual Target	 Actual Performance	 Deviation 
36%	Detection rate of 36,15% (200 206 from a total of 553 787), for other serious crimes.	0,15%

### Comments

- A coordinated effort is in place to deal with forensic leads in all the provinces.
- A multidisciplinary approach in planned operations to trace and arrest suspects, as well as day-to-day arrests.



## Conviction rate for other serious crimes

 Annual Target	 Actual Performance	 Deviation 
88%	Conviction rate of 96,75% (60 051 from a total of 62 068), for other serious crimes.	8,75%

### Comments

- Assistance from prosecutors ensured effective investigations.
- Effective and efficient interventions and capability by detective management teams, to identify poor performing investigative units.



## Detection rate for crimes dependent on police action for detection

 Annual Target	 Actual Performance	 Deviation 
<p>99%</p>	<p>Detection rate of 99,73% (434 113 from a total of 435 300), for crimes dependent on police action for detection.</p>	<p>0,73%</p>

**Comments**

- A coordinated effort is in place to deal with forensic leads in all the provinces.
- A multi-disciplinary approach in planned operations to trace and arrest suspects, as well as day-to-day arrests.
- Arrests were instantaneously captured on the CAS/ICDMS.



## Conviction rate for crimes dependent on police action for detection

 Annual Target	 Actual Performance	 Deviation 
98%	Conviction rate of 97,51% (170 339 from a total of 174 691), for crimes dependent on police action for detection.	-0,49%

### Reasons for deviation

- Long outstanding blood alcohol analyses reports from Forensic Science Laboratories of the DoH.
- The non-enrolment of cases by the NPA.



## Percentage of original previous conviction reports generated

 Annual Target	 Actual Performance	 Deviation 
95% original previous conviction reports generated within 15 calendar days	97,92% (1 185 210 from a total of 1 210 422), of original previous conviction reports, generated within 15 calendar days.	2,92%
<b>Comments</b> <ul style="list-style-type: none"><li>▪ Daily planning, monitoring and management of the workload.</li></ul>		



**Percentage of results of trial updated in respect of the following: Guilty verdict/Not Guilty Verdict**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>95% of results of trial (guilty) updated, within 20 calendar days</p> <p>95% of results of trial (not guilty/withdrawn) updated, within 20 calendar days</p>	<p>97,94% (326 583 from a total of 333 451) of results of trial (guilty) updated, within 20 calendar days.</p> <p>98,44% (965 884 from a total of 981 205) of results of trial (not guilty/withdrawn) updated, within 20 calendar days.</p>	<p>2,94%</p> <p>3,44%</p>

**Comments**

- Daily planning, monitoring and management of the workload.



## Percentage of routine case exhibits (entries) finalised

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>75% of routine case exhibits (entries) processed within 28 working days</p>	<p>69,53% (164 946 from a total of 237 225) of routine case exhibits (entries), finalised, within 28 working days.</p>	<p>-5,47%</p>

### Reasons for deviation

- The number of the CCTV downloaded footage cases have increased.
- A shortage of consumables for instruments used at the Western Cape Biology Section. Robots and Pipettes were not functional either. The lack of maintenance of Pipettes and robots, resulted in a manual system being used, as an alternative, which is slower than the electronic system.
- There was an increase in a number of cases at the Western Cape Chemistry Section.
- he Biology Section, in Gauteng, had a shortage of consumables, due to a delay in the procurement process.
- The Scientific Analysis Section, in Gauteng, did not have properly functioning instruments. The older version of the licence on the instruments slowed performance down.



## Percentage of non-routine case exhibits (entries) finalised

 Annual Target	 Actual Performance	 Deviation 
70% of non-routine case exhibits (entries) processed within 75 working days	75,30% (4 656 from a total of 6 183) of non-routine case exhibits (entries), finalised, within 75 working days.	5,30%
<b>Comments</b> <ul style="list-style-type: none"><li>▪ The restructuring and streamlining of processes, as well as the enlistment of interns.</li></ul>		



## Percentage of Ballistics (IBIS) Intelligence case exhibits (entries) finalised

 Annual Target	 Actual Performance	 Deviation 
95% of Ballistics (IBIS) intelligence case exhibits (entries) finalised within 28 working days	97,29% (17 821 from a total of 18 318) Ballistics (IBIS) intelligence case exhibits (entries), finalised, within 28 working days.	2,29%

### Comments

- The upgrades performed on the IBIS, as well as the allocation of overtime, resulted in quicker processing of results.



## Percentage of Biology Deoxyribonucleic Acid (DNA) Intelligence case exhibits (entries) finalised

 Annual Target	 Actual Performance	 Deviation 
<p>70% of DNA intelligence case exhibits (entries) processed within 63 working days</p>	<p>95,16% (365 593 from a total of 384 182) of Biology (DNA) intelligence case exhibits entries, finalised, within 63 working days.</p>	<p>25,16%</p>

### Comments

- The business restructuring and streamlining of processes, as well as the enlistment of interns within the Biology Section, resulted in an improved turnaround time in the processing of DNA intelligence case exhibits.



Percentage of trial-ready case dockets for fraud and corruption by individuals within the JCPS Cluster measured against the total fraud and corruption cases not finalised in court

 Annual Target	 Actual Performance	 Deviation 
60%	74,15% (436 from a total of 588).	14,15%

### Comments

- Serious Corruption utilised the ACTT integrated operational model and followed the multidisciplinary approach to the latter, where investigators are given specific responsibilities with regard to the serious corruption investigations.



## Detection rate for serious commercial crime-related charges

 Annual Target	 Actual Performance	 Deviation 
80%	89,67% (52 008 from a total of 58 001).	9,67%

### Comments

- Implementation of a joint strategy between the DPCI and the NPA, to enhance investigations and prosecutions.
- Prioritisation of cases.
- Application of a multidisciplinary investigative approach.
- Performance monitoring and evaluation..



## Percentage of trial ready case dockets for serious commercial crime-related charges

 Annual Target	 Actual Performance	 Deviation 
53%	70,04% (2 270 from a total of 3 241).	17,04%

### Comments

- Ensuring that investigations are properly conducted and that dockets to court are screened.
- Arrests are executed upon finalisation of investigations, rather than arresting while investigations are still pending.



## Percentage of identified clandestine laboratories dismantled

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
100% (20)	100% (53 from a total of 53).	-

### Comments

- A National Chemical Monitoring Programme to prevent and combat the diversion of precursor chemicals, laboratory equipment and pharmaceutical machinery that are commonly utilised in the illicit production of narcotic drugs.
- An integrated, intelligence led operating model to identify and prioritise organised criminal groups that are specialising in the illicit production of drugs and hydroponic cannabis.
- Regular in-service training workshops to enhance the knowledge and skills of our frontline investigators in the detection of clandestine laboratories, the emergence of designer drugs (new psychoactive substances) and the latest techniques utilised, in this regard.
- Participation in regional and international forums aimed at preventing the diversion of precursor chemicals.
- Strategic partnerships to strengthen collaboration and operational cooperation with relevant South African Government Departments and international law enforcement agencies.



## Number of serious corruption related trial ready case dockets, where officials are involved including procurement fraud and corruption

 Annual Target	 Actual Performance	 Deviation 
18	29 trial-ready case dockets for serious corruption, where officials involved, including procurement fraud and corruption.	11

**Comments**

- Serious Corruption utilised the ACTT integrated operational model and followed the multidisciplinary approach to the latter, where investigators are given specific responsibilities with regard to the serious corruption investigations..



## Detection rate for cybercrime-related cases

 Annual Target	 Actual Performance	 Deviation 
34%	36,92% (48 from a total of 130).	2,92%
<b>Comments</b> <ul style="list-style-type: none"><li>▪ Prioritisation of cases.</li><li>▪ Performance monitoring and evaluation..</li></ul>		

# PROGRAMME 3: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (1)



PERFORMANCE INDICATOR	MANAGEMENT ACTION
<p><b>Detection rate for serious crime, detection rate for contact crimes, detection rate for crimes committed against women, detection rate for crimes committed against children, conviction rate for contact-related crimes and conviction rate for crimes dependent on police action for detection</b></p>	<p>For the 2018/2019 legislative programme, the following Bills will be submitted for approval:</p> <ul style="list-style-type: none"> <li>• South African Police Amendment Bill / Animal Movement and Animal Produce Bill / Firearms Control Amendment Bill / Criminal Law (Forensic Procedures) Bill.</li> </ul>
	<p>The following policies have been approved by the Minister of Police and are to be implemented by the Department of Police:</p> <ul style="list-style-type: none"> <li>• Policy on the Investigation and Management of Serial Rape and Serial Murder.</li> <li>• Policy on Reducing Barriers to the Reporting of Sexual Offences and Domestic Violence and the Minister of Police’s Six Point Plan on addressing gender-based violence.</li> <li>• Policy on Enhancing the Quality and Functioning of the SAPS Detective Service.</li> </ul>
	<ul style="list-style-type: none"> <li>• Policies that have been approved and implemented are Policy No 11 of 2017: CAS/ICDMS: User Account Management in the South African Police Service and Policy No 13 of 2017: Cybercrime Policy for the South African Police Service.</li> <li>• A list of national instructions have been approved and implemented, refer to page 173 of the APP 2017/2018.</li> <li>• A list of national instructions have been approved and implemented , refer to page 173 of the APP 2017/2018.</li> </ul>
	<p>The following strategies have been identified to be developed, during the 2018/2019 financial year:</p> <ul style="list-style-type: none"> <li>• Bail Defence Strategy / Case Docket Load Reduction Strategy / Cold Case Strategy / Crime Detection Strategy / Cybercrime Strategy / Modus Operandi Counter Strategy / OCTA Strategy / Post Parole Strategy</li> </ul>

## PROGRAMME 3: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE (2)

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PERFORMANCE INDICATOR	MANAGEMENT ACTION
<b>Routine case exhibits (entries) finalised.</b>	<ul style="list-style-type: none"><li>• Enhance the existing forensic capacity, such as training.</li><li>• Optimal utilisation of the Reference Index and crime investigation technologies.</li><li>• Optimal and effective utilisation of personnel and equipment.</li></ul>

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# **Sub Section 4.5:**

## **Programme 4: Crime Intelligence**

# PROGRAMME 4: CRIME INTELLIGENCE

Manage crime intelligence, and analyse crime information, and provide technical support for investigation and crime prevention operations



## Number of network operations conducted (to address prioritised crime threats)

 Annual Target	 Actual Performance	 Deviation 
876	887 network operations conducted.	11

### Comments

- More network operations were conducted, in order to address the increase in violent protest actions which occurred in 2017.



## Number of intelligence products in support of proactive SAPS operations (threat and risk assessments and early warning reports)

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>36 200</p>	<p>74 100 intelligence products in support of proactive SAPS operations.</p>	<p>37 900</p>

### Comments

- More proactive intelligence products were generated throughout the year, especially during preparations for and the execution of national festive season operations, Operation Fiela and Operation Mihadarati. The increase in violent protests and syndicated crimes also placed a higher demand on the generation of proactive reports.



## Number of intelligence reports in support of reactive SAPS operations (profiles and intelligence analysis reports)

 Annual Target	 Actual Performance	 Deviation 
239 700	265 318 intelligence reports in support of reactive SAPS operations.	25 618

### Comments

- More reactive intelligence products were generated throughout the year, especially during preparations for and the execution of national festive season operations, Operation Fiela and Operation Mihadarati.
- The increase in violent protests and syndicated crimes also placed a higher demand on the generation of reactive reports (i.e. profiles, communication analysis reports, financial analysis reports and association analysis reports).



## Number of strategic intelligence reports generated to address NICOC priorities

 Annual Target	 Actual Performance	 Deviation 
22	9 strategic intelligence reports generated.	-13

### Reasons for deviation

- As a result of instability in the leadership of Crime Intelligence, during the reporting period and in order to honour commitments made to NICOC pertaining to due dates some of the reports were submitted without following the correct approval procedure, as per the TID.



## Number of security assessments conducted within the SAPS relating to vetting investigations

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
1 154	1 356 vetting investigations finalised.	202

### Comments

- The Vetting Revamp Strategy and specific instructions by the former Minister of Police, resulted in the overachievement of the target (dedicated focus, overtime duties, increased Head Office capacity, assistance from the FSL with polygraph examinations and the Vetting Evaluation Panel convening more regularly).



## Percentage of security assessments conducted within the SAPS relating to ICT security assessments

 Annual Target	 Actual Performance	 Deviation 
100%	103,99% (2 996 from a total of 2 881) planned ICT security assessments finalised	3,99%

**Comments**

- Crime Intelligence, in the KwaZulu-Natal Province, conducted more assessments than originally planned.



## Percentage of security assessments conducted within the SAPS relating to physical security assessments

 Annual Target	 Actual Performance	 Deviation 
100%	99,52% (830 from a total of 834) planned physical security assessments finalised.	-0,48%
<b>Comments</b> <ul style="list-style-type: none"><li>Some assessments could not be finalised, due to accessibility challenges.</li></ul>		



## Percentage of cross-border operations facilitated in relation to requests received

 Annual Target	 Actual Performance	 Deviation 
100%	88,88% (8 from a total of 9) of cross border operations facilitated.	-11,12%

**Reasons for deviation**

- Operation Tempo, involving the Regional INTERPOL Office, in Harare, Zimbabwe was reported as conducted, however, the operation was postponed, due to limited participation.



## Percentage of arrests of identified transnational crime suspects facilitated in relation to requests received

 Annual Target	 Actual Performance	 Deviation
100%	100% (18 from a total of 18) of arrests of identified transnational crime suspects facilitated.	-



## Number of global threat assessment reports generated

 Annual Target	 Actual Performance	 Deviation 
4 global threat assessment reports generated	5 global threat assessments reports generated.	1
<b>Comments</b> <ul style="list-style-type: none"><li>An additional assessment was generated on request of INTERPOL, Lyon (France).</li></ul>		



## Number of persons of interest reports generated

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
4 persons of interest reports generated	4 persons of interest reports generated.	-



## Programme Performance Indicators and Annual Targets

### Number of network operations conducted

 Annual Target	 Actual Performance	 Deviation 
876	887 network operations conducted.	11

#### Comments

- More network operations were conducted, in order to address the increase in violent protest actions which occurred in 2017.



## Number of vetting investigations finalised for prioritised environments in relation to applications received

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>1 154</p>	<p>1 356 vetting investigations finalised.</p>	<p>202</p>

### Comments

- The Vetting Revamp Strategy and specific instructions by the former Minister of Police, resulted in the overachievement of the target (dedicated focus, overtime duties, increased Head Office capacity, assistance from the FSL with polygraph examinations and the Vetting Evaluation Panel convening more regularly).



## Percentage of ICT security assessments finalised as per ICT Annual Assurance Schedule

 Annual Target	 Actual Performance	 Deviation 
100%	103,99% (2 996 from a total of 2 881) planned ICT security assessments finalised.	3,99%

**Comments**

- Crime Intelligence, in the KwaZulu-Natal Province, conducted more assessments than originally planned.



## Percentage of physical security assessments finalised as per Physical Security Annual Assurance Schedule

 Annual Target	 Actual Performance	 Deviation 
100%	99,52% (830 from a total of 834) planned physical security assessments finalised.	-0,48%
<b>Reasons for deviation</b> <ul style="list-style-type: none"><li>Some assessments could not be finalised, due to accessibility challenges.</li></ul>		



## Number of threat and risk assessments reports generated for pro-active policing operations

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
14 480	42 793 threat and risk assessment reports generated.	28 313

### Comments

- More proactive intelligence products were generated throughout the year, especially during preparations for and the execution of national festive season operations, Operation Fiela and Operation Mihadarati. The increase in violent protests and syndicated crimes also placed a higher demand on the generation of proactive reports.



## Number of early warning reports generated for pro-active policing operations

 Annual Target	 Actual Performance	 Deviation 
21 720	31 307 early warning reports generated.	9 587

### Comments

- More proactive intelligence products were generated throughout the year, especially during preparations for and the execution of national festive season operations, Operation Fiela and Operation Mihadarati. The increase in violent protests and syndicated crimes also placed a higher demand on the generation of proactive reports.



## Percentage of proactive intelligence reports that were operationalised

 Annual Target	 Actual Performance	 Deviation 
100%	65,47% (48 512 out of 74 100) of proactive intelligence reports operationalised.	-34,53%

### Reasons for deviation

- The underachievement was due to unprecedented operational and organisational challenges experienced, which adversely affected the optimum functioning of and service delivery by the division.



## Number of tactical intelligence reports generated for reactive SAPS operations in respect of: profiles and intelligence analysis reports

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
<p>98 277 profiles</p> <p>141 423 intelligence analysis reports</p>	<p>118 642 profiles generated.</p> <p>146 676 intelligence analysis reports generated.</p>	<p>20 365</p> <p>5 253</p>

### Comments

- More proactive intelligence products were generated throughout the year, especially during preparations for and the execution of national festive season operations, Operation Fiela and Operation Mihadarati. The increase in violent protests and syndicated crimes also placed a higher demand on the generation of proactive reports.



## Percentage of reactive intelligence reports that were operationalised

 Annual Target	 Actual Performance	 Deviation 
100%	40,29% (106 903 from a total of 265 318) of reactive intelligence reports operationalised.	-59,71%

### Reasons for deviation

- The underachievement was due to unprecedented operational and organisational challenges experienced, which adversely affected the optimum functioning of and service delivery by the division.



## Number of strategic intelligence reports generated to address NICOC priorities

 Annual Target	 Actual Performance	 Deviation 
22	9 strategic intelligence reports generated.	-13

### Reasons for deviation

- As a result of instability in the leadership of Crime Intelligence, during the reporting period and in order to honour commitments made to NICOC pertaining to due dates some of the reports were submitted without following the correct approval procedure, as per the TID.



## Percentage of cross-border operations facilitated in relation to requests received

 Annual Target	 Actual Performance	 Deviation 
100%	88,88% (8 from a total of 9) of cross border operations facilitated.	-11,12%

### Reasons for deviation

- Operation Tempo, involving the Regional INTERPOL Office, in Harare, Zimbabwe was reported as conducted, however, the operation was postponed, due to limited participation.



## Percentage of arrests of identified transnational crime suspects facilitated in relation to requests received

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b>
100%	100% (18 from a total of 18) of arrests of identified transnational crime suspects facilitated.	-



**Number of global threat assessment reports generated for SAPS operations**

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b> 
4 global threat assessment reports generated	5 global threat assessments reports generated.	1
<b>Comments</b> <ul style="list-style-type: none"><li>An additional assessment was generated on request of INTERPOL Lyon (France).</li></ul>		



## Number of persons of interest reports generated for SAPS operations

 **Annual Target**

4 persons of interest reports generated

 **Actual Performance**

4 persons of interest reports generated.

 **Deviation**

-

# PROGRAMME 4: STRATEGIES THAT HAVE BEEN/WILL BE IMPLEMENTED TO ADDRESS UNDERPERFORMANCE



PERFORMANCE INDICATOR	MANAGEMENT ACTION
<p><b>Percentage of physical security assessments finalised, as per Physical Security Annual Assurance Schedule.</b></p>	<ul style="list-style-type: none"> <li>• <b>Crime Intelligence Corporate Renewal Strategy</b> - The development and implementation of this strategy seeks to direct Crime Intelligence’s efforts, in support of the prevention and investigation of crime, ensure integration within the broader intelligence community, establish effective corporate governance and properly structure the entity, within the broader SAPS structure and ensure that it is adequately resourced.</li> <li>• <b>Counter Intelligence Strategy</b> - The development and implementation of this strategy seeks to position, capacitate and resource the counter intelligence environment.</li> <li>• <b>Vetting Strategy</b> - The development and implementation of this strategy seeks to enhance and modernise the vetting processes/procedures and to down-manage current vetting backlogs.</li> </ul>
<p><b>Percentage of proactive intelligence reports that were operationalised.</b></p>	
<p><b>Percentage of reactive intelligence reports that were operationalised.</b></p>	
<p><b>Number of strategic intelligence reports generated to address NICOC priorities.</b></p>	
<p><b>Percentage of cross-border operations facilitated, in relation to requests received.</b></p>	

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# **Sub Section 4.6:**

## **Programme 5: Protection and Security Services**

# PROGRAMME 5: PROTECTION AND SECURITY SERVICES

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



Strategic Objectives Annual Targets and Programme Performance Indicators and Annual Targets

Percentage of protection provided to VIPs without security breaches

 Annual Target	 Actual Performance	 Deviation
<p>100% in-transit protection provided</p> <p>100% in-transit protection provided</p>	<p>100% in-transit protection provided by PSS without security breaches.</p> <p>100% in-transit protection provided by PPS without security breaches.</p>	<p>-</p> <p>-</p>



## Percentage of protection provided at identified government installations and identified VIP residences: Static Protection

 Annual Target	 Actual Performance	 Deviation
<p>100% static protection provided</p> <p>100% static protection provided</p>	<p>100% static protection provided by PSS, without security breaches.</p> <p>100% static protection provided by PPS, without security breaches.</p>	<p>-</p> <p>-</p>



 **Annual Target**

49% strategic installations audited (125 from a total of 255)

 **Actual Performance**

49% strategic installations audited by PSS (125 from a total of 255).

 **Deviation**

-



## Percentage of National Key Points evaluated

 <b>Annual Target</b>	 <b>Actual Performance</b>	 <b>Deviation</b>
100% NKPs evaluated (196)	100% NKPs evaluated by PSS (196 from a total of 196).	-



## Percentage of National Key Points (NKPs) evaluated

 Annual Target	 Actual Performance	 Deviation 
100% NKPs evaluated (11)	90,91% NKPs evaluated by PPS (10 from a total of 11).	-1
<b>Reasons for deviation</b> <ul style="list-style-type: none"><li>▪ Securing an appointment at one NKP was unsuccessful.</li></ul>		

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**Conclusion, thank  
you**